

# CORPORATE MANAGEMENT, COURT SERVICES, FINANCIAL INITIATIVES AND EXTERNAL PARTNERS 2021 TO 2022 BUDGET

PRESENTATION TO  
COMMITTEE OF THE WHOLE

Bruce Macgregor  
March 11, 2021



# PRESENTATION FOCUS

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**2020 to 2021 Operating Budget**

(in 1000s)

	2020 Budget		2021 Proposed		Budget Change	
	Gross	Net	Gross	Net	Net \$	Net %
<b>Transportation Services</b>	255,202	158,545	237,240	188,380	20,761	13.1%
Transit Services	255,202	158,545	237,240	188,380	20,761	13.1%
Boats	481,188	322,057	488,145	320,552	38,495	11.9%
<b>Environmental Services</b>	254,994	57,315	541,238	54,563	2,258	4.3%
Water and Wastewater	24,850	16,277	80,240	18,871	400	2.8%
Waste Management	11,454	1,000	1,811	1,000	14	1.4%
Forestry	1,387	67,465	435,090	66,229	2,644	4.1%
Energy Management	74,959	17,602	116,188	57,896	40,234	227.7%
<b>Community and Health Services</b>	88,547	83,842	18,027	56,984	7,242	16.5%
Public Health	27,823	15,841	64,799	24,159	9,118	15.8%
Paramedic Services	100,075	10,357	125,146	11,997	1,440	13.9%
Long Term Care/Senior's Services	27,446	27,433	178,241	12,514	1,472	5.4%
Social Assistance	181,884	11,852	35,818	24,118	1,877	2.4%
Homelessness Community Programs	118,118	67,251	118,649	89,487	2,136	3.1%
Child Welfare Services	15,721	15,718	16,812	16,358	452	(2.9%)
Housing Services	27,583	22,253	18,816	18,861	(5,722)	(26.2%)
Strategies and Partnerships	656,572	225,070	748,690	285,710	60,690	26.9%
Intergovernmental Services	2,477	7,672	2,528	2,538	56	2.2%
<b>Corporate Management and Governance</b>	7,251	6,994	7,811	6,874	(80)	(1.1%)
Chair & Council	7,251	6,994	7,811	6,874	(80)	(1.1%)
Office of the CAO	22,389	19,654	31,354	31,354	(492)	(2.5%)
Legal Services	30,478	17,361	14,358	10,841	924	5.3%
Financial Management	17,254	9,845	18,174	10,112	278	(24.7%)
Information Technology Services	9,865	8,204	6,847	5,422	(2,882)	(35.1%)
Communications, Information and Data	9,370	8,322	12,361	(8,381)	547	(6.6%)
Business Resource Services	12,444	(5,474)	101,853	(2,954)	16,455	13.2%
Property Services	119,111	104,804	116,921	101,853	(16,455)	(15.7%)
Planning and Economic Development	1,982,771	725,548	1,586,244	13,742	(787)	(42.3%)
Less: Recovery from Water and Wastewater (User Rate)	15,058	(1,385)	97,728	13,033	(19,250)	(82.0%)
<b>Regional Programs</b>	92,094	72,291	97,728	13,033	(19,250)	(82.0%)
<b>Court Services</b>	22,855	22,855	21,648	21,648	(660)	(2.9%)
<b>Financial Initiatives</b>	6,468	6,468	6,468	6,468	(20)	(0.3%)
<b>External Partners</b>	2,821	2,821	1,871	1,871	84	(3.0%)
Property Assessment (MPAC)	6,441	6,441	6,533	6,533	92	1.4%
Hospital Funding	2,900	2,900	2,900	2,900	(500)	(17.2%)
Innovation Investment Reserve Fund	29,945	37,485	39,485	36,945	(900)	(2.4%)
Conservation Authorities	31,400	2,332	3,005	3,290	97	4.1%
GO Transit	2,837	810,822	7,180,655	672,600	36,778	5.3%
<b>York Region Rapid Transit Corp.</b>	2,086,163	347,951	296,784	240,852	51,476	(15.3%)
<b>YorkNet</b>	2,686,561	1,108,572	2,577,281	1,225,902	35,325	3.2%
<b>Operational Programs</b>	2,686,561	1,108,572	2,577,281	1,225,902	35,325	3.2%
<b>York Regional Police</b>	2,468,361	1,171,742	2,577,281	1,225,902	35,325	3.2%
<b>Total Operating Budget</b>	2,468,361	1,171,742	2,577,281	1,225,902	35,325	3.2%
<b>Less: Assessment Growth Revenue</b>						
<b>After Assessment Growth Revenue</b>						

## Corporate Management and Governance

Chair & Council  
Office of the CAO  
Legal Services  
Financial Management  
Information Technology Services  
Communications, Information and Data  
Human Resource Services  
Property Services  
Planning and Economic Development  
Less: Recovery from Water and Wastewater (User Rate)

## Regional Programs

### Court Services

### Financial Initiatives

### External Partners

Property Assessment (MPAC)  
Hospital Funding  
Innovation Investment Reserve Fund  
Conservation Authorities  
GO Transit

# OFFICE OF THE REGIONAL CHAIR AND CEO



**WAYNE EMMERSON**  
CHAIRMAN AND CHIEF EXECUTIVE OFFICER



**GOVERNMENT  
RELATIONS**



**LINA BIGIONI**  
CHIEF OF STAFF



**TASIA SLINKO**  
ADMINISTRATIVE ASSISTANT

# CORPORATE MANAGEMENT AT YORK REGION



## OFFICE OF THE CAO

### STRATEGIES AND INITIATIVES:

- Strategic Planning
- CAO Initiatives
- Continuous Improvement
- Emergency Management

### AUDIT SERVICES



## FINANCE

### FINANCIAL MANAGEMENT:

- Office of the Budget
- Controllership Office
- Treasury Office
- Strategy and Transformation
- Procurement Office

### INFORMATION TECHNOLOGY SERVICES



## CORPORATE SERVICES

### COMMUNICATIONS, INFORMATION AND DATA:

- Office of the Regional Clerk
- Corporate Communications
- Business Services
- Data, Analytics and Visualization Services

