1
2011 BUSINESS PLAN AND BUDGET

The Finance and Administration Committee recommends:

1. **Receipt of the communications dated November 24, 2010 from Mafalda Avellino, Executive Director of the Regional Municipality of York Police Services Board, regarding the Police Services 2011 Capital and Operating Budgets.**

2. **Receipt of the communication dated January 26, 2011 from Mafalda Avellino, Executive Director of the Regional Municipality of York Police Services Board, regarding Amended 2011 Capital Budget and Forecast to 2020 Based on Revised Funding Estimates.**

3. **Receipt of the communication dated January 21, 2011 from Jocelyn Lee, General Manager, Corporate & Financial Services, Lake Simcoe Region Conservation Authority, regarding a 2011 Additional Budget Request.**

4. **Receipt of the communication dated January 11, 2011 from Brian Denney, Chief Administrative Officer, Toronto and Region Conservation Authority, regarding the Project for Acquisition of Office Space.**

5. **Receipt of the following presentations:**

   a) **Bruce Macgregor, Chief Administrative Officer, providing an overview of the 2011 draft capital and operating budgets;**
   b) **Regional Councillor Danny Wheeler, Chair of the Police Services Board, Police Chief Eric Jolliffe and Jeff Channell, Assistant Manager of Financial Services, regarding the Police Services budget;**
   c) **Brian Denney, Chief Administrative Officer, regarding the Toronto and Region Conservation Authority budget;**
   d) **Gayle Wood, Chief Administrative Officer, regarding the Lake Simcoe Region Conservation Authority budget;**
   e) **Lloyd Russell, Commissioner of Finance, regarding the GO Transit, Hospital Capital Funding, MPAC, GTA Pooling, Finance, Information Technology, Office of the CAO, Office of the Regional Chair, Ontario Disability Support Program (ODSP) and Financial Items budgets; and**
   f) **Jim Davidson, Commissioner of Corporate Services, regarding the Property Services, Human Resource Services, Legal Services, Regional Clerk’s and Courts budgets.**

6. **Receipt of the report dated January 24, 2011 from the Commissioner of Finance.**

7. **Forwarding the recommendation that the draft 2011 capital and operating budgets for the following be approved, as submitted to the Commissioner of Finance and Treasurer, for consolidation into a report to the Finance and Administration Committee meeting on March 3, 2011:**
   a. **York Regional Police**
   b. **Lake Simcoe Region Conservation Authority, as amended to include additional funding of the Region's share of the projected 2011 costs being $59,000 for a 1% COLA and appropriate step increases, plus $25,000 for legal costs, subject to all other funding partners agreeing to pay their share of the projected 2011 costs for these items**
   c. **Toronto and Region Conservation Authority**
   d. **GO Transit**
   e. **Hospital Capital Funding**
   f. **MPAC**
   g. **GTA Pooling**
   h. **Finance, subject to the Commissioner of Finance reporting to the Committee prior to staffing the positions of Portal Project Manager and Business Operation Analyst**
   i. **Information Technology**
   j. **Property Services**
   k. **Human Resource Services**
   l. **Legal Services**
   m. **Regional Clerk**
   n. **Court Services**
   o. **Office of the CAO**
   p. **Office of the Regional Chair**
   q. **Ontario Disability Support Program (ODSP)**
   r. **Financial Items**

8. **The Commissioner of Finance report to the Committee's March 3, 2011 meeting on the implications of providing the full annual salaries and benefits for new Police Services staff in the annual budget.**

9. **The Commissioner of Finance and Regional staff negotiate the Toronto and Region Conservation Authority's request for funding for new office space in a manner that is most beneficial to York Region and that would include an ownership interest and report back to the Committee's meeting of March 3, 2011.**

10. **The Commissioner of Finance report to the Committee's meeting of March 3, 2011 on the proposal to increase the tax levy by 1% and apply the proceeds to debt reduction, with the report to address the impact of debt reduction in the long term.**

11. The Commissioner of Finance report to the Committee on the future of the Joint Portal project with the Town of Markham.

1. RECOMMENDATIONS

It is recommended that:

1. The Finance and Administration Committee consider and approve the draft 2011 Capital and Operating Business Plans and Budgets for York Regional Police, Boards and Authorities, GTA Pooling, Finance and Information Technology, Corporate Services, Court Services, Office of the CAO, Office of the Regional Chair, Ontario Disability Support Program (ODSP) and Financial Items 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 York Regional Police, Boards and Authorities, GTA Pooling, Finance & I.T., Corporate Services, Court Services, Office of the CAO, Office of the Regional Chair, ODSP and Financial Items for consideration and recommendation by 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 Plans and Budgets

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 2011 request includes 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 $58.8 million is requested for York Regional Police, IT and Property Services

Tables 1 -3 below lists all budget amounts for which additional Total Project Budget Authority is being requested for 2011. These tables include a list of departments, 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)
York Regional Police

	Page No.	2011 & outyears ($000s)
New TPBA - Gross Capital Expenditures	418	**10,311**
Financing Sources:		
Tax levy	423	5,851
Development Charges	423	388
Other Revenues	423	386
Debentures	423	3,686
Total	423	**10,311**

Table 2
2011 New Total Project Budget Authority (TPBA)
Information Technology (IT)

	Page No.	2011 & outyears ($000s)
New TPBA - Gross Capital Expenditures	371	**5,556**
Financing Sources:		
Reserves	375	5,556
Total	375	**5,556**

Table 3
2011 New Total Project Budget Authority (TPBA)
Property Services

	Page No.	2011 & outyears ($000s)
New TPBA - Gross Capital Expenditures	394-394	**42,885**
Financing Sources:		
Tax Levy	403-405	244
Reserves	403-405	9,641
Debentures	403-405	33,000
Total	403-405	**42,885**

Operating Business Plans and Budgets

The proposed budgets for review by Finance and Administration Committee reflect total net operating expenditures of $401.2 million

The 2011 Operating Business Plan and Budget includes 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 4 below.

Table 4
2011 Operating Budget

Department	Page No.	2011 Gross Operating Expenditures (incl. Contribution to Capital) ($000s)	2011 Net Operating Expenditures (incl. Contribution to Capital) ($000s)
York Regional Police	406	258,748	239,172
LSRCA[1]	384	1,884	1,884
TRCA[1]	384	3,209	3,209
GO Transit	366	2,500	0
Hospital Capital Funding	366	12,706	12,706
MPAC	366	15,702	15,702
GTA Pooling	366	26,400	26,400
Finance	337	11,126	9,431
Information Technology	343	17,603	14,945
Property Services	283	18,247	17,706
Human Resource Services	293	6,662	6,652
Legal Services	303	2,788	2,453
Regional Clerk	313	2,224	2,220
Court Services	323	9,856	(839)
Office of the CAO	356	4,111	3,921
Office of the Regional Chair	361	1,935	1,935
ODSP[2]		0	0
Financial Items[3]	365	58,007	43,735

[1] Conservation Authorities also receive funding within the Water & Wastewater and Roads operating budgets
[2] ODSP costs are fully uploaded to the Province
[3] Includes Contribution to Asset Replacement and Debt Reduction

5. FINANCIAL IMPLICATIONS

The proposed 2011 Total Project Budget Authority for the departments noted in Tables 1 - 3 reflects additional commitment of $58.752 million in 2011 and in 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 operating budgets in Table 4 total $401.232 million or 52.3% 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 York Regional Police, Boards and Authorities, GTA Pooling, Finance & I.T., Corporate Services, Court Services, Office of the CAO, Office of the Regional Chair, ODSP and Financial Items, as summarized in Tables 1 to 4 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.

COMMUNICATION #1

Regional Municipality of York Police Services Board

17250 Yonge Street, Newmarket, Ontario Canada L3Y 4W5
905-895-1231 or Toll Free: 1-877-464-9675 Ext. 7906
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To Make a Difference in Our Community

RECEIVED
NOV 25 2010
R.M.Y. CLERK

November 24, 2010

Mr. Denis Kelly
Regional Clerk
The Regional Municipality of York
17250 Yonge Street
Newmarket, Ontario
L3Y 6Z1

Dear Mr. Kelly:

At its meeting on November 24, 2010, the Regional Municipality of York Police Services Board received the attached report entitled "2011 Capital Budget and Forecast to 2020" and approved the following recommendations:

1. That the Board approve the proposed 2011 Capital Budget for a one-year capital plan totaling $10,311,000; and

2. That the Board approve in principle the Ten-Year 2011 to 2020 Capital Forecast totaling $174,994,000 for financial planning purposes; and

3. That the Board forward the 2011 Capital Budget and Ten-Year 2011 to 2020 Capital Forecast to Regional Council through Finance and Administration Committee.

Therefore, on behalf of the Police Services Board, I request that you forward the 2011 Capital Budget and Forecast to 2020 to Regional Council through the Finance and Administration Committee.

Yours truly,

Mafalda Avellino
Executive Director

Attachment

York Regional Police

Chief of Police
Armand P. La Barge

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THE REGIONAL MUNICIPALITY OF YORK
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

24 NOVEMBER 2010

2011 Capital Budget and Forecast to 2020

RECOMMENDATIONS

1. That the Board approve the proposed 2011 Capital Budget for a one-year capital plan totaling $10,311,000; and

2. That the Board approve in principle the Ten-Year 2011 to 2020 Capital Forecast totaling $174,994,000 for financial planning purposes; and

3. That the Board forward the 2011 Capital Budget and Ten-Year 2011 to 2020 Capital Forecast to Regional Council through Finance and Administration Committee.

SYNOPSIS

The 2011 Capital Budget and Forecast to 2020, as set out in Appendix 1, includes the major facility, vehicle, information technology, communication and major equipment requirements of York Regional Police, summarized as follows:

- 2011 Capital Expenditures Budget totals $10,311,000.

  Information technology projects total $4,174,000, vehicles $3,912,000, facilities $1,280,000, communication equipment $500,000 and specialized equipment $445,000.

- Ten-year capital forecast for the period of 2011 to 2020 totals $174,994,000.

The capital forecast, used for financial planning purposes, includes facility projects which total $55,780,000, vehicle purchases of $49,251,000, information technology projects of $43,012,000, communication equipment of $20,860,000 and specialized equipment projects of $6,091,000.

FINANCIAL IMPLICATIONS

Funding for the 2011 Capital Budget and Forecast to 2020 is a combination of contributions from the Operating Budget, development charge collections and debenture proceeds (debt). The 2011 project funding is as follows:

Financing Sources						
Project	**Operating / Tax-Levy (TL)**	**Development Charges (DC)**	**Auction Proceeds**	**Debt**		**Total**
				Repaid from DC	**Repaid from TL**	
Vehicles	$3,396,000	$130,000	$386,000			$3,912,000
Facilities					$1,280,000	$1,280,000
Communication Equipment	$437,000	$63,000				$500,000
Information Technology	$1,768,000				$2,406,000	$4,174,000
Specialized Equipment	$250,000	$195,000				$445,000
Total	**$5,851,000**	**$388,000**	**$386,000**	**$0**	**$3,686,000**	**$10,311,000**

BACKGROUND

York Regional Police's Capital Plan has been developed to provide the infrastructure necessary to deliver quality policing services with a concerted effort to ensure the protection of all citizens. The York Regional Police 2011 Capital Budget totals $10,311,000 of new funding classified into the following components:

- vehicles
- facilities
- communications equipment
- information technology
- specialized equipment

Vehicles - $3,912,000

This annual project is for the addition and replacement of marked, unmarked, and special purpose vehicles in accordance with York Regional Police's vehicle replacement program.

- Replacement of Vehicles for $3,722,000, including front line vehicles replaced at approximately 140,000 kilometres. The replacement methodology was set to maximize residual value for the vehicles at auction and minimize major component repair cost. The 140,000 kilometre maximum closely coincides with the 100,000 kilometre power train warranty as negotiated by the multi-agency co-operative purchasing group. Financing will in part come from auction proceeds, but primarily through contributions from the Operating Budget, a pay-as-you-go philosophy, consistent with prior years practice.

- Additional Vehicles of $190,000 will be partially funded from development charges with the remaining cost funded from contributions from the Operating Budget.

- Repair and maintenance expenses for all vehicles are contained in the Operating Budget. The incremental impact of the additional vehicles is $9,900 per annum based on assumptions of 33,000 km per vehicle for six vehicles at a cost of $0.05 per km.

Facilities - $1,280,000

Two new projects are planned in #3 District commencing in 2011.

- Marine Headquarters - The required funding in 2011 is estimated at $980,000 and includes procurement of land, corner house and a mobile office for Marine Unit staff. An additional $2,000,000 is planned in 2012 for project completion.

- Renovations to Existing Facilities - A renovation of the existing #3 District facility is needed to accommodate growth in recent years and provide for the future. Total cost is estimated at $600,000 over two years - $300,000 in both 2011 and 2012.

Financing of both projects will be through debenture proceeds to be repaid exclusively from tax-levy, through the Operating Budget. All Development Charge facility collections for the 2007-2016 ten year period have been committed to the Central Services Building. Repayment of debt for the renovations will be over 5 years and repayment of debt for Marine Headquarters will be over 10 years.

Communications Equipment - $500,000

The portable and mobile radio project is an annual project specified for the replacement and addition of new radio equipment. Financing will be from a contribution from the Operating Budget of $437,000 for the replacement component and from development charges of $63,000 for radios relating to growth.

Information Technology - $4,174,000

The 2011 Information Technology projects reflect the ongoing replacement and growth of technology including:

- Hardware and Software - This annual project replaces aged desktop computers, laptops and printers in accordance with the Ever-Greening Strategy. It will be financed by a $1,768,000 contribution from the Operating Budget.

- Infrastructure and Retention - This project targets the expanding records retention needs of the organization and trials for new IT initiatives. Funding of $1,295,000 will come from debenture proceeds to be repaid over 5 years from the Operating budget.

- In-Car Video - This is Phase 2 of an existing project. $460,000 of new money will outfit 57 vehicles with advanced in-car camera and recording technology. Financing will come from debenture proceeds to be repaid over 5 years from the Operating budget.

- Digital Evidence Management - This is a new $450,000 solution providing for the authentication, organization, auditing, and cataloging of digital photographs and video from in-car cameras, security cameras, closed circuit television and interview rooms. Financing will come from debenture proceeds to be repaid over 5 years from the Operating budget.

- Cell Block Safety and Security - A Ministry audit in June 2010 on Adequacy Standards identified the need for additional video monitoring equipment. This new project for $173,000 will be financed from debenture proceeds to be repaid over 5 years from the Operating budget.

