

CORPORATE MANAGEMENT, COURT SERVICES,
FINANCIAL INITIATIVES AND EXTERNAL PARTNERS,
AND YONGE NORTH SUBWAY EXTENSION
2022 BUDGET

Presented to
COMMITTEE OF THE WHOLE

Presented by
BRUCE MACGREGOR

DECEMBER 9, 2021


York Region

PRESENTATION FOCUS

	2021 Budget		2022 Proposed		Budget Change	
	Gross	Net	Gross	Net	Net \$	Net %
(in \$000s)						
Transportation Services	227,240	165,384	259,787	192,056	28,281	17.10%
Transit Services	226,000	161,226	267,004	191,905	18,677	5.29%
488,143	346,592	517,879	385,558	28,959	11.24%	
Environmental Services	541,236	479,642	552,059	452,796	723	1.54%
Water and Wastewater	88,540	18,871	12,229	11,838	1,158	10.84%
Waste Management	11,994	1,894	1,545	1,376	275	25.17%
Forestry	443,092	68,877	638,285	48,495	2,147	3.12%
Energy Management						
Community and Health Services	118,442	28,872	138,268	26,201	5,689	20.19%
Public Health	61,228	49,517	98,852	47,721	(1,855)	(6.63%)
Paramedic Services	46,799	24,139	47,349	24,311	(777)	(6.59%)
Long Term Care/Seniors' Services	125,899	11,542	124,222	11,123	1,796	15.56%
Social Assistance	24,867	22,982	30,389	25,417	1,424	2.82%
Homelessness/Community Programs	128,217	15,549	108,408	19,433	1,947	(2.67%)
Children's Services	199,928	68,884	16,482	15,114	(810)	(2.67%)
Recreation Services	11,970	12,466	23,499	22,608	2	0.01%
Strategic and Partnerships	22,541	22,466	23,499	22,608	7,893	3.14%
Integrated Business Services						
Corporate Management and Governance	2,528	2,220	2,574	2,574	48	1.92%
Chair & Council	7,811	6,274	7,679	7,311	642	8.63%
Office of the CAO	7,228	4,828	8,304	7,728	928	12.59%
Legal Services	21,782	19,142	22,841	21,822	1,899	6.19%
Financial Management	20,224	21,254	22,245	22,245	1,811	6.19%
Information Technology Services	16,258	16,861	16,756	16,747	342	2.02%
Communications, Information and Data	18,124	18,115	18,757	18,646	(1,866)	(10.30%)
Human Resources	4,842	5,422	5,826	4,757	(84)	(1.73%)
Property Services	12,641	8,391	13,873	(5,388)	5,172	6.06%
Planning and Economic Development	114,291	181,859	123,982	187,254	54,199	7.14%
Less: Recovery from Water and Wastewater (User Rate)	1,988,588	(1,987)	14,770	(474)	313	(0.74%)
1,986,600	1,985,812	2,002,652	1,977,780	16,840	(0.84%)	
Regional Programs	15,743	17,222	161,584	25,127	(22,185)	(14.14%)
Court Services	195,234				151	0.70%
Court Services					151	1.23%
Financial Initiatives	21,649	21,649	21,888	21,888	85	0.42%
External Partners	6,929	6,929	7,825	7,825	(750)	(10.26%)
Property Assessment (MPAC)	1,871	1,871	1,421	1,421	1,451	1.91%
Hospital Funding	4,558	4,558	6,404	6,404	77	1.70%
Innovation Investment Reserve Fund	2,500		2,500	2,500	58	0.14%
Conservation Authorities	29,485	26,965	29,543	27,843	377	11.47%
GO Transit	36,419	3,294	36,823	2,648	19	0.42%
York Region Rapid Transit Corp.	3,065	2,425	3,184	2,448	10,843	3.43%
YorkNet	2,188,544	648,218	2,551,512	803,713	16,779	0.49%
YorkNet	294,784	348,452	414,619	516,221	38,027	3.34%
Operating Programs	2,582,311	1,222,126	2,666,151	1,212,189	(15,080)	(1.23%)
York Regional Police		(14,250)	2,666,151	1,247,149	24,612	1.96%
Total Operating Budget	2,582,311	1,207,876	2,666,151	1,221,801	12,221	1.01%
Less: Assessment Growth Revenue				12,221	12,221	1.00%
After Assessment Growth Revenue	2,582,311	1,207,876	2,666,151	1,234,022	16,223	1.34%
After Transit Infrastructure Levy						
Rapid Transit Infrastructure Levy						

Corporate Management and Governance

- Chair & Council
- Office of the CAO
- Legal Services
- Financial Management
- Information Technology Services
- Communications, Information and Data
- Human Resources
- 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

York Region Rapid Transit Corp.

YorkNet

Operating Programs

York Regional Police

Total Operating Budget

Less: Assessment Growth Revenue

After Assessment Growth Revenue

Rapid Transit Infrastructure Levy

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:

- Vision
- Strategic Planning
- Community Opinion Polling
- 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