### PROPERTY SERVICES

### PLANNING AND ECONOMIC DEVELOPMENT

### HUMAN RESOURCES



## LEGAL AND COURT SERVICES

### MUNICIPAL AND CORPORATE LAW

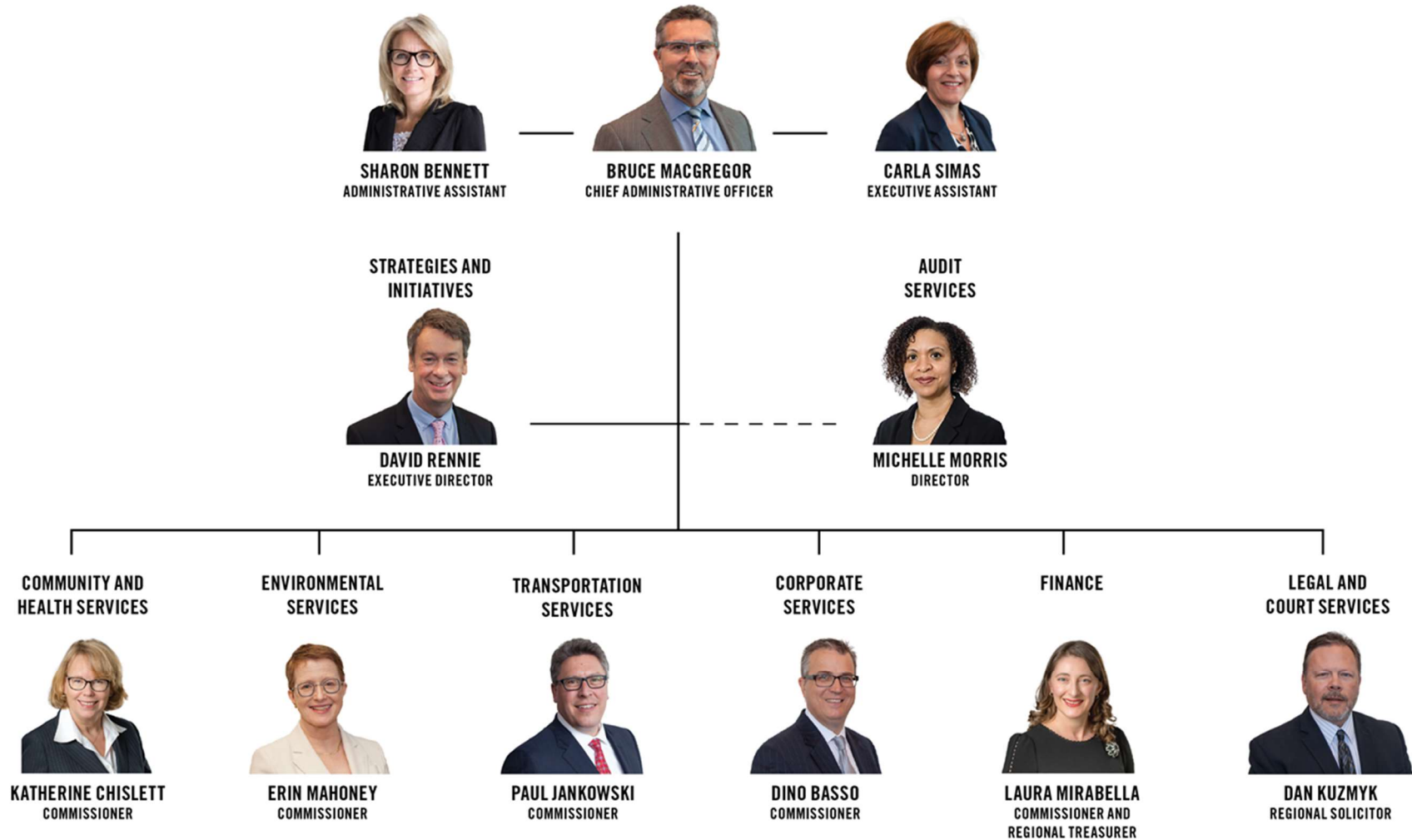
### DEVELOPMENT, ENVIRONMENTAL AND INFRASTRUCTURE LAW

### DISPUTE RESOLUTION AND CONSTRUCTION LAW

### COURT OPERATIONS

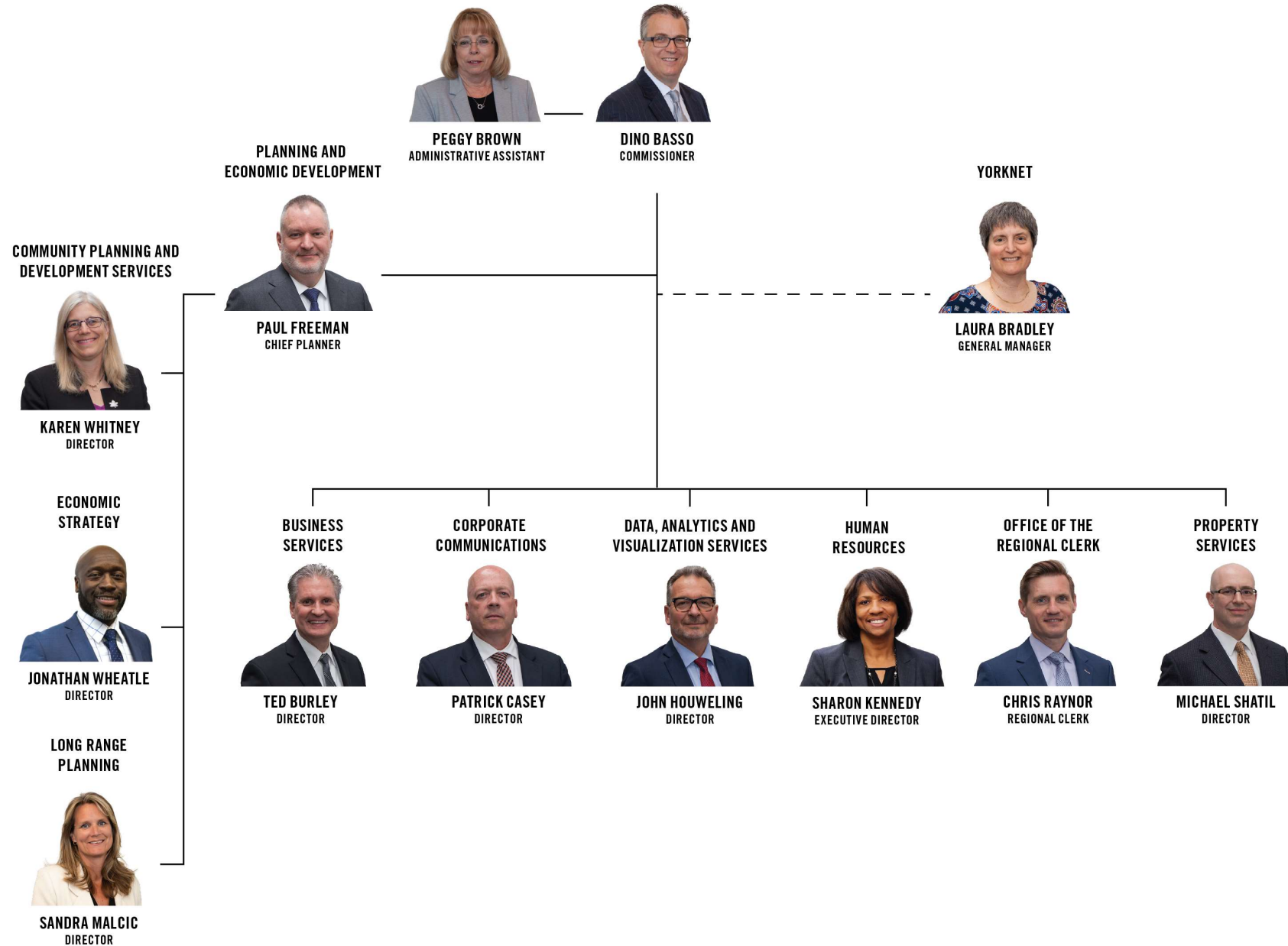
### PROSECUTIONS

# SENIOR LEADERSHIP TEAM

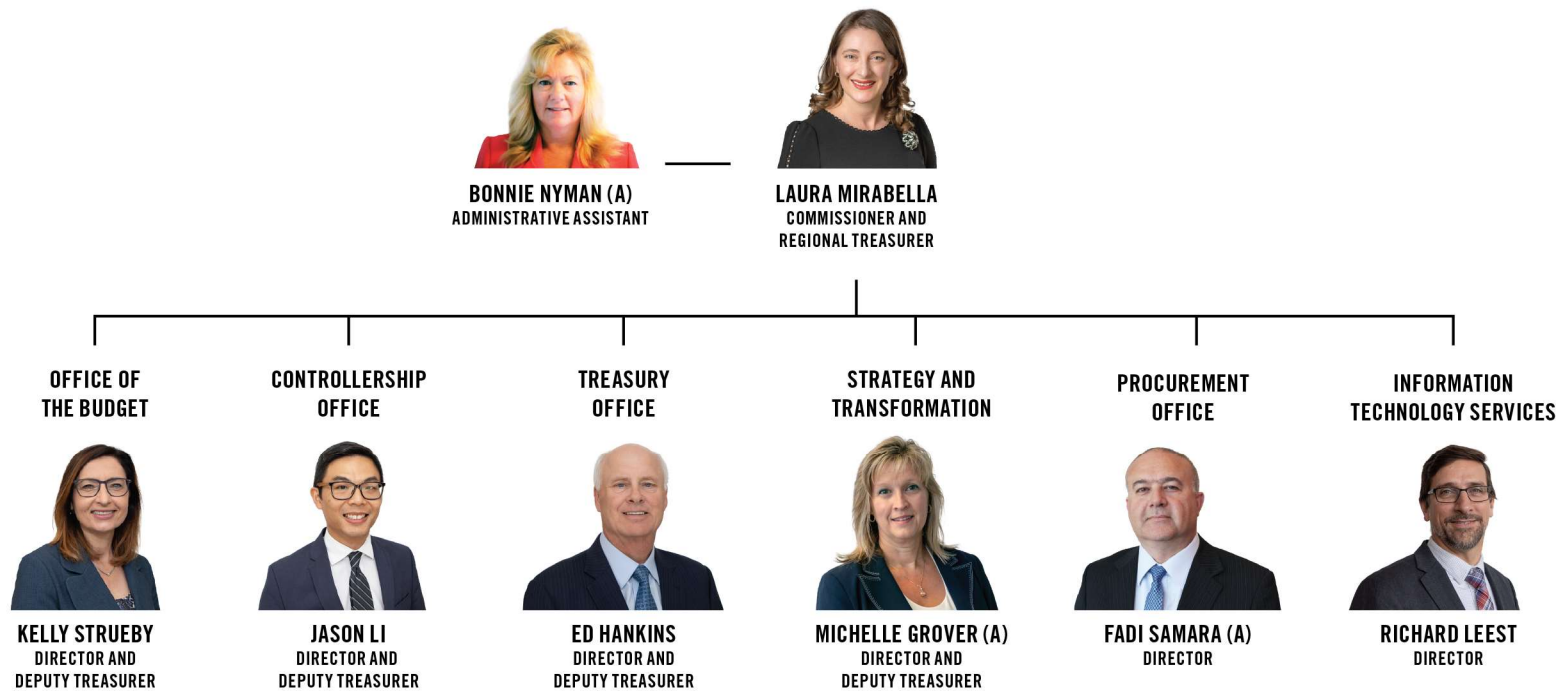




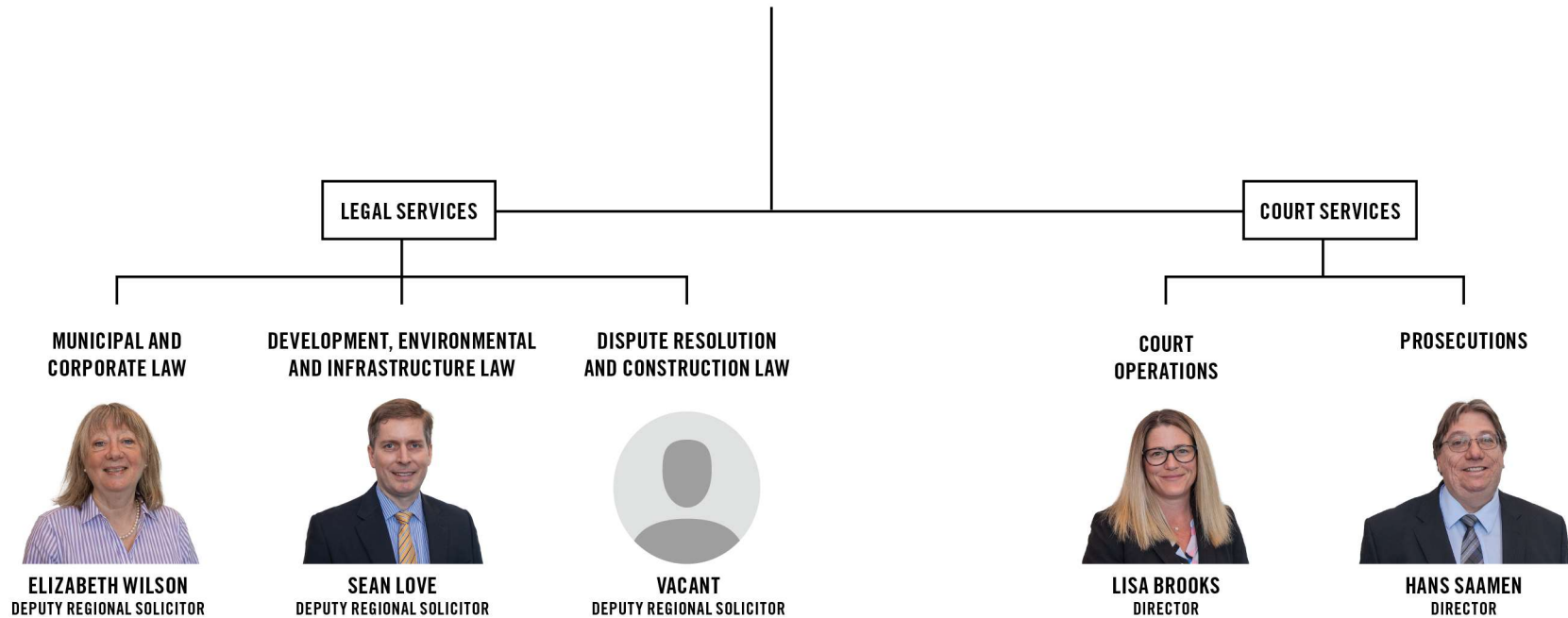
# CORPORATE SERVICES



# FINANCE



# LEGAL AND COURT SERVICES





# THE BUDGET SUPPORTS THE 2019 TO 2023 STRATEGIC PLAN



## ECONOMIC VITALITY

### PRIORITY:

**Increase economic prosperity**

### OBJECTIVES:

1. Fostering an environment that attracts businesses, grows employment opportunities and attracts people
2. Increasing access to efficient transportation options



## HEALTHY COMMUNITIES

### PRIORITY:

**Support community health, safety and well-being**

### OBJECTIVES:

1. Supporting safe communities
2. Delivering and promoting affordable housing
3. Improving access to health and social support services



## SUSTAINABLE ENVIRONMENT

### PRIORITY:

**Build sustainable communities and protect the environment**

### OBJECTIVES:

1. Delivering and promoting environmentally sustainable services
2. Encouraging growth in the Region's centres, corridors and built-up urban areas
3. Enhancing and preserving green space



## GOOD GOVERNMENT

### PRIORITY:

**Deliver trusted and efficient services**

### OBJECTIVES:

1. Ensuring reliable, responsive, effective, efficient and fiscally responsible service delivery
2. Managing the Region's assets for current and future generations
3. Maintaining public confidence in Regional Government