Specialized Equipment - $445,000

Specialized equipment of $445,000 includes furniture and other equipment for staff and $250,000 of it will be paid for from contributions from the Operating Budget and $195,000 from development charge collections.

In summary, total expenditures in the 2011 Capital Plan of $10,311,000 will be funded by:

- debenture proceeds - $3.7 million or 35.8 percent
- tax levies - $5.9 million or 56.7 percent
- development charge collections - $0.4 million or 3.8 percent
- auction proceeds - vehicle sales $0.4 million or 3.7 percent

Armand P. La Barge, O.O.M
Chief of Police

APL/jc

COMMUNICATION #2

Regional Municipality of York Police Services Board

17250 Yonge Street, Newmarket, Ontario Canada L3Y 4W5
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To Make a Difference in Our Community

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NOV 25 2010
R.M.Y.
CLERK

November 24, 2010

Mr. Denis Kelly
Regional Clerk
The Regional Municipality of York
17250 Yonge Street
Newmarket, Ontario
L3Y 6Z1

Dear Mr. Kelly:

At its meeting on November 24, 2010, the Regional Municipality of York Police Services Board received the attached report entitled "2011 Operating Budget" and approved the following recommendations:

1. That the Board approve the 2011 Operating Budget with a tax-levy impact of $239,172,000, including the addition of 28 officers and 10 civilian members, and a new $1,500,000 contribution to the Sick Leave Reserve; and

2. That the Board forward the 2011 Operating Budget to Regional Council through the Finance and Administration Committee.

Therefore, on behalf of the Police Services Board, I request that you forward the 2011 Operating Budget to Regional Council through the Finance and Administration Committee.

Yours truly,

Mafalda Avellino
Executive Director

Attachment

York Regional Police

Chief of Police
Armand P. La Barge

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THE REGIONAL MUNICIPALITY OF YORK
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

24 NOVEMBER 2010

2011 Operating Budget

RECOMMENDATIONS

1. That the Board approve the 2011 Operating Budget with a tax-levy impact of \$239,172,000, including the addition of 28 officers and 10 civilian members, and a new \$1,500,000 contribution to the Sick Leave Reserve; and

2. That the Board forward the 2011 Operating Budget to Regional Council through the Finance and Administration Committee.

SYNOPSIS

The total 2011 proposed tax levy requirements of \$239,172,000 results in an increase of \$16,473,000 or 7.4 percent from last year's budget, consisting of:

- Maintaining contractual commitments
- Benefit pressures including OMERS, Extended Health & Dental, LTD, Canada Pension Plan and Employment Insurance
- An additional 28 officers and 10 civilians
- A new contribution to Sick Leave Reserve
- An increase in debentures and interest resulting from the new Central Services Building

An increase in operating expenses in the areas of facilities maintenance and IT maintenance are offset by an efficiency from rents, harmonized sales tax savings and an increase in revenues. Grant revenues have been increased for the Provincial Anti-Violence Intervention Strategy (PAVIS) and Fees & Charges have also been increased.

FINANCIAL IMPLICATIONS

The total 2011 tax levy requirements of $239,172,000 results in an increase of $16,473,000 or 7.4 percent over 2010 funding (excluding assessment growth) and includes salary gapping estimates for both new hires and attrition of existing staff.

BACKGROUND

Operating Budget

At the Police Services Board meeting on November 3, 2010, an overview of the 2011 Draft Operating budget was presented. The draft budget was comprised on an increase of $17,379,000 or 7.8 percent over the 2010 approved budget. The original Budget request included an additional 28 Officers and 22 Civilians, of which 12 Court Security Officers were considered enhancements.

As per the Board's direction, the enhancement request has been removed and the remaining 28 Officers and 10 Civilians represent growth only.

In addition, Budget Unit staff have received notification from Regional Business Planning and Budgets of a $258,000 savings as a result of the net harmonized sales tax implementation and a $74,000 savings due to an assumption change to the Canada Pension Plan's (CPP) Maximum Annual Pensionable Earnings amount, which impacts CPP, Employment Insurance and OMERS benefits. As a result, the Operating budget request has been reduced by $906,000.

The proposed 2011 tax levy requirement of $239,172,000 represents an increase of $16,473,000 or 7.4 percent from last year's budget. Factoring in all known budget pressures at this time, the 4-year operating budget forecast is as follows:

In 000's	2011	2012	2013	2014
Base Budget	222,699	239,172	255,794	272,941
i) Salaries and Benefits				
Increases for wages & reclassification	11,879	12,703	12,357	11,582
Increase in Court and Overtime	120	134	139	143
Additional Staff	1,570	2,038	2,115	2,123
ii) Programs				
Increase in Operating Expenses	1,183	940	940	940
Revenues, Grants and Recoveries	(822)	(500)	(500)	(500)
Debentures and Interest	945	1,122	1,907	1,674
iii) Incremental contribution to capital	98	185	190	210
iv) New contribution to Sick Bank	1,500	-	-	-
Net Operating Budget	**239,172**	**255,794**	**272,941**	**289,113**
Incremental Budget Increase ($)	16,473	16,622	17,148	16,172
Incremental Budget Increase (%)	7.4%	6.9%	6.7%	5.9%

Using an assessment assumption of 2.0 percent or $4,454,000, the net tax levy impact after assessment is $12,019,000 or an estimated 1.59 percent property tax impact in 2011.

Upon approval of $239,172,000 in tax levy requirements by the Board, the 2011 York Regional Police Operating Budget will be forwarded to the Finance and Administration Committee and Regional Council for final approval.

Armand P. La Barge, O.O.M.
Chief of Police

APL:jc

COMMUNICATION #3

Regional Municipality of York Police Services Board

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To Make a Difference in Our Community

January 26, 2011

Mr. Denis Kelly
Regional Clerk
The Regional Municipality of York
17250 Yonge Street
Newmarket, Ontario
L3Y 6Z1

Dear Mr. Kelly:

At its meeting on January 26, 2011, the Regional Municipality of York Police Services Board received the attached report entitled "Amended 2011 Capital Budget and Forecast to 2020 Based on Revised Funding Estimates" and approved the following recommendations:

1. That the Board approve in principle the amended 2011 Capital Budget and Forecast to 2020 totaling $174,994,000 based on revised funding estimates; and

2. That the Board forward the amended 2011 Capital Budget and Forecast to 2020 to Regional Council through Finance and Administration Committee; and

3. That the 2012 Capital Budget include a twenty-year Long-Term Police Accommodation Plan for Development Charge funding purposes.

Therefore, on behalf of the Police Services Board, I request that you forward the Report "2011 Capital Budget and Forecast to 2020 Based on Revised Funding Estimates" to Regional Council through the Finance and Administration Committee.

Yours truly,

MAL

Mafalda Avellino
Executive Director

Attachment

York Regional Police

Chief of Police
Eric Jolliffe, M.O.M., B.A., CMM III

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THE REGIONAL MUNICIPALITY OF YORK
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

26 JANUARY 2011

Amended 2011 Capital Budget and Forecast to 2020 Based on Revised Funding Estimates

RECOMMENDATIONS

1. That the Board approve in principle the amended 2011 Capital Budget and Forecast to 2020 totaling $174,994,000 based on revised funding estimates; and

2. That the Board forward the amended 2011 Capital Budget and Forecast to 2020 to Regional Council through Finance and Administration Committee; and

3. That the 2012 Capital Budget include a twenty-year Long-Term Police Accommodation Plan for Development Charge funding purposes.

SYNOPSIS

As per the direction of the Board, staff reviewed the impact of the 2012 Development Charges By-Law (the By-Law), that resulted in restated funding from Development Charges, an increase from $17.6 million to $35.5 million over the ten-year period 2011 to 2020.

For the purposes of maximizing collections under the 2012 By-law, an increase to the term from ten to twenty years for a Long-Term Police Accommodation Plan is recommended, on tabling of next year's 2012 Capital Budget and Forecast. Finally, York Regional Police's (YRP) Development Charge collections were found to be the lowest of Greater Toronto Area police services. The expectation is for YRP's rates to increase, as costs related to the Central Services Building become eligible for inclusion in the rate formula.

FINANCIAL IMPLICATIONS

The amended 2011 Capital Budget and Forecast to 2020 based on revised funding estimates is provided in the attached Appendix 1. The amended funding plan includes doubling of Development Charge funding from $17,620,000 to $35,503,000, an increase of 101 percent. Increases were primarily in facility funding as a result of inclusion of the growth portion of the Training Branch Facility, a 130 percent increase to vehicle equipment and inclusion of a growth portion of Communication Infrastructure, Mobile Workstation and In-Car Video equipment projects. Please note that the By-Law rate calculations are preliminary estimates, to be finalized in advance of the Regions' Background Study in Spring 2012.

BACKGROUND

Development Charge collections are a source of funding for growth related expenses related to infrastructure and services. The existing Development Charges By-law, approved in May 2007, allows for the collection of development charges for Police related growth expenditures including facilities; land; vehicles; field equipment (radios); and other Officer equipment. The By-Law for soft services including Police is scheduled to expire in 2012, as renewal is required every five years in accordance with the *Development Charges Act* (the Act).

In compiling the By-Law collection rates, it was found that Regional growth exceeded the growth related costs in the ten-year Capital plan. This is important to collections, as the Act limits collections to the lesser of: A) calculated rates; or, B) the growth portion of the capital plan plus existing financial commitments, as follows:

Component	**(A) 2012 By-Law Preliminary**	**(B) DC Funded Forecast 2012-2020**
Land & Facilities	$59,503,841	$26,486,000
Vehicle Equipment	$3,026,649	$2,700,000
Specialized Equipment	$10,919,119	$7,045,000
Subtotal	$73,449,609	$35,503,000
Financial Commitments		$31,087,000
Total*	**$73,449,609**	**$66,590,157**

Whereas the 2012 By-law collections could total $73.4 million (A) over ten-years, an increase of 27.6 percent over 2007 rates, the Act would limit collections to $66.6 million (B), a potential shortfall of $6.8 million. Although in this scenario growth-pays-for-growth, the foregone funding is not ideal.

To mitigate this issue, the Act allows a specific exemption to Police services from the ten-year forecast period. The advantage of extending the Capital forecast to twenty years is to maximize collections by adding the remainder of the Central Services Building existing financial commitments. To meet this objective, the recommendation is to table with the 2012 Capital Budget a twenty-year Long-Term Police Accommodation Plan for Development Charge funding purposes.

The Police portion of York Region's Residential Development Charges rate for a single detached residence (the 2012 Rate) is currently $296, under one percent of the Region's total collection of $30,951. Compared to Greater Toronto Area jurisdictions, York Regional Police currently has the lowest collection rates, both in dollar and percentage terms, as follows:

Police Service	Single Detached Residential Collection	% of Residential Development Charge
York	$296	0.93%
Halton	$304	1.01%
Peel	$329	1.97%
Toronto	$415	1.97%
Durham	$447	2.41%

The 2012 Rate would increase to approximately $378, or in the middle of comparator rates, if the collection limitation issue noted above were resolved. The preliminary 2012 Rate was compiled in accordance with the Act that uses a ten-year historical service standard method to calculate rates. For example, the Central Services Building inclusion is limited to two-years (2010-2011) of the ten-year (2002-2011) historical standard. It is expected that over future By-laws, the Central Services Building inclusion will significantly bolster the historical service standards, resulting in increased Development Charge collection rates.

Eric Jolliffe, M.O.M., B.A., CMM III
Chief of Police

EJ/jc

Appendix 1: 2011 Capital Budget and Forecast to 2020 with Revised Funding Estimates

Description	Budget 2011	Outlook 2012-2020									Total
		2012	2013	2014	2015	2016	2017	2018	2019	2020	2011-2020
Gross Expenditures											
Vehicles											
Vehicles - Replacement	3,722	3,830	3,940	4,060	4,180	4,310	4440	4570	4710	4850	42,612
Vehicles - Additional	190	200	210	220	230	240	250	260	270	280	2,350
Marine Patrol boat		610	165			110	250			1,000	2,135
Police Helicopter		404			250			1,500			2,154
Sub Total Vehicles	**3,912**	**5,044**	**4,315**	**4,280**	**4,660**	**4,660**	**4,940**	**6,330**	**4,980**	**6,130**	**49,251**
Facilities											
Central Services Building						10,000					10,000
Training Branch Facility			9,000	9,000							18,000
#3 District - Marine Headquarters	980	2,000									2,980
Community Policing Stations				5,000			5,000			5,000	15,000
Central Lock-Up						8,000					8,000
Renovations to Existing Facilities	300	300		600				600			1,800
Sub Total Facilities	**1,280**	**2,300**	**9,000**	**14,600**	**0**	**18,000**	**5,000**	**600**	**0**	**5,000**	**55,780**
Communication Equipment											
Radio Software and Infrastructure Replacement			7,500	7,500							15,000
Portable and Mobile Radio Replacement	500	520	540	560	580	600	620	640	640	660	5,860
Sub Total Communication Equipment	**500**	**520**	**8,040**	**8,060**	**580**	**600**	**620**	**640**	**640**	**660**	**20,860**
Information Technology											
IT Hardware and Software	1,768	1,820	1,870	1,930	1,990	2,050	2,110	2,170	2,240	2,310	20,258
IT Infrastructure and Retention	1,295	1,330	1,370	1,410	1,450	1,490	1,530	1,580	1,630	1,680	14,765
In-Car Video	488	488	377	450	585	585	450	450	585	585	5,043
Digital Evidence Management	450				450				450		1,350
Cell Block Safety and Security	173					173					346
Computer Aided Dispatch/ Records Mngt System		250	250			250	250			250	1,250
Sub Total Information Technology	**4,174**	**3,888**	**3,867**	**3,790**	**4,475**	**4,548**	**4,340**	**4,200**	**4,905**	**4,825**	**43,012**
Specialized Equipment											
Specialized Equipment - Furniture	225	230	240	250	260	270	280	290	290	300	2,635
Specialized Equipment - Growth Staff	98	98	98	98	98	98	98	98	98	98	980
Specialized Equipment - Use of Force	122	122	122	122	122	122	122	122	122	122	1,220
Specialized Equipment - Investigative						1,256					1,256
Sub Total Specialized Equipment	**445**	**450**	**460**	**470**	**480**	**1,746**	**500**	**510**	**510**	**520**	**6,091**
Total Gross Expenditures	**10,311**	**12,202**	**25,682**	**31,200**	**10,195**	**29,554**	**15,400**	**12,280**	**11,035**	**17,135**	**174,994**
Financing Sources											
Contribution from Operating Tax-Levy	5,851	5,834	6,024	6,234	6,444	6,664	6,884	7,104	7,314	7,554	65,907
Debt Repaid from Tax-Levy	3,686	4,340	14,576	15,374	2,693	14,952	2,938	4,088	2,623	3,973	69,239
Debt Repaid from Development Charges	0	1,000	4,044	8,544	0	6,870	4,500	0	0	4,500	29,458
Development Charges from Reserve	388	629	629	629	629	629	629	629	629	629	6,045
Auction Proceeds - Vehicles	386	400	410	420	430	440	450	460	470	480	4,346
Total Financing	**10,311**	**12,202**	**25,682**	**31,200**	**10,195**	**29,554**	**15,400**	**12,280**	**11,035**	**17,135**	**174,994**

Lake Simcoe Region Conservation Authority

International Riverfoundation

Proud Winner of the 2009 International Thiess Riverprize

January 21, 2011

Mr. Lloyd Russell
Commissioner of Finance & Treasurer
Regional Municipality of York
17250 Yonge Street,
Newmarket ON L3Y 6Z1

Re: 2011 Additional Budget Request

Dear Lloyd,

As requested through Kelly Strueby, the Lake Simcoe Region Conservation Authority is respectfully submitting our 2011 additional request for funding to support the specific business cases submitted to staff during our preliminary budget meeting discussions.

