



# 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



# PRESENTATION FOCUS

(in \$000s)	2021 Budget		2022 Proposed		Budget Change	
	Gross	Net	Gross	Net	Net \$	Net %
<b>Transportation Services</b>						
Transit Services	207,340	165,384	250,787	191,250	28,281	17.10%
Roads	250,003	191,226	267,804	191,905	18,677	9.80%
<b>Environmental Services</b>						
Water and Wastewater	488,143	346,592	517,476	385,558	26,959	7.50%
Waste Management	541,236	426,262	552,859	432,794	723	0.17%
Energy Management	88,540	68,671	10,379	11,838	1,158	1.66%
<b>Community and Health Services</b>						
Public Health	11,994	1,084	1,545	1,376	275	23.17%
Paramedic Services	632,090	488,329	635,214	488,495	2,167	0.44%
Long Term Care/Seniors' Services	112,442	25,872	138,268	26,281	5,689	21.99%
Social Assistance	61,228	49,517	98,852	47,721	(1,855)	(3.74%)
Homelessness Community Programs	46,799	24,159	47,340	24,311	152	0.63%
Children's Services	125,099	11,540	38,389	11,175	(777)	(6.70%)
Recreation Services	34,867	11,590	10,389	1,796	1,796	15.54%
Neighbourhood Services	118,217	22,982	108,369	25,417	1,424	6.20%
Neighbourhood Services	199,935	68,684	198,438	78,433	1,947	(0.97%)
Neighbourhood Services	11,891	15,549	16,487	15,114	(815)	(5.21%)
Neighbourhood Services	22,541	22,488	23,499	22,405	7,893	3.51%
<b>Corporate Management and Governance</b>						
Chair & Council	249,067	248,543	249,441	256,438	7,895	3.18%
Office of the CAO	2,528	2,220	2,574	2,574	48	1.93%
Legal Services	7,811	6,874	7,809	7,311	492	6.83%
Financial Management	7,258	6,838	8,304	7,750	918	13.59%
Information Technology Services	21,783	19,147	22,361	21,932	1,090	5.69%
Communications, Information and Data	21,254	21,254	22,365	22,365	1,111	5.23%
Human Resources	16,250	16,250	16,756	16,756	506	3.12%
Property Services	18,124	18,115	18,757	18,656	1,632	(8.99%)
Planning and Economic Development	6,342	5,427	5,826	4,775	184	3.33%
Less: Recovery from Water and Wastewater (User Rate)	12,661	8,391	13,873	(5,388)	5,172	6.06%
<b>Regional Programs</b>						
Court Services	114,281	181,852	123,082	187,254	54,199	2.94%
Financial Initiatives	1,568,588	1,568,588	1,568,588	1,568,588	0	0.00%
External Partners	15,743	57,232	161,584	25,127	(22,145)	(38.18%)
Property Assessment (MPAC)	185,334	185,334	185,334	185,334	0	0.00%
Hospital Funding	21,449	21,449	21,449	21,449	0	0.00%
Innovation Investment Reserve Fund	6,939	6,939	6,939	6,939	0	0.00%
Conservation Authorities	1,871	1,871	1,871	1,871	0	0.00%
GO Transit	4,526	4,526	4,526	4,526	0	0.00%
<b>York Region Rapid Transit Corp.</b>						
YorkNet	29,485	26,965	29,543	27,843	58	0.14%
Operating Program	36,419	3,294	36,833	3,446	377	11.47%
York Regional Police	3,005	2,435	3,184	2,446	19	0.42%
<b>Total Operating Budget</b>	5,188,544	448,452	5,188,544	448,452	0	0.00%
<b>Less: Assessment Growth Revenue</b>	294,784	348,452	414,619	216,831	16,779	4.49%
<b>After Assessment Growth Revenue</b>	2,583,311	1,222,126	2,583,311	1,222,126	0	0.00%
<b>After Assessment Growth Revenue</b>	2,583,311	1,222,126	2,583,311	1,222,126	0	0.00%
<b>Rapid Transit Infrastructure Levy</b>	2,583,311	1,222,126	2,583,311	1,222,126	0	0.00%