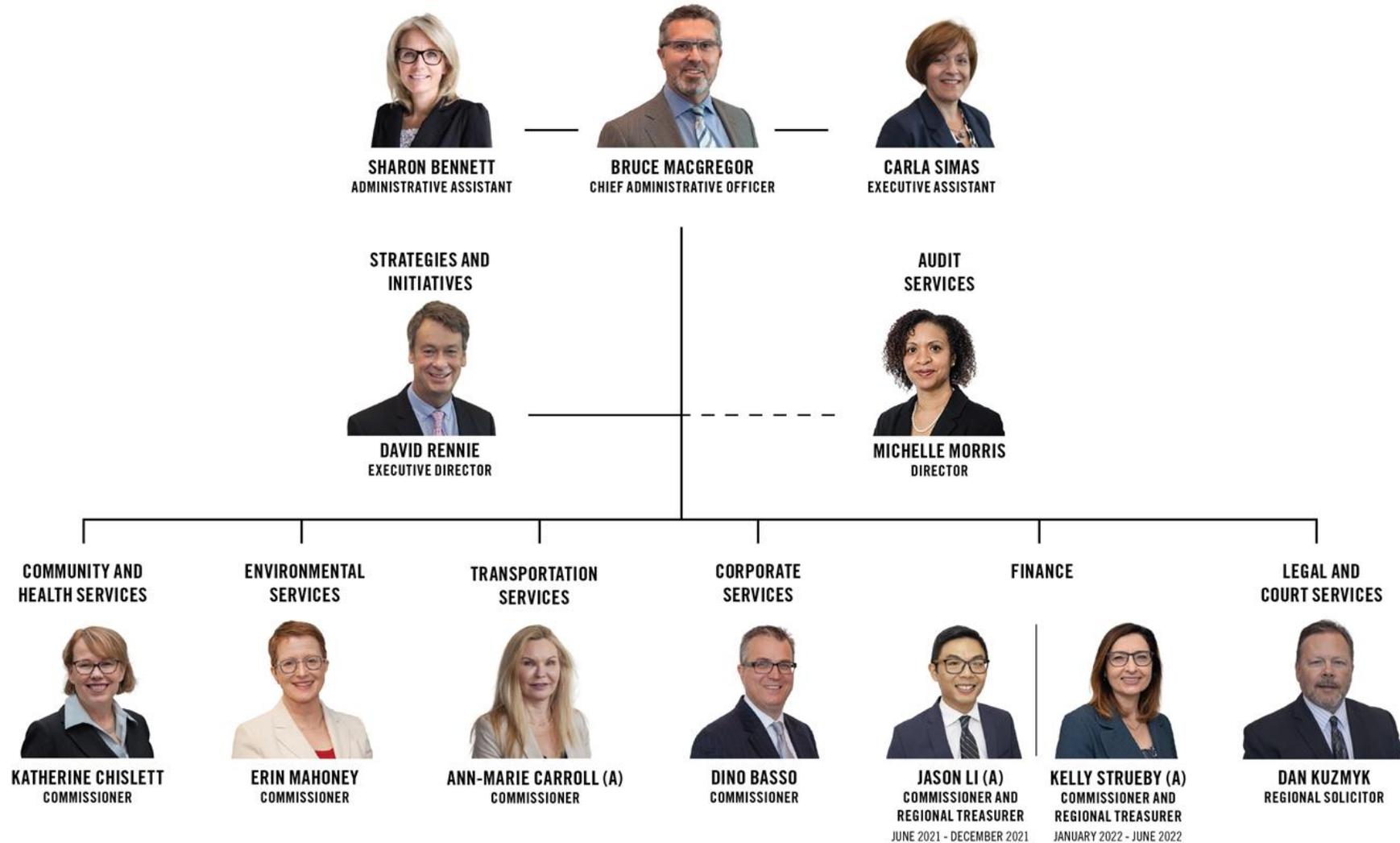
DEVELOPMENT, ENVIRONMENTAL AND INFRASTRUCTURE LAW

DISPUTE RESOLUTION AND CONSTRUCTION LAW

COURT OPERATIONS

PROSECUTIONS

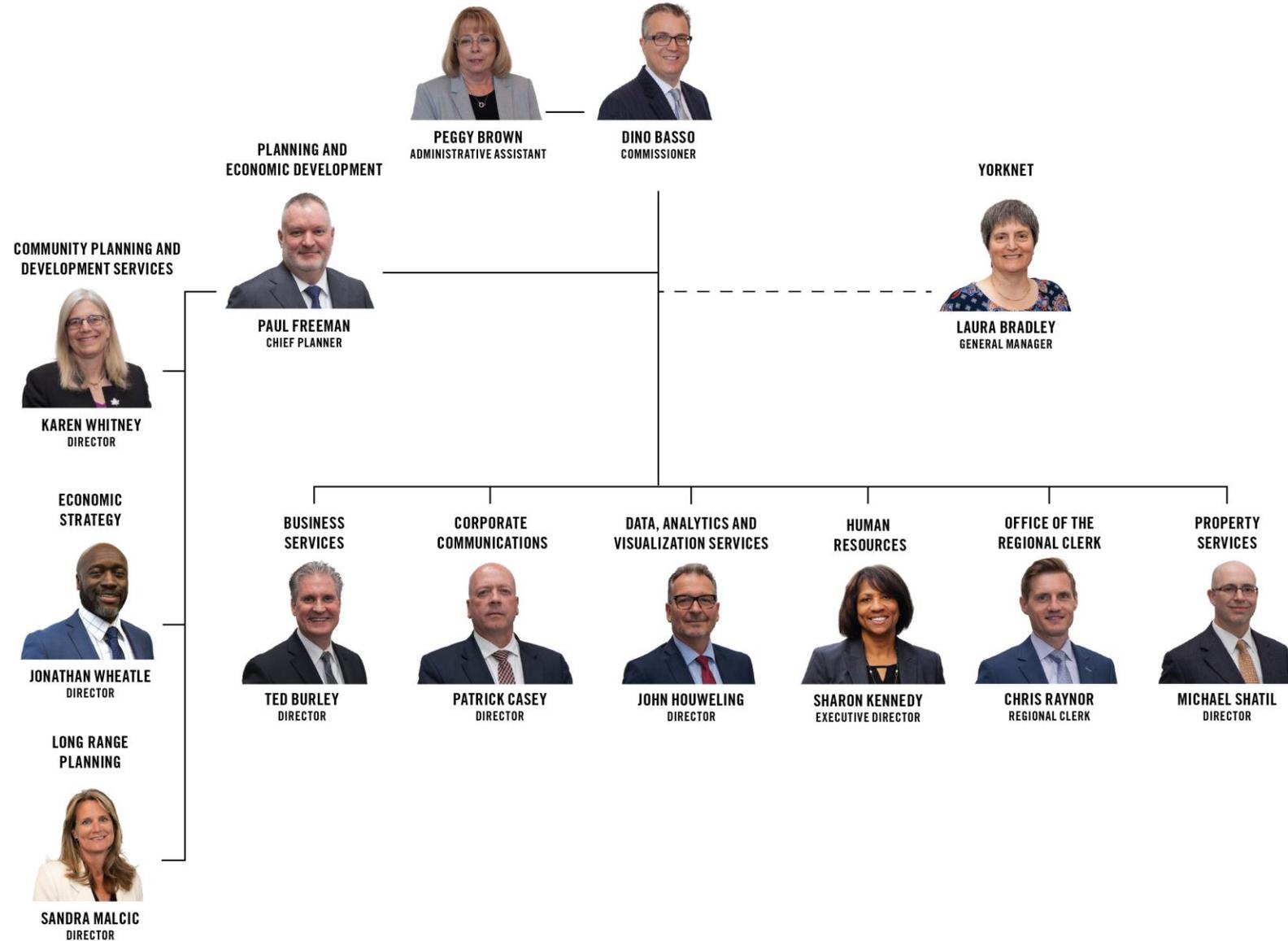
SENIOR LEADERSHIP TEAM



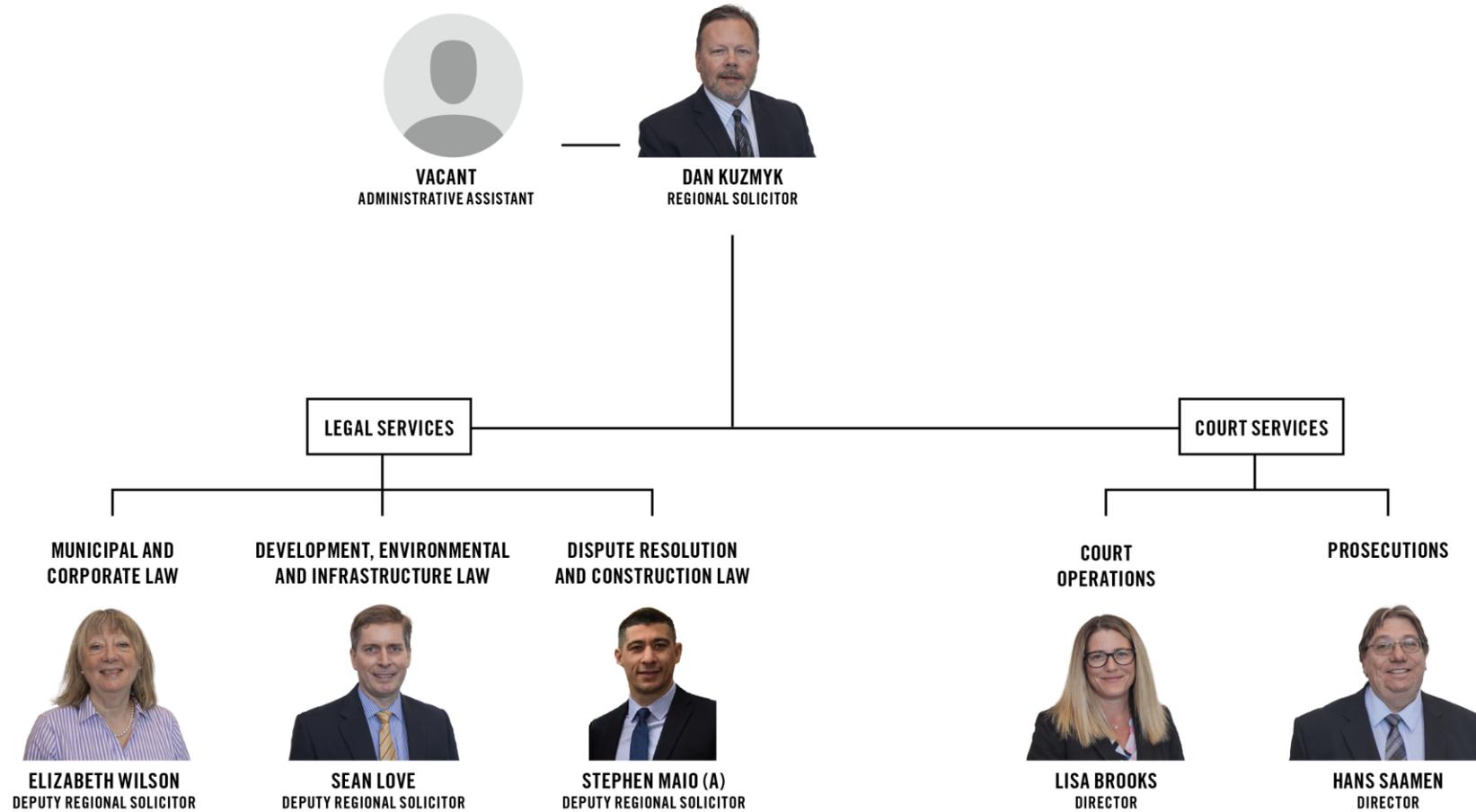
FINANCE



CORPORATE SERVICES



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

2022 DEPARTMENT SPOTLIGHT — OFFICE OF THE CAO



RENEWING YORK REGION'S
VISION



2023-2027 STRATEGIC PLAN
DEVELOPMENT



PANDEMIC RESPONSE AND
RETURN TO WORKPLACE
PLANNING



CONTINUING TO MEET
LEGISLATED EMERGENCY
MANAGEMENT OBLIGATIONS



COUNCIL TRANSITION
AND ORIENTATION
SUPPORT



ENSURING ACCOUNTABILITY
THROUGH PERFORMANCE
MANAGEMENT AND AUDIT
SERVICES



SUPPORTING OUR MUNICIPAL
PARTNERS (AUDIT/
EMERGENCY MANAGEMENT)

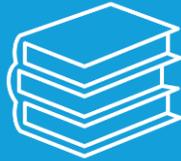


HEARING FROM OUR
RESIDENTS THROUGH
COMMUNITY POLLING

2022 DEPARTMENT SPOTLIGHT — FINANCE



PRUDENT FINANCIAL
MANAGEMENT AND FISCAL
SUSTAINABILITY



RESPONDING TO INCREASED
AND MORE COMPLEX
LEGISLATIVE REQUIREMENTS



ACCOUNTING FOR
EXTRAORDINARY PANDEMIC
REVENUE AND EXPENSES



INCREASING SUPPORT FOR
PROCUREMENT ACTIVITIES



PROTECTING AGAINST
INCREASING CYBER SECURITY
THREATS



MANAGING GROWTH IN
TECHNOLOGY AND SOFTWARE



SUPPORT FOR DIGITAL
TRANSFORMATION



CONTINUED SUPPORT FOR
PANDEMIC RESPONSE AND
RECOVERY

2022 DEPARTMENTAL SPOTLIGHT – CORPORATE SERVICES