There are a number of requirements outlined in the attached document all of which are important to the Authority. However, in understanding that the municipality may not be able to consider all of the requests, but may consider some of them, our priority items would be the additional funding for the wages and benefits required to offer a 1% COLA and the step increases, as well as the general levy funding needed to support the management information systems (MIS).

The request for funding of the Bill 168 actions identified through the assessment is driven by legislative requirements, and we must do these initiatives to be in compliance with the Act.

Should you have any questions regarding the information attached, please contact myself directly at 905-895-1281, ext 297, or through email.

On behalf of the Authority we thank staff at the Region for their excellent support through the budget process, and the Region for the funding provided to protect and restore the watershed.

Regards,

Original Signed by:

Jocelyn Lee, CMA
General Manager, Corporate & Financial Services
/rsf
Enc.

c.c.: Kelly Strueby, Regional Municipality of York
D. Gayle Wood, Lake Simcoe Region Conservation Authority

Lake Simcoe
Region
Conservation
Authority

Request for Additional Funding for 2011 Budget Year

The Lake Simcoe Region Conservation Authority respectfully requests additional funding for specific business cases submitted to staff that fall outside of the recommended staff 2011 increase of 4.5% of the 2010 base amount of $3,078k.

COLA, Step, and Benefits

In 2010 the LSRCA received an increase in levy and special capital funding in the amount of $133k which represented an overall increase of 4.5% of the 2009 total base. However, the absolute dollar value of the increase did not cover sufficiently the cost pressures the Authority experienced, and as such the Authority was not able to process any COLA or step increases for the 2010 year.

For the 2011 budget year it is important to the Authority to implement a 1% COLA and appropriate step increases to ensure the salary grid does not fall below market conditions as it did in prior years. A current grid is important for sustaining existing staff, and attracting new hires for replacement positions, or newly created positions.

The 2011 budget year also has increased cost pressure on the benefits due to the increased rates for OMERS contributions, medical health benefits, and WSIB rates.

The wage and benefit additional ask for York Region's share is $59k.

Lost Interest Revenue for Finance

A significant change in interest income in 2009 onward has had an impact on the finance department ability to cover existing wage and benefit costs. With interest rates falling from a level of 4% per annum to as low as 1/2 % per annum, and deferred and reserve funds declined through usage, the income level previously available to help cover administrative costs was no longer present. The revenue stream should be replaced with general levy funding, and $39k of the proposed 4.5% 2011 budget increase has been allocated to this requirement.

Information Management Systems

The information management system/I.T. department of the Authority is an integral part of the resources required to complete the planning review process and issue permits, a direct responsibility of the Authority. The data used in the decision process must be maintained in an up-to-date and accurate state. This function is part of the administrative requirements of the Authority, and should be funded through general levy. Most of our other funding partners do support this requirement, however, the Region is the most significant contributor, and the Authority needs their support.

We are asking the Region to fund its portion of this cost which is an additional ask amount of $78k.

Tangible Capital Asset Audit Fee

In 2010 non-profit organizations and municipalities incurred additional audit fees that related directly to the accounting change that required tangible capital assets to be reported on the balance sheet. The cost incurred by the Authority was more than the regular annual audit fee, and it amounted to $16k. As the Finance department was already experiencing a shortfall in revenues, this cost had to be funded through reserves. We are asking the Region to reimburse the audit fee cost that we may restore our reserve funding as many of our reserves are already too low. The finance reserve was at $30k prior to the audit fee, and now resides at $14k. At the beginning of 2010 the general reserve was at $200k, and due to an OMERS requirement, we have diminished that reserve by $105k, down to $95k. Our Board has recognized the reserve levels are insufficient and approved a general reserve minimum target level of $1,000,000 which is in line relative to other Conservation Authorities of comparable size.

The additional ask amount is $10k towards replenishing the reserve.

Bill 168 Implications

Bill 168 required Authority staff to conduct an initial risk assessment with regards to the new legislation that places specific obligations on most employers to help prevent workplace violence and harassment. The Authority has completed the assessment and identified actions to be taken that require funding in the amount of $48k. The Authority is seeking such funding from the municipal funding partners.

The additional ask for the Region's share is $29k.

Part-time Accounting Position

In recent years, the Finance department has experienced significant growth in reporting and transaction requirements (LSCUF projects, increased payable and invoicing processing) and accounting requirements (tangible capital assets). Throughout the period of change, the finance department has hired part-time temporary staff. Through efficiency and streamlining processes, the department has reduced the part-time requirement from 2 to 3 staff on various projects, to one permanent part-time position. Due to the financial pressures on the finance department, the part-time position hours had to be cut back, however the need is still present to have the part-time position hours at 20 hours per week rather than 17 hours per week. Presently full-time staff are working extra hours to cover the reduced part-time hours.

The Authority is requesting additional funding to increase the part-time position to the required level at a total cost of $10k with the Region's share being $6k.

Legal costs for Enforcement

In order to protect residents in the jurisdiction of the Lake Simcoe Region Conservation Authority (LSRCA) from natural hazards such as flooding and unstable slopes and to protect important natural heritage features such as wetlands, the LSRCA enforces Regulation 179/06 established under Section 28 of the Conservation Authorities Act. In the course of doing this, the LSRCA has incurred significant legal costs.

The Authority is requesting additional funding in the amount of $25k to provide support for the effective enforcement of Regulation 179/06.

60th Anniversary

The Authority will celebrate its 60th Anniversary in 2011. We would like to recognize some of the contributors who, over the years, have played such a strong part in the success of the Authority within the watershed. The events serve as a reminder to the communities of the benefits that have already been realized through work that has been done, as well as seek their support for the work that is still to be done.

The additional requested amount for the Region's share is $3k.

Natural Hazard Mapping

Natural Hazard Mapping identifies hazard areas, and is used in important functions such as Emergency Preparedness, Plan Review and Approval, Permits under Section 28 of the Conservation Authorities Act, Environmental Assessments and Municipal Design of important infrastructure such as pipelines and roads. The Authority has allocated $24k of the 2011 proposed increase to this program to accommodate updates to the mapping on a yearly basis.

Flood Forecasting & Warning

Flood Forecasting & Warning forms a critical part of Emergency Preparedness and Response for all of York Region as well as the remainder of the watershed. The Emergency management system (EMS) database has identified flood susceptible structures (roads, buildings, railways) and determines the number of structures impacted by a specific storm event. To provide enhanced technical support and data input for the EMS, an integrated flood forecasting and warning hydrologic / hydraulic computer model will be acquired.

Lake Simcoe
Region
Conservation
Authority

The Authority is requesting an additional $37k from the Region to assist with the purchase of the model and updates of the flood forecasting warning data in the EMS database.

Sheppard's Bush Management Plan

A management plan was completed for Sheppard's Bush Conservation Area in Aurora. The goal of the plan is; Sheppard's Bush will be managed to provide a functional example of Aurora's natural and cultural heritage, including opportunities for education and outdoor recreation. In order to implement current management plan priorities as they relate to the development and enhancement of Sheppard's Bush, LSRCA is seeking an additional $27k in funding for 2011. The projects that are scheduled to be completed include; Log cabin and evaporator hut upgrades, enhancements to trails and trail linkages to municipal trail systems, and development of a community garden.

The additional ask from the Region is $27k to proceed with the Sheppard's Bush Management Plan.

Lake Simcoe Region Conservation Authority

A summary of the 2011 increase for general levy and special capital at the proposed staff recommended increase of 4.5% and the additional ask amounts are tabled below. The proposed 2011 increase equates in absolute dollars to $139k. The cost pressures the Authority is facing for 2011 are;

2011 Cost Driver	Total Cost	Region's Share	**4.5% 2011** Proposed Increased	Additional Ask	% of 2010 Total Base
Estimated 1% COLA, step and benefits increases related to Levy and special capital funding (see below too)	181,670	110,000	51,000	**59,000**	1.9%
Lost revenue related to interest income	65,000	39,000	39,000	0	
Information Management Systems/I.T.	130,000	78,000	0	**78,000**	2.5%
Recovery of Tangible Capital Asset Audit Fee	16,667	10,000	0	10,000	0.3%
Bill 168 compliance expenditures	48,333	29,000	0	29,000	0.9%
Part-time Accounting position increased hours	10,000	6,000	0	6,000	0.2%
Legal costs associated with enforcement	41,667	25,000	0	25,000	0.8%
60th Anniversary costs	5,000	3,000	0	3,000	0.1%
Total general levy additional ask			90,000	210,000	6.8%
Natural Hazard Mapping program increase		24,000	24,000	0	
COLA, Step and benefits (combine with above)	35,202	25,000	25,000	0	
Flood forecasting & Warning - yearly updates for EMS database	61,667	37,000	0	37,000	1.2%
Development/Enhancement of Sheppards Bush		27,000	0	27,000	0.9%
Total Special capital additional ask			49,000	64,000	2.1%
Total General Levy and Special Capital Ask			139,000	274,000	8.9%

2011 Operating and Capital Budgets
York Regional Police

Finance and Administration Committee
Budget Presentation
February 3, 2011

Chief Eric Jolliffe, M.O.M., B.A, CMM III
Jeff Channell, Assistant Manager Financial Services

Presentation Overview

- York Regional Police: A Snapshot of Our Service
- York Region: A Safe Community
- Crime Trends
- 2011 Capital Budget & Forecast to 2020
- 2011 Operating Budget
- Questions and Answers

Snapshot of Our Service

2010 Total Authorized	1953
Number of Officers	1433
Number of Civilians	520

Demographics	
Male Officers	82.5%
Female Officers	17.5%
Officer Diversity	15.8%
Average Officer Age	39.7
Average Recruit Age	28.4
0-9 Years	56%
10-19 Years	17%
20+ Years	27%

Community Volunteers	502
Community Partnerships	235

"Working Together for a Safer York Region"

A Safe Community

"Using any benchmark, York Region is one of Canada's Safest Communities"

- National & Provincial Comparators (StatsCan)
- York Regional Police Annual Statistics
- Ontario Municipal Benchmarking Initiative (OMBI)
- Municipal Performance Measurement Program (MPMP)
- Crime Severity Index (CSI)
- Macleans Magazine

Community Surveys

Current Priorities

1. Crimes Against Property
2. Traffic Safety
3. Crime Prevention Programs
4. Guns & Gangs
5. Drug Control & Enforcement

"Listening to Community Concerns"

Local Changes Impacting Policing

- Continual Residential, Commercial and Industrial Growth
- Buttonville Airport Redevelopment
- Intensification in Local Centres and along Regional Corridors
- Increased Traffic
- Increased Diversity & Immigration
- Aging Society
- Increased Youth Population

Crime Trends & Challenges

- Illegal drugs and weapons
- Domestic violence
- Sexual exploitation of women and children
- Technology-related crimes including pornography, identity theft, and the illegal sale of goods
- Impact of global events
- Youth crime issues

Crime Trends – 2010 Mid-Year

- Homicide
- Attempt Murder
- Drugs
- Weapons
- Assault
- Fraud

- Public Morals
- Robbery
- Mischief
- Break & Enter
- Sexual Violations
- Impaired/Related

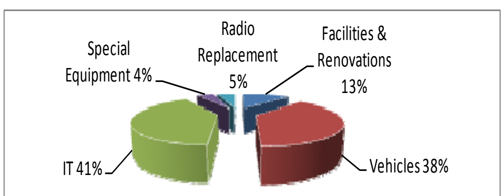
"Crime Exists in all Communities"

Our Way To A Safe Community

- PSB and Regional Council Leadership
- Community Partnerships
- High Police Profile
- New Police Programs
- Leading Edge Technology & Training
- Integrated Approaches to Combat Crime
- Dedicated and Hardworking Staff

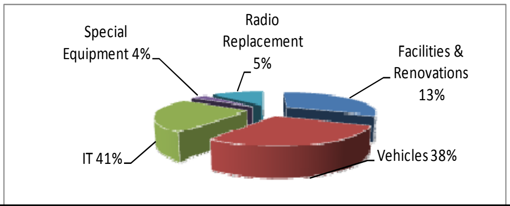
"To *Make a Difference in Our Community*"

2011 Capital Budget $10,311,000



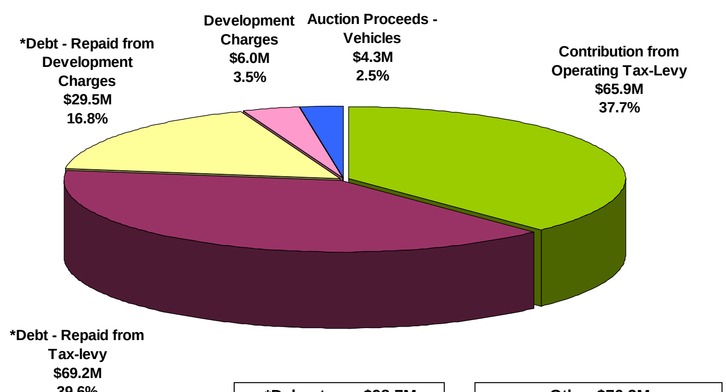
Project	Amount
IT Hardware & Infrastructure	$4,174,000
Vehicles	$3,912,000
Facilities & Renovations	$1,280,000
Communication Equipment	$500,000
Specialized Equipment	$445,000
Total 2011 Capital Budget	$10,311,000

