

CORPORATE MANAGEMENT, COURT SERVICES, FINANCIAL INITIATIVES AND EXTERNAL PARTNERS 2020 TO 2022 BUDGET

PRESENTATION TO
COMMITTEE OF THE WHOLE

Bruce Macgregor
December 12, 2019



BUDGET AT A GLANCE

2019 to 2020 Operating Budget
(in \$000s)

	2019 Budget		2020 Proposed		Budget Change	
	Gross	Net	Gross	Net	Net \$	Net %
Transportation Services	246,496	153,720	253,223	157,517	4,826	3.14%
Transit Services	215,381	149,803	226,656	157,517	3,288	1.81%
Boats	440,686	323,323	476,462	332,857	6,536	2.04%
Environmental Services	122,485	78,839	124,824	82,313	1,237	1.01%
Water and Wastewater	75,507	47,879	76,456	48,272	322	0.42%
Waste Management	18,950	9,799	19,386	10,000	1,386	7.31%
Forestry	2,927	1,967	3,082	2,041	1,999	2.91%
Energy Management	611,655	413,844	643,901	433,865	32,056	7.75%
Community and Health Services	187,187	108,875	188,875	109,257	1,698	1.57%
Housing Services	84,431	50,225	87,446	52,430	3,015	3.57%
Senior Services	126,104	77,814	127,849	78,931	1,735	1.37%
Non-emergency Community Programs	83,715	50,225	85,883	52,430	2,168	2.59%
Children's Services	36,159	22,812	36,875	23,303	763	2.08%
Parade Services	16,248	10,000	16,875	10,000	627	3.86%
Long Term Care Center Services	22,084	13,791	22,888	13,888	804	3.52%
Strategic and Planning	68,765	42,888	69,443	43,333	675	1.57%
Intergovernmental Services	621,308	413,844	654,443	433,865	40,599	9.81%
Public Health	2,086	1,290	2,472	1,472	382	29.4%
Corporate Management and Governance	6,804	4,311	7,281	4,731	470	10.9%
Chair & Council	2,216	1,416	2,386	1,586	170	12.1%
Office of the CAO	20,149	12,900	20,456	13,200	356	2.7%
Legal Services	12,904	8,104	13,104	8,304	200	1.6%
Financial Management	9,739	6,100	9,739	6,100	0	0.0%
Information Technology Services	5,919	3,544	6,104	3,739	185	5.3%
Communications, Information and Data	11,832	7,400	12,104	7,675	272	3.7%
Human Resource Services	11,832	7,400	12,104	7,675	272	3.7%
Property Services	116,995	72,488	117,113	72,600	115	0.2%
Planning and Economic Development	1,064,664	696,733	1,067,877	700,548	3,244	0.3%
Less: Recovery from Water and Wastewater (User Rate)	14,664	(1,436)	15,000	(1,361)	335	23.4%
Regional Programs	76,051	56,276	82,044	62,391	14,116	24.2%
Court Services	20,864	13,904	21,015	14,015	151	0.7%
Financial Initiatives	14,901	9,501	15,101	9,701	200	1.3%
External Partners	2,001	1,301	2,001	1,301	0	0.0%
Property Assessment (MPAC)	2,001	1,301	2,001	1,301	0	0.0%
Regional Funding	46,773	31,400	47,400	32,027	627	1.4%
Innovation Investment Fund	2,475	1,575	2,475	1,575	0	0.0%
Conservation Authorities	61,723	41,300	62,400	41,900	677	1.6%
GO Transit	1,910,531	1,261,007	1,910,531	1,261,007	0	0.0%
Toronto Region Transit Corp.	384,963	254,963	384,963	254,963	0	0.0%
York Region Transit Corp.	1,525,568	1,006,044	1,525,568	1,006,044	0	0.0%
Grand Operating Budget	2,345,932	1,516,990	2,345,932	1,516,990	0	0.0%
Less: Assessment Growth Revenue						
After Assessment Growth Revenue						

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 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