COVID-19 MEDIA REQUESTS
& COMMUNICATIONS



YORK.CA & COVID-19
PORTAL UPDATES



STAFF RECRUITMENT &
REDEPLOYMENT



PPE DEMAND FORECAST &
SUPPLIES COORDINATION



ORGANIZATIONAL RECOVERY
PLANNING & RETURN TO
WORK



PANDEMIC DASHBOARDS &
SCARSIN MODELLING



VIRTUAL COUNCIL, RECG &
REOC MEETINGS



YORKTRAX DEVELOPMENT
ENGINEERING APPROVALS



MUNICIPAL COMPREHENSIVE
REVIEW



VIRTUAL SELF-CARE CLASSES
& RESILIENCY SESSIONS

2022 DEPARTMENT SPOTLIGHT - LEGAL AND COURT SERVICES



LEGAL ADVICE ON
PANDEMIC ORDERS
(SHUTDOWN/ENFORCEMENT)
AND REOPENING



SUPPORTING PANDEMIC
RESPONSE (VACCINATION
CLINICS/POLICIES,
PROCUREMENT)



LABOUR ADVICE ON
REDEPLOYMENT, PANDEMIC PAY
AND EMPLOYEE ISSUES



SUPPORTING RAPID HOUSING
INITIATIVES AND COMMUNITY
ISOLATION CENTRES



COMMITTED TO SELF-
SUSTAINING SERVICE DELIVERY



MAINTAIN ACCESS TO JUSTICE
THROUGHOUT THE PANDEMIC



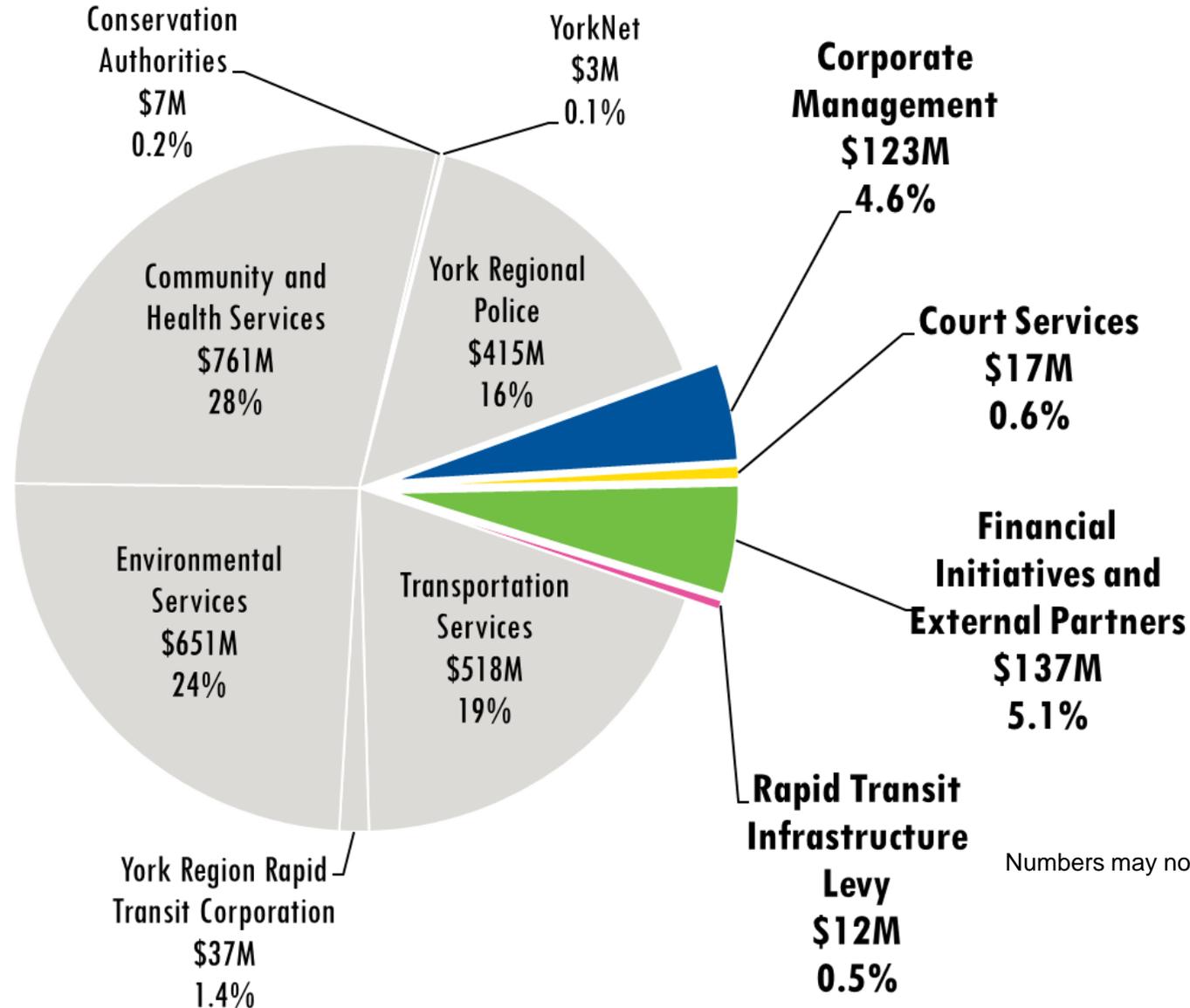
LEADING SERVICE REINVENTION
THROUGH CUSTOMER-FOCUSED
TECHNOLOGY SOLUTIONS



GLOBAL ACCESS TO REMOTE
HEARINGS, DRIVING RECOVERY
AND FINE REVENUE

OPERATING BUDGET

SHARE OF 2022 GROSS OPERATING SPENDING



Numbers may not add up due to rounding

SAVINGS INITIATIVES — CORPORATE MANAGEMENT AND ALL OTHERS

Category 1: Efficiencies

- **\$11.9M in 2022**
\$19.6M over 3 years
- Reductions related to true-ups to better align budget with actuals
- Facility lease savings
- MPAC fee savings