# AWARDS AND RECOGNITION

Government Finance Officers  
Association Award for  
Financial Reporting

Greater Toronto's Top Employers

Canada's Top Employers for  
Young People

Canada's Best Diversity Employers

Canada's Greenest Employers in 2020

Esri President's Award for  
Geographical Information Systems



# 2020 KEY ACCOMPLISHMENTS



Managed **24,000+**  
IT Service Desk  
incident tickets



Maintained  
**AAA/AA+**  
credit ratings



Remotely deployed **3,800+**  
TEAMS installations and  
Windows upgrades



Advanced **Municipal  
Comprehensive Review** to update  
Regional Official Plan



Opened new  
**17150 Yonge Street**  
building location



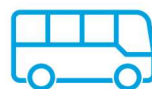
Supported creation of **833**  
real-time reporting dashboards



Supported **virtual  
communications** for 53 Council,  
Committee, Task Force meetings



Processed over **20,000** accounts  
payable approvals electronically



Supported **\$11.5M**  
in BRT project property  
settlements

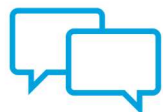


Introduced a new **Digital  
Evidence Management  
System** with YRP



Completed  
**75** Official Plan  
amendments

# 2020 KEY ACCOMPLISHMENTS — PANDEMIC RESPONSE



Advised on **provincial orders/legislative changes**, including the Emergency Declaration, essential services classifications and enforcement



Implemented partnerships with local municipalities for **tax payment relief**



Introduced **new cleaning, security and PPE** measures at Regional facilities



Reported **monthly** to Council on fiscal impacts of COVID-19



Implemented **remote court** hearings



Generated **4.5 million** views on [york.ca/covid19](https://york.ca/covid19) page



Received **1.4 million** hits on COVID-19 dashboards



Activated the organization's **Regional Emergency Operations Centre**



Provided **\$500K** in small business funding through new Innovation Investment Fund



Redeployed **800+** Regional staff and filled **900+** vacancies



Transitioned **2,500+** staff to work remotely in less than 10 days

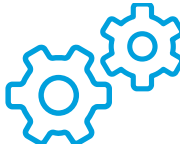


Engaged in early organizational **recovery planning** efforts

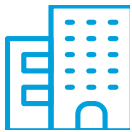
# 2020 KEY SAVINGS, EFFICIENCIES & INNOVATION



Conducted in-depth program and budget analysis to identify short- and long-term savings



Looked within for efficiencies to help mitigate cost pressures



Wound down lease obligations and consolidated services at 17150 Yonge Street



Evolved how we do business, especially in IT, Procurement, Data & Analytics and Court operations