## 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

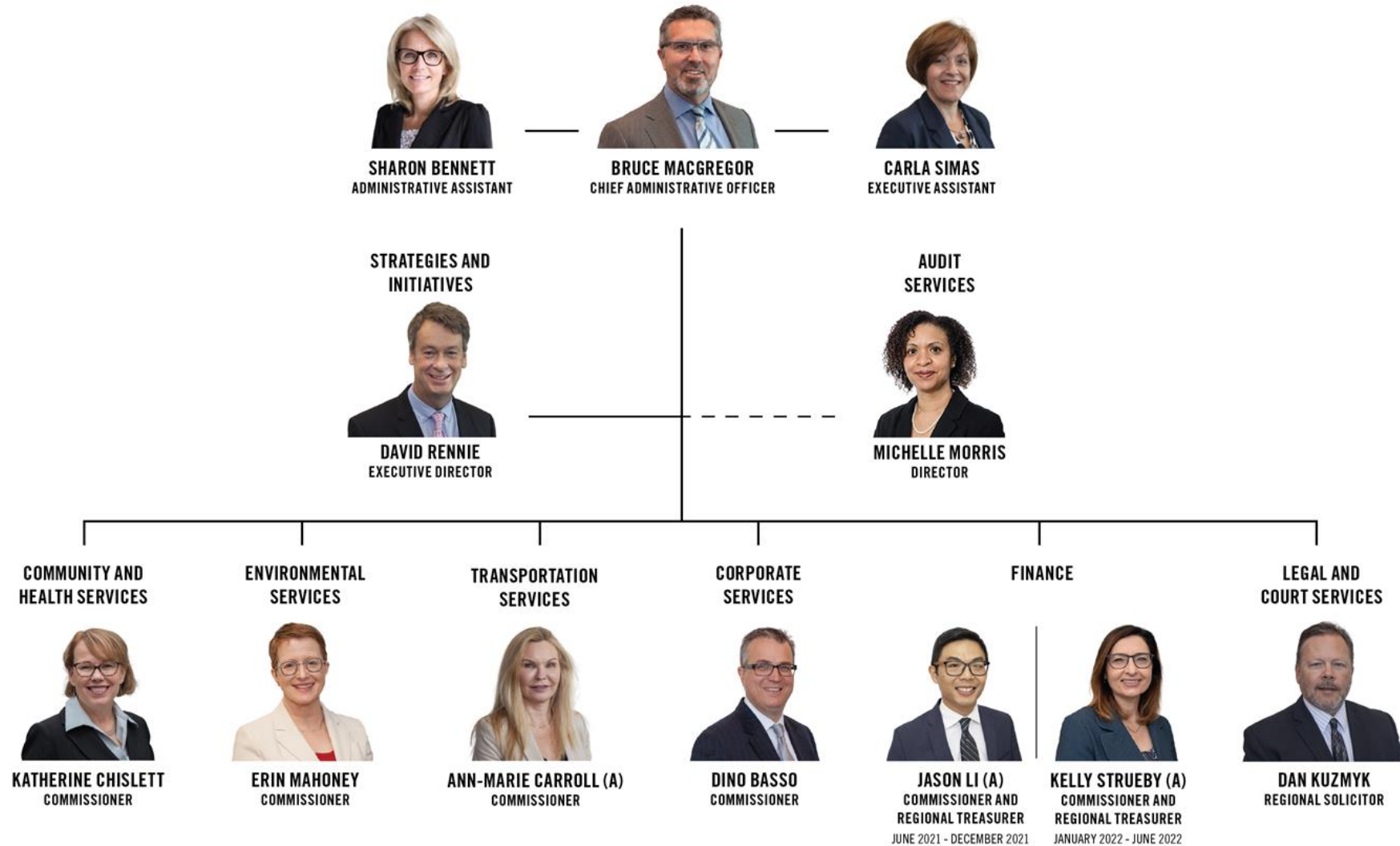
### DEVELOPMENT, ENVIRONMENTAL AND INFRASTRUCTURE LAW

### DISPUTE RESOLUTION AND CONSTRUCTION LAW

### COURT OPERATIONS

### PROSECUTIONS

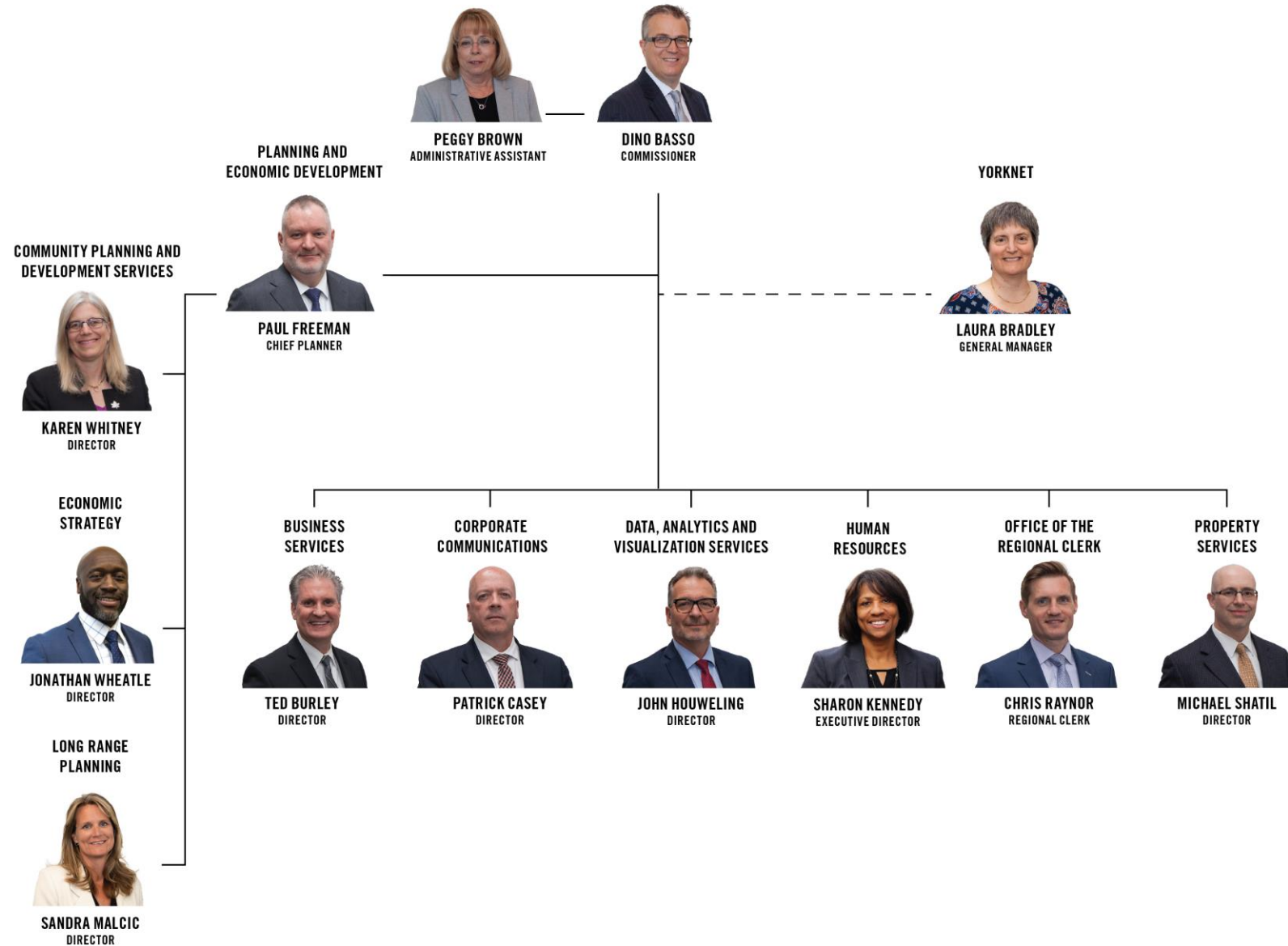
# SENIOR LEADERSHIP TEAM



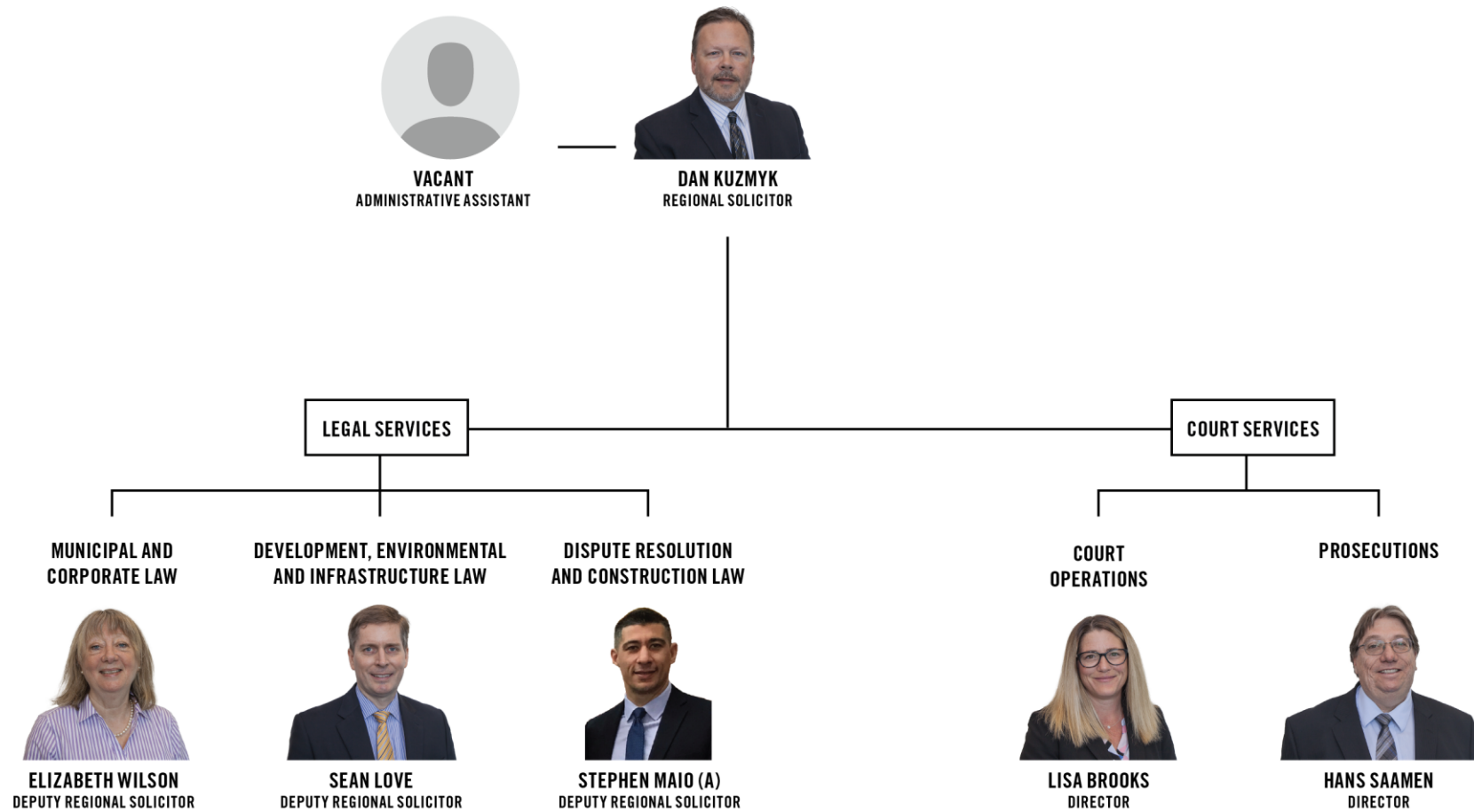
