

Clause 6 in Report No. 9 of Committee of the Whole was adopted, without amendment, by the Council of The Regional Municipality of York at its meeting held on May 17, 2018.

6

2014 - 2018 Council Accomplishments and Highlights –  
Finance and Administration

Committee of the Whole recommends adoption of the following recommendation contained in the report dated May 1, 2018 from the Chief Administrative Officer:

1. Council receive this report for information.
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Report dated May 1, 2018 from the Chief Administrative Officer now follows:

1. Recommendations

It is recommended that Council receive this report for information.

2. Purpose

This report highlights some of the major accomplishments, events and successes of Regional Council during the 2014 – 2018 term through the Finance and Administration section of Committee of the Whole.

3. Background and Previous Council Direction

The Finance and Administration section of the Committee of the Whole provides strategic advice to Regional Council on corporate management matters. It ensures the efficient and sustainable management of York Region's finances. In addition, Finance and Administration is responsible for procurement, information technology, Regional property, human resources, legislative and record keeping services, and for managing the legislative requirements for court administration for cases prosecuted under the Provincial Offences Act.

Accomplishments support priorities in the 2015-2019 Corporate Strategic Plan

In 2015, Council endorsed the [2015-2019 Corporate Strategic Plan](#) which represents the Region's commitment to making progress in the following strategic priority areas:

- Strengthen the Region's Economy
- Support Community Health and Well-being
- Manage Environmentally Sustainable Growth
- Provide Responsive and Efficient Public Service

The accomplishments outlined in this report demonstrate Council's commitment to the 2015-2019 Corporate Strategic Plan. They are also in alignment with the Regional Official Plan, 2010, and Vision 2051.

#### 4. Analysis and Implications

Finance and Administration supported policies and initiatives that contributed to the effective operation of the Regional government

Sample goals and initiatives that were accomplished by Finance and Administration over the last four years are outlined below and illustrated in Attachment 1.

##### STRENGTHEN THE REGION'S ECONOMY

York Region was able to advance key infrastructure projects to further connect people, goods and services

- The Region leveraged major federal and provincial cost-matching infrastructure programs to deliver key Regional infrastructure projects. This includes \$91.3 million in federal and Metrolinx funding for the design and engineering of the Yonge-North Subway Extension, \$34.8 million in federal and provincial funding through the Clean Water and Wastewater Fund, and \$1.5 million in federal funding through the Railway Safety Improvement Program.

- The Region acquired 361 property interests through expropriation or negotiated agreements to make way for the development of the vivaNext rapid transit corridors along Davis Drive, Yonge Street and Highway 7 in several municipalities in the Region. Construction of the vivaNext project is being managed by York Region Rapid Transit Corporation, and the project is part of the comprehensive rapid transit network that connects the Region's urban centres and supports our growing communities.

## PROVIDE RESPONSIVE AND EFFICIENT PUBLIC SERVICE

Council approved the Region's first multi-year budget in 2014 which, along with other financial planning initiatives, contributed to increased predictability and fiscal discipline

- Throughout this term of Council, the Region developed sustainable budgets that responded to service and infrastructure needs. Reflective of Regional growth, the Region's combined operating and capital budget is now the third largest amongst Ontario municipalities. York Region is one of few municipalities in Canada to develop and implement a multi-year budget.
- As part of the annual budget process, an average of approximately \$3.1 million in operating program reductions, efficiencies, and savings was identified each year during the 2015-2018 multi-year budget.
- The Water and Wastewater Financial Sustainability Plan was developed to provide comprehensive analysis in order to address increased system capacity, a growing asset base, and a more constrained financial position. As a result of this work, the Region will achieve full cost recovery by 2021 – an achievement that few other North American municipalities have attained.

Council approved the first Regional Fiscal Strategy in 2014, which has furthered the Region's ability to remain fiscally prudent and financially sustainable

- The Fiscal Strategy has evolved throughout 2014 to 2018, resulting in a decline in forecasted outstanding peak debt from \$5 billion (expected in 2020) to \$2.9 billion in 2017. Furthermore, new tax levy debt and user rate debt are not forecasted to be issued for the next ten years.
- Council endorsed annual long-term debt management plans that met the requirements of the Province's Annual Repayment Limit (which included

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York Region's growth- related component) for debt servicing and other financial obligations.