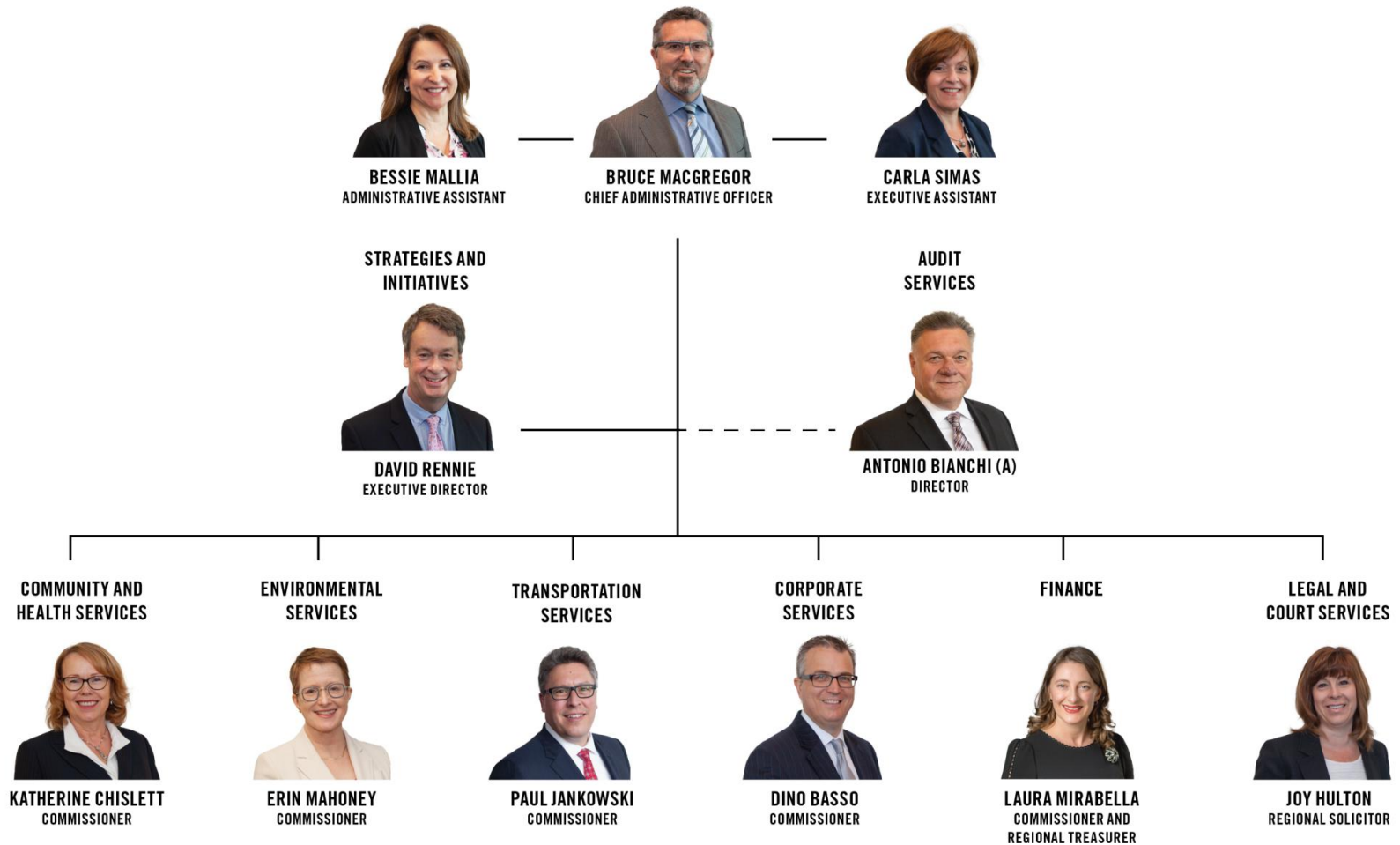
DEVELOPMENT, ENVIRONMENTAL AND INFRASTRUCTURE LAW

DISPUTE RESOLUTION AND CONSTRUCTION LAW

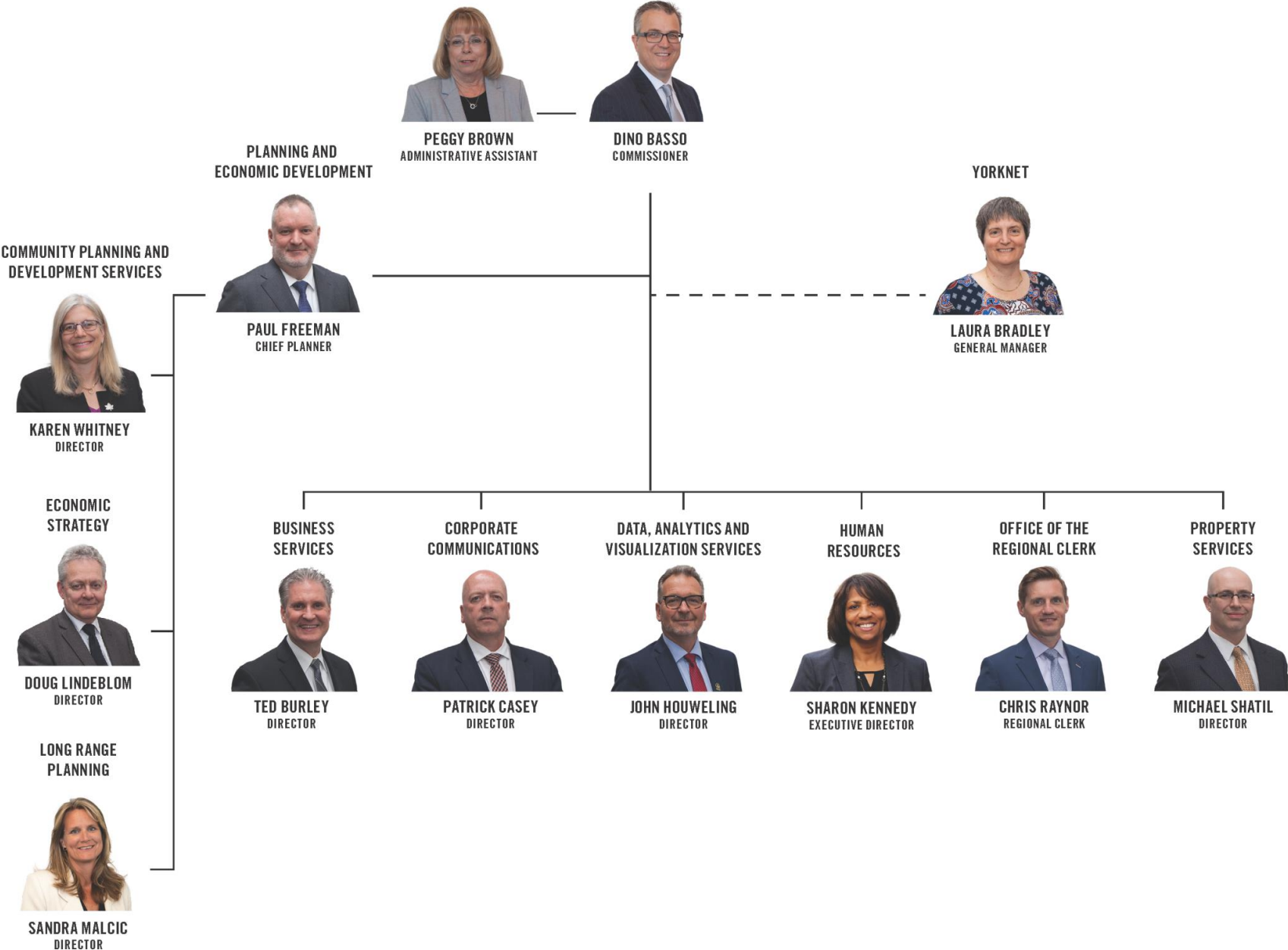
COURT OPERATIONS

PROSECUTIONS

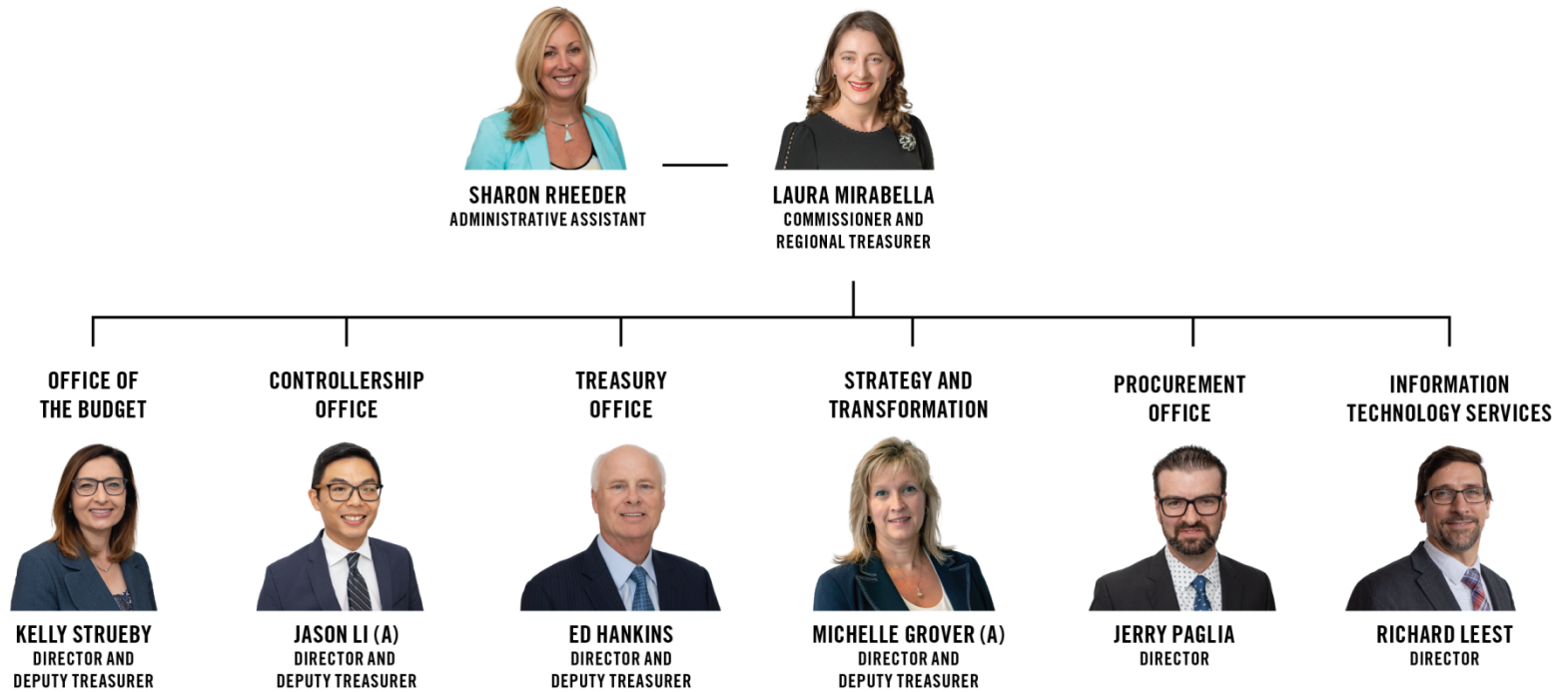
SENIOR LEADERSHIP TEAM



CORPORATE SERVICES



FINANCE



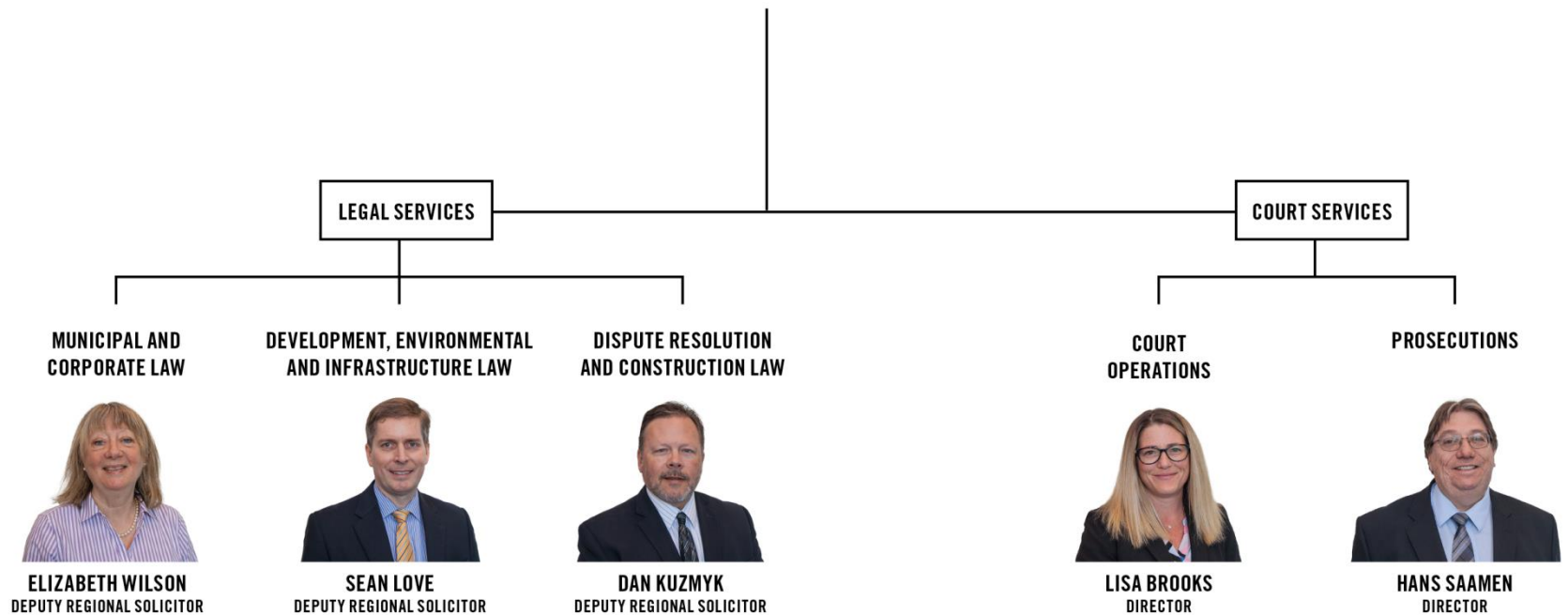