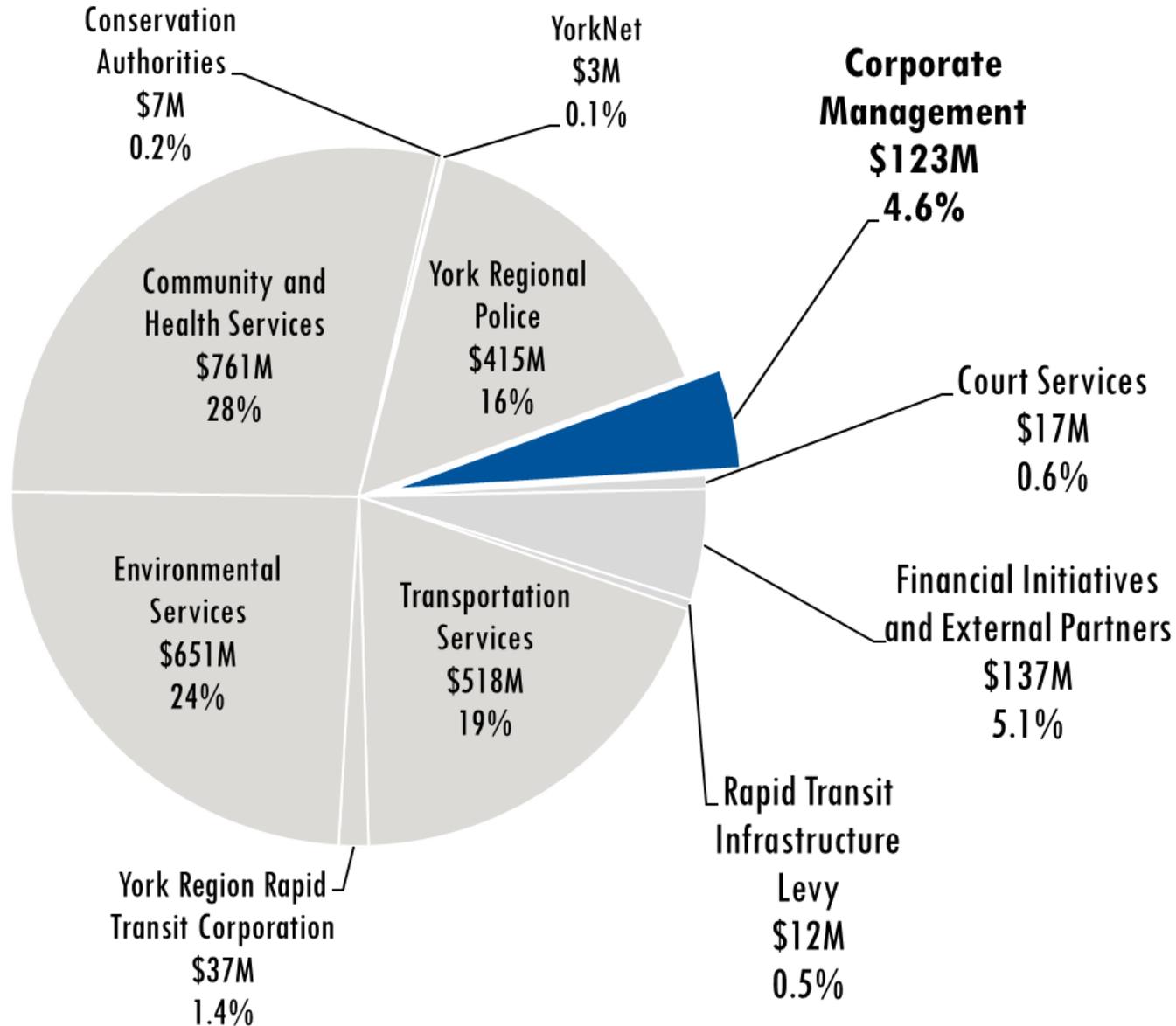
Category 2: Service Level Adjustment

- **\$0.7M in 2022**
\$0.9M over 3 Years
- Lower contribution to the Innovation Investment Fund

Category 3: Risk Tolerance and Other

- **\$17.8M in 2022**
\$46.2M over 3 years
- Reductions to reserve contributions
- Reductions to growth-related expenditures

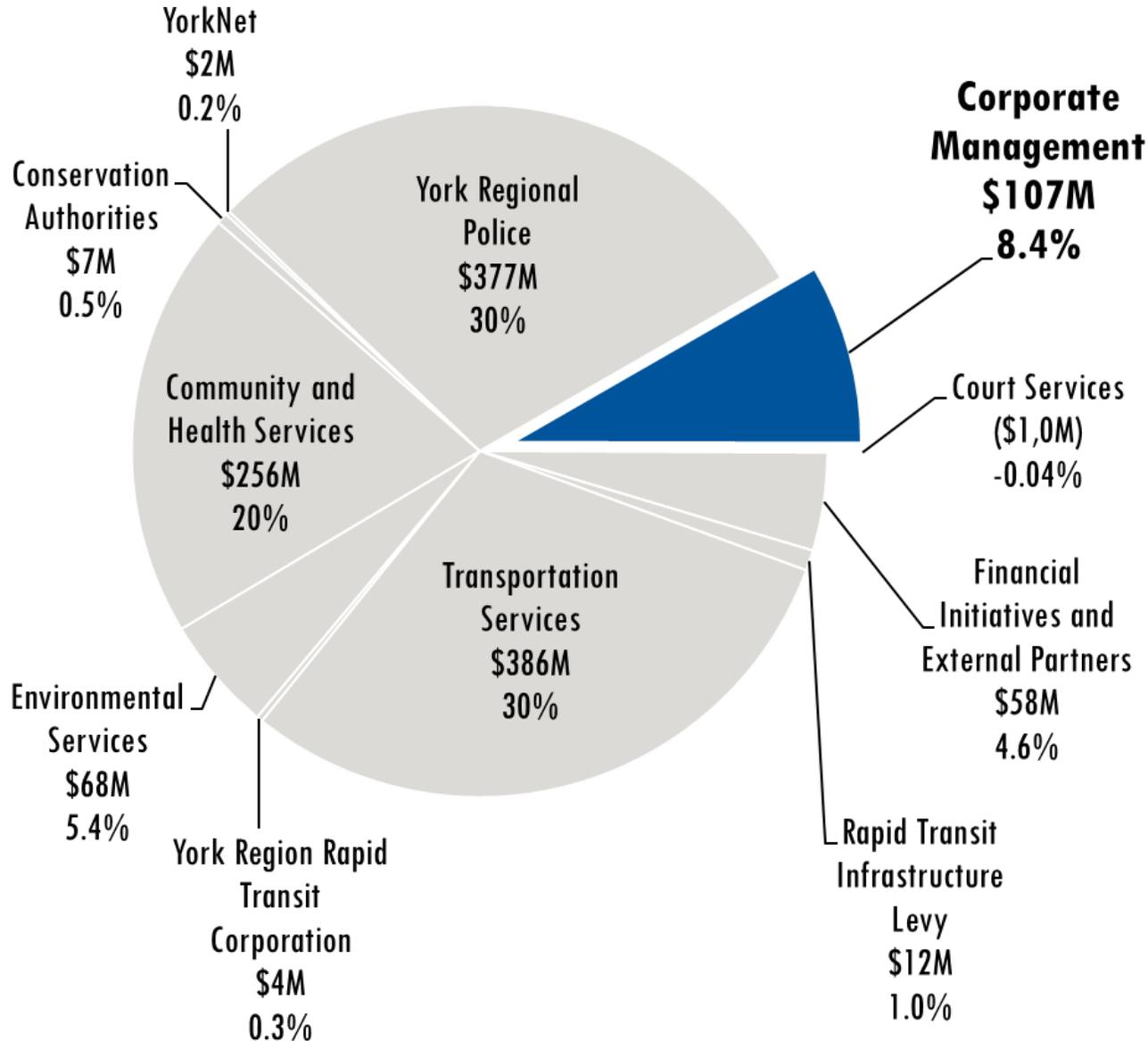
CORPORATE MANAGEMENT – 2022 GROSS SPENDING