- During 2014 to 2017, the Region increased its efforts to save for the future, with particular focus on saving for asset replacement and debt reduction. Total reserves increased by \$679 million from 2014 to 2017 and are expected to grow by \$2.2 billion over the next ten years, reaching \$4.5 billion by 2027.
- To further reduce its reliance on debt, the Region began advocating for new revenue raising powers to allow the Region to support the substantial population and employment growth mandated under the Growth Plan in a financially sustainable way.

Council passed the 2017 Development Charge Bylaw and policies

- In 2017, an updated Development Charge Bylaw was passed with the inclusion of a new 36-month deferral policy for purpose-built high density rental buildings in the Region. In 2018, the Bylaw is expected to be further amended to incorporate additional growth-related roads projects. Net development charge collections totaled \$1.24 billion from 2014 to 2017.

Council supported strategies and policies to prudently and effectively manage Regional investments, which contributed to increased Regional investment returns and demand for the Region's debenture offerings

- During 2014 to 2017, general fund portfolio returns averaged approximately 3.4% annually, significantly exceeding benchmarks. Average annual realized returns during this period were approximately \$74.6 million. Returns for the Region's sinking funds averaged 3.7% annually during this period, well in excess of sinking fund requirements. The surplus in the sinking fund portfolio increased by \$22.0 million over the four year period.
- The Region built-out the investor relations program, which encouraged strong investor demand for York Region's debenture offerings. From 2014 to 2018, 29 new investors bought York Region's bonds, including new U.S. and international investors. A total of \$1.35 billion of debentures were issued from 2014 to 2018 to help fund the capital program. Notwithstanding the recent increase in market interest rates, the Region was able to obtain its historically lowest cost of financing in Fall 2016.

Council approved a strategy to maximize collection of Provincial offences fines

- Approved an updated *Provincial Offences Act* Collection Strategy in an effort to maximize default fine collection efforts and increase fine revenue. Default fines payable to the Region reached approximately \$45M as of December 31, 2015. The updated policy improved strategic use of collection agencies and permitted the use of property tax roll collection and use of additional civil enforcement mechanisms.
- As a result of Regional Council's approval to implement a revised collection strategy in 2016, collections have increased by 22%. The strategy allowed Court Services to increase its internal collection capacity, improved use of collections agencies, collection of fines through property tax rolls, use of civil enforcement tools and cost recovery for collection activities.

Supported the principles of good government by making informed decisions and increasing transparency and accountability

- From 2014-2018, the Region processed 90% of formal Freedom of Information requests within the legislated 30-day timeframe under the Municipal Freedom of Information and Protection of Privacy Act. During this time, a total of 957 requests were processed through the Office of the Regional Clerk.
- Council received and considered 969 reports during this term to advance Regional priorities and make informed decisions.

Enabled better performance and customer service through strategic planning, continuous improvement, and program efficiencies

- Endorsed the 2015 to 2019 Strategic Plan tabled with the 2015 to 2018 Regional Budget. Achievements of the Strategic Plan are profiled in York Region's Annual Community Reports on 48 measures of progress.
- Appointed a municipal ombudsman to further demonstrate leadership in transparent and accountable government. The independent firm, ADR Chambers, receives reviews and investigates complaints from members of the public.
- Established various task forces and working groups to further advance council priorities. These include the: Transportation Task Force, Seniors Strategy Task Force, Planning Advisory Committee and the Broadband

Task Force. Building on the success of the Broadband Task Force, the York Telecom Network (and Board of Directors) was established as a separate business to develop, build and operate the Region's fibre network assets.

- Started construction on York Region's new Administrative Centre Annex building. When complete, the new facility will provide residents with better access to community, health and court services in one central location. Located next to the Administrative Centre the Annex will improve business synergies and operational efficiencies between the two facilities. Over a 30-year period, significant savings are expected by consolidating a variety of satellite locations throughout the Newmarket and surrounding area.
- Advocated for legislative reform to permit enforcement of automated speed enforcement by administrative monetary penalties.
- Court Services staff provided customer service through 650,000 public interactions with the public at two Court locations (Newmarket and Richmond Hill) both in-person and by telephone in this term of Council. York Region's POA Court program is the second largest in the Province (by number of charges filed) and is second to the City of Toronto. Staff continue to advocate for changes that will simplify and streamline the court system in an effort to enhance customer service.