LEGAL AND COURT SERVICES



NATALIE MURCHISON
ADMINISTRATIVE ASSISTANT



JOY HULTON
REGIONAL SOLICITOR



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

KEY ACCOMPLISHMENTS

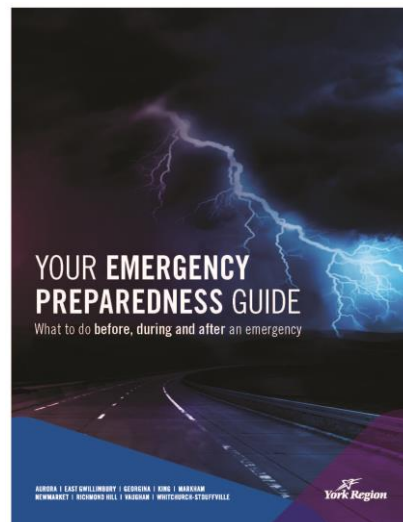
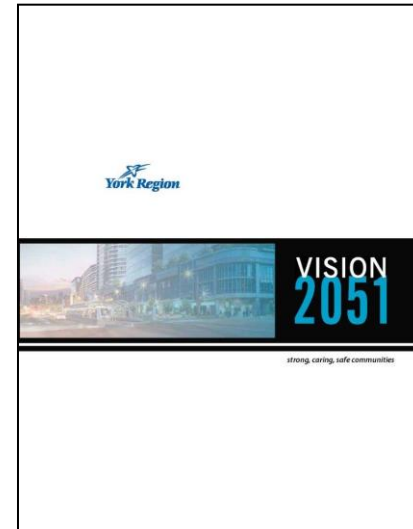
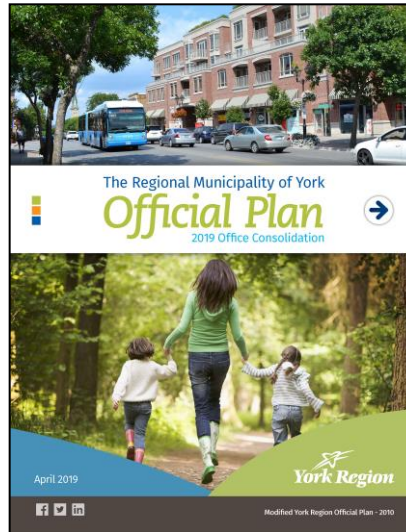