	<u>\$M</u>	<u>%</u>
Information Technology Services	33.3	1.2
Financial Management	23.9	0.9
Communication, Information and Data	17.0	0.6
Planning and Economic Development	13.9	0.5
Human Resources	10.8	0.4
Legal Services	8.3	0.3
Office of the CAO	7.7	0.3
Property Services	5.8	0.2
Chair and Council	2.6	0.1
Corporate Management Total	123.1	4.6

Numbers may not add up due to rounding

CORPORATE MANAGEMENT – 2022 NET SPENDING



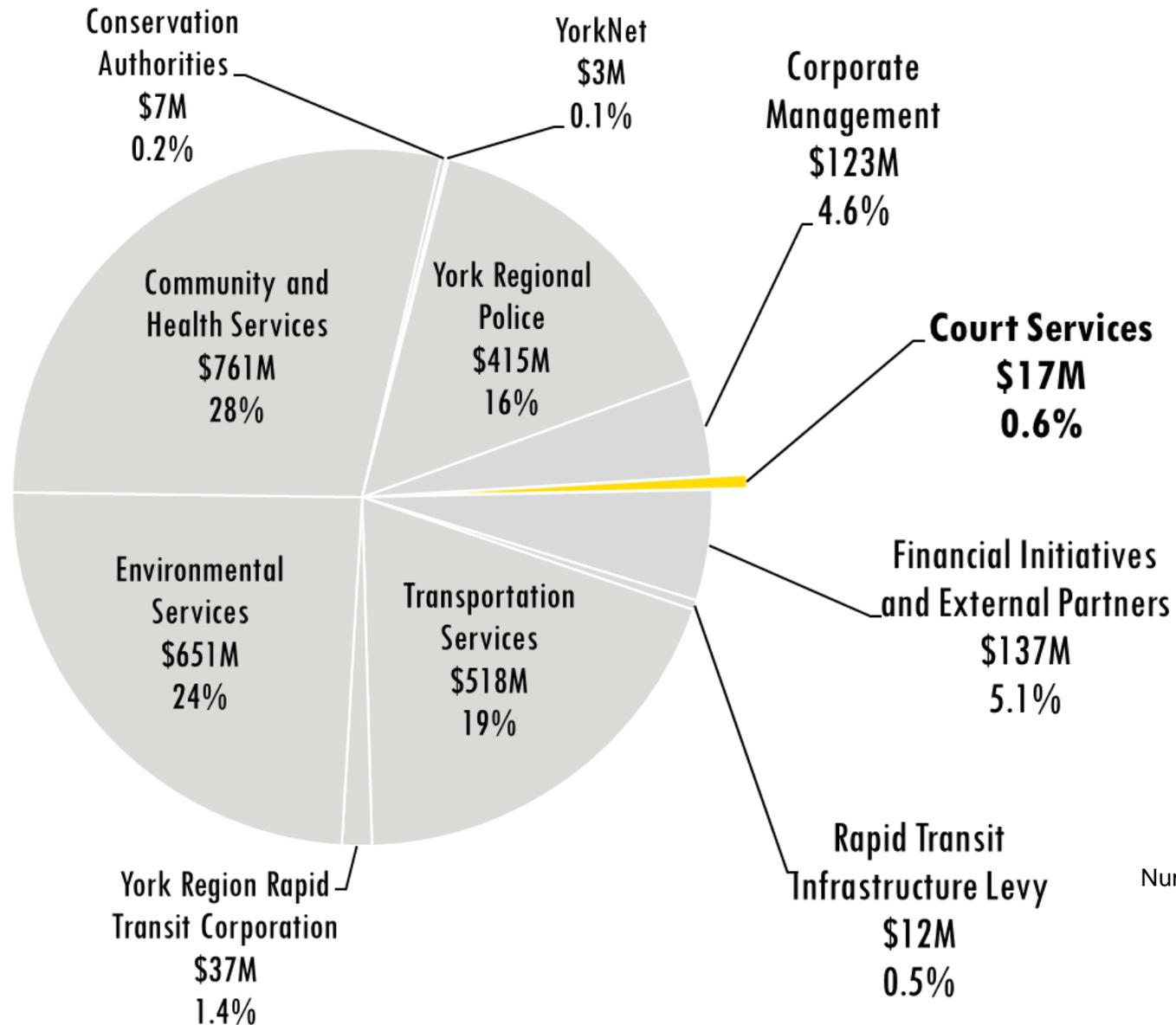
	<u>\$M</u>	<u>%</u>
Information Technology Services	33.3	2.6
Financial Management	21.1	1.7
Communication, Information and Data	16.8	1.3
Human Resources	10.5	0.8
Planning and Economic Development	8.8	0.7
Legal Services	7.8	0.6
Office of the CAO	7.3	0.6
Property Services	4.4	0.3
Chair and Council	2.6	0.2
User Rate Recovery	(5.3)	(0.4)
Corporate Management Total	107.0	8.4

Numbers may not add up due to rounding

CORPORATE MANAGEMENT — OPERATING BUDGET OVERVIEW

	APPROVED			PROPOSED
	2019	2020	2021	2022
Gross Expenditures (\$M):	111.0	119.1	116.3	123.1
Non-Tax Revenues (\$M)	(13.5)	(14.3)	(14.5)	(16.1)
Net Expenditures (\$M)	97.5	104.8	101.9	107.0
Increase/(Decrease) - Year over Year				5.1%
2021 Outlook				6.1%
FTEs - Total	705.0	719.0	744.0	762.0
- New				18.0
2021 Outlook (new FTEs)				10.0