2011-2020 Forecast $174,994,000



Project	Amount
Facilities & Renovations	$55,780,000
Vehicles	$49,251,000
IT Hardware & Infrastructure	$43,012,000
Communication Equipment	$20,860,000
Specialized Equipment	$6,091,000
Total 2011 Capital Budget	$174,994,000

2011 – 2020 Capital Financing



*Debentures $98.7M	
Tax Levy	$69.2 M
Development Charges	$29.5M

Other $76.3M	
Contribution from Operating	$65.9M
Development Charges	$6.0M
Auction Proceeds - Vehicles	$4.3M

2011 Tax-Levy Impact

	Amount	%
2010 Approved Net Operating Budget	$222,699,000	
2011 Proposed Net Operating Budget	$239,172,000	
Incremental Funding	$16,473,000	7.4%
Less: Assessment Revenue	($6,904,000)	
Net Tax-Levy Impact	$9,569,000	4.3%

- Tax-Levy Impact per Household $30.06
- Tax-Levy Impact per Resident $8.84

2011 Operating Budget Incremental Costs

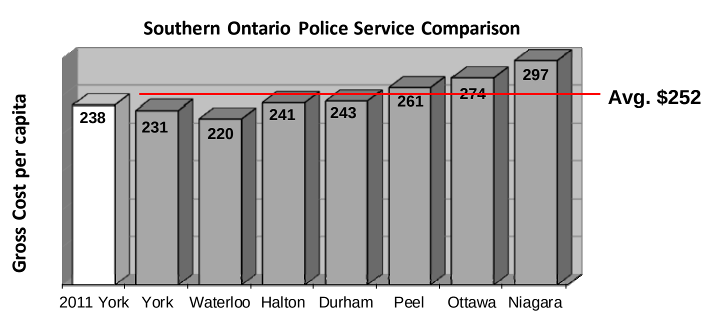
Incremental Costs in '000's			
Base Pressures			
2011 Collective Agreement, Reclassifications & Overtime	$6,994		
Increase to Benefit rates	$3,102		
Increase for Operating Expenses	$2,038		
Efficiences from Operating Expenses	-$855		
Increase to Revenues	-$660		
Increase to Contribution to Capital	$98	$10,717	**4.8%**
Mandatory / Legislative Pressures			
Increase to Grants	-$162	-$162	**-0.1%**
Annualization Pressures			
Annualization of 2010 Additional Staff Salary Gapping	$1,903		
Debt principle and interest, net of Development Charges	$945	$2,848	**1.3%**
Growth Pressures			
28 Sworn and 10 Civilian support staff	$1,570	$1,570	**0.7%**
Enhancement Pressures			
New Contribution to Sick Leave Reserve	$1,500	$1,500	**0.7%**
Total Tax-Levy Increase, before assessment growth		**$16,473**	**7.4%**

- The 2011 request is 11.9 million or 5.3% plus unplanned pressures for sick leave and benefits of $4.6 million or 2.1%.

Operating Outlook to 2014

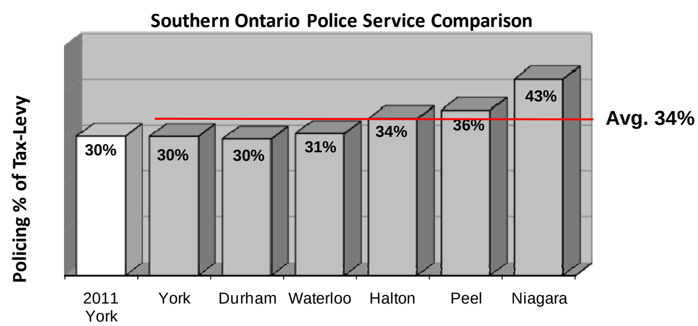
In '000's	2011	2012	2013	2014
Base Budget	222,699	239,172	255,794	272,942
i) Salaries and Benefits				
Increases for wages & reclassification	11,999	12,837	12,496	11,725
Additional Staff	1,570	2,038	2,115	2,123
ii) Programs				
Increase in Operating Expenses	1,183	940	940	940
Revenues, Grants and Recoveries	(822)	(500)	(500)	(500)
Debentures and Interest	945	1,122	1,907	1,674
iii) Incremental contribution to capital	98	185	190	210
iv) New contribution to Sick Bank	1,500	-	-	-
Net Operating Budget	**239,172**	**255,794**	**272,942**	**289,114**
Incremental Budget Increase ($)	16,473	16,622	17,148	16,172
Incremental Budget Increase (%)	**7.4%**	**6.9%**	**6.7%**	**5.9%**
Less: Assessment Growth	(6,904)	(7,414)	(7,930)	(8,461)
Net Tax-Levy ($)	9,569	9,208	9,218	7,711
Incremental Budget Increase (%)	***4.3%***	***3.8%***	***3.6%***	***2.8%***

2010 Cost Per Capita Ratios



- In 2010 our cost per capita was $231 vs. $297 in Niagara
- YRP anticipates being the second lowest cost per capita in 2011

Policing % of Tax-Levy



- In 2010 the Policing % of tax-levy was 30% vs. 43% in Niagara
- YRP anticipates remaining the lowest Policing % of tax-levy in 2011

Planned 2011 Additional Staff

28 Sworn Officers and 10 Civilians

Sworn Officers	28
Districts	14
Investigative and Support Services	6
Community Services	6
Staff Services	2
Civilian Support Staff	**10**
Administrative Support	3
Budget & Control / Facilities	2
Human Resources	2
Court Services	1
Community Mobilization	1
Information Management	1

Planned 2011 Officer Deployment

- **Front-line deployment for 93% of additional officers**

Sworn Officers	28
#1 District	3
#2 District	3
#3 District	1
#4 District	4
#5 District	3
Traffic	4
Youth Programs	4
Crime Prevention	2
Special Investigations & Support	2
Training and Education	2

"Anticipating and Responding to Community Concerns"

2011 Year-End Officer Deployment

1461 Sworn Officers

Districts (Patrol, CIB, COR)	64%
#1 District	183
#2 District	208
#3 District	103
#4 District	231
#5 District	210

Regional Services	36%
Investigative Services	233
Support Services	105
Community Services	77
Organizational Support	111

Critical Support

2010 Civilian Comparators

Service	Civilian % Complement
York	26.6%
Waterloo	27.7%
Durham	29.1%
Halton	29.2%
Ottawa	29.2%
Peel	29.8%
Niagara	31.4%

- Proposed 2011 staffing would maintain civilianization at 26.6%
- Average civilianization in Southern Ontario is 28.6%

2011 Operating Budget Proposal

- Net 2010 request of $239,172,000
- Representing a $16.5 million increase
- An additional 28 sworn officers and 10 civilians
- 7.4% increase over 2010
- 4.3% after assessment

"Still one of Canada's Most Cost Effective and Efficient Police Services"

Questions & Answers

Thank you

Policing Smarter

- Emphasis on Crime Prevention
- Community Resource Centre
- Alternate Response Unit
- Project Lifesaver
- Mental Health Support Team
- 3PM to 3AM Shift to Match Peak Demands for Service
- Increased Civilianization
- Technology: Ejust, Eforms, Eticketing
- Training & Education
- Community Partnerships & Volunteers
- Repeat Call Reduction Program
- Overtime and Court Overtime Containment Strategy

2010 Year-End Staff Vacancies

	2010 Authorized	2010 Actual	Vacancies
Uniform Members	1,433	1,475.5*	(42.5)
Civilian Members	520	504.5	15.5
Total	1,953	1,980	(27)

2010 Uniform Member actual complement includes 42 vacancies due maternity leave, long-term injury and paid secondments.

External Operating Expenses

Item	Amount
CSB - Cleaning & Security Contracts	$558,000
Officer Equipment – Footwear & Armour	$235,000
Heat	$122,000
Debt Issuance	$92,000
Other - After Reallocations	$16,000
Total	$1,023,000

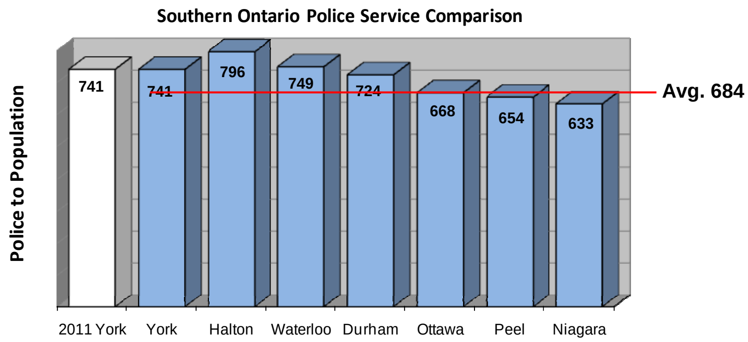
Internal Operating Expenses

Item	Amount
Facilities – Renovations, Equipment, Recycling	$530,000
Information Technology Software – SharePoint, Speedtrack, CAD Updates & Skillcheck	$258,000
Mobile Workstation Ergonomics Pilot	$75,000
Forensic Identification – Multi-view System	$61,000
Air Support Equipment – Night Vision	$60,000
Marine – Lower Unit replacement	$25,000
Other	$6,000
Total	$1,015,000

Incremental Revenues

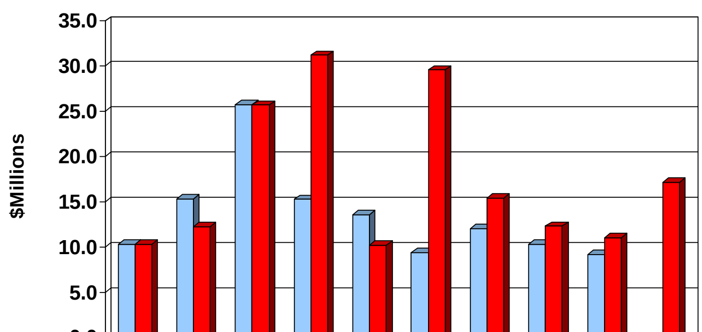
Item	Amount
Alarms – Fee increase & volume	$489,000
Paid Duties – Residential fee Increase	$260,000
Information Management – Fee increase & volume	$200,000
Provincial Anti-Violence Intervention Strategy Grant	$162,000
Paid Secondments	$71,000
Remove Contribution from Sick Leave	(360,000)
Total	$822,000

Police to Population Ratios



- Proposed 2011 staffing would maintain York Region’s police to population ratio for the 3rd budget year in a row at 1:741
- In 2010, each Officer in York Region served 741 citizens compared to 633 in Niagara, 654 in Peel and 668 in Ottawa

2010 Capital Plan vs. 2011 Plan

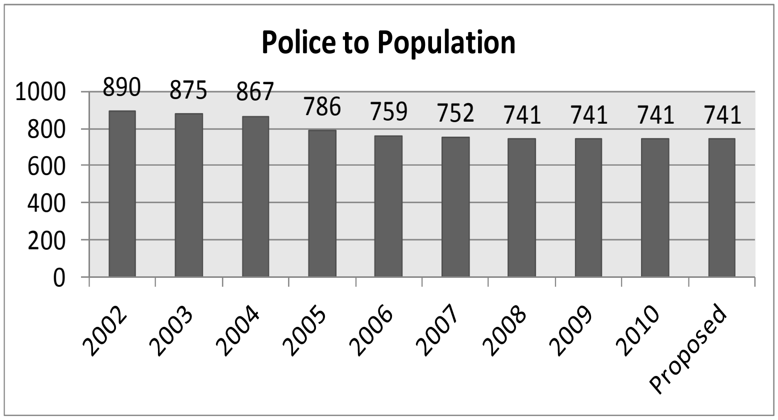


	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
2010	10.3	15.3	25.8	15.2	13.6	9.3	12.0	10.3	9.2	0.0
2011	10.3	12.2	25.7	31.2	10.2	29.6	15.4	12.3	11.0	17.1

2010 2011

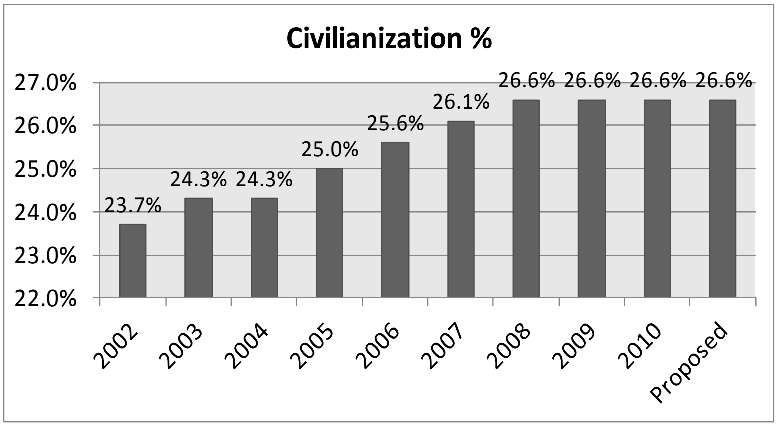
2011-2019: 2011 Proposed Plan $157.9M vs 2010 Approved Plan $121.0M
Increase of $36.9M

Historical Police to Population Ratio



"In comparison, the Southern Ontario average police to population ratio is 1:684"

Historical Civilianization Percentage



"In comparison, the Southern Ontario average Civilianization percentage is 28.6%"

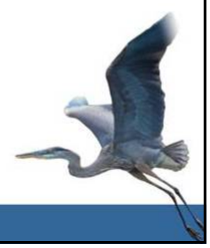
Toronto and Region Conservation 2011 Budget




Thursday February 3rd, 2011

York Region

Toronto and Region Conservation for The Living City



Member of Conservation Ontario

Environmental and Economic Benefits for York Region

- York Region **support** for TRCA projects including:
  - watershed, subwatershed and neighbourhood retrofit plans;
  - natural heritage systems protection, expansion and restoration;
  - land acquisition and management;
  - stormwater, flood, and groundwater management;
  - monitoring; and
  - education and stewardship.
- Yield environmental **benefits** for the Region including:
  - surface water quality, recreation, aesthetics, heat island reduction, energy use reduction, air quality, carbon regulation
- Resulting in present **value of net benefits** estimated at **$687 million*** in Rouge Watershed alone

(*based on implementing sustainable community actions identified in Rouge Watershed Plan, Marbek 2010)