AWARDS AND RECOGNITION



OPERATING BUDGET

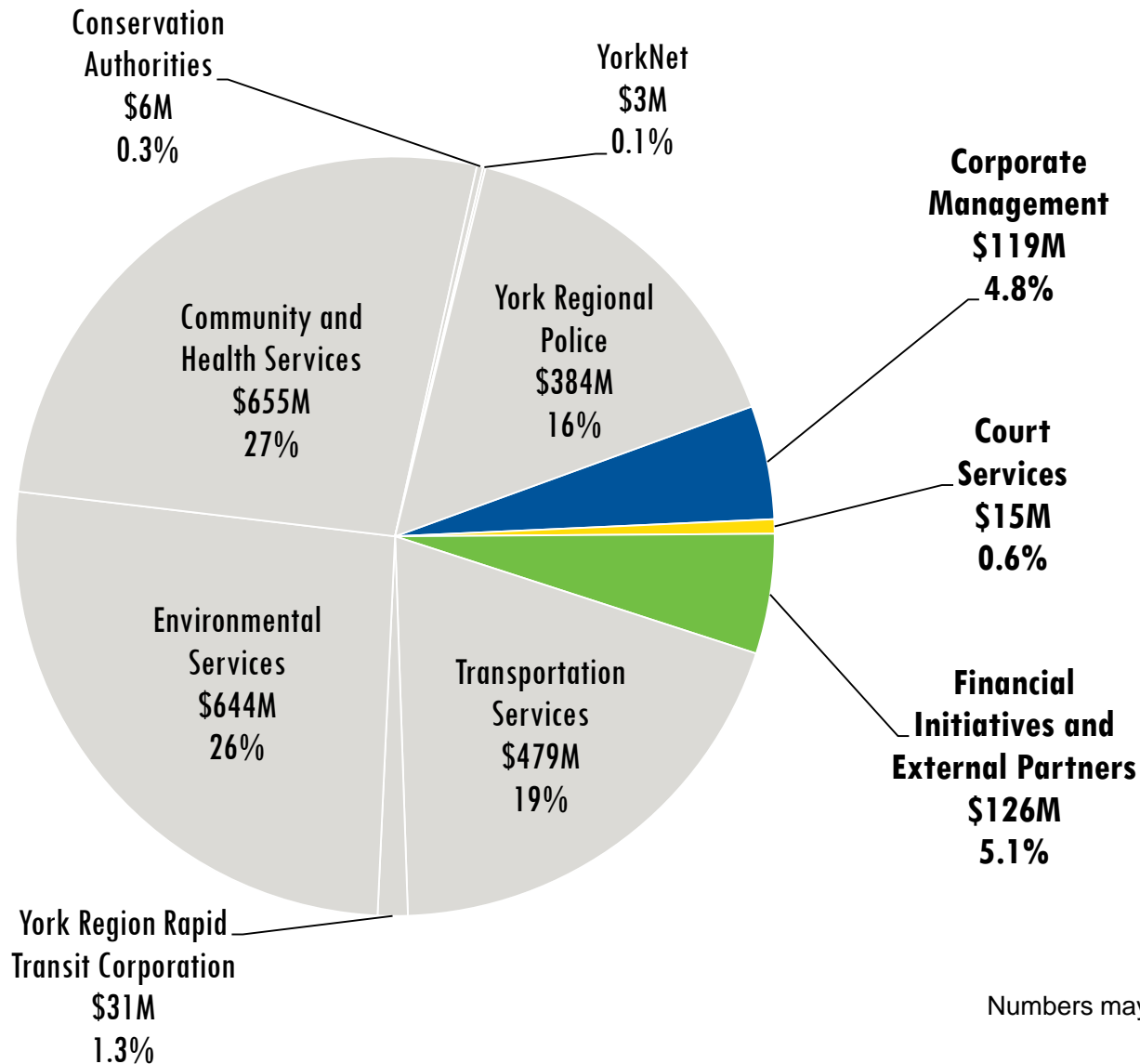
OPERATING BUDGET HIGHLIGHTS



SHARE OF 2020 GROSS OPERATING SPENDING

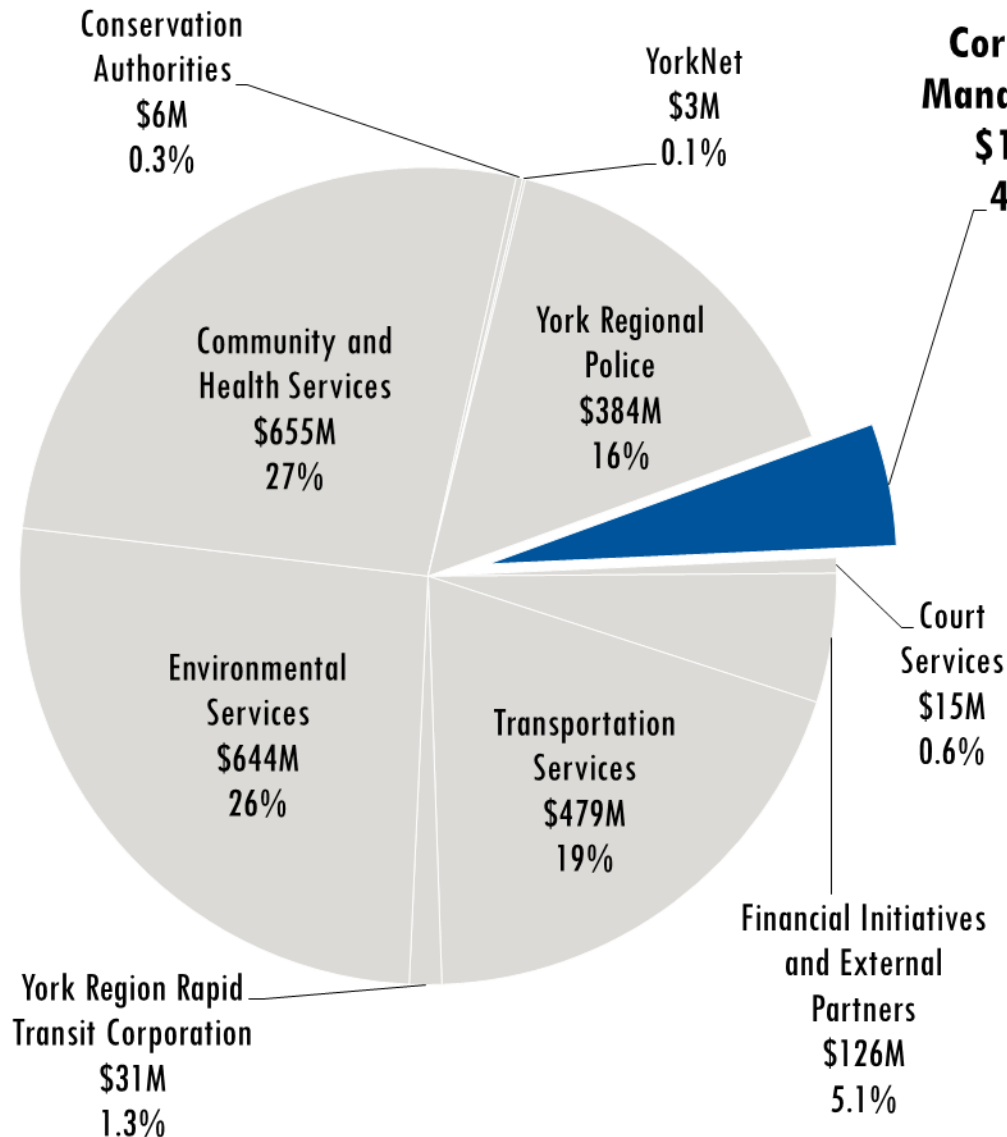
Page

131-157



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CORPORATE MANAGEMENT — 2020 GROSS SPENDING



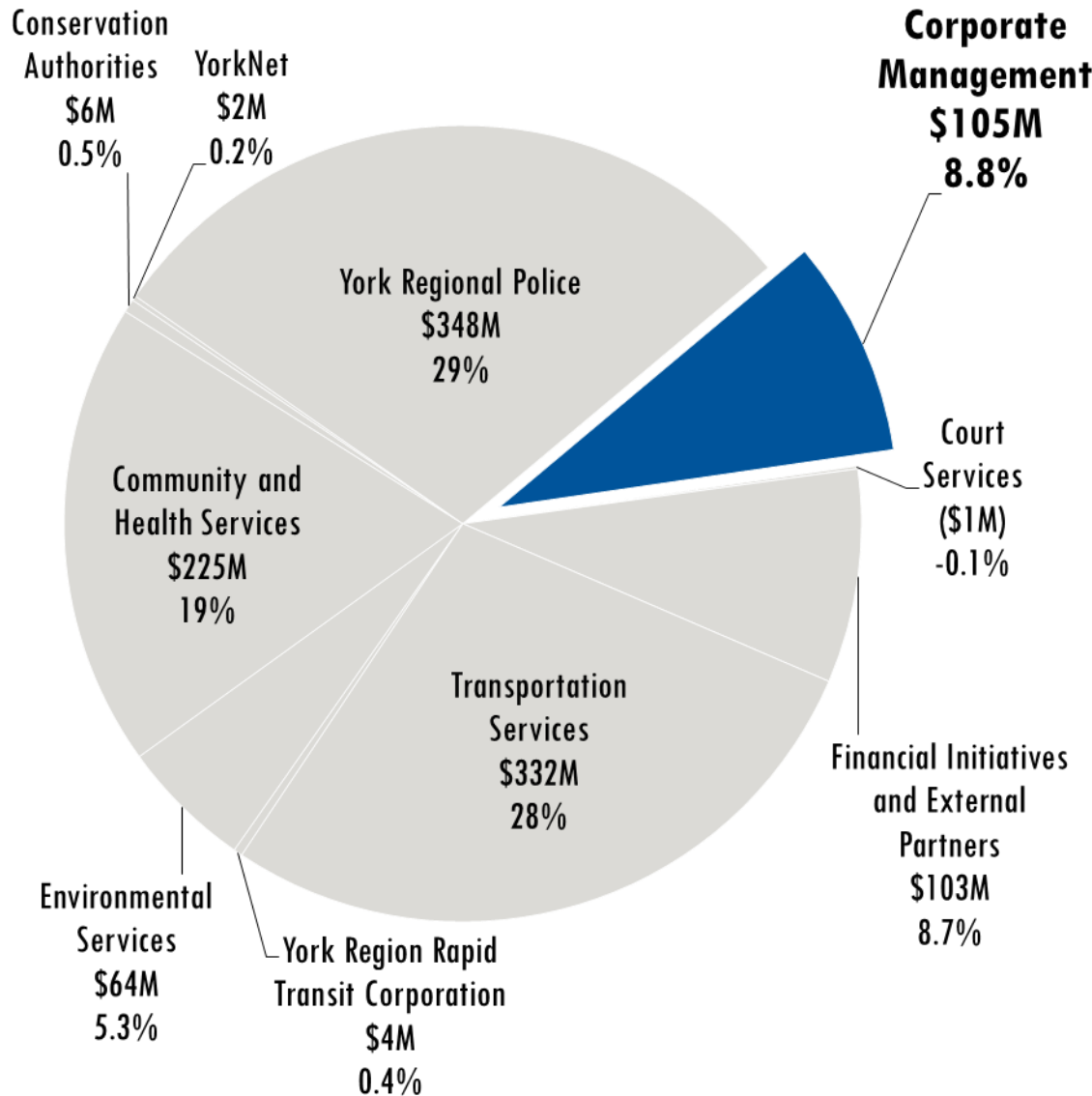
	<u>\$M</u>	<u>%</u>
Information Technology Services	30.6	1.2
Financial Management	22.3	0.9
Communication, Information and Data	17.0	0.7
Planning and Economic Development	12.5	0.5
Human Resources	10.0	0.4
Property Services	9.6	0.4
Legal Services	7.5	0.3
Office of the CAO	7.3	0.3
Chair and Council	2.5	0.1
Corporate Management Total	119.1	4.8

Numbers may not add up due to rounding

CORPORATE MANAGEMENT — 2020 NET SPENDING

Page

131



	\$M	%
Information Technology Services	30.6	2.6
Financial Management	19.7	1.7
Communication, Information and Data	16.8	1.4
Human Resources	9.9	0.8
Planning and Economic Development	8.5	0.7
Property Services	8.3	0.7
Legal Services	7.0	0.6
Office of the CAO	7.0	0.6
Chair and Council	2.5	0.2
User Rate Recovery	(5.4)	(0.5)
Corporate Management Total	104.8	8.8