COURT SERVICES — 2022 GROSS SPENDING



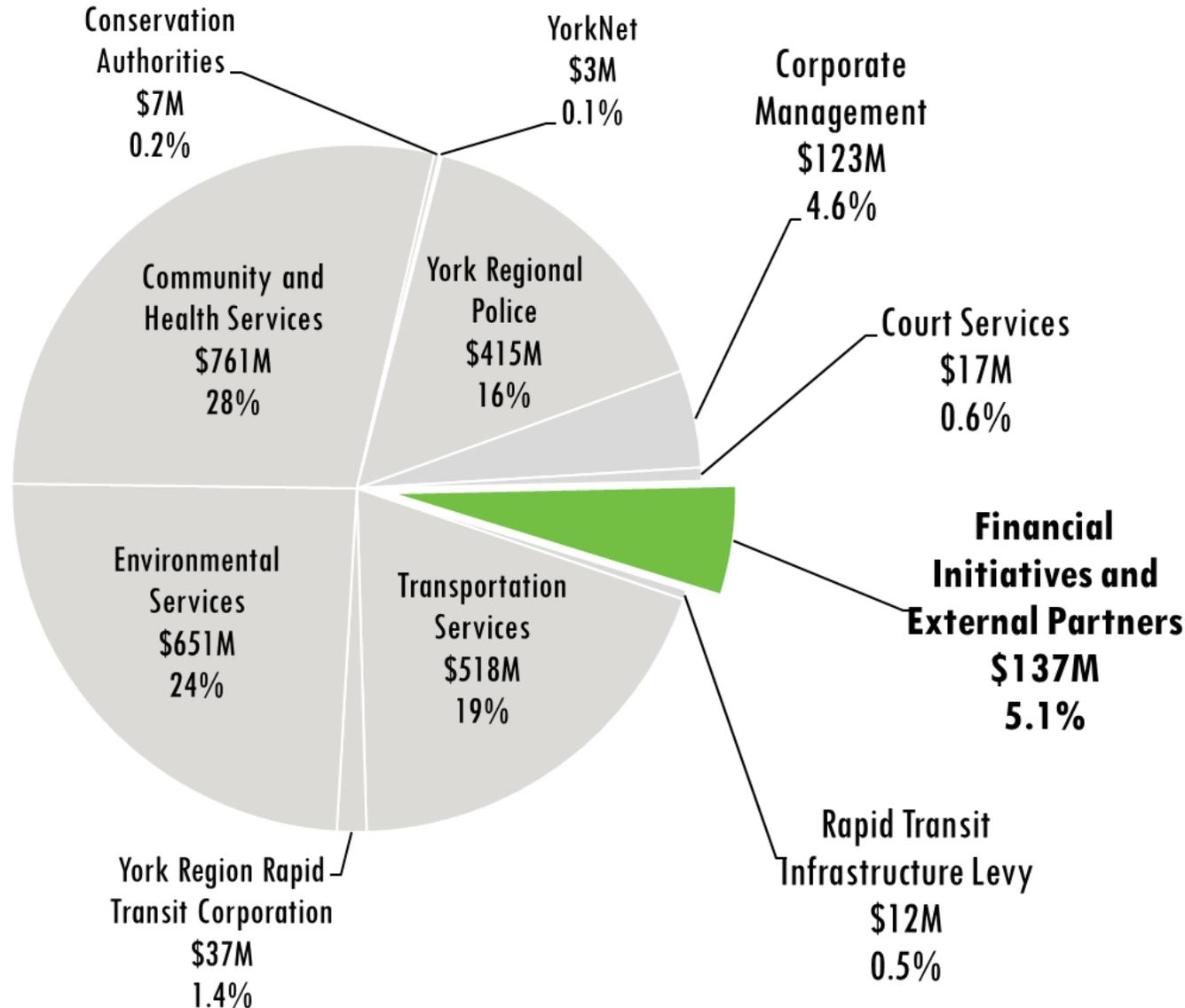
Numbers may not add up due to rounding

COURT SERVICES — OPERATING BUDGET OVERVIEW

	APPROVED			PROPOSED
	2019	2020	2021	2022
Gross Expenditures (\$M):	14.7	15.1	15.7	16.8
Non-Tax Revenues (\$M)	(16.3)	(16.4)	(16.5)	(17.2)
Net Expenditures (\$M)	(1.6)	(1.4)	(0.8)	(0.5)
FTEs - Total	85.0	85.0	88.0	91.0
- New				3.0
2021 Outlook (new FTEs)				1.0

Numbers may not add up due to rounding

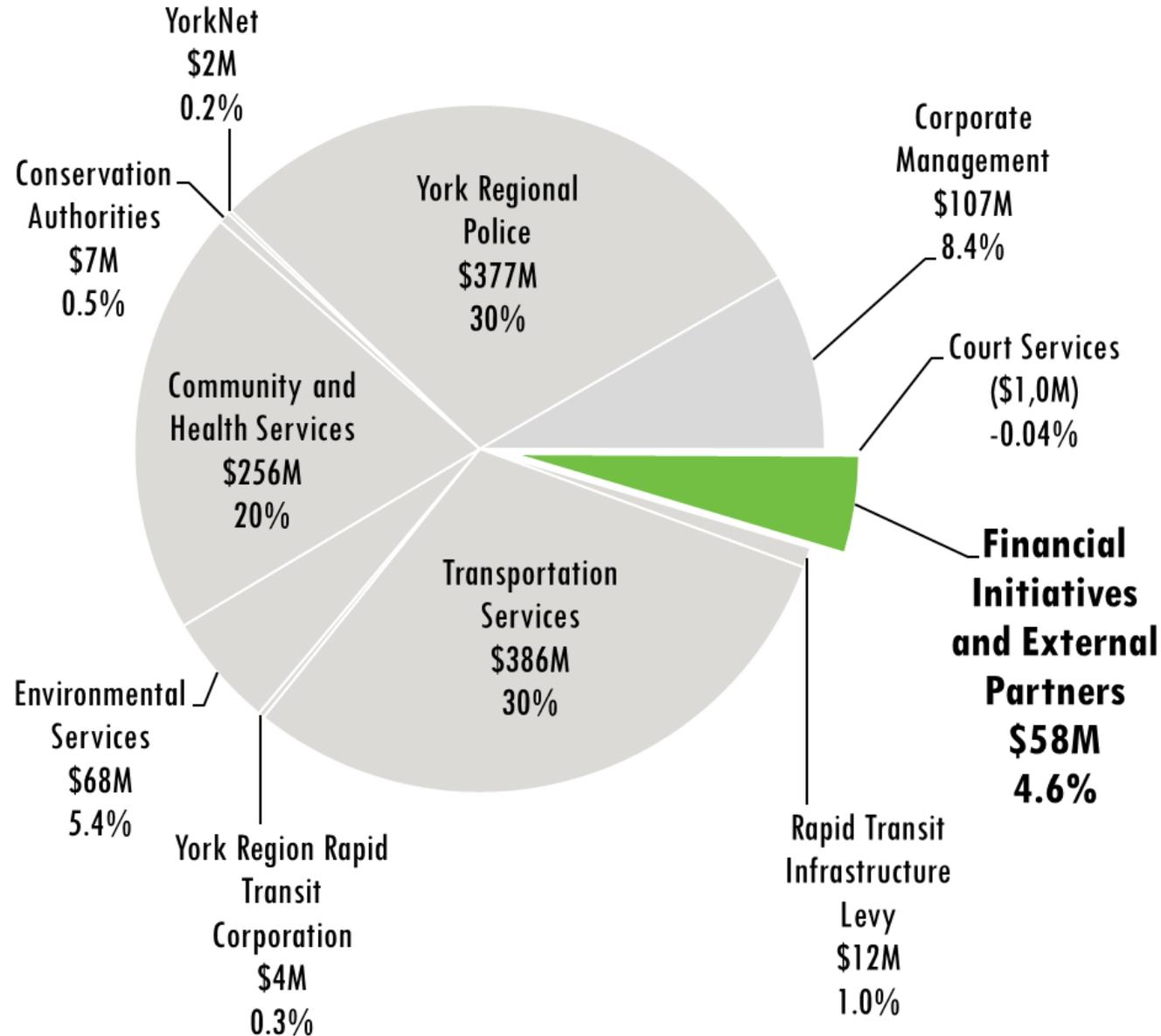
FINANCIAL INITIATIVES AND OTHER — 2022 GROSS SPENDING



	\$M	%
Financial Initiatives	104.4	3.9
External Partners:		
MPAC	21.8	0.8
Hospital Funding	7.0	0.3
GO Transit	2.5	0.1
Innovation Investment Fund	1.6	0.1
Financial Initiatives and Other Total	137.3	5.1

Numbers may not add up due to rounding

FINANCIAL INITIATIVES AND OTHER — 2022 NET SPENDING



	<u>\$M</u>	<u>%</u>
Financial Initiatives	27.9	2.2
External Partners		
MPAC	21.8	1.7
Hospital Funding	7.0	0.6
Innovation Investment Fund	1.6	0.1
GO Transit	-	-
Financial Initiatives and Other Total	58.4	4.6