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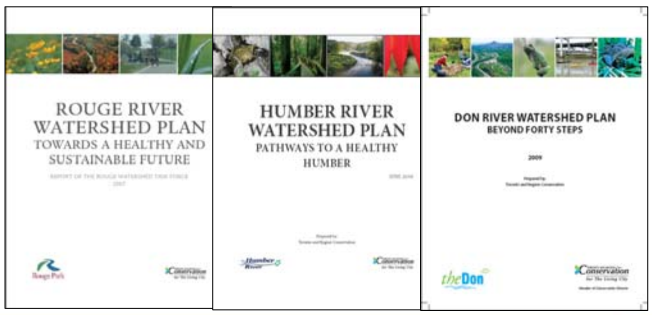
Watershed Planning

Watershed Plan	Complete	Year
Don River	√	2009
Humber River	√	2008
Rouge River	√	2007
Duffins Creek	√	2003



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Sustainable Neighbourhood Action Plans

- Initiate a second SNAP in Markham or associated with I&I areas in York
- Continue to promote LID for new and retrofit development
- Expand the enhancement and management of conservation lands in York Region

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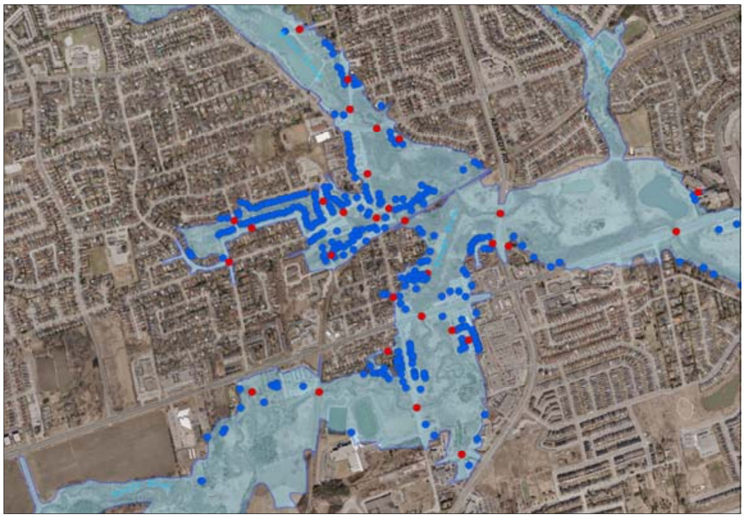
Low Impact Development Practices

- Rainwater Harvesting
- Greenroofs
- Downspout Disconnection
- Soakaway (Infiltration Trench/Chamber)
- Bioretention
- Vegetated Filter Strip
- Permeable Pavement
- Enhanced Grass Swales
- Dry Swales
- Perforated Pipe Systems

Flood Protection & Remedial Capital Works



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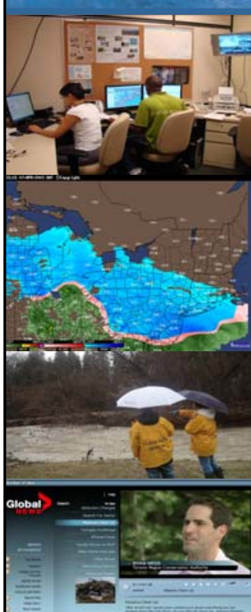
Toronto and Region Conservation for *The Living City*



Flood Damage Estimation in York Region

- 1,900 Flood Vulnerable Structures
- 9,000 People
- $327 Million dollars

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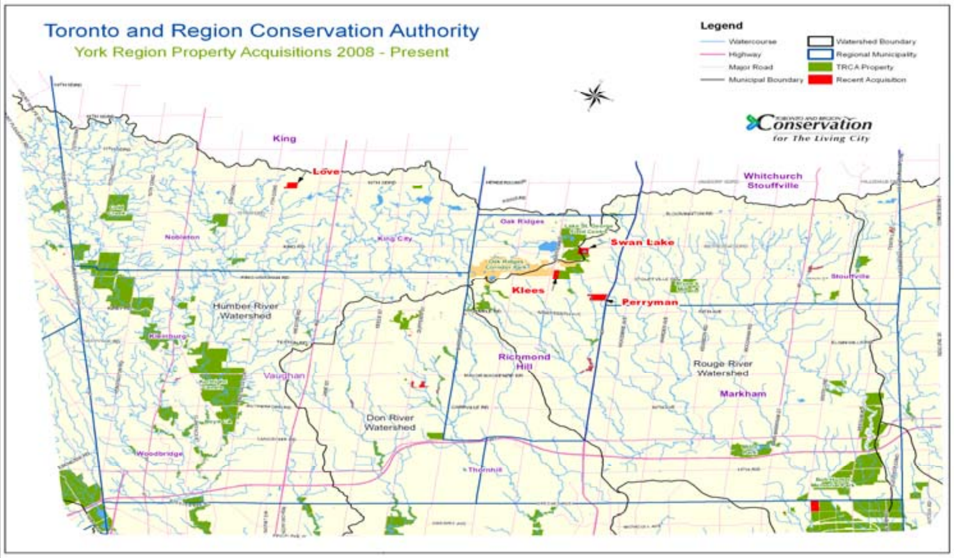
Toronto and Region Conservation for *The Living City*



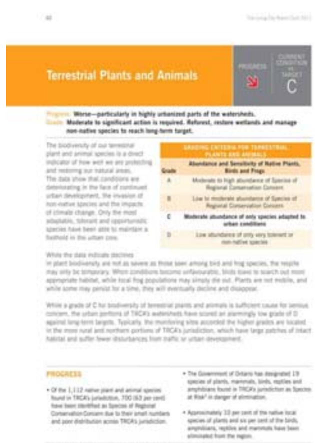
TRCA owns 10,364 acres (4,194 ha) in York Region which represents 25% of TRCA holdings

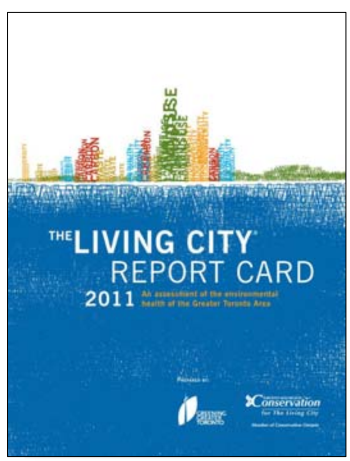
The Living City Campus

@ Kortright

Cold Creek Conservation Area

The Living City Report Card





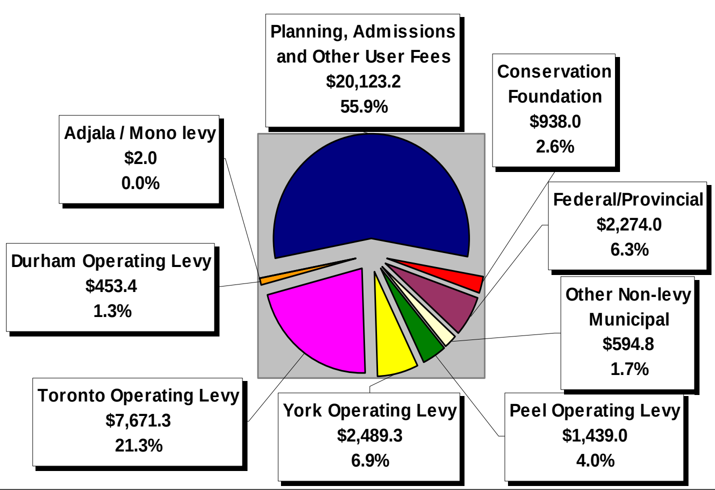
PAIE

Engineers & Geoscientists
for a Green Economy

An Ontario bridge training program led by TRCA

Meet the 2010 - 2012 PAIE Participants
Program Launch December 7th 2010
Black Creek Pioneer Village

2011 TRCA Preliminary Operating Budget by Revenue Sources ($1,000s) Total: $35.88 Million



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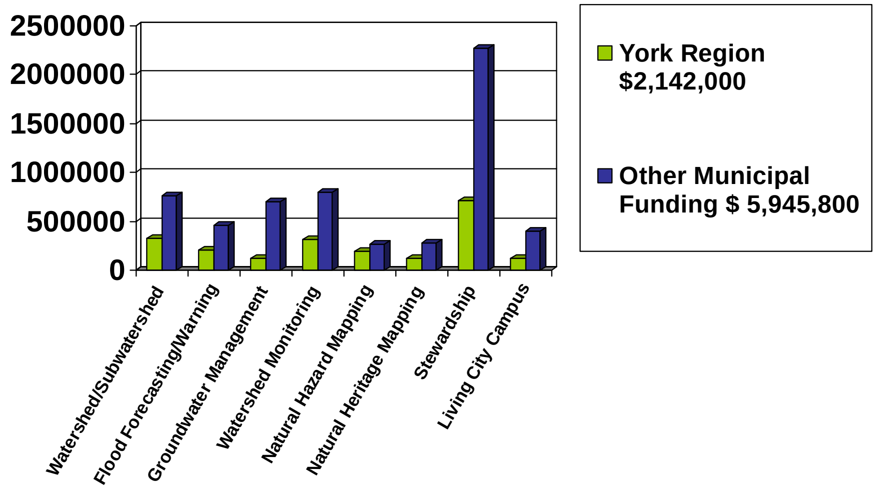
Capital Programs



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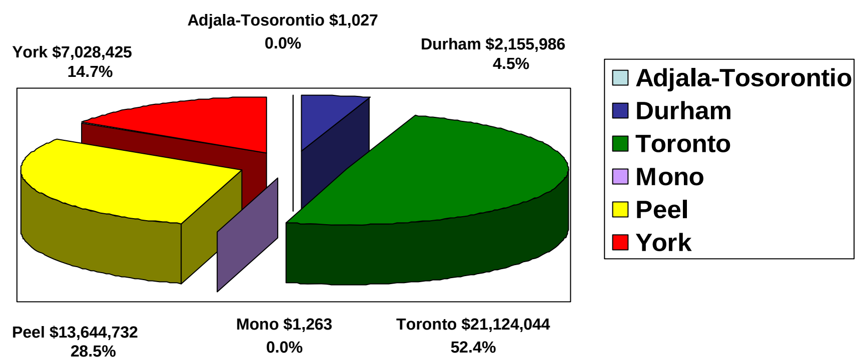
2010 Municipal Funding



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2011 Operating Budget

		% Change
2010 Approved 2010 (Special Property Tax Adjustment) 2010 Growth (2010 Adjustment for CVA) **Restated 2010 Base**	$3,235,000 ($80,000) ($50,000) **3,105,000**	
2011 Base (Inflation, annualizations etc.)	$48,000	
2011 Mandatory (CVA & property taxes)	$35,000	
2011 Enhancements (Rouge Park)	$21,000	
2011 Increase	**$104,000**	
2011 Preliminary Request	**$3,209,000**	**3.3%**

Budget Summary

PROGRAMS	2010 Approved	2011 Request	% Increase
Capital Programs Water Rate			
Watershed/Subwatershed Planning	$328,000	$328,000	
Flood Forecasting/Warning	305,000	205,000	
Groundwater Management	125,000	125,000	
Watershed Monitoring	315,000	315,000	
Natural Hazard Mapping	100,000	200,000	
Natural Heritage Mapping	127,000	127,000	
Stewardship	715,000	714,000	
Kortright Centre Campus Development		127,000	
TOTAL CAPITAL WATER RATE	**$2,015,000**	**$2,142,000**	**6.3%**
Operating			
Conservation Land Care	$418,000	$418,000	
2010 One-Time – Property Taxes and CVA	130,000		
2010 Extra Removed & Base Restated	(130,000)		
Small Infrastructure Projects	299,122	300,507	
All Other Operating	2,387,878	2,490,493	
TOTAL OPERATING	**$3,105,000**	**$3,209,000**	**3.3%**
TOTAL OPERATING & CAPITAL	**$5,120,000**	**$5,351,000**	**4.5%**
Capital Above Base Target			
Office Accommodation Project (Proposed for 2011)	$196,000	$80,000	
Living City Campus Project	250,000		
2010 Office Accommodation deducted & Base restated	(196,000)		
TOTAL INCLUDING CAPITAL BEYOND BASE	**$5,370,000**	**$5,431,000**	**1.1%**
Other Non-Levy Expenditures			
Natural Planting Partnership	$50,000	$50,000	
Urban Canopy	120,00	120,000	
TOTAL ALL ITEMS	**$5,540,000**	**$5,601,000**	**1.1%**

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Future Requests

PROJECTS	Future Requests (per Year)
Future Requests:	
Climate Change Consortium Research	$300,000
Watershed Inventory and Assessment Project	$100,000
Rouge and Humber Watershed Monitoring	$112,000
Watershed Erosion Control Works	$500,000
Sustainable Neighbourhood Retrofit Action Plan	$250,000
Flood Protection Works	$120,000
Conservation Lands	$395,000
TOTAL	**$1,777,000**

TRCA Office Accommodation Project

	2010 Modified CVA	Project Costs
• City of Toronto	0.65833	$9,217,000
• Region of York	0.19679	$2,755,000
• Region of Durham	0.02985	$418,000
• Region of Peel	0.11486	$1,608,000
• Town of Mono	0.00009	$1,300
• Township of Adjala-Tosorontio	0.00008	$1,100
Project Total Cost		**$14,000,000**

Toronto and Region Conservation 2011 Budget

Thursday February 3rd, 2011

York Region

Toronto and Region Conservation for The Living City

Member of Conservation Ontario

Toronto and Region Conservation for *The Living City*

Lake Simcoe Region Conservation Authority

60 1951-2011 Proud Past • Focused Future

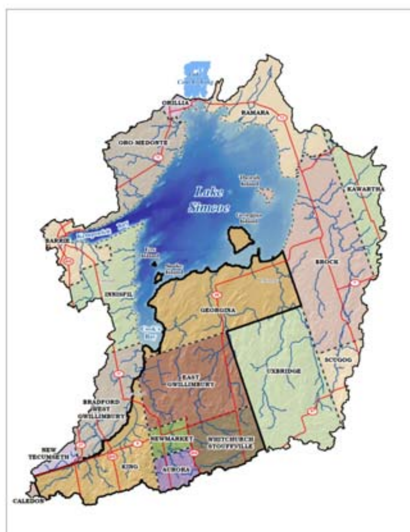
Regional Municipality of York
Finance Committee