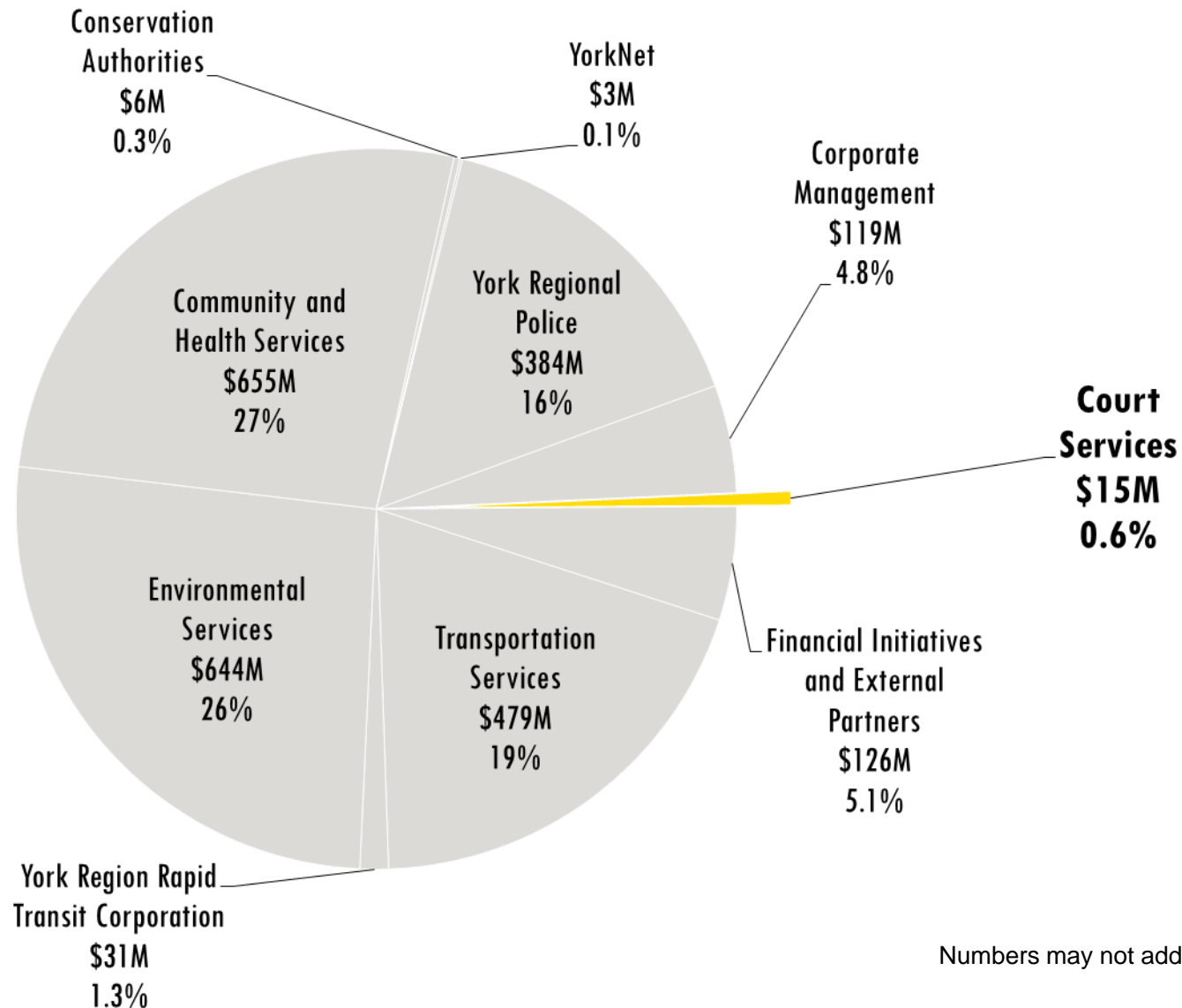
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CORPORATE MANAGEMENT — OPERATING BUDGET OVERVIEW

	APPROVED	PROPOSED	OUTLOOK	
	2019	2020	2021	2022
Gross Expenditures (\$M)	111.0	119.1	119.6	125.2
Non-Tax Revenues (\$M)	(13.5)	(14.3)	(14.4)	(15.6)
Net Expenditures (\$M)	97.5	104.8	105.2	109.5
Increase/(Decrease) - Year over Year		7.5%	0.4%	4.1%
2019 Outlook		8.9%	1.6%	5.0%
FTEs - Total	685.0	699.0	706.0	716.0
- New		14.0	7.0	10.0
2019 Outlook (new FTEs)		17.0	14.0	15.0

Numbers may not add up due to rounding

COURT SERVICES — 2020 GROSS SPENDING



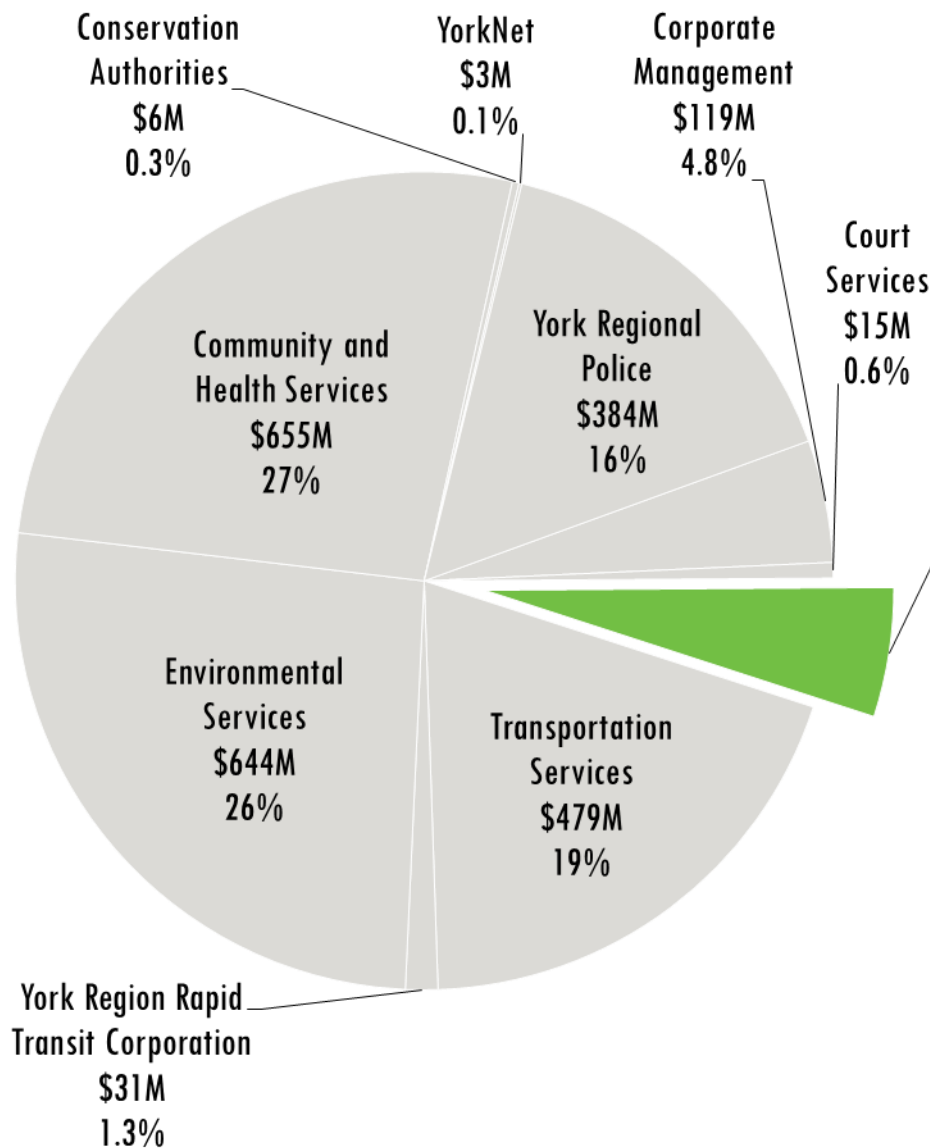
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COURT SERVICES — OPERATING BUDGET OVERVIEW