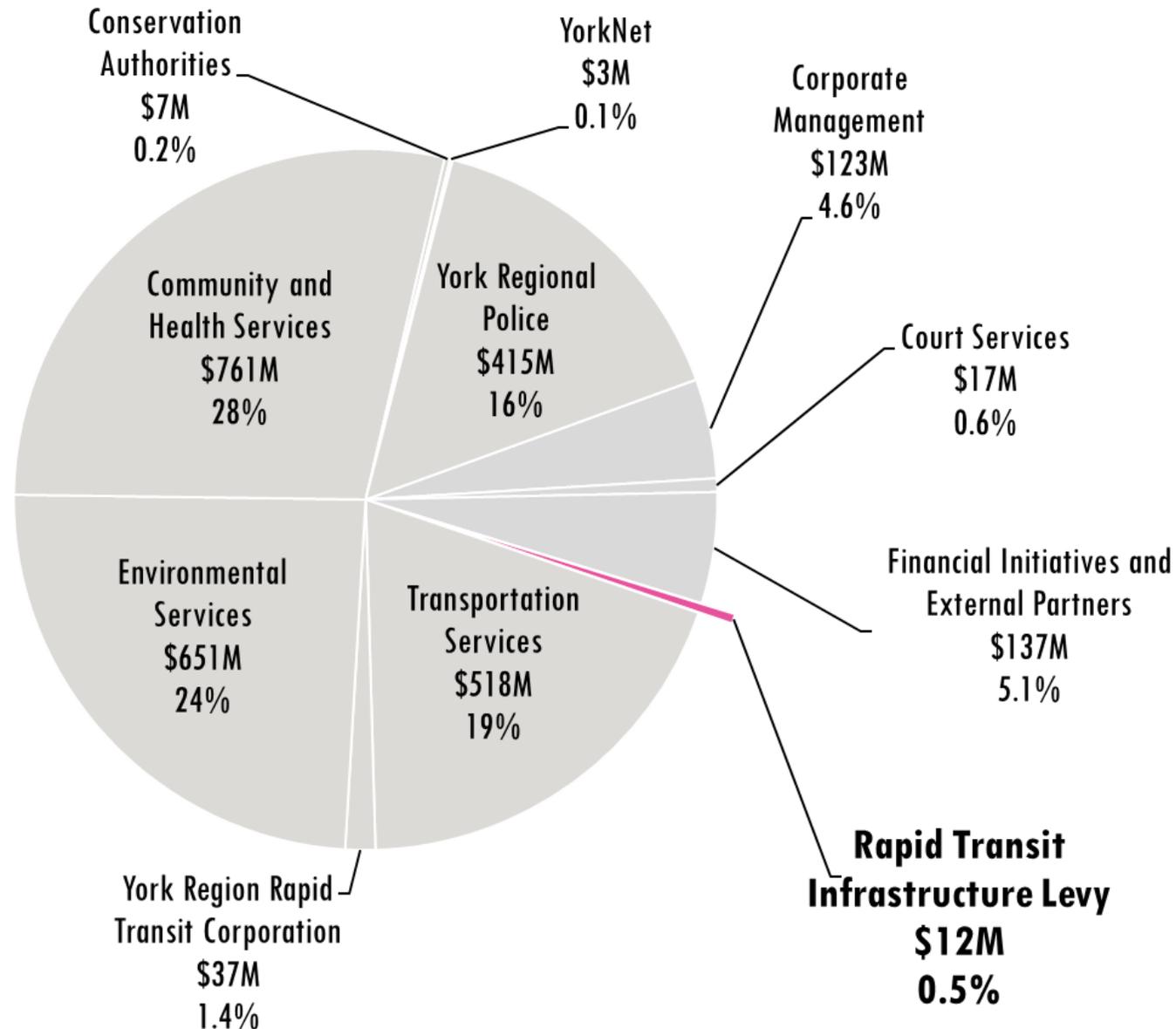
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FINANCIAL INITIATIVES AND OTHER — OPERATING BUDGET OVERVIEW

	APPROVED			PROPOSED
	2019	2020	2021	2022
Gross Expenditures (\$M):	116.4	125.6	138.3	137.3
Non-Tax Revenues (\$M)	(20.3)	(22.2)	(50.6)	(79.0)
Net Expenditures (\$M)	96.2	103.4	87.7	58.4
Increase/(Decrease) - Year over Year				(33.4%)
2021 Outlook				(36.7%)

Numbers may not add up due to rounding

RAPID TRANSIT INFRASTRUCTURE LEVY— 2022 GROSS SPENDING



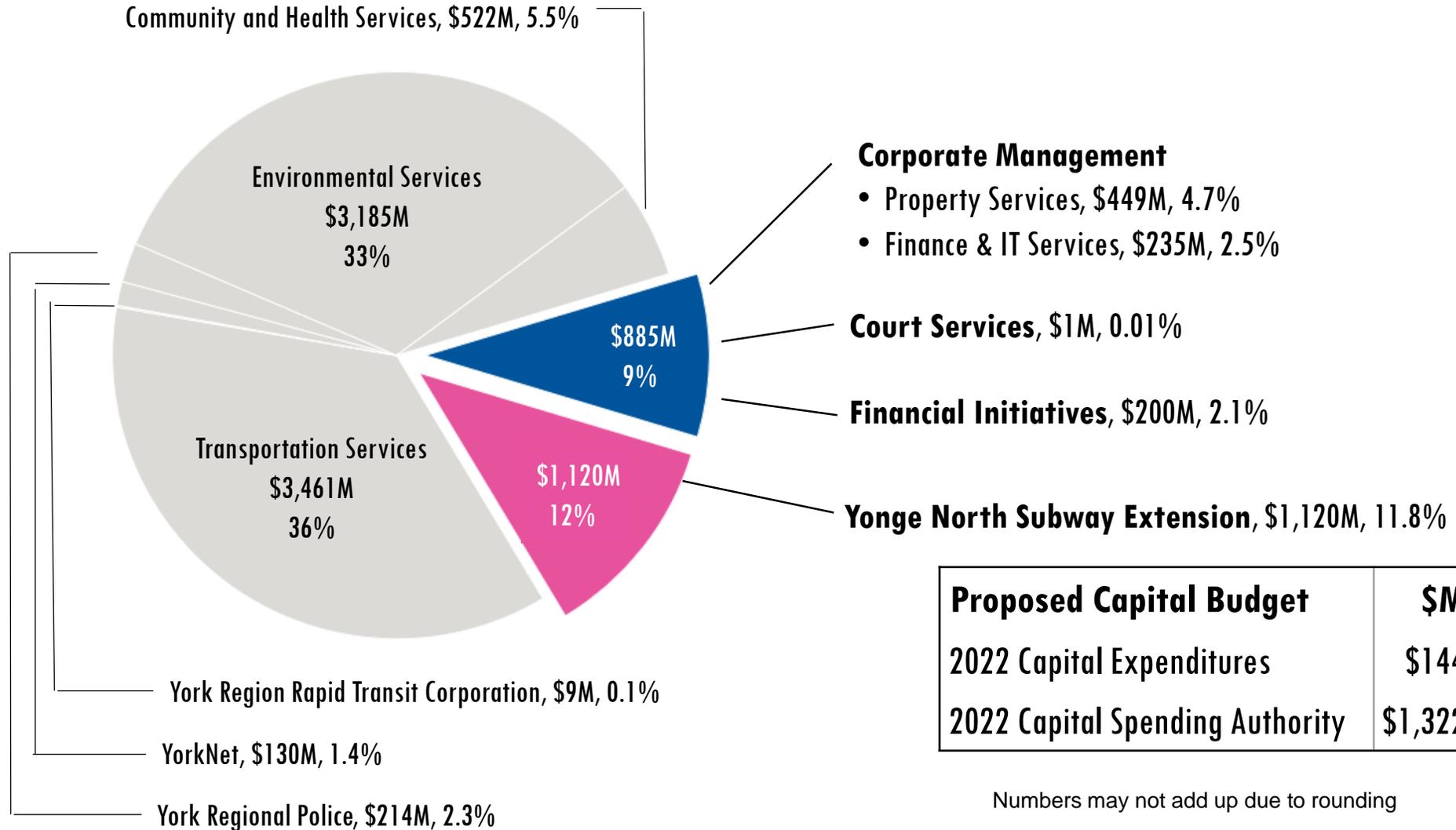
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CAPITAL BUDGET