2011 Budget Request

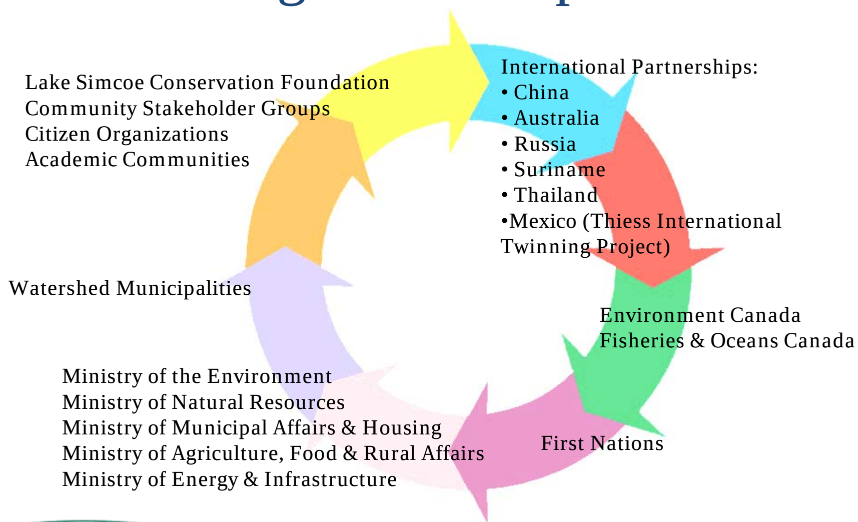
February 3, 2011

Our Watershed

- $200 million recreational resource
- $1 billion natural capital value
- Lake Simcoe is the source of drinking water for 8 municipalities
- The lake assimilates municipal waste from 15 treatment facilities



Working with our partners



York Region's Vision 2026

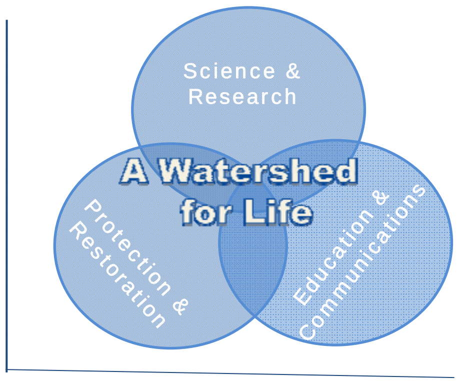
Creating Strong, Caring, Safe Communities Goal Areas

Goal Areas

- **Enhanced Environment**, Heritage and Culture
- **Managed and Balanced Growth**
- **Engaged Communities** and a Responsive Region

- **69%** of York Region's land base within the *Oak Ridges Moraine and the Greenbelt*

Challenges in the Lake Simcoe Watershed



LSRCA Vision 2014

York Region Vision 2026

Science & Research 2010 Accomplishments

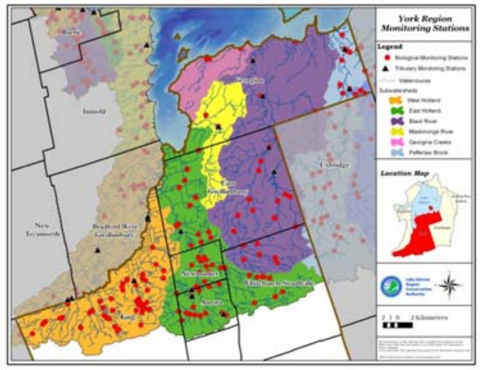
Project	York Region Contribution	Leveraged	Total Project Value
Basin Wide Water Reuse	$6,000	38:1	$240,000
LID Opportunities	$36,000	4:1	$200,000
Basin Wide Engineered Wetland Designs for Stormwater Treatment	$30,000	8:1	$283,500
Basin Wide LSPP Implementation	$36,000	2:1	$120,000
Climate Change Risk Management	$18,000		$30,000
Engineered Wetland Design-Town of Aurora	$24,000	3:1	$120,000

Water Sampling Station

Monitoring and assessment

2002-2010 sampling

- 138 fish sites
- 100 Temperature Monitoring locations
- 64 Benthic Sites
- 9 Flow Stations
- 9 Water Quality Monitoring locations
- 598 Baseflow Discharge Measurements



Subwatershed Planning

- 2010:
  - Subwatershed plans finalised
  - Meet ORMCP and LSPP requirements
- 2011:
  - Implementation Working Group formed
  - Communication of plan

Key Accomplishments – 2010

- Flood Forecasting and Warning
  - 9 flood bulletins
  - Flood Forecasting and Warning training exercise
- Natural Hazard Mapping
  - Updated mapping and provided improved access to maps on the CA website
- Stormwater Management
  - New SWM Submission Technical Guidelines were developed, circulated for comment and posted on the CA website.

Mabel Davis Conservation Area

Protection & Restoration

- 1,130 projects since 2004
- 91 stewardship projects completed in York Region in 2010:

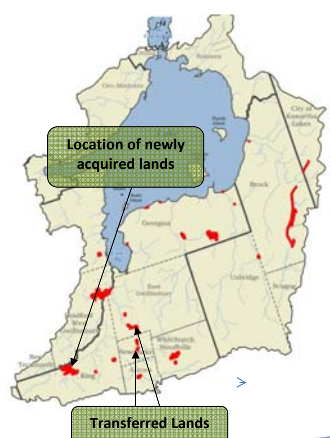
Project	York Region Contribution	Landowner Contributions	Leveraged	Total Project Value
LEAP	$164,038	$428,682	$223,449	$816,169

2010 Permits Issued

- Planning Permits – 80
- Regulations Permits – 253

Land Securement

- Purchased 3.4 ha Pottageville Swamp Conservation Area King Township
- Transfer LSRCA property for:
  - York Durham Sanitary Sewer project
  - VIVA Next Bus Rapid Transitway



Education & Outreach

- Environmental education
  - Professor E.A. Smith Education Centre
    - Nearly 8,000 students per year
      - York Region District School Board: 2,674
      - York Catholic District School Board: 1,374
- Educational Outreach and Engagement
  - In schools and at community events
  - 2010 - presented to 2,421 students throughout York Region

Corporate Communications

- Community Engagement
- Marketing


LSCUF Launch 2007


2010 Conservation Awards


2010 Earth Day Tree Planting

Governance, Leadership & Support

- Board of Directors
  - Governance
  - Leadership
- Office of the CAO
  - Executive Management Team (EMT)
  - Leadership
- Finance
- Administration
- Human Resources
- Geographic Information Systems/Information Technology (GIS/IT)

Lake Simcoe Region Conservation Authority

A Watershed for Life

Summary of 2010 LSRCA Activities

Project	York Region Contribution	Leveraged	Watershed Wide LSRCA $ Amount	Leveraged Amount	Total Project Value
Basin Wide Water Reuse	$6,000	38:1	$10,000	$230,000	$240,000
LID Opportunities	$36,000	4:1	$60,000	$140,000	$200,000
Basin Wide Engineered Wetland Designs for Stormwater Treatment	$30,000	8:1	$50,000	$233,500	$283,500
Basin Wide LSPP Implementation	$36,000	2:1	$60,000	$60,000	$120,000
Climate Change Risk Management	$18,000		$30,000		$30,000
Engineered Wetland Design-Town of Aurora	$24,000	3:1	$40,000	$80,000	$120,000
91 Stewardship Projects (LEAP)	$164,038	4:1		$652,131	$816,169
TOTALS	**$314,038**	**5:1**	**$250,000**	**$1,395,631**	**$1,809,669**

Lake Simcoe Region Conservation Authority

A Watershed for Life

Preliminary 2011 Budget Request

Operating & Special Capital Budgets	(in 000's)			%
	2010		**2011**	Change
2010 Approved (excludes one-time amts)	1,570			
2011 Base (Inflation, COLA, etc)		84		
2011 Mandatory (CVA & property taxes)		6		
2011 Growth (2010 Adjustment for CVA)				
2011 Enhancements				
2011 Increase		90		
2011 Preliminary Request			1,660	
2010 Approved Special Capital	1,508			
2011 Special Capital Preliminary Request			1,557	
Total Request	3,078		**3,217**	**4.5%**
Other Operating				
Reforestation			40	
Grand Total			3,257	

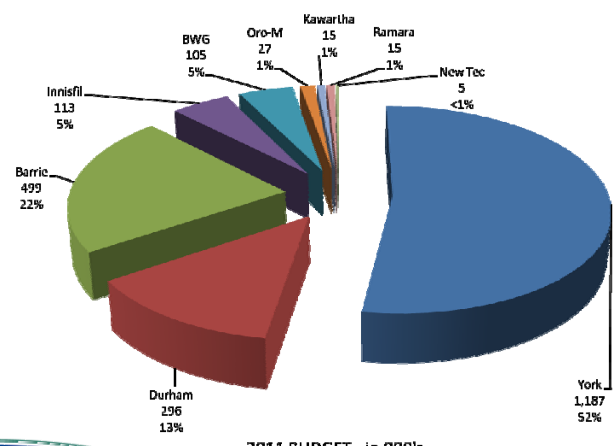
2011 Additional Budget Request

2011 Cost Driver	Total Cost	Region's Share	4.5% 2011 Proposed Increased	Additional Ask	% of 2010 Total Base
Estimated 1% COLA, step and benefits increases related to Levy and special capital funding (see below too)	181,670	110,000	51,000	**59,000**	**1.9%**
Lost revenue related to interest income	65,000	39,000	39,000	0	
Information Management Systems/I.T.	130,000	78,000	0	**78,000**	**2.5%**
Recovery of Tangible Capital Asset Audit Fee	16,667	10,000	0	10,000	0.3%
Bill 168 compliance expenditures	48,333	29,000	0	29,000	0.9%
Part-time Accounting position increased hours	10,000	6,000	0	6,000	0.2%
Legal costs associated with enforcement	41,667	25,000	0	25,000	0.8%
60th Anniversary costs	5,000	3,000	0	3,000	0.1%
Total general levy additional ask			90,000	210,000	6.8%
Natural Hazard Mapping program increase		24,000	24,000	0	
COLA, Step and benefits (combine with above)	35,202	25,000	25,000	0	
Flood forecasting & Warning - yearly updates for EMS database	61,667	37,000	0	37,000	1.2%
Development/Enhancement of Sheppard's Bush		27,000	0	27,000	0.9%
Total Special capital additional ask			49,000	64,000	2.1%
Total General Levy and Special Capital Ask			139,000	274,000	8.9%

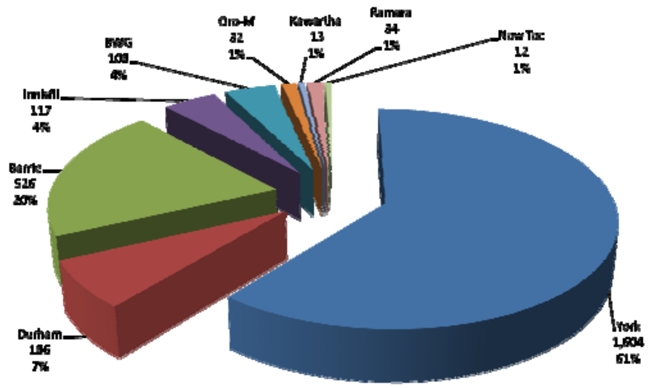
Thank you for your continued

partnership and support

Special Capital Funding – Watershed Wide Projects



General Levy Funding – Municipal Funding Partners



2011 Business Plan & Budget

Presentation to Finance and Administration Committee

Lloyd Russell

February 3, 2011

#3058286

Agenda

1. CAO and Regional Chair
2. Information Technology Services and Finance
3. Non-Program Items
4. Outlook
5. Next Steps

Office of the CAO and Office of the Regional Chair

Proposed 2011 Net Expenditure Increase Office of the CAO

	$ 000s	% Tax Inc.
Enhancements	$ 0.0	0.0%
Growth	$ 0.0	0.0%
Annualization	$ 0.0	0.0%
Mandatory/Legislative	$ 0.0	0.0%
Reductions/Efficiencies	$ 0.0	0.0%
Base	$ 96.0	2.5%
Net Operating Budget	$ 96.0	2.5%

Proposed 2011 Net Expenditure Increase Office of the Regional Chair

	$ 000s	% Tax Inc.
Enhancements	$ 0.0	0.0%
Growth	$ 0.0	0.0%
Annualization	$ 0.0	0.0%
Mandatory/Legislative	$ 0.0	0.0%
Reductions/Efficiencies	$ 0.0	0.0%
Base	$ 68.0	3.6%
Net Operating Budget	$ 68.0	3.6%

Finance and Information Technology Services

Finance and IT – 2011 and 2012 Work Plan

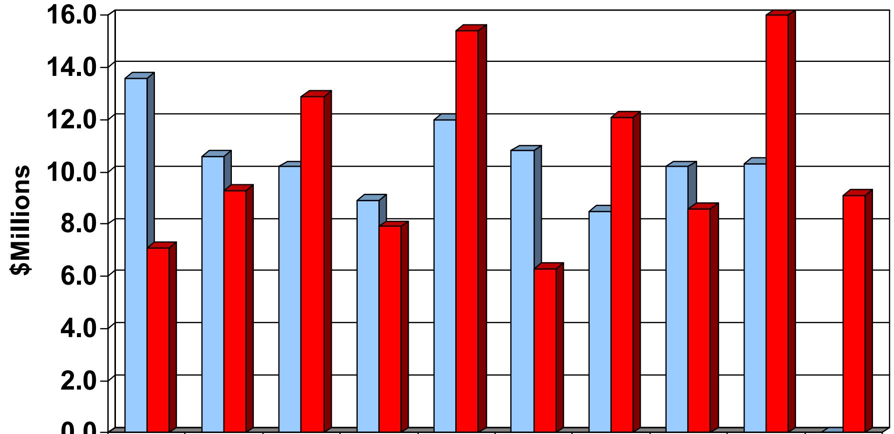
- Day to day business processes in IT & Finance
- DC By-law Update for June 2012
- Accounts Payable business process review
- Implementation of Windows 7, Exchange 2010 & Office 2010 throughout the Corporation
- IT development & implementation of systems to meet business needs
- Enhance multi-year business planning & budgeting capabilities