# FINANCE



# 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



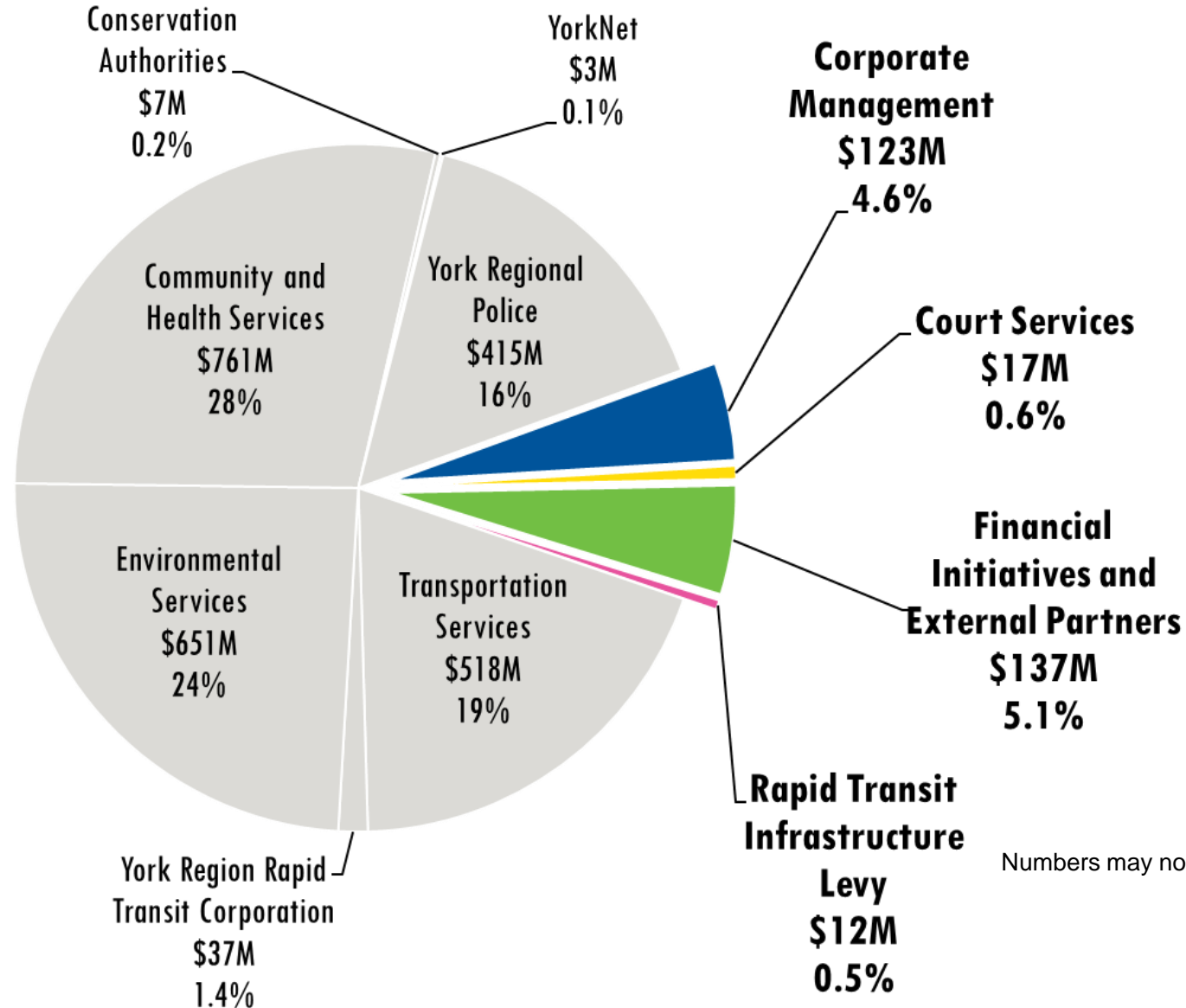
LEADING SERVICE REINVENTION  
THROUGH CUSTOMER-FOCUSED  
TECHNOLOGY SOLUTIONS



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

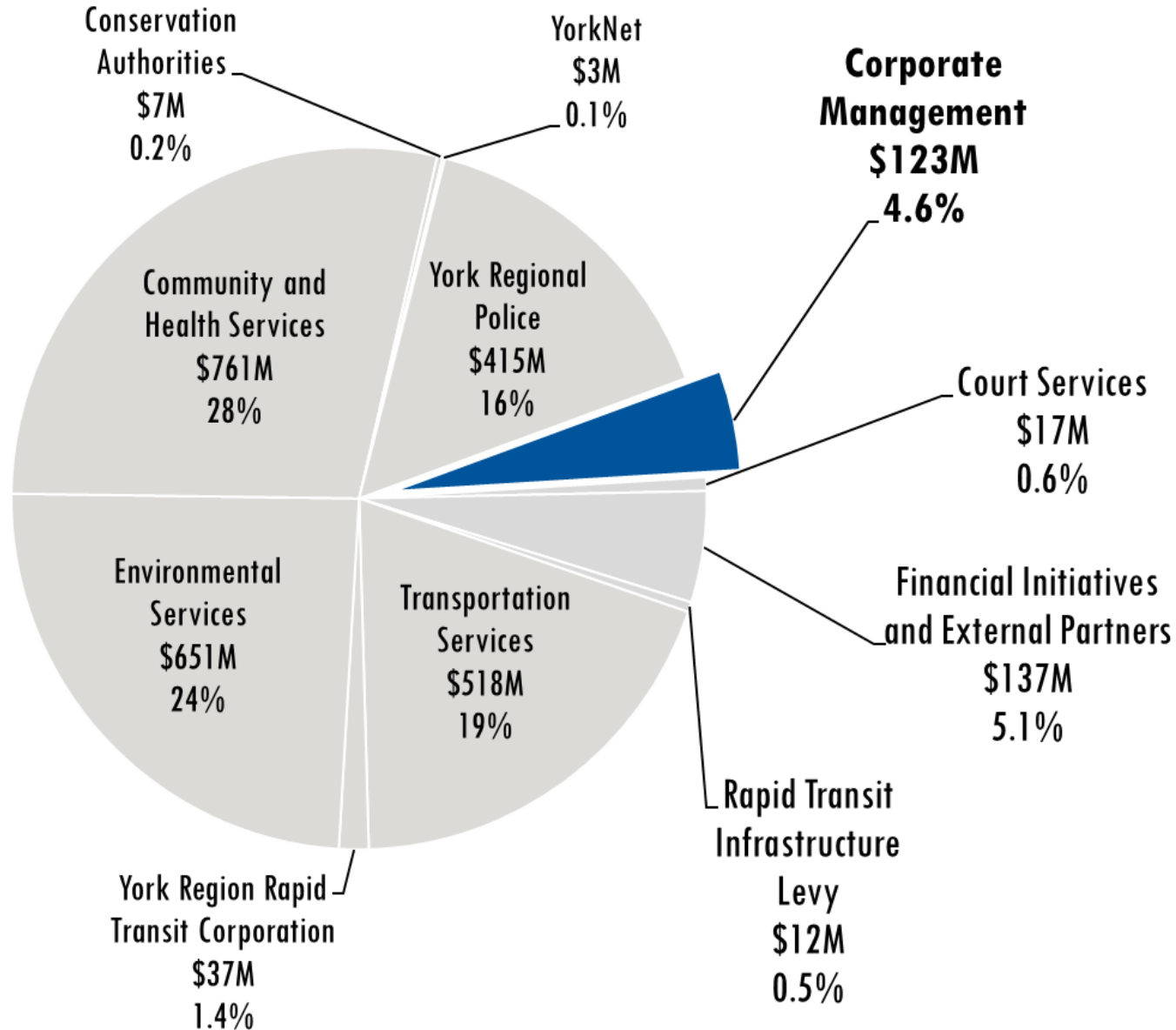
- **\$0.7M in 2022**  
**\$0.9M over 3 Years**
- Lower contribution to the Innovation Investment Fund