Engaged our continuous improvement experts to support pandemic response efforts

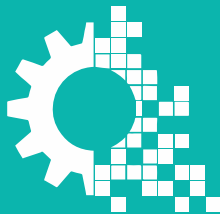
# **OPERATING BUDGET**



# OPERATING BUDGET KEY THEMES



OPTIMIZING  
OUR  
BUSINESS



ACCELERATING  
BUSINESS  
TRANSFORMATION



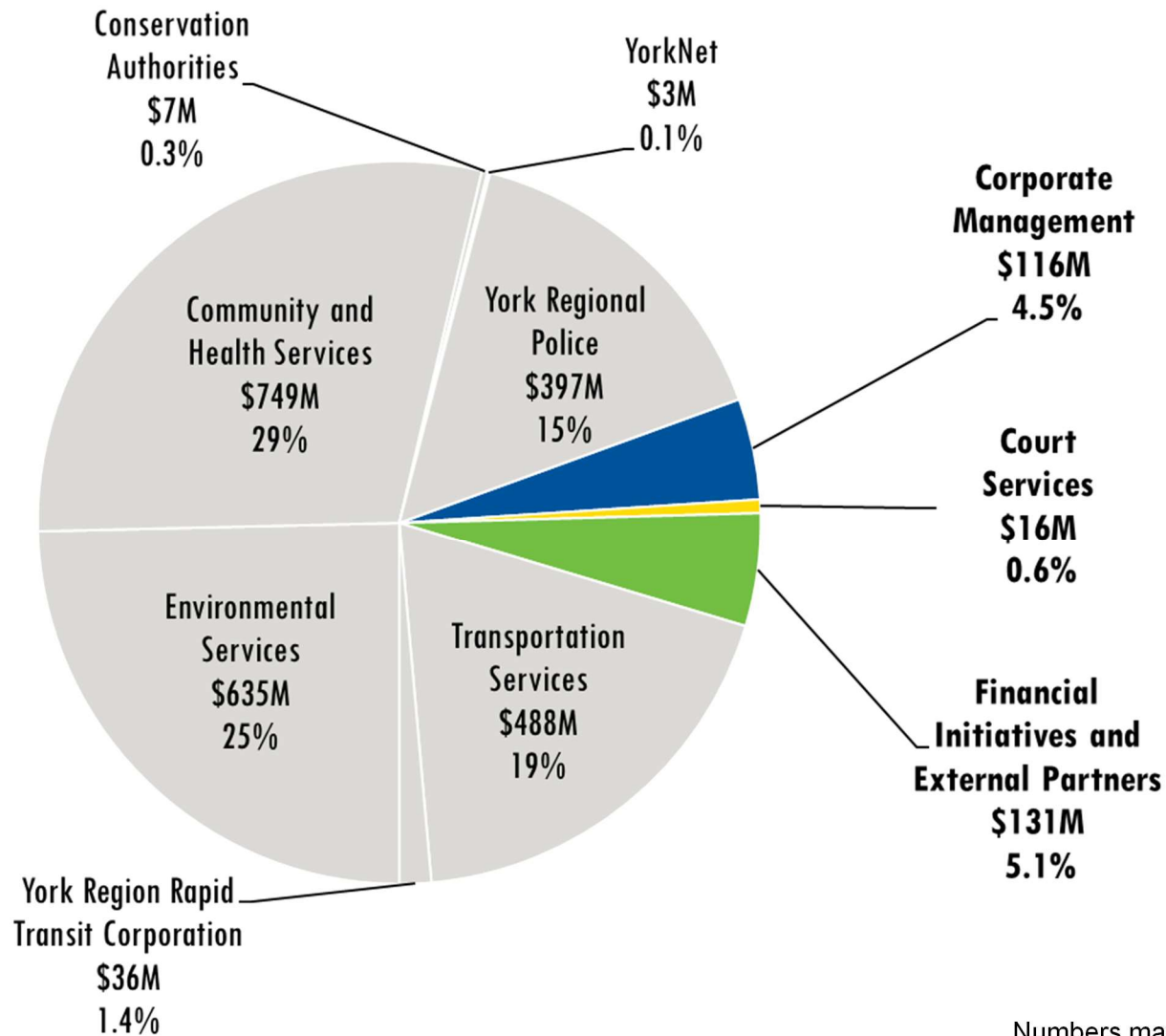
ADVANCING  
SYSTEM, POLICY  
AND PROCESS  
LEADERSHIP



SUPPORTING  
PANDEMIC  
RESPONSE AND  
RECOVERY

# SHARE OF 2021 GROSS OPERATING SPENDING

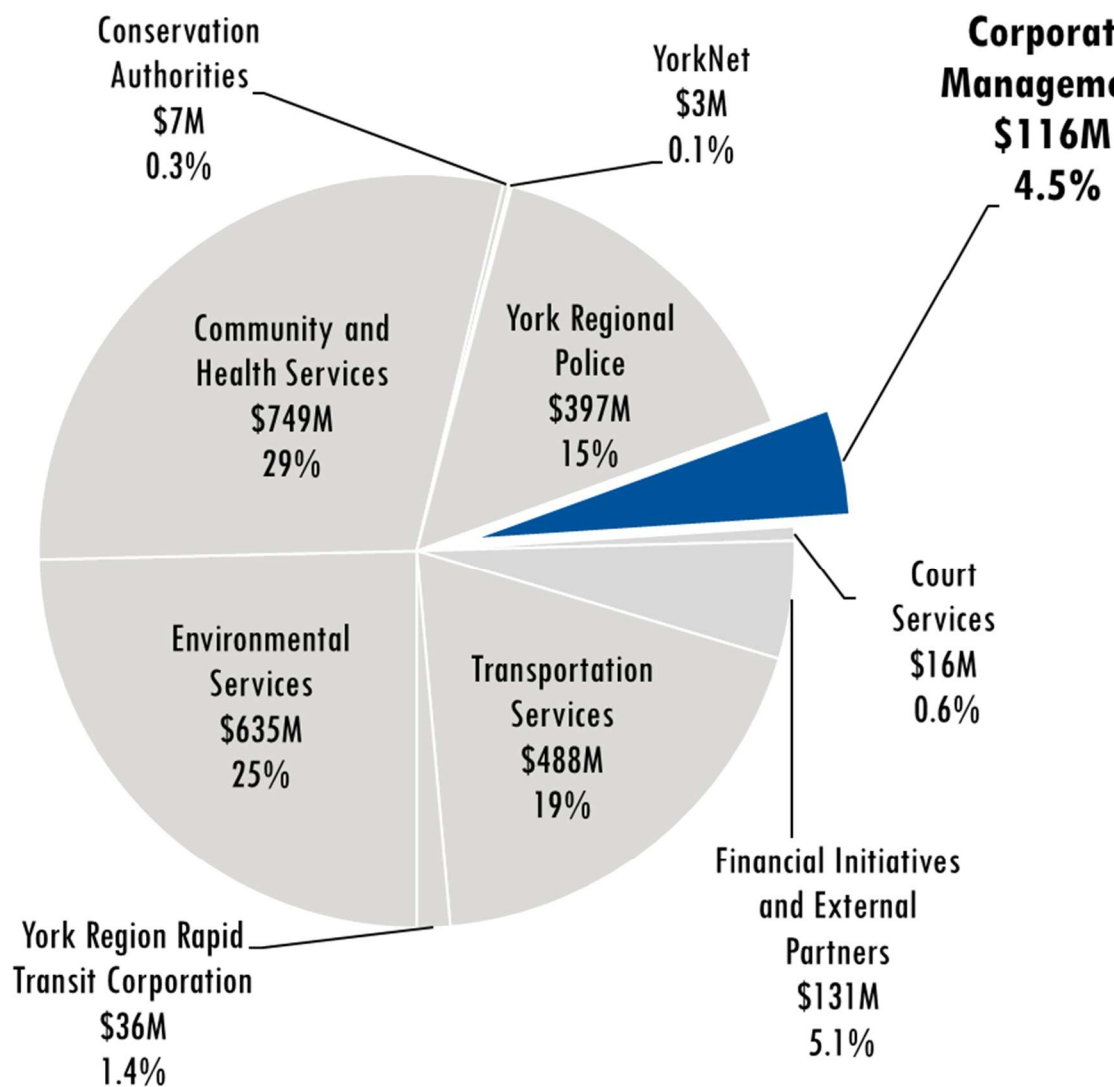
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# CORPORATE MANAGEMENT — 2021 GROSS SPENDING

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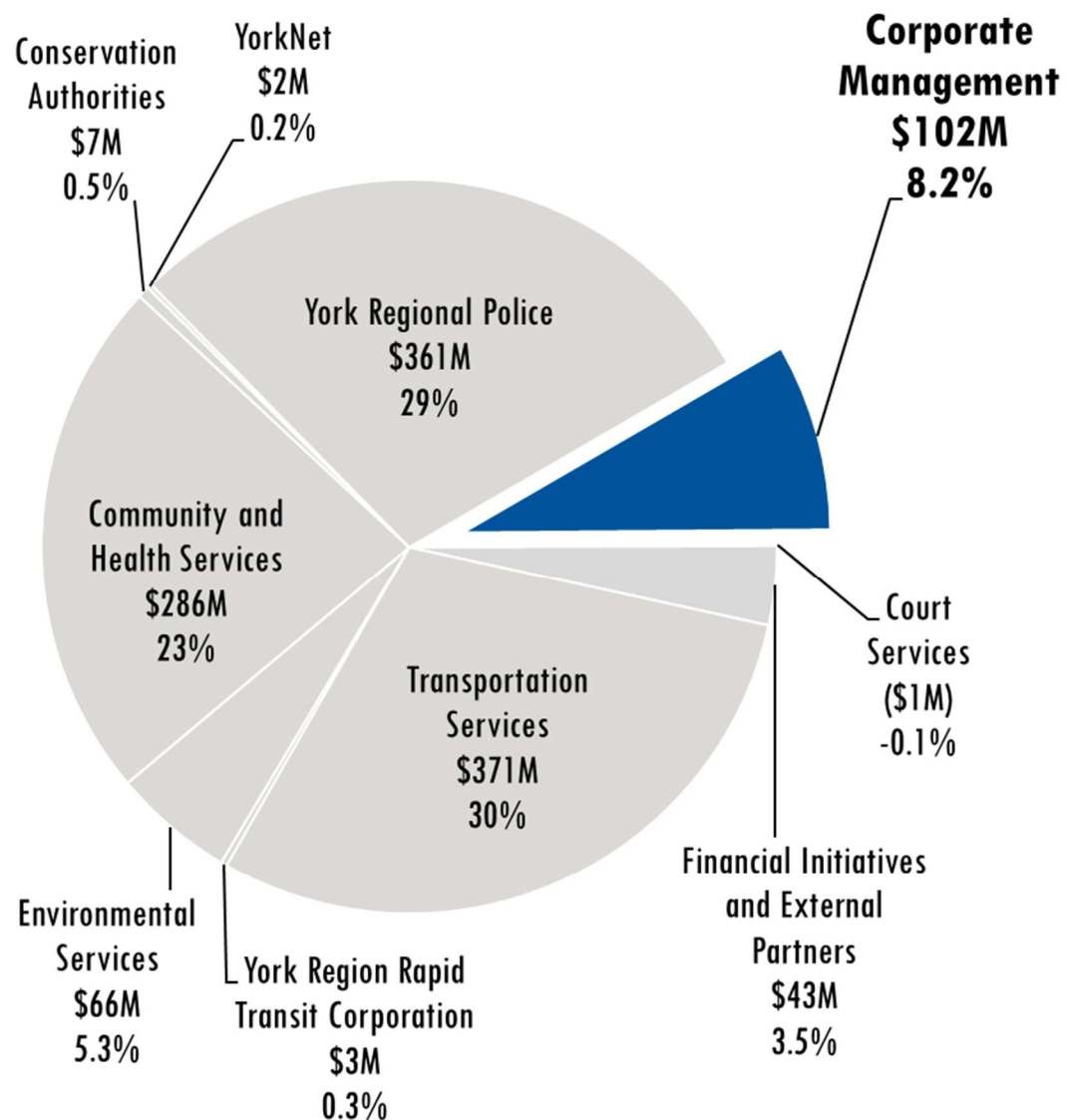


	\$M	%
Information Technology Services	31.4	1.2
Financial Management	21.8	0.8
Communication, Information and Data	16.2	0.6
Planning and Economic Development	13.1	0.5
Human Resources	10.1	0.4
Legal Services	7.4	0.3
Office of the CAO	7.0	0.3
Property Services	6.8	0.3
Chair and Council	2.5	0.1
<b>Corporate Management Total</b>	<b>116.3</b>	<b>4.5</b>