CAPITAL PLAN BUDGET HIGHLIGHTS

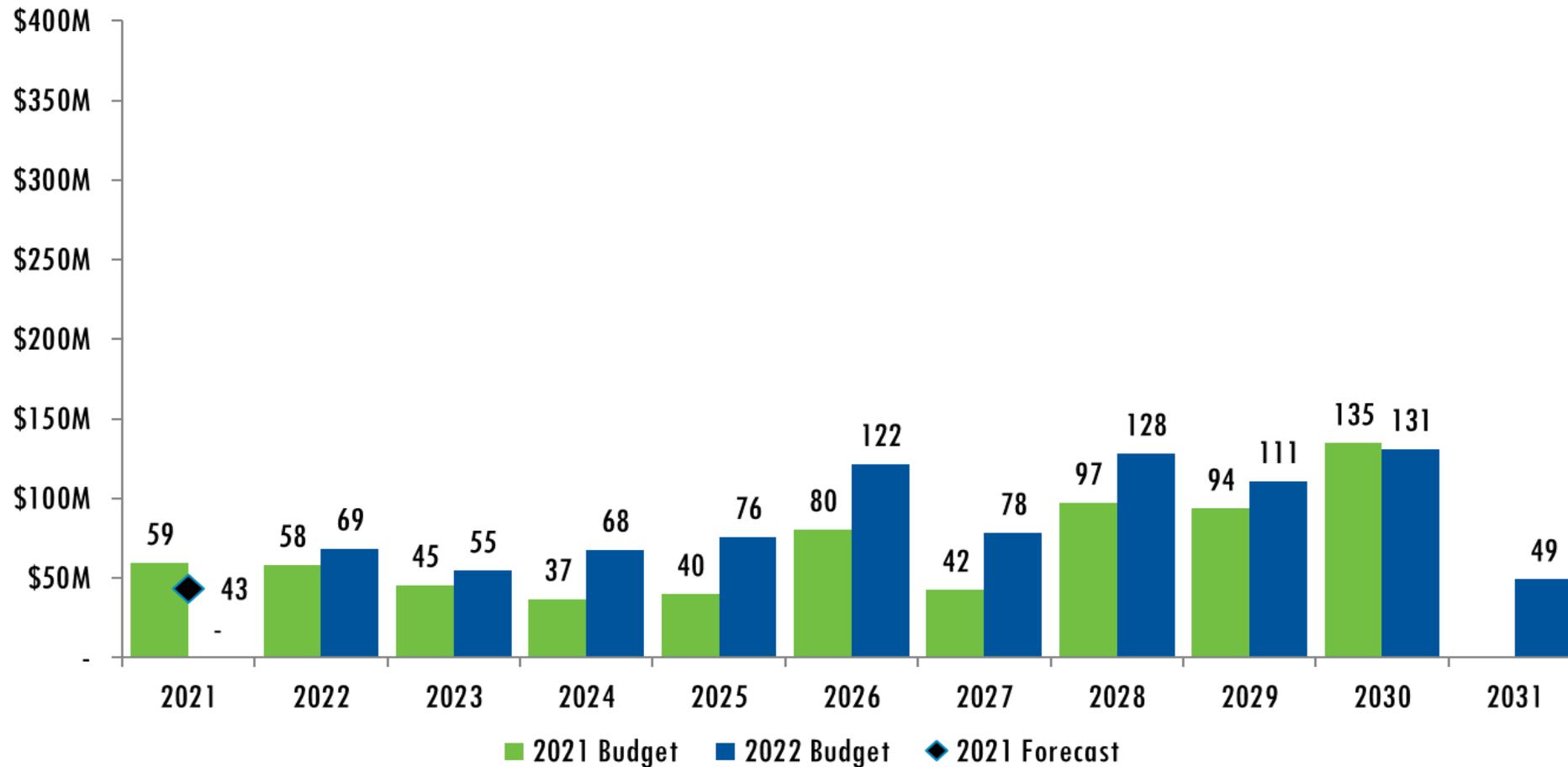


CORPORATE MANAGEMENT, COURTS, FINANCIAL INITIATIVES AND YONGE NORTH SUBWAY EXTENSION— 10-YEAR CAPITAL PLAN



2022 PROPOSED CAPITAL BUDGET

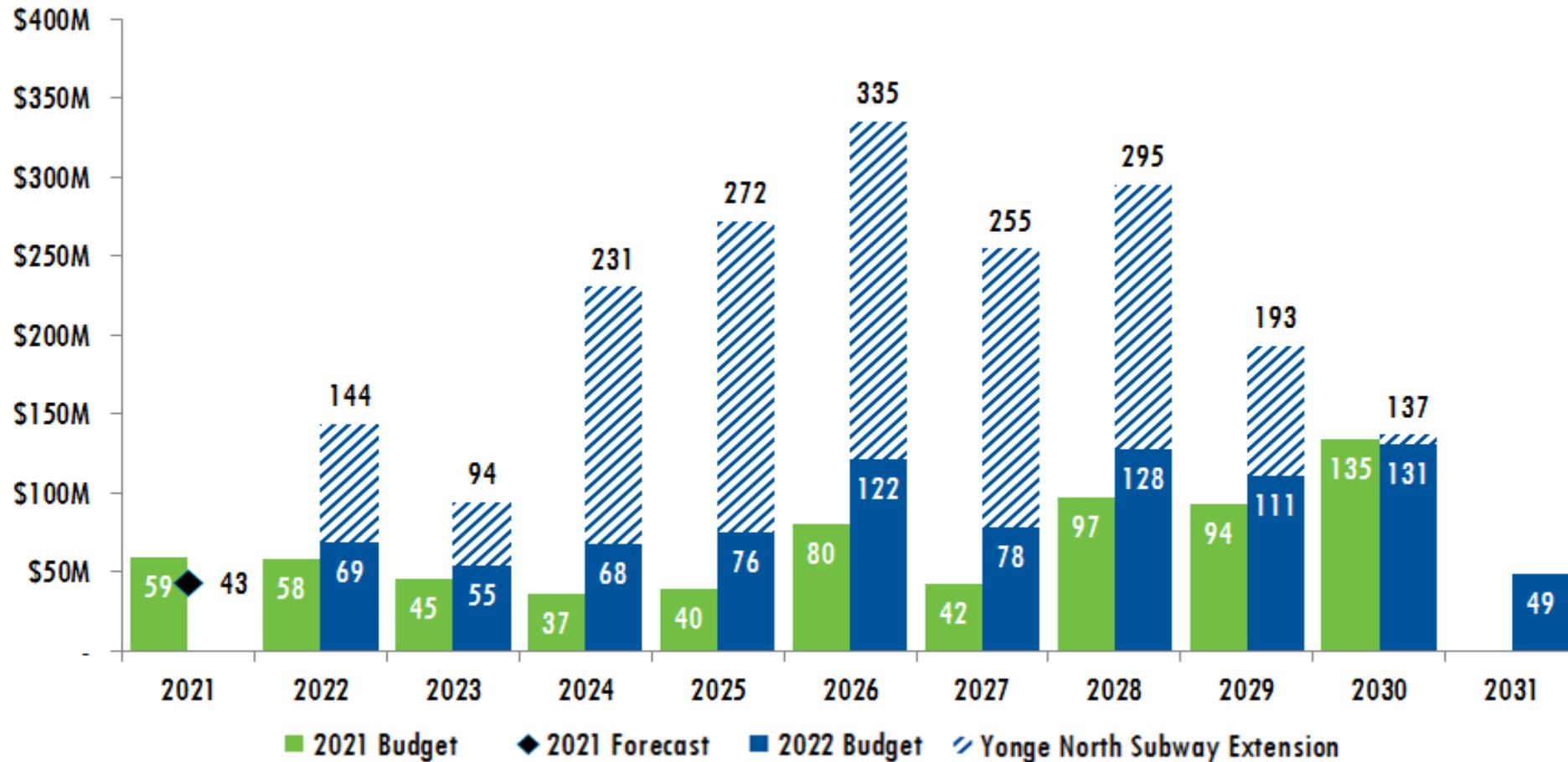
Corporate Management, Court Services and Financial Initiatives proposed 10-year capital budget is \$885M which is \$197M higher versus prior year



Numbers may not add due to rounding

2022 PROPOSED CAPITAL BUDGET (WITH SUBWAY EXTENSION)

Corporate Management, Court Services and Financial Initiatives proposed 10-year capital budget is \$885M and Yonge North Subway Extension is \$1,120M



Numbers may not add 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, Court Services and Yonge North Subway Extension as follows:
 - a. The 2022 operating budget as summarized in Attachment 1.
 - b. The 2022 capital expenditures and the 2022 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 December 16, 2021.