## Category 3: Risk Tolerance and Other

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



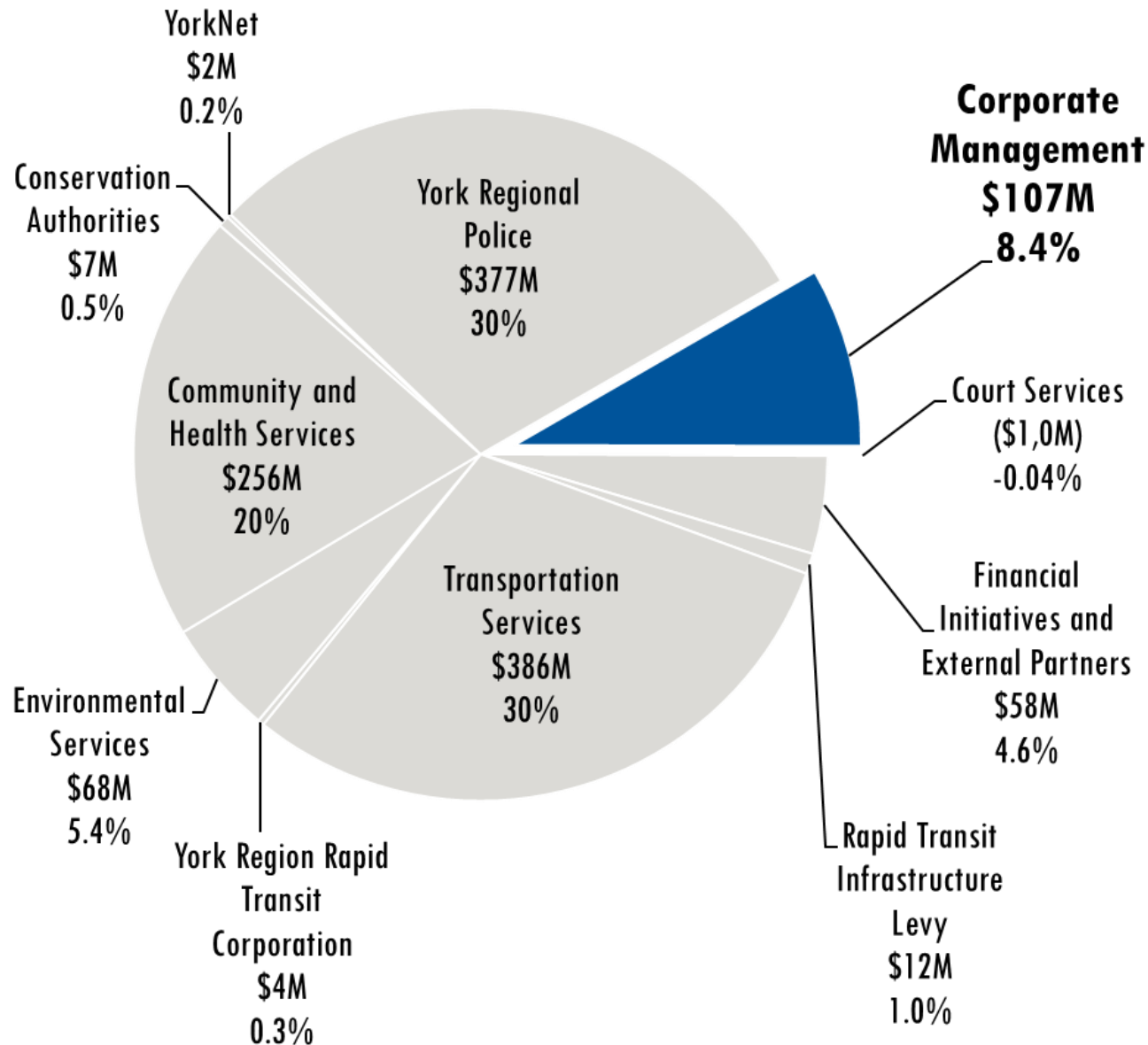
# CORPORATE MANAGEMENT — 2022 GROSS SPENDING



	\$M	%
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
<b>Corporate Management Total</b>	<b>123.1</b>	<b>4.6</b>

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# CORPORATE MANAGEMENT — 2022 NET SPENDING