Numbers may not add up due to rounding

# CORPORATE MANAGEMENT — 2021 NET SPENDING

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	\$M	%
Information Technology Services	31.4	2.5
Financial Management	19.2	1.5
Communication, Information and Data	16.1	1.3
Human Resources	10.1	0.8
Planning and Economic Development	8.6	0.7
Legal Services	6.8	0.6
Office of the CAO	6.7	0.5
Property Services	5.4	0.4
Chair and Council	2.5	0.2
User Rate Recovery	(4.9)	(0.4)
<b>Corporate Management Total</b>	<b>101.9</b>	<b>8.2</b>

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# CORPORATE MANAGEMENT — OPERATING BUDGET OVERVIEW

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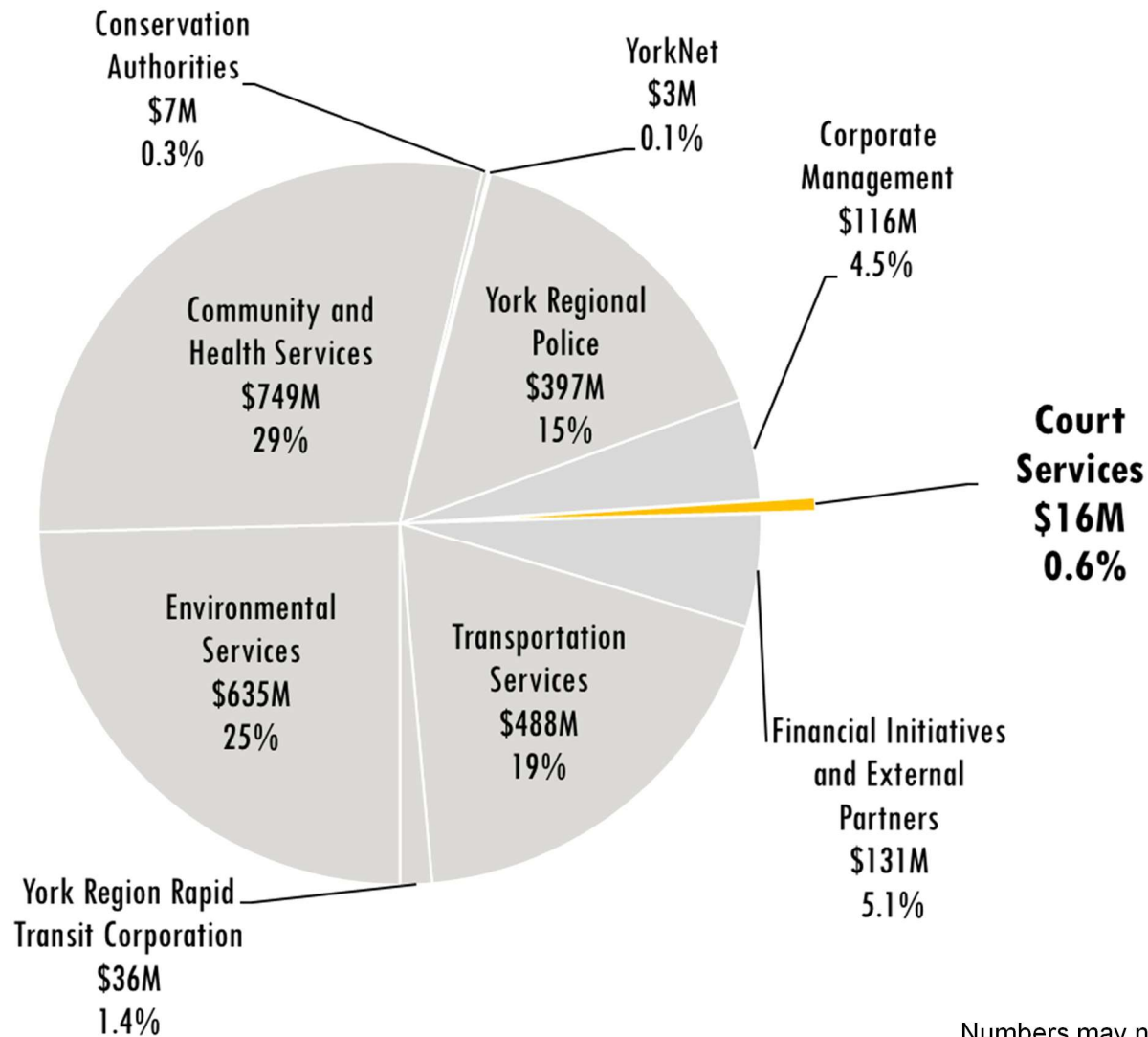


	APPROVED		PROPOSED	OUTLOOK
	2019	2020	2021	2022
Gross Expenditures (\$M):	111.0	119.1	116.3	122.9
Non-Tax Revenues (\$M)	(13.5)	(14.3)	(14.5)	(14.9)
Net Expenditures (\$M)	97.5	104.8	101.9	108.1
Increase/(Decrease) - Year over Year			(2.8%)	6.1%
2020 Outlook			0.4%	4.1%
FTEs - Total	685.0	699.0	724.0	734.0
- New			25.0	10.0
2020 Outlook (new FTEs)			7.0	10.0

Numbers may not add up due to rounding

# COURT SERVICES — 2021 GROSS SPENDING

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# COURT SERVICES — OPERATING BUDGET OVERVIEW

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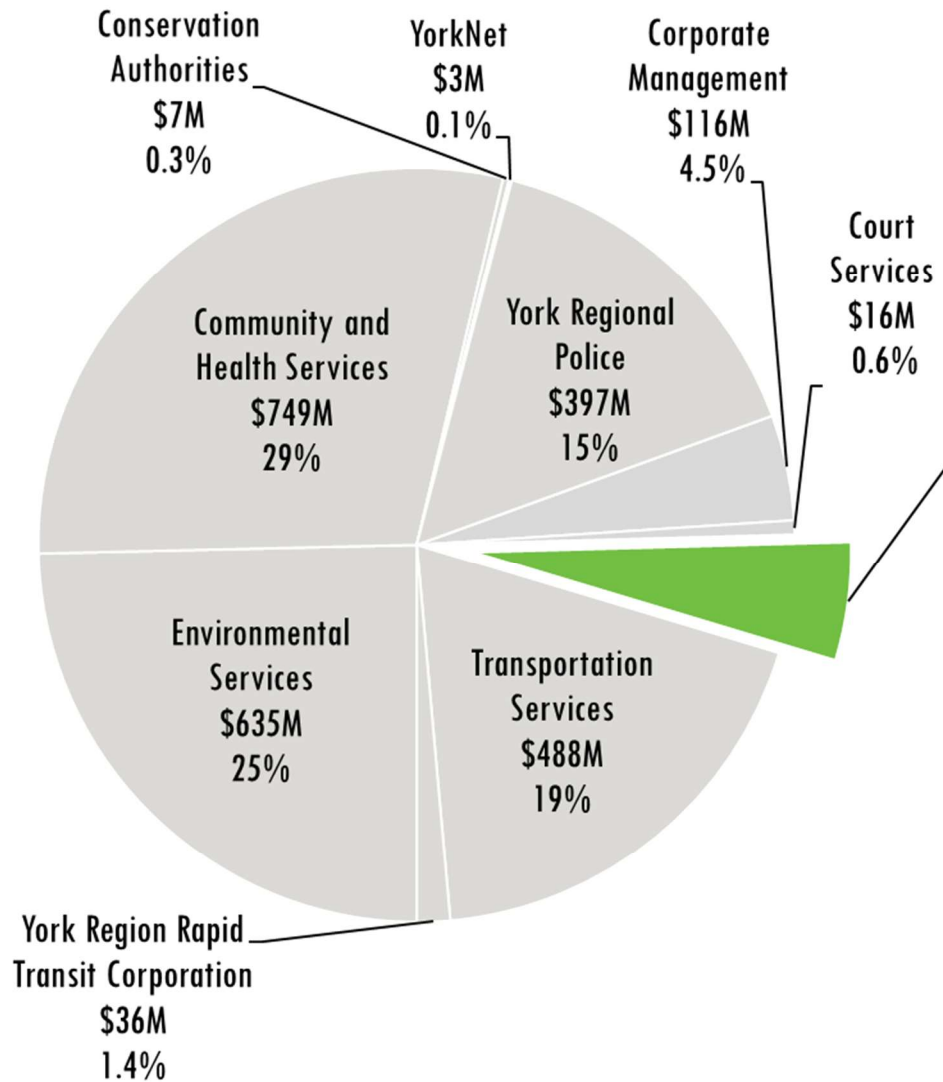