Capital

Information Technology Services

2010 Capital Plan vs. 2011 Plan

2011 Plan: 2011-2019 $95.6 M
2010 Plan: 2011-2019 $95.1 M
Increase $0.5 M



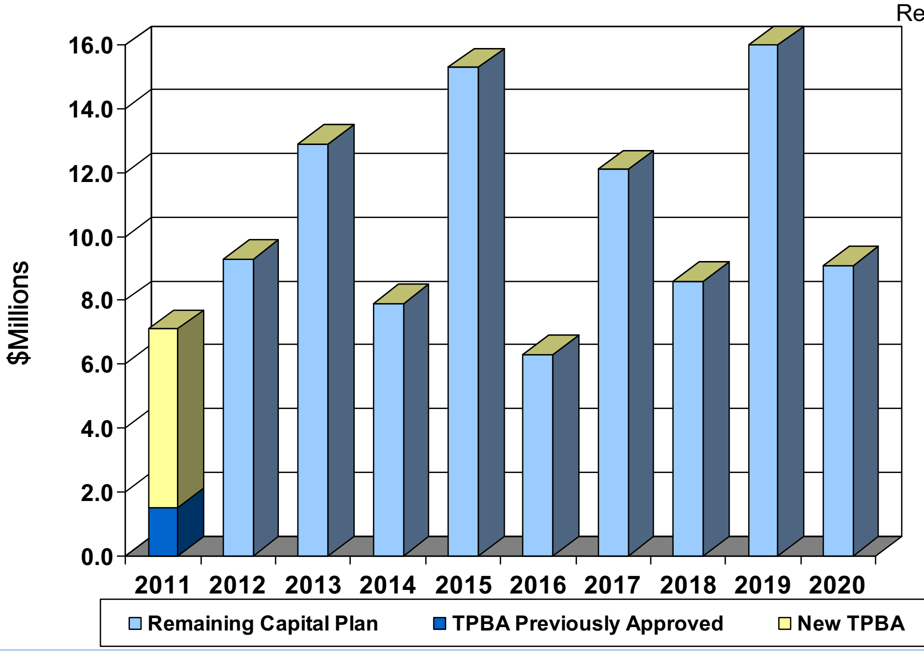
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
2010	13.6	10.6	10.2	8.9	12.0	10.8	8.5	10.2	10.3	0.0
2011	7.1	9.3	12.9	7.9	15.4	6.3	12.1	8.6	16.0	9.1

2010 2011

Total Increase = $9.6M

2011 Ten Year Capital Plan and Total Project Budget Authority

Request $5.6 M



Operating

Proposed 2011 Net Expenditure Increase Finance & Information Technology

	$ 000s	% Tax Inc.
Enhancements	$ 0.0	0.0%
Growth	$ 245.0	1.0%
Annualization	$ 353.0	1.5%
Mandatory/Legislative	$ 0.0	0.0%
Reductions/Efficiencies	$(863.0)	(3.6)%
Base	$ 982.0	4.1%
Net Operating Budget	$ 717.0	3.0%

2011 vs. 2010 Net Operating Budget

	Net Operating Expenditures ($000s)		% Change
	2011 Request	2010 Approved	
Finance	9,431	8,742	7.9%
IT	14,945	14,918	0.2%
Total Finance & IT	24,376	23,660	3.0%

IT Key Drivers – Base

Base $463k 3.1%

- Cost of Living and Inflation adjustments on Salaries, Benefits and Non-Labour Costs

Cost Savings $(863)k (5.8)%

- Reduction in Computer Network and Telephone Costs with new Bell Contract
- Reduction in Software Maintenance Costs

IT Key Drivers – Annualization

Annualizations $353k 2.4%

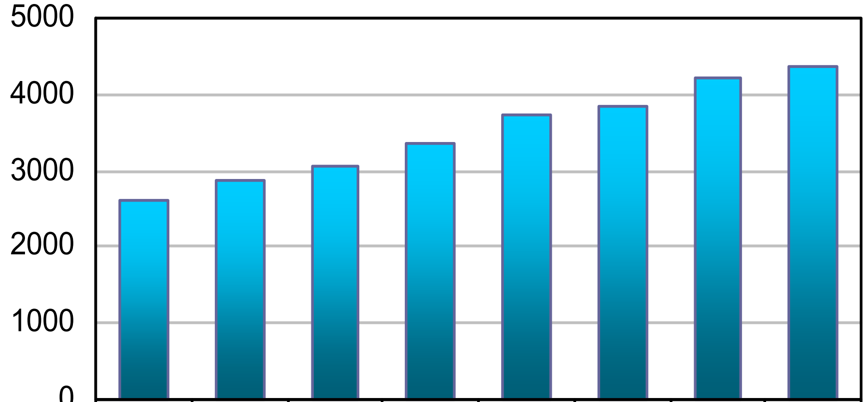
- 3 FTE's
  - Business Intelligence – Technical Specialist
  - Applications – Technical Specialist
  - Portal - Project Manager

IT Key Drivers – Growth

Growth $74k 0.5%

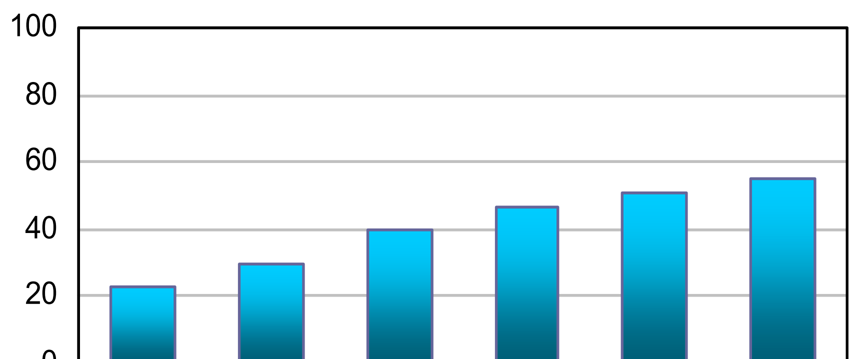
- 1 FTE
  - Business Operations Analyst

Number of Computing Devices



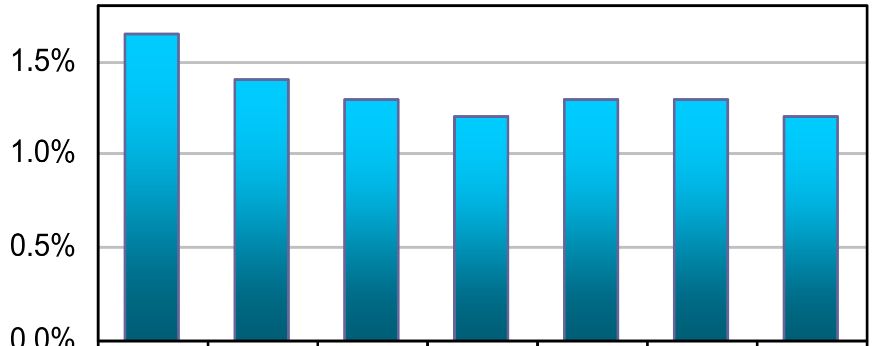
	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Budget
Devices	2,620	2,868	3,055	3,341	3,714	3,841	4,199	4364

Number of Regional Networked Sites



	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Budget
Sites	23	30	40	47	51	55

Ratio of Information Technology to Regional Gross Expenditures



	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Budget
Ratio	1.6%	1.4%	1.3%	1.2%	1.3%	1.3%	1.2%

Finance Key Drivers – Base

Base $519.0k 5.9%

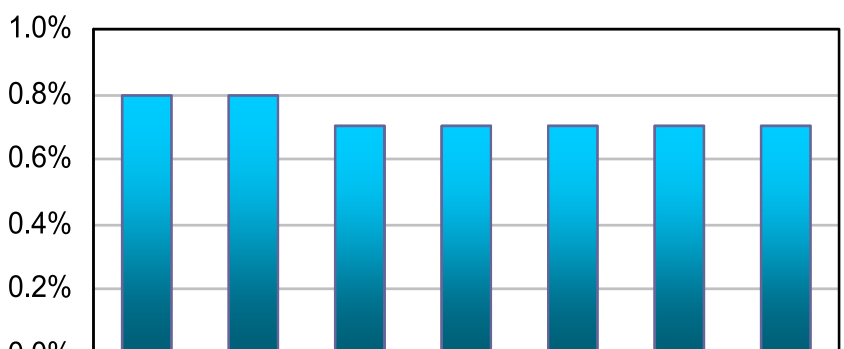
- Cost of Living and Inflation adjustments on Labour and Non-Labour Costs
- Insurance cost increase
- Payroll System and Debt Management Review

Finance Key Drivers – Growth

Growth $171k 2.0%

- 2 FTE's
  - DC Administration Senior Financial Analyst
  - Administrative Clerk Insurance

Ratio of Finance to Regional Gross Expenditures



	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Budget
Ratio	0.8%	0.8%	0.7%	0.7%	0.7%	0.7%	0.7%

Finance Department Service Volume Indicators

	2005	2010	% Chg.
Number of payroll transactions	101,056	144,000	42.5%
# of payroll transactions per FTE	15,401	20,571	33.6%
Number of Bid documents issued	243	255	46%
Annual Investment Portfolio [$billions]	$983	$1.585	61%

Staffing Requirements – Finance & I.T.

Position	Gross	Net
Clerk Insurance Claims	$59.0	$59.0
Senior Financial Analyst	$103.0	$103.0
Business Intelligence – Technical Specialist	$108.0	$108.0
Application – Technical Specialist	$108.0	$108.0
Portal - Project Manager	$137.0	$137.0
Business Operation Analyst	$74.0	$74.0

Non-Program Items

Non-Program Items in Tax Summary

Administrative Support							
Office of the C.A.O.	4,014	3,825	4,111	3,921	97	96	2.5%
Finance/IT	27,842	23,659	28,729	24,375	887	716	3.0%
Corporate Services	27,401	26,754	29,676	28,788	2,275	2,034	7.6%
Contribution to Capital	244	244	244	244	0	0	-
Sub Total	**59,502**	**54,482**	**62,761**	**57,328**	**3,259**	**2,846**	**5.2%**
Chair & Council	**1,866**	**1,866**	**1,935**	**1,935**	**69**	**69**	**3.7%**
Financial Items-Assets Replacement	**40,775**	**34,375**	**50,936**	**41,936**	**10,161**	**7,561**	**22.0%**
Financial/Administrative Items	**11,586**	**4,337**	**7,071**	**1,799**	**(4,515)**	**(2,538)**	**(58.5)%**
Recovery from WWw (User Rate)	0	(4,895)	0	(5,033)	0	(138)	2.8%
TOTAL REGIONAL OPERATING PROGRAMS	**1,089,546**	**439,843**	**1,171,083**	**479,190**	**81,537**	**39,347**	**8.9%**
Court Services	**9,197**	**(993)**	**9,856**	**(840)**	**659**	**153**	**(15.4)%**
Boards & Authorities							
Conservation Authorities*	9,443	5,135	9,002	5,093	(441)	(42)	(0.8)%
GO Transit	2,500	0	2,500	0	0	0	-
Hospital Capital Funding	12,324	12,324	12,706	12,706	382	382	3.1%
Property Assessment (MPAC)	14,800	14,800	15,702	15,702	902	902	6.1%
Sub Total	**39,067**	**32,259**	**39,910**	**33,501**	**843**	**1,242**	**3.9%**
GTA Pooling	**39,600**	**39,600**	**26,400**	**26,400**	**(13,200)**	**(13,200)**	**(33.3)%**
ODSP	**11,402**	**9,202**	**0**	**0**	**(11,402)**	**(9,202)**	**(100.0)%**
YRRTC	**16,015**	**9,130**	**18,123**	**11,994**	**2,108**	**2,864**	**31.4%**
Police Services	234,868	216,946	252,897	233,321	18,029	16,375	7.5%
Contribution to Capital	5,753	5,753	5,851	5,851	98	98	1.7%
Sub Total	**240,621**	**222,699**	**258,748**	**239,172**	**18,127**	**16,473**	**7.4%**
TOTAL OPERATING BUDGET	**1,445,448**	**751,740**	**1,524,120**	**789,417**	**78,672**	**37,677**	**5.01%**
Less Assessment Growth				(23,078)		(23,078)	(3.1)%
TOTAL AFTER ASSESSMENT GROWTH	**1,445,448**	**751,740**	**1,524,120**	**766,338**	**78,672**	**14,599**	**1.94%**

Total York Region Funding

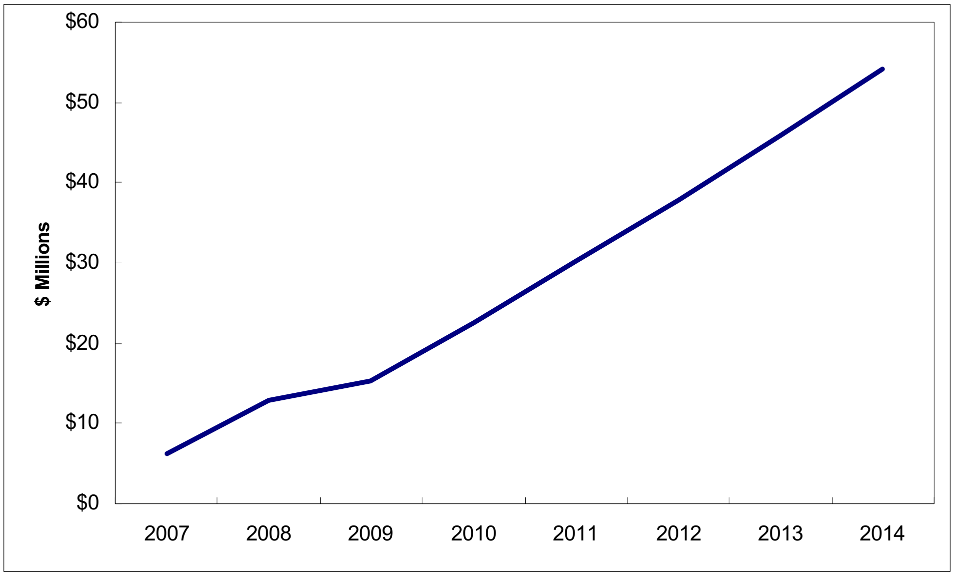
Conservation Authorities

	TRCA	LSRCA
	$(000's)	
Tax Levy	3,209	1,660
W/Ww Rate	2,142	1,557
Reforestation [Roads Operating Budget]	50	40
Urban Forest Effects [Roads Capital Budget]	120	-
Admin Bldg Debt [annual debt service payment]	-	224
Total York Region Funding	5,521	3,481

Asset Replacement/Capital Funding

($000s)	2011 Request		2010 Approved		% Change
	Gross	Net	Gross	Net	
Debt Reduction Strategy	11,801	11,801	11,801	11,801	0%
Capital Replacement Reserve	30,135	30,135	22,574	22,574	33.5%
General Levy - Supplementary Tax	9,000	0	6,400	0	0%

Capital Asset Replacement Contributions – 2007- 2014



Increase/Decrease in Non-Program Items

- Includes provisions for:
  - $7.6M Capital Asset Replacement Reserve
  - $0.9M Municipal Property Assessment Corporation (MPAC)
  - $0.4M Hospital Funding
  - ($13.2M) GTA Pooling
  - ($9.2M) ODSP
  - ($2.5M) Financial/Administrative Items