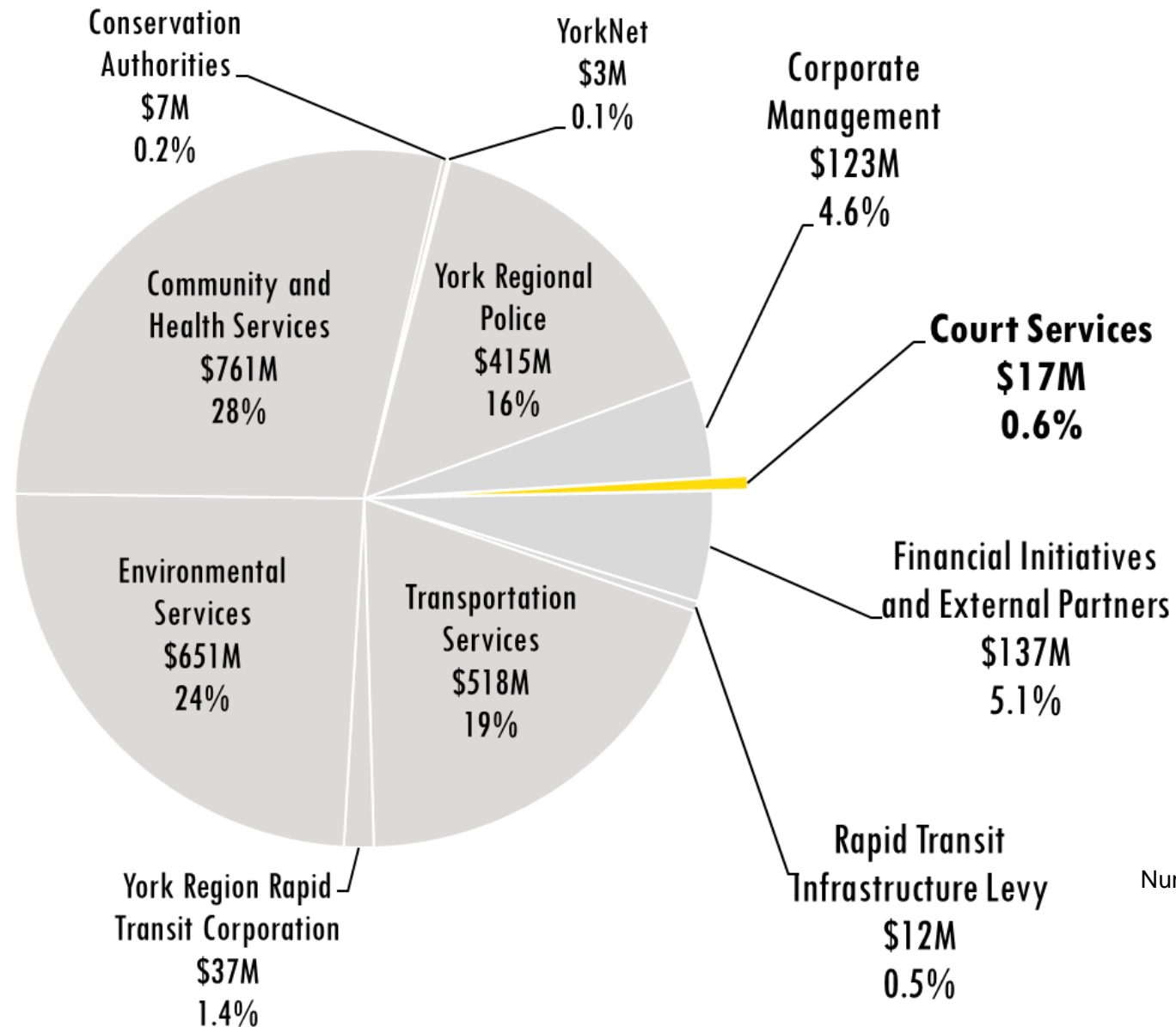
	\$M	%
Information Technology Services	33.3	2.6
Financial Management	21.1	1.7
Communication, Information and Data	16.8	1.3
Human Resources	10.5	0.8
Planning and Economic Development	8.8	0.7
Legal Services	7.8	0.6
Office of the CAO	7.3	0.6
Property Services	4.4	0.3
Chair and Council	2.6	0.2
User Rate Recovery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