	<b>APPROVED</b>		<b>PROPOSED</b>	<b>OUTLOOK</b>
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Gross Expenditures (\$M):	14.7	15.1	15.7	16.4
Non-Tax Revenues (\$M)	(16.3)	(16.4)	(16.5)	(16.8)
Net Expenditures (\$M)	(1.6)	(1.4)	(0.8)	(0.4)
FTEs - Total	85.0	85.0	88.0	89.0
- New			3.0	1.0
2020 Outlook (new FTEs)			1.0	-

Numbers may not add up due to rounding

# FINANCIAL INITIATIVES AND OTHER – 2021 GROSS SPENDING

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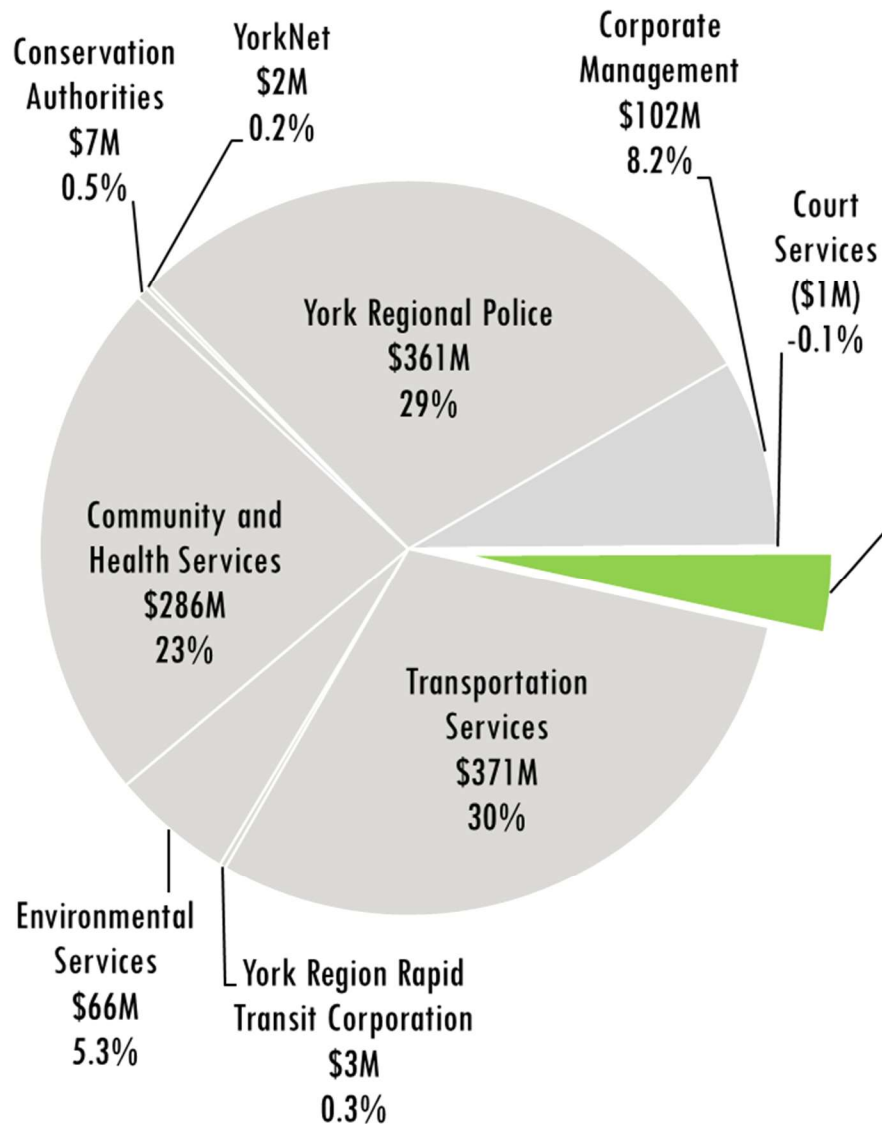


	<u>\$M</u>	<u>%</u>
Financial Initiatives	97.7	3.8
External Partners:		
MPAC	21.6	0.8
Hospital Funding	6.9	0.3
GO Transit	2.5	0.1
Innovation Investment Fund	1.9	0.1
<b>Financial Initiatives and Other Total</b>	<b>130.7</b>	<b>5.1</b>

Numbers may not add up due to rounding

# FINANCIAL INITIATIVES AND OTHER – 2021 NET SPENDING

Pages  
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	<u>\$M</u>	<u>%</u>
Financial Initiatives	13.0	1.1
External Partners		
MPAC	21.6	1.7
Hospital Funding	6.9	0.6
Innovation Investment Fund	1.9	0.2
GO Transit	-	-
<b>Financial Initiatives and Other Total</b>	<b>43.5</b>	<b>3.5</b>

Numbers may not add up due to rounding

# FINANCIAL INITIATIVES AND OTHER — BUDGET OVERVIEW

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	<b>APPROVED</b>		<b>PROPOSED</b>	<b>OUTLOOK</b>
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Gross Expenditures (\$M):	116.4	125.6	130.7	134.4
Non-Tax Revenues (\$M)	(20.3)	(22.2)	(87.2)	(67.4)
Net Expenditures (\$M)	96.2	103.4	43.5	67.1
Increase/(Decrease) - Year over Year			(58.0%)	54.2%
2020 Outlook			3.6%	(0.5%)
FTEs - Total	-	-	-	-
- New			-	-
2020 Outlook (new FTEs)			-	-