	APPROVED	PROPOSED	OUTLOOK	
	2019	2020	2021	2022
Gross Expenditures (\$M)	14.7	15.0	15.3	15.7
Non-Tax Revenues (\$M)	(16.3)	(16.4)	(16.5)	(16.8)
Net Expenditures (\$M)	(1.6)	(1.4)	(1.2)	(1.1)
Increase/(Decrease) - Year over Year		-	-	-
2019 Outlook		-	-	-
FTEs - Total	85.0	85.0	86.0	86.0
- New		-	1.0	-
2019 Outlook (new FTEs)		-	1.0	-

Numbers may not add up due to rounding

FINANCIAL INITIATIVES AND OTHER — 2020 GROSS SPENDING

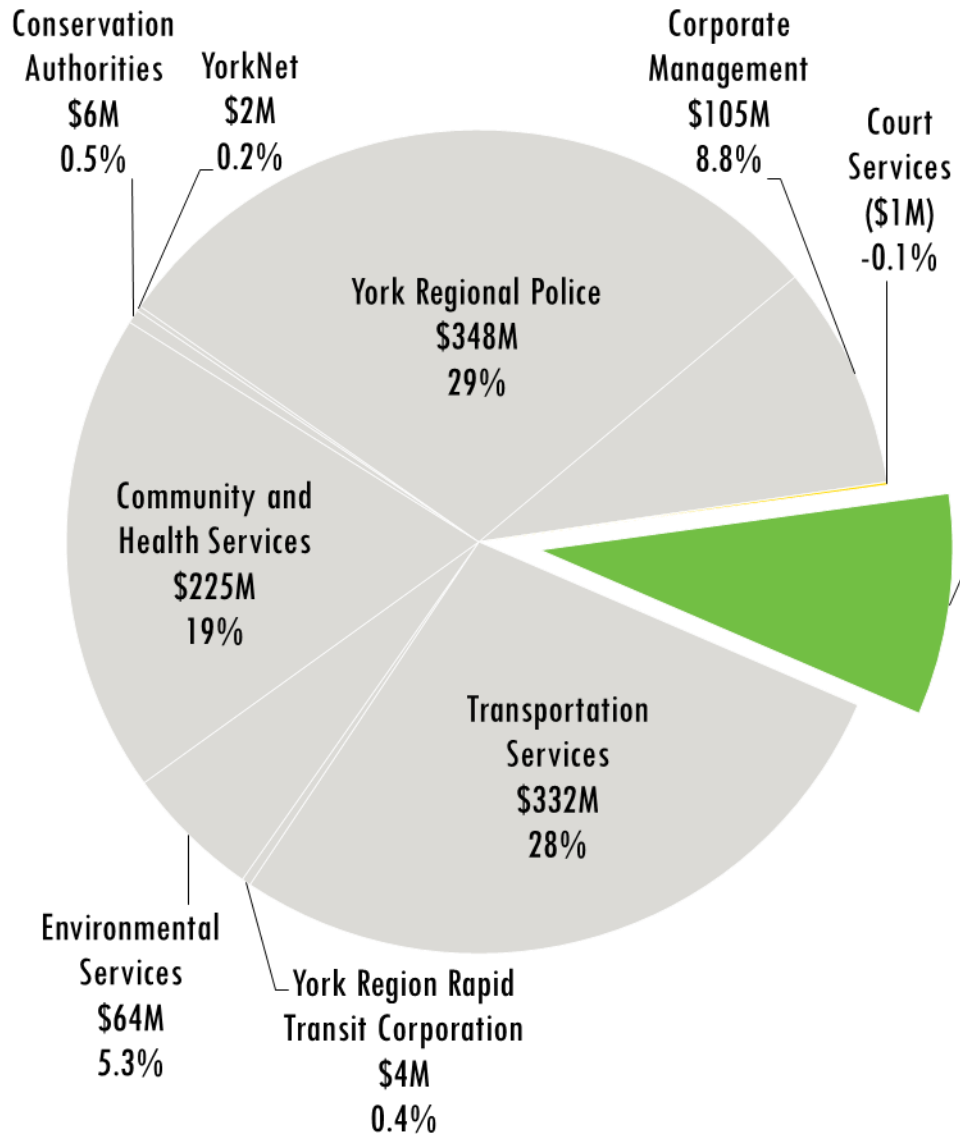


Financial Initiatives and External Partners \$126M 5.1%

	\$M	%
Financial Initiatives	92.1	3.7
External Partners:		
MPAC	22.1	0.9
Hospital Funding	7.0	0.3
GO Transit	2.5	0.1
Innovation Investment Fund	2.0	0.1
Financial Initiatives and Other Total	125.6	5.1

Numbers may not add up due to rounding

FINANCIAL INITIATIVES AND OTHER — 2020 NET SPENDING



Financial Initiatives and External Partners \$103M 8.7%

	\$M	%
Financial Initiatives	72.4	6.1
External Partners		
MPAC	22.1	1.9
Hospital Funding	7.0	0.6
Innovation Investment Fund	2.0	0.2
GO Transit	-	-
Financial Initiatives and Other Total	103.4	8.7

Numbers may not add up due to rounding

FINANCIAL INITIATIVES AND OTHER — BUDGET OVERVIEW

	APPROVED	PROPOSED	OUTLOOK	
	2019	2020	2021	2022
Gross Expenditures (\$M)	116.4	125.6	129.9	129.9
Non-Tax Revenues (\$M)	(20.3)	(22.2)	(22.7)	(23.2)
Net Expenditures (\$M)	96.2	103.4	107.2	106.7
Increase/(Decrease) - Year over Year		7.6%	3.6%	-0.5%
2019 Outlook		(2.8)%	4.6%	-
FTEs - Total	-	-	-	-
- New	-	-	-	-
2019 Outlook (new FTEs)	-	-	-	-