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

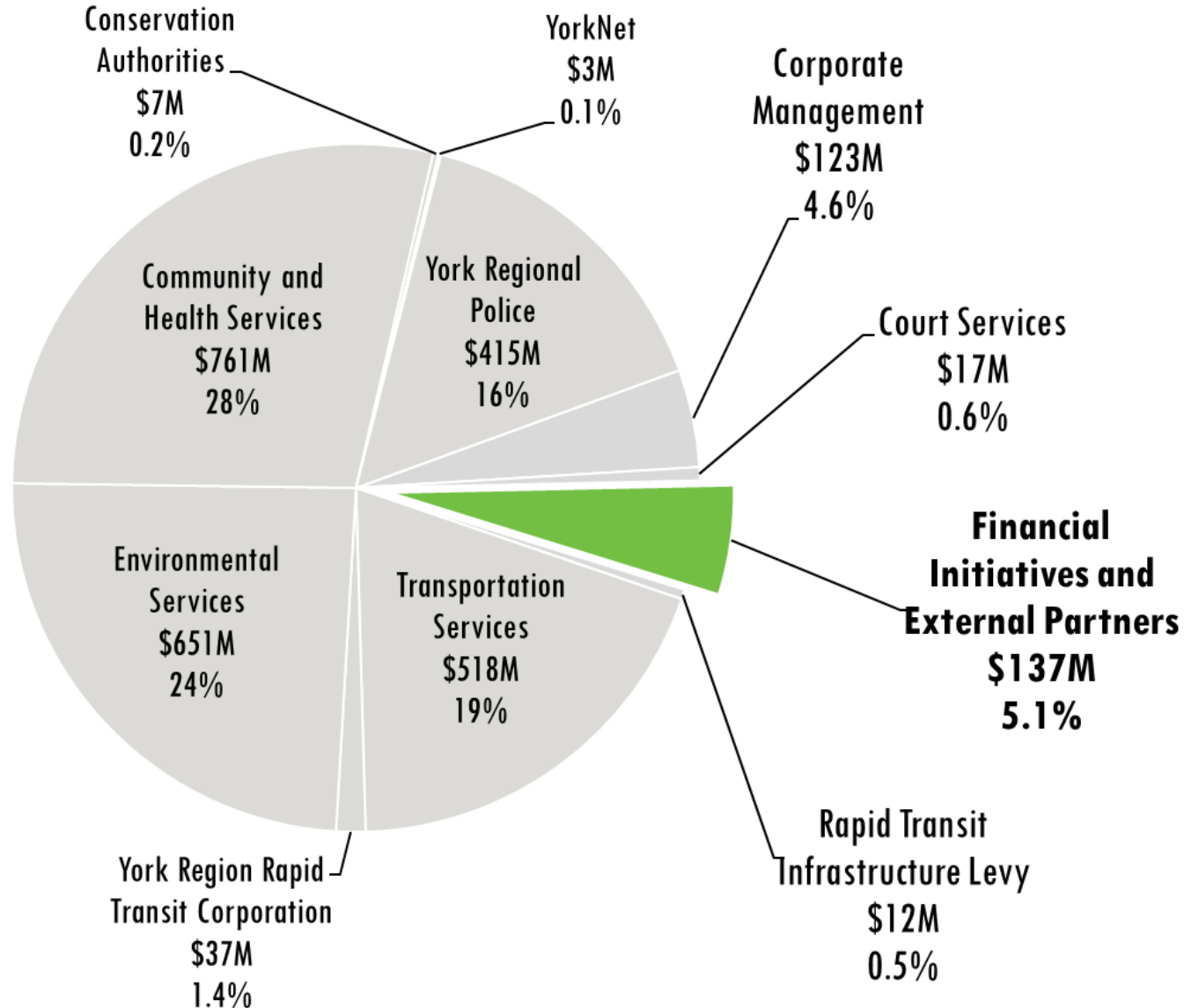


# COURT SERVICES — OPERATING BUDGET OVERVIEW

	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

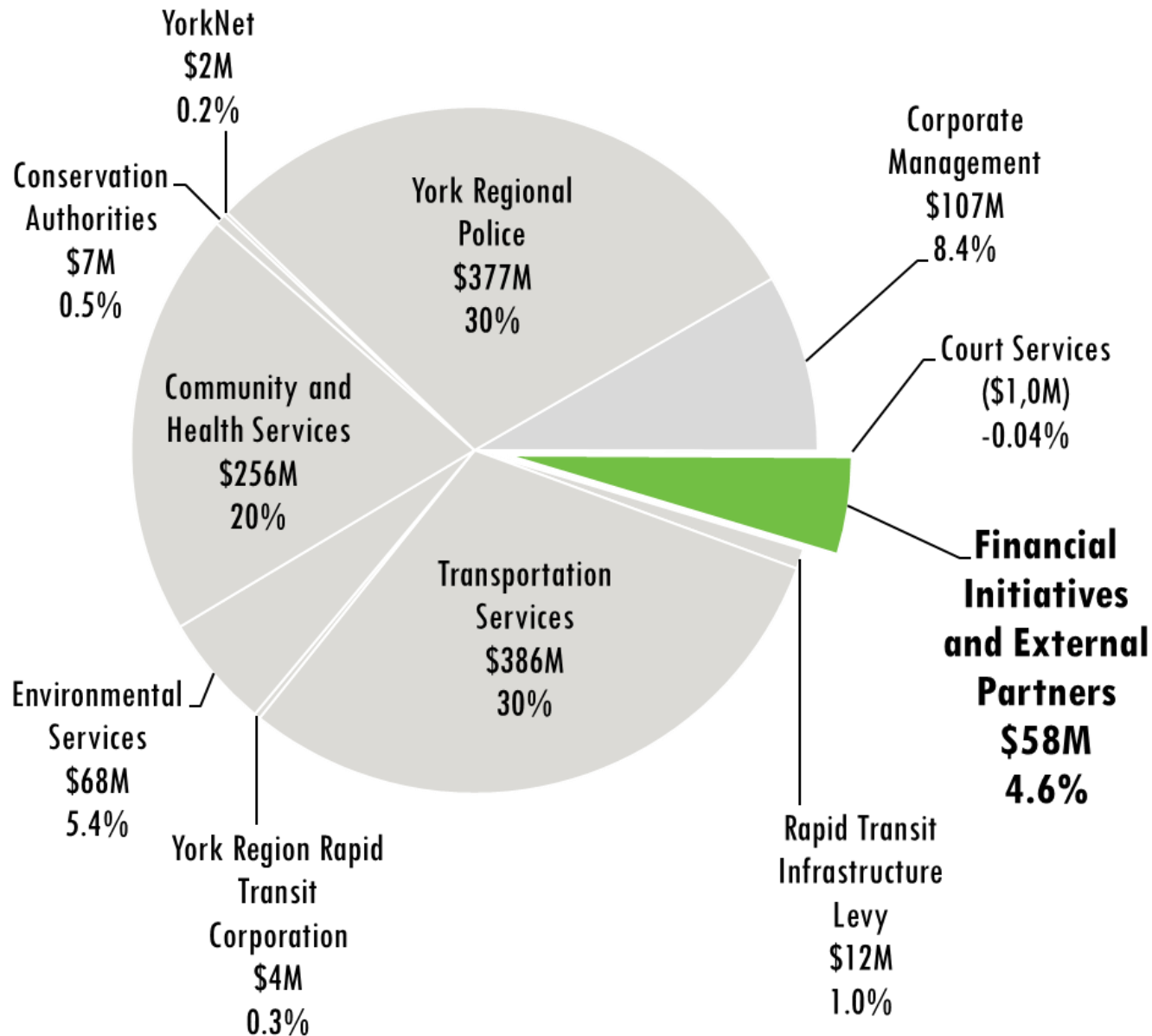
# FINANCIAL INITIATIVES AND OTHER — 2022 GROSS SPENDING



	\$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
<b>Financial Initiatives and Other Total</b>	<b>137.3</b>	<b>5.1</b>

Numbers may not add up due to rounding

# FINANCIAL INITIATIVES AND OTHER — 2022 NET SPENDING



	\$M	%
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	-	-
<b>Financial Initiatives and Other Total</b>	<b>58.4</b>	<b>4.6</b>