Supported the development and modernization of technology resources that enable delivery of Regional programs and services

- Supported the modernization and streamlining of the Region's procurement processes through the implementation of electronic bidding and tendering on Regional procurements. Electronic procurement has significantly reduced the instances of bidder non-compliance, and has virtually eliminated the possibility of human error in the tendering process. In addition, this project has helped to improve the Region's relationship with its bidding community and reduced the amount of paper generated by the procurement process.
- Launched the Customer Relationship Management (CRM) system in Transit call centres in 2014 and Access York in 2015. The CRM optimized business processes with respect to customer service best practices by providing an enhanced and consistent service experience to individuals contacting the Region, regardless of contact channel.
- Supported the development of the York Region mobile application and increasing social media presence to provide residents with more and easier ways to connect with the Region and access Regional Services. The mobile app provides residents with a unified and consistent user

experience by ensuring there is consistency with the Region's branding, content and data across all channels, including York.ca, Access York Region's Salesforce CRM, and YorkMaps.

- Supported York Region's Open Data program and improved its ranking on the Open Cities Index, a Canadian benchmarking initiative ranking government open data programs, up 22 positions from 2016 becoming 14<sup>th</sup> in Canada. Through Council's support 195 datasets have been released. Along with being available for download, York Region's open data is used within Waze, an application informing users of traffic conditions, and Yelp.com, a website providing users with reviews and health information of restaurants. As a result, York Region saw over 8,500 data downloads in 2017 and has seen over 30,000 downloads since 2012.
- Council supported the use of social media to better engage with the public. An increased social media presence provides residents with more and easier ways to connect with the Region. During this Council's term, the use of York Region's social media channels nearly doubled (Facebook likes increased by 42%, Twitter followers increased by 47%, and LinkedIn followers grow by 55%). While audiences grew, so did the number of those engaging with York Region on social media. By the end of this Council term, for example, York Region saw an average engagement rate of 1.5 per cent on its Facebook page, which is well above the cross-industry average engagement rate of 0.2 per cent.

## SUPPORT COMMUNITY HEALTH AND WELL-BEING

Supported initiatives delivered by Regional departments and external partners to help achieve the Region's human services objectives

- Approved the Mackenzie Vaughan Hospital project and funding of eligible costs through a draw of the hospital's full share under the Region's 2009 Hospital Capital Funding Memorandum of Understanding (MOU). The new Mackenzie Vaughan Hospital will be the first new hospital within the City of Vaughan and is expected to be completed by 2020. The Region will fund eligible capital costs of \$143 million to be paid from the Hospital Financing Reserve to the hospital between 2017 and 2031. Annual payments from 2018 onwards will be adjusted for the rate of change in assessment growth and will incorporate paramedic off-load targets.
- Allocated, as part of the 2015-2018 multi-year budget, a total of approximately \$57.2 million over four years in funding to local hospitals for capital development projects.

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- Committed \$25 million to the development of a York University Campus in the City of Markham.
- Hosted the Pan Am and ParaPan Am events, with approximately 7,000 athletes from 41 countries taking part in nearly 400 events across the Greater Toronto Area.

## MANAGE ENVIRONMENTALLY SUSTAINABLE GROWTH

Supported initiatives delivered by Regional departments and external partners to help achieve the Region's environmental objectives

- Allocated, as part of the 2015-2018 multi-year budget, a total of approximately \$60.6 million over four years to the Lake Simcoe Region Conservation Authority and the Toronto and Region Conservation Authority for operating and capital expenditures to support water protection, land conservation, and environmental education initiatives.

### 5. Financial Considerations

There are no direct financial implications associated with this report. The costs of implementing the programs and initiatives cited in this report have been managed by Council in its administration of annual budgets between 2014 and 2018, and longer-term financial planning.

### 6. Local Municipal Impact

While effective and efficient programs and services provide an overall benefit to Regional residents, certain initiatives may have more specific or apparent local impacts. Examples of these initiatives include capital funding for local hospitals and funding to Conservation Authorities that implement projects in specific sites around the Region.

### 7. Conclusion

By supporting and enabling various corporate management programs and processes, Finance and Administration helped ensure the effective and efficient operation of the Regional government during this term of Council.



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For more information on this report, please contact Bruce Macgregor, Chief  
Administrative Officer at 1-877-464-9675 ext. 71200.

The Senior Management Group has reviewed this report.