Finance & Non-Program Outlook Drivers

- Growth in regional programs
- Annual inflation pressures
- Population growth
- Growth in number of computers and telephone devices
- New software applications being introduced and supported
- GTA Pooling
- Ongoing asset replacement

2012 Outlook

	Net Operating Expenditures ($000s)		% Change	2012 New FTEs
	2011 Request	2012 Outlook		
Office of the CAO	$3,921	$4,004	2.1%	0
Office of the Regional Chair	$1,935	$1,973	2.0%	0
Finance	$9,431	$9,800	3.9%	2.0
Information Technology	$14,945	$16,738	12.0%	4.0
Capital Asset Replacement	$30,135	$37,928	25.9%	0

2011 Draft Business Plan & Budget

Presentation to Finance and Administration Committee

Jim Davidson

February 3, 2011

Agenda

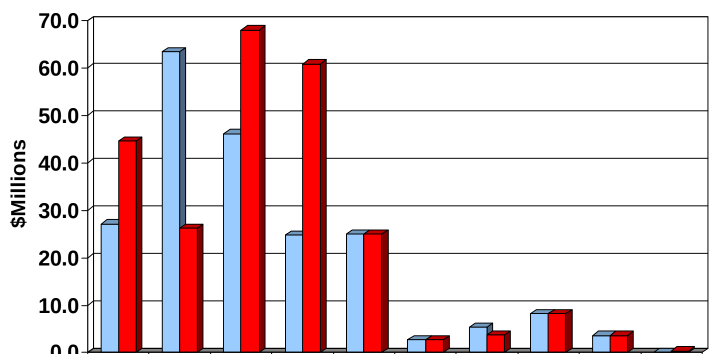
1. Capital
2. Operating
3. Courts
4. Outlook
5. Next Steps

Capital

Property Services

2010 Capital Plan vs. 2011 Plan

2011 Plan: 2011-2019 $243.0 M
<u>2010 Plan: 2011-2019 $206.5</u> M
Increase $36.5 M



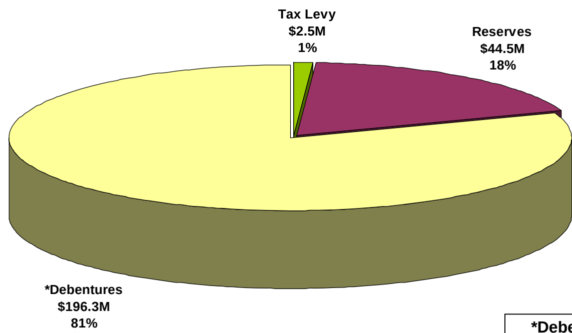
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
2010	27.2	63.4	46.2	24.8	25.0	2.7	5.4	8.2	3.7	0.0
2011	44.6	26.2	68.0	60.9	25.0	2.7	3.7	8.2	3.7	0.3

2010 2011

Total Increase = $36.8 M

2011 – 2020 Capital Financing

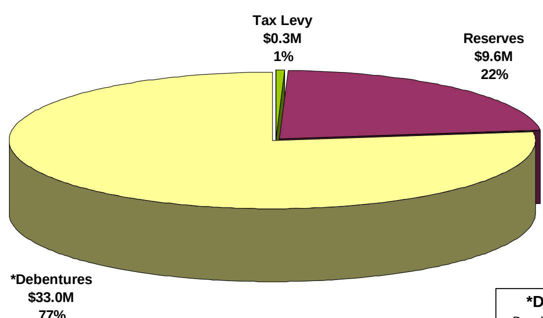
Total 10 Year Capital Plan - $243.3M



*Debentures $196.3M	
Development Charges	$0.0M
Tax Levy	$196.3M

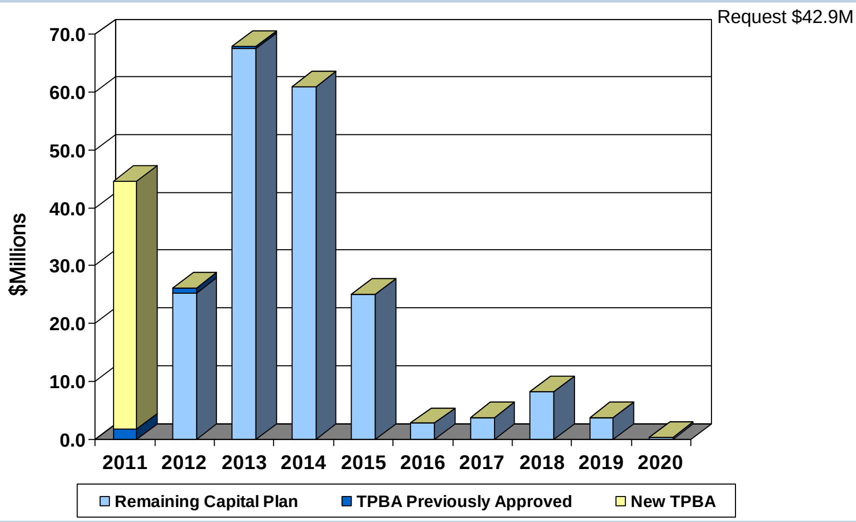
2011 Approval for New Total Project Budget Authority – Capital Financing

Total New TPBA - $42.9M



*Debentures $33.0M	
Development Charges	$0.0M
Tax Levy	$33.0M

2011 Ten Year Capital Plan and Total Project Budget Authority



Operating

2011 Program Priorities

- Property Services
  - Obtain Central Service Centre approvals
  - Consider parking lot solutions at Administration Centre
  - Complete Bales EMS Ops Centre Stimulus project
  - Continue Corporate Energy Initiatives
  - Acquire lands for VIVA projects
  - South Service Centres alternatives
  - Support client department capital projects
  - Provide required centralized program and project support

2011 Program Priorities

- Human Resource Services
  - Respond to increased administration and oversight requirements related to employee pensions and benefits
  - Manage increase in Labour Relations activities
  - Support best practices in Performance Management through implementation of 360 feedback assessments
  - Negotiate Ontario Nurses Association Collective Agreement
  - Develop Workplace Violence training programs
  - Seek Level II National Quality Institute Certification for Employee Wellness Program

2011 Program Priorities

- Legal Services
  - Manage expropriation proceeding for York Region Transit Corporation land acquisitions
  - Support critical infrastructure projects
  - Represent Region in Regional Official Plan Appeals
  - Ensure effective and efficient use of Branch resources to address Corporate needs

2011 Program Priorities

- Regional Clerks Office
  - Assist staff in complying with privacy components of the Municipal Freedom of Information and Protection Act
  - Implement eDocs module for disposition of electronic records

Proposed 2011 Net Tax Levy Increase

	$ Million	% Tax Inc.
Enhancements		
Growth	$ 0.68	2.6%
Annualization	$ 0.87	3.3%
Mandatory/Legislative		
Reductions/Efficiencies	$ (0.20)	(0.8)%
Base	$ 0.68	2.5%
Net Operating Budget Change	$ 2.03	7.6%

2011 vs. 2010 Net Operating Budget

	Net Operating Expenditures ($000's)		% Change
	2011 Request	2010 Approved	
Property Services*	17,463	16,195	7.8
Human Resources	6,652	6,222	6.9
Legal Services	2,453	2,408	1.8
Regional Clerks	2,220	1,929	15.0
Total Corporate Services (excl Courts)	28,788	26,754	7.6

*excludes Contribution to Capital - $244K

Key Drivers – Base
000's (Net)

Base $682 2.5%

- Cost of Living and Inflation adjustments on Salaries, Benefits and Program Costs

Reductions $(208) (0.7)%

- Savings in contracted/consultant services and facilities occupancy costs

Key Drivers – Annualization
000's (Net)

Annualization $870 3.3%

- New Realty Services (RapidCo) Program, property leases and facility related cost increases
- 2 FTE
  - Associate Counsel (Planning & Development)*
  - Law Clerk (Planning & Development)*

* No tax levy impact, funded through Tax Stabilization Reserve

Key Drivers – Growth
000's (Net)

Growth $689 2.6%

- 8 FTE
  - Pension Co-ordinator
  - Employee Relations Specialist
  - Law Clerk
  - Project Manager (Design & Construction)
  - Program & Project Management Co-ordinator
  - Corporate Information Management Educator
  - Information Management Policy and Planning Specialist
  - Health and Disability Management Consultant (conversion from temporary full-time to permanent full-time funded from LTD program, no tax levy impact)

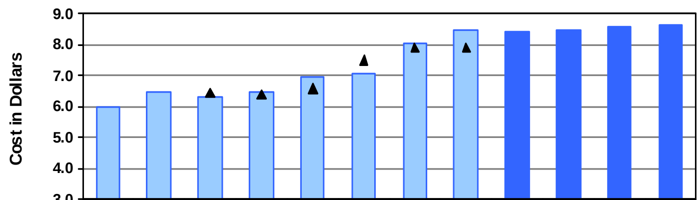
Key Drivers – Enhancements
000's (Net)

Enhancement

- 1 FTE
  - Organizational Development Specialist (No tax levy impact to Corporate Services)

Property Services
KPI - Efficiency in Facility Management

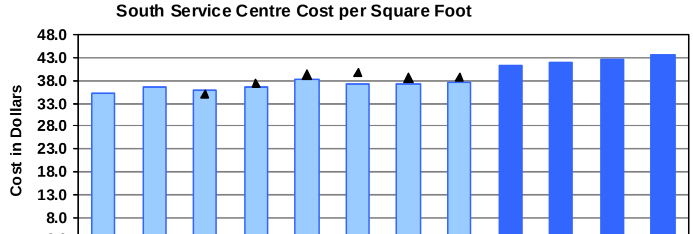
Administrative Centre Cost per Square Foot



	2003 Act	2004 Act	2005 Act	2006 Act	2007 Act	2008 Act	2009 Act	2010 Act	2011 Reqst	2012 Reqst	2013 Outlk	2014 Outlk
Cost per Square Foot	$6.00	$6.48	$6.32	$6.49	$6.98	$7.06	$8.04	$8.46	$8.40	$8.48	$8.57	$8.66
% Increase		8.00%	-2.40%	2.6%	7.6%	1.1%	14.0%	5.22%	-0.70%	1.00%	1.00%	1.10%
▲ Budget			$6.43	$6.41	$6.59	$7.51	$7.91	$7.92				

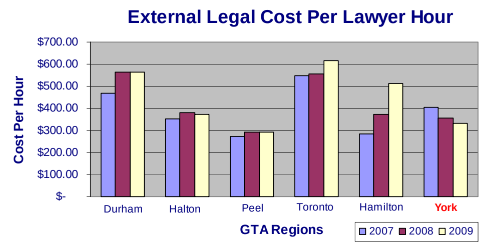
Property Services
KPI - Efficiency in Facility Management

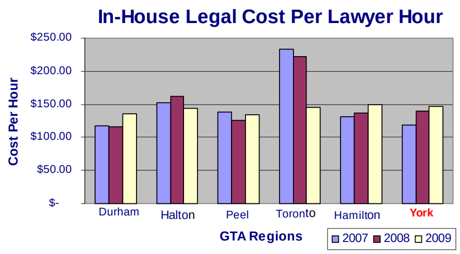
South Service Centre Cost per Square Foot



	2003 Act	2004 Act	2005 Act	2006 Act	2007 Act	2008 Act	2009 Act	2010 Act	2011 Reqst	2012 Reqst	2013 Outlk	2014 Outlk
Cost per Square Foot	$35.32	$36.43	$35.82	$36.69	$38.14	$37.36	$37.10	$37.68	$41.22	$41.90	$42.73	$43.61
% Increase		3.20%	-1.70%	2.40%	3.80%	-2.00%	-0.70%	1.56%	9.40%	1.70%	2.00%	2.10%
▲ Budget			$35.00	$37.31	$39.26	$39.70	$38.57	$38.73				

Internal and External Legal Fees





Internal legal resources is more efficient than contract out to external law firms

2012 Outlook Drivers
Corporate Services

- Provide appropriate resources to support increasing demand for necessary services and high customer expectations
- Respond to legislative and regulatory changes
- Address Accessibility for Ontarians with Disabilities Act, Built Environment Standard and Green Energy Act

2012 Outlook

	Net Operating Expenditures ($000s)		% Change	2012 New FTEs
	2011 Request	2012 Outlook		
Corporate Services	$28,788	$30,119	4.6%	10
Contribution to Capital	$244	$244	0%	0

Court Services
2011 Draft Business Plan
& Budget

2011 Program Priorities

- Court Services
  - Continue to review/refine Walk-In-First-Attendance program
  - Respond to actual/anticipated legislative changes (Good Government Act)
  - Maintain expanded Walk-In-First attendance program
  - Address increased demand for transcripts and related workload pressures
  - Continue to work with the judiciary and enforcement agencies to ensure efficient and effective use of resources

Proposed 2011 Net Tax Levy Increase

	$ Million	% Tax Inc.
Enhancements	$ 0.0	0.0%
Growth	$ 0.2	20.8%
Annualization	$ 0.0	0.0%
Mandatory/Legislative	$ 0.0	0.0%
Reductions/Efficiencies	$ (0.01)	(1.8)%
Base	$ (0.04)	(3.6)%
Net Operating Budget Change	$ 0.15	15.4%

2011 vs. 2010 Operating Budget

	Operating Expenditures ($000's)		
	2011 Request	2010 Approved	% Change
Gross Expenditures	9,856	9,197	7.2
Revenue	(10,696)	(10,190)	5.0
Net	(840)	(993)	(15.4)

Key Drivers – Base
000's (Gross)

Base $470   5.1%

- Cost of Living and Inflation adjustments on Salaries, Benefits and Program Costs

Reductions $(17)   (0.2)%

- One time Minor Capital Costs

Key Drivers – Growth
$000's (Gross)

Growth $206   2.2%

- 2 FTE
  - Courtroom Clerk/Reporter
  - Prosecutor
- Computer software upgrade

2012 Outlook Drivers
Court Services

- Address Legislative impacts
- Manage caseload growth
- Address increased need for customer service initiatives
- Respond to growing and unpredictable workloads

2012 Outlook

	Operating Expenditures ($000's)		% Change	2012 New FTEs
	2011 Request	2012 Outlook		
Gross Expenditures	9,856	10,274	4.2	2
Revenue	(10,696)	(11,017)	3.0	
Net	(840)	(743)	(11.6)	2

Budget Process