Numbers may not add up due to rounding

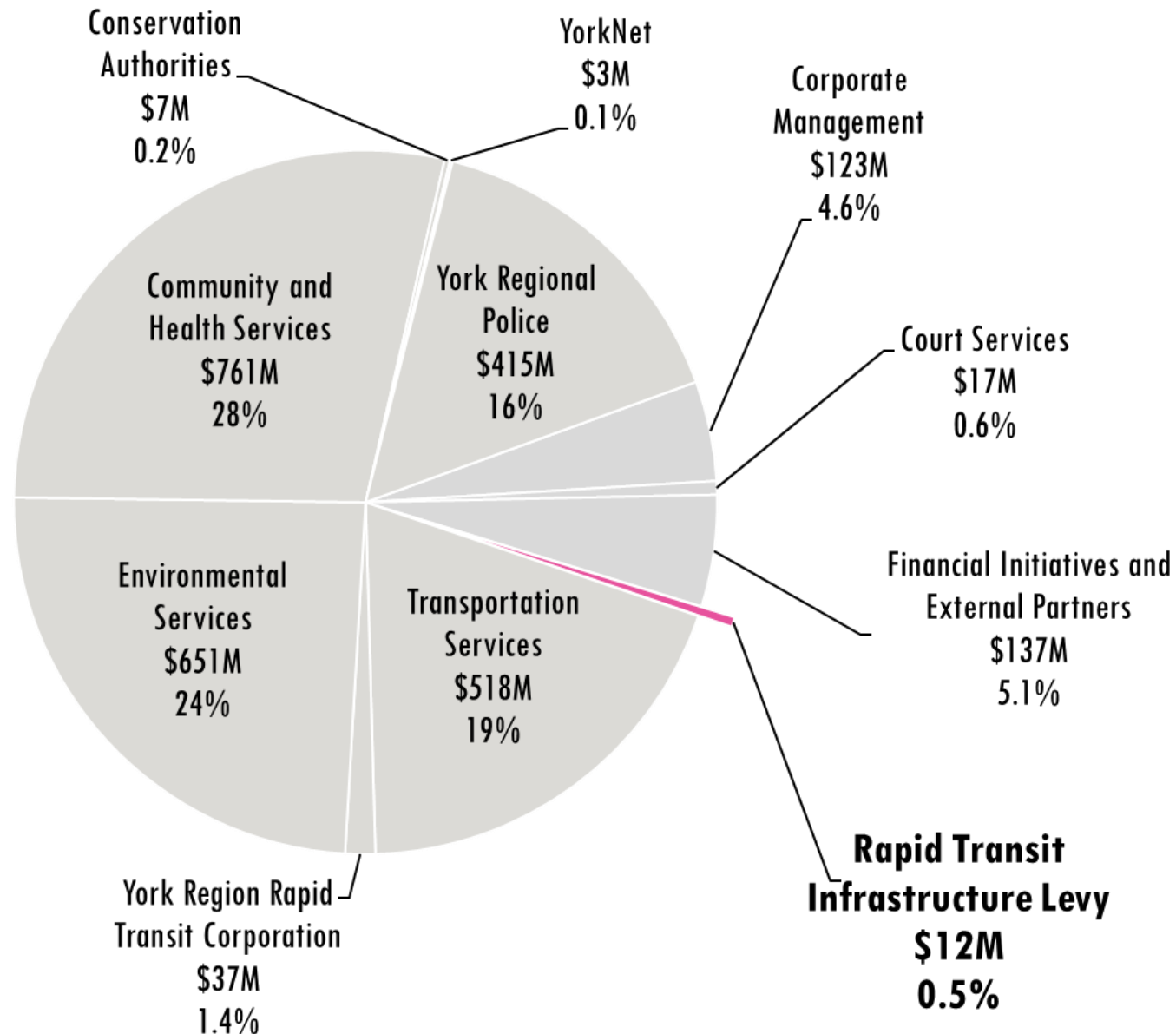
# FINANCIAL INITIATIVES AND OTHER — OPERATING BUDGET OVERVIEW

	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



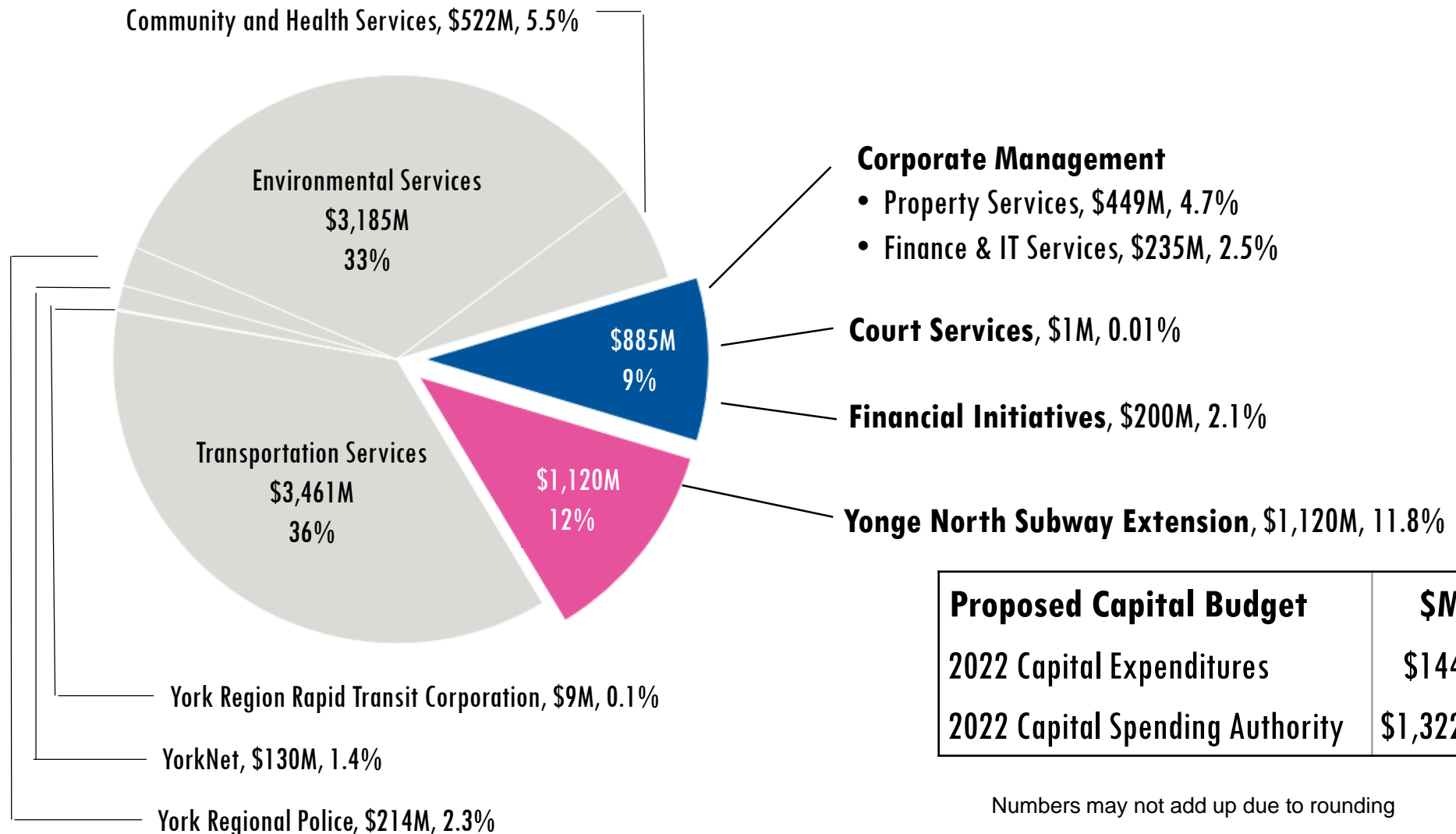
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# CAPITAL BUDGET