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# **CAPITAL BUDGET**

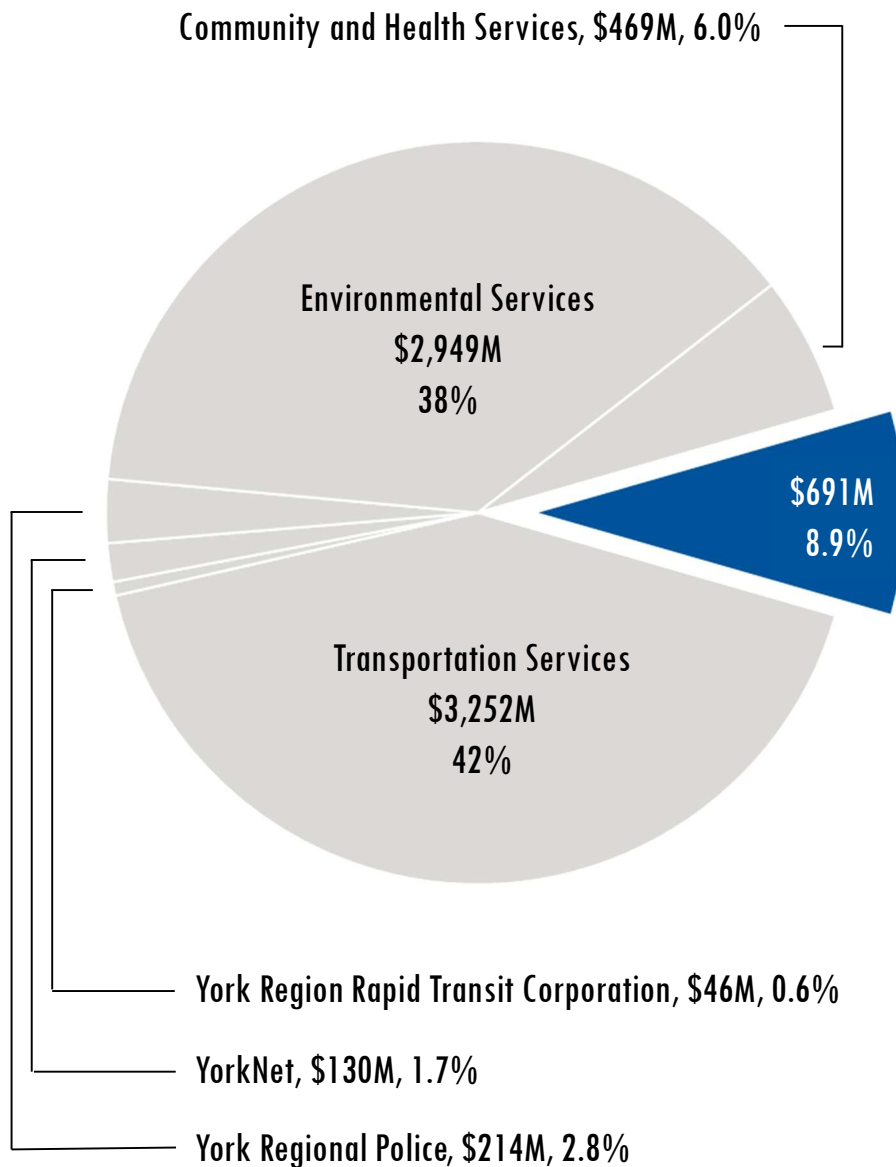
# CAPITAL PLAN BUDGET HIGHLIGHTS





# CORPORATE MANAGEMENT & COURTS — 10-YEAR CAPITAL PLAN

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## Corporate Management

- Property Services, \$471M, 6.1%
- Finance, \$219M, 2.8%

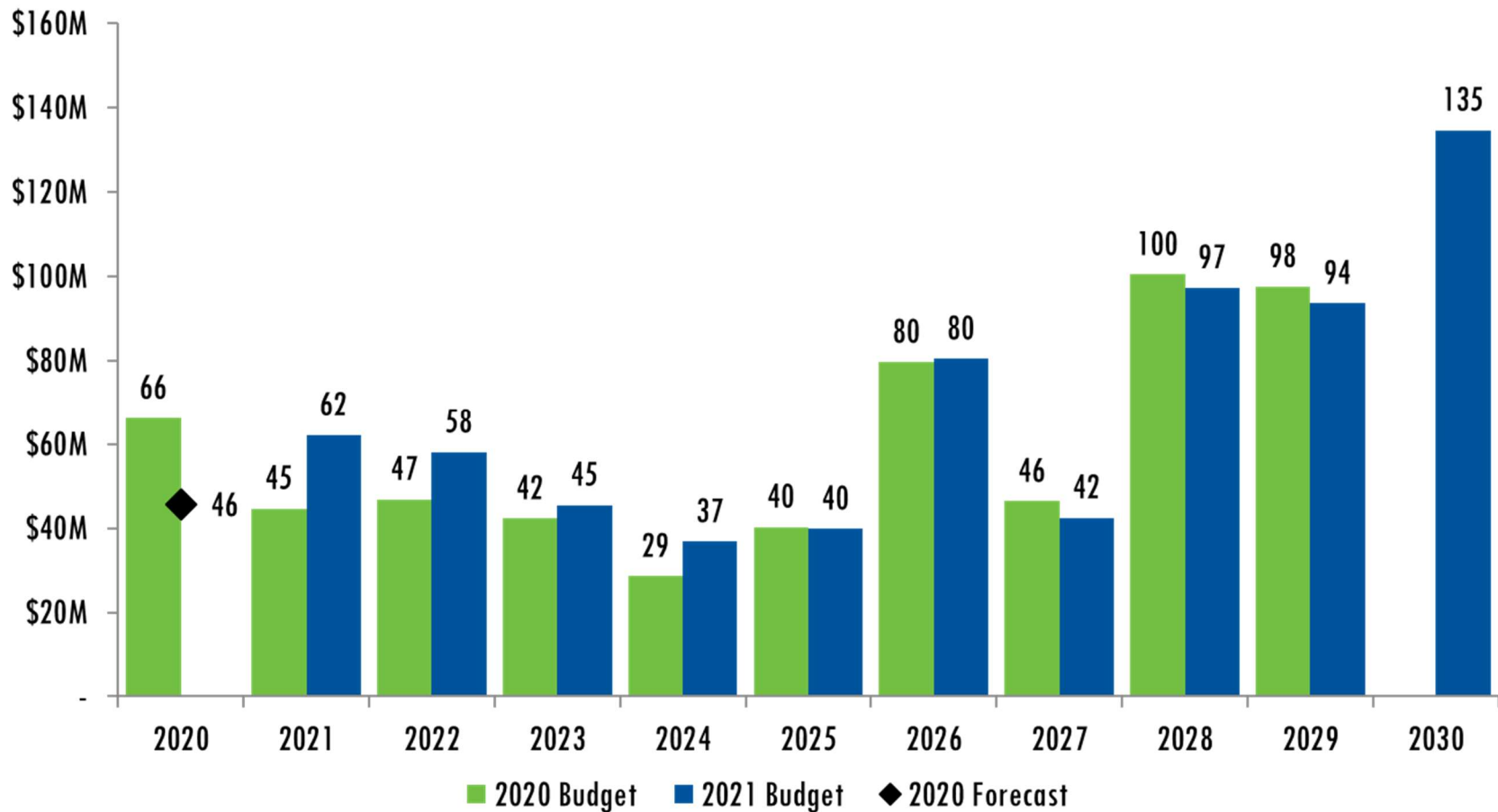
Court Services, \$1M, 0.02%

Proposed Capital Budget	\$M
2021 Capital	\$62
2021 Capital Spending Authority	\$212

Numbers may not add up due to rounding

# 2021 PROPOSED BUDGET COMPARED TO 2020 BUDGET

Corporate Management and Court Services' proposed 10-year capital budget is \$691M which is \$98M more than last year



Numbers may not add up due to rounding

# **WRAP UP**

# BUDGET RECOMMENDATION

1. Committee of the Whole recommend the budget as submitted for Corporate Management and Governance, Financial Initiatives, External Partners and Court Services as follows:
  - a. The 2021 operating budget and the 2022 operating outlook, as summarized in Attachment 1.
  - b. The 2021 capital expenditures and the 2021 Capital Spending Authority, as summarized in Attachment 2.
2. The recommended budget be consolidated by the Commissioner of Finance and Regional Treasurer for consideration by Council on March 25, 2021.