Numbers may not add up due to rounding

PROPOSED SAVINGS INITIATIVES

Category 1: Efficiencies

- **\$0.8M in 2020**
\$10.7M over three years
- Budget rationalization to reflect expected spending
- Planning and engineering fees moving towards full cost recovery

Category 2: Service Level Adjustment

- **\$0 in 2020**
\$0.6M over three years
- Changes to Innovation Investment Fund contributions

Category 3: Risk Tolerance and Other

- **\$10.2M in 2020**
\$34.5M over three years
- Changes to hospital capital spending
- Removal/deferral of planned staff growth
- Increase in fine revenue projections

Note: savings over three years are cumulative

CAPITAL BUDGET

CAPITAL PLAN BUDGET HIGHLIGHTS



CORPORATE MANAGEMENT & COURTS — 10-YEAR CAPITAL PLAN

Page
267-275

Community and Health Services, \$332M, 4.7%

Environmental Services
\$2,707M
38%

\$588M
8.3%

Transportation Services
\$3,137M
44%

York Region Rapid Transit Corporation, \$90M, 1.3%

YorkNet, \$49M, 0.7%

York Regional Police, \$194M, 2.7%

Corporate Management

- Property Services, \$379M, 5.3%
- Finance, \$208M, 2.9%

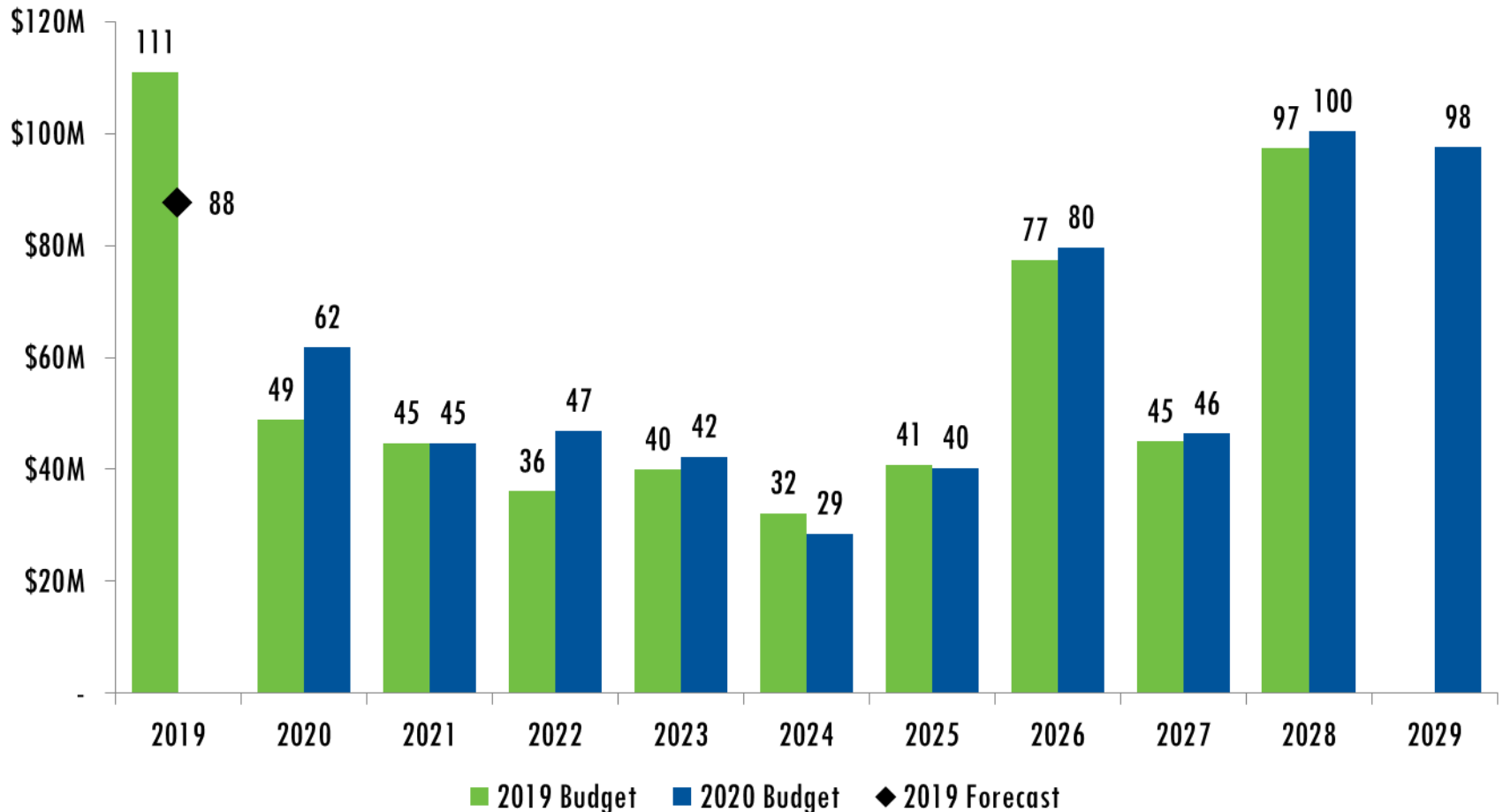
Court Services, \$1M, 0.02%

Proposed Capital Budget	\$M
2020 Capital	\$62
2020 Capital Spending Authority	\$162

Numbers may not add up due to rounding

2020 PROPOSED BUDGET COMPARED TO 2019 BUDGET

Corporate Management and Court Services' proposed 10-year capital budget is \$588M which is \$15M more than last year



Numbers may not add up due to rounding

WRAP UP

MULTI-YEAR BUDGET OVERVIEW

OPERATING BUDGET

	APPROVED	PROPOSED	OUTLOOK	
	2019	2020	2021	2022
Gross Expenditures (\$M)	242.1	259.8	264.8	270.7
Non-Tax Revenues (\$M)	(50.1)	(52.9)	(53.6)	(55.6)
Net Tax Levy (\$M)	192.0	206.9	211.2	215.1
FTEs - Total	770.0	784.0	792.0	802.0
- New		14.0	8.0	10.0

CAPITAL BUDGET

2020 Capital Expenditures (\$M)	61.8
Total Capital Spending Authority (\$M)	162.1

Includes Corporate Management, Court Services, Financial Initiatives and External Partners

Numbers may not add up due to rounding

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 2020 operating budget and the 2021 to 2022 operating outlook, as summarized in Attachment 1.
 - b. The savings initiatives as summarized in Attachment 2.
 - c. The 2020 capital expenditures and the 2020 Capital Spending Authority, as summarized in Attachment 3.
2. The recommended budget be consolidated by the Commissioner of Finance and Regional Treasurer for consideration by Council on December 19, 2019.