# CAPITAL PLAN BUDGET HIGHLIGHTS

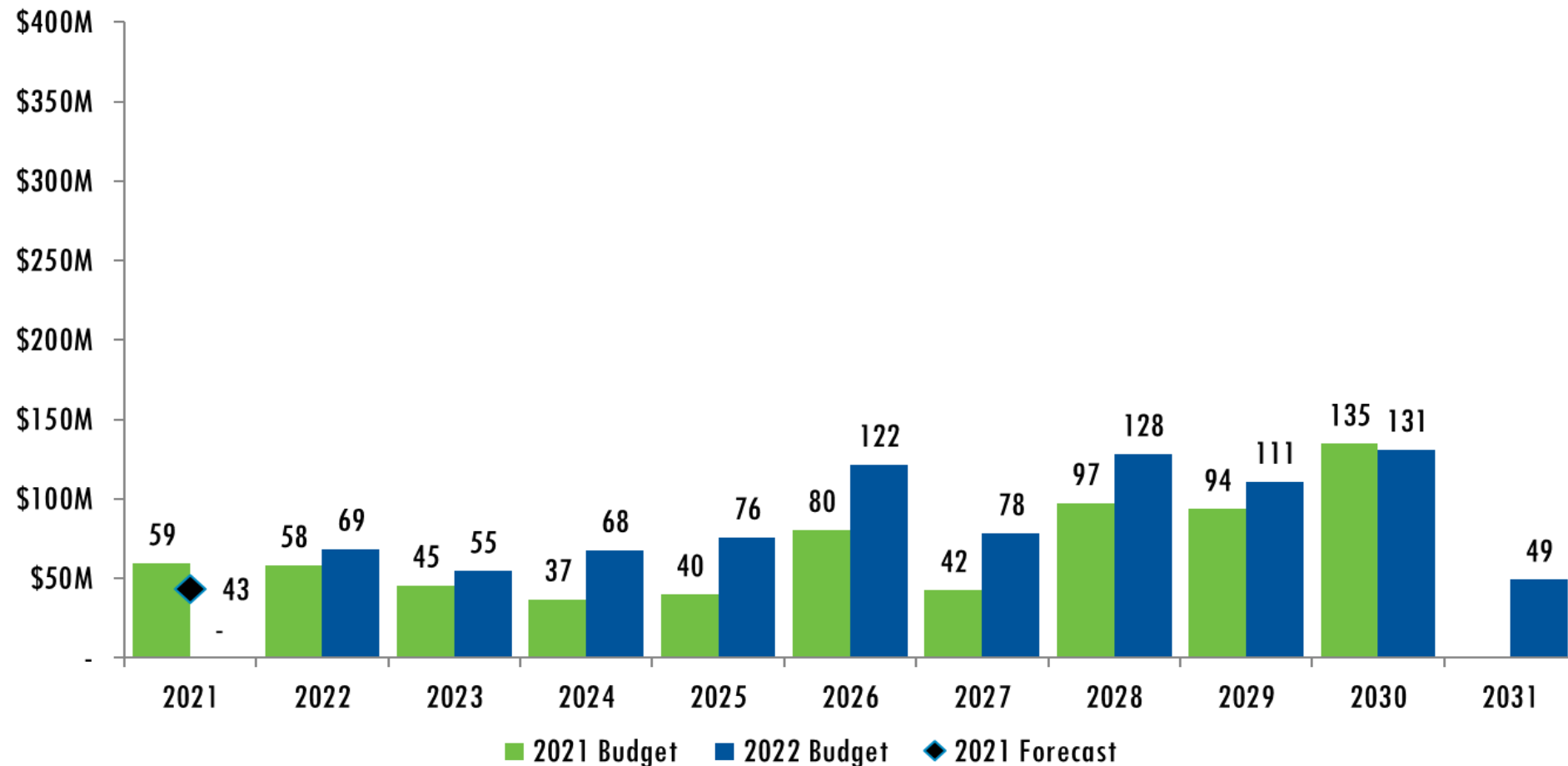


# CORPORATE MANAGEMENT, COURTS, FINANCIAL INITIATIVES AND YONGE NORTH SUBWAY EXTENSION— 10-YEAR CAPITAL PLAN



# 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

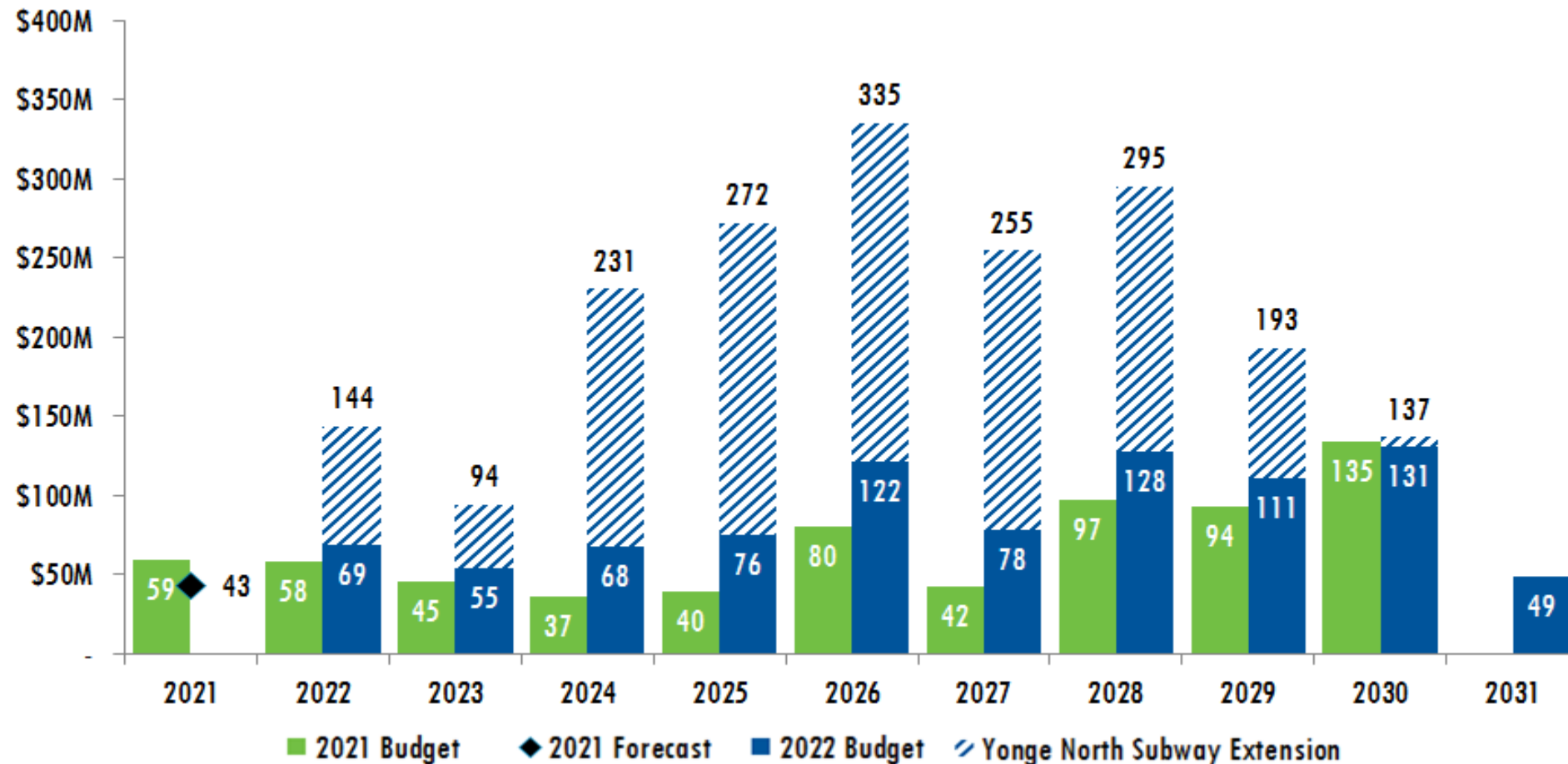


Numbers may not add due to rounding



# 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.