May 1, 2018

Attachments (2)

#8419558

Accessible formats or communication supports are available upon request

# Finance and Administration

# ACCOMPLISHMENTS

2014 to 2018

## PROVIDE RESPONSIVE AND EFFICIENT PUBLIC SERVICE

**\$679**

million added  
to reserves



Approximately

**\$3.1**

million saved annually  
through rigorous  
budget process

### TO BETTER CONNECT WITH RESIDENTS:

developed York Region mobile app



grew social media followers to:

16,467

19,969

18,600

2,990

Leveraged

**\$91.3** million



in federal/provincial cost-matching  
programs to advance Yonge-North  
subway extension

Provincial Offences Act  
fine collection rate  
increased by

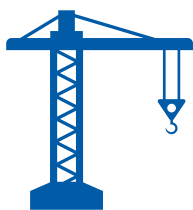
**22%**

**\$25** million



committed to the development  
of a York University Campus  
in the City of Markham

Annex construction commenced  
to better serve residents and save



**\$26**

million over  
30 years

Fiscal Strategy developed  
to reduce reliance  
on debt



Multi-year budget  
implemented to increase  
predictability and fiscal prudence

**175**

open datasets  
released to improve  
access to Regional  
information

## SUPPORT COMMUNITY HEALTH AND WELL-BEING

GTA Top  
Employer  
award from  
2014-2016



Best Employers  
for Diversity and  
Young People awards  
for 2017-2018

Hospitals in York Region  
supported with

**\$57.2** million  
in funding  
over four  
years

York Region

# KEY ACCOMPLISHMENTS IN THIS TERM OF COUNCIL INCLUDE:

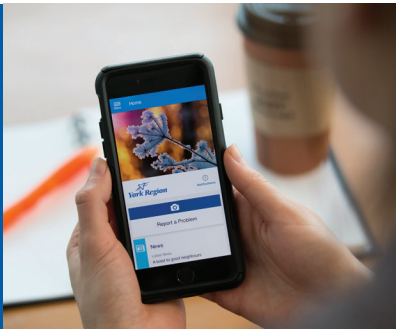
## FINANCE



### Effectively managed the Region's finances

- The Fiscal Strategy has evolved throughout 2014 to 2018, resulting in a decline in forecasted outstanding peak debt from \$5 billion (expected in 2020) to \$2.9 billion in 2017
- Total reserves increased by \$679 million from 2014 to 2017 and are expected to grow by \$2.2 billion over the next 10 years, reaching \$4.5 billion by 2027
- During 2014 to 2017, general fund portfolio returns averaged approximately 3.4% annually, significantly exceeding benchmarks
- Built-out the investor relations program, which encouraged strong investor demand for York Region's debenture offerings

## COMMUNICATIONS



### Utilized technology to better connect with residents

- Supported the use of social media and increased York Region's Facebook likes by 42%, Twitter followers by 47% and LinkedIn followers by 55% since 2014
- Developed the York Region mobile application to provide residents with an easier way to connect with the Region and access services
- Built up York Region's Open Data program and increased the Region's ranking on the Open Cities Index by 22 positions from 2016, achieving 14th in Canada

## COURTS



### Improved the collection of Provincial Offences fines

- Approved an updated Provincial Offences Act Collection Strategy to maximize default fine collection efforts and increase fine revenue
- Default fines payable to the Region reached approximately \$45M as of December 31, 2015
- Administered 634, 454 *Provincial Offence Act* charges
- Provided over 650,000 in person or telephone services

## EMPLOYMENT AWARDS



### Established the Region as an effective, progressive and inclusive employer

- Received:
  - Top Employer award in the GTA in 2014, 2015 and 2016
  - Top Diversity Employer in 2015, 2017 and 2018
  - Top Employer for Young People in 2017 and 2018

## INFRASTRUCTURE



### Approved the Mackenzie Vaughan Hospital project

- The new Mackenzie Vaughan Hospital will be the first new hospital within the City of Vaughan and is expected to be completed by 2020
- The Region will fund eligible capital costs of \$143 million to be paid from the Hospital Financing Reserve to the hospital between 2017 and 2031

### Began construction of York Region's new Administrative Centre Annex

- Construction of York Region's new Administrative Centre Annex began in 2017
- When complete, the new facility will provide residents with better access to community, health and court services. Over a 30-year period, significant savings are expected by consolidating a number of satellite locations

Several awards were received by the Region during this term of Council including:

- **Government Finance Officers Association (GFOA) Canadian Award for Financial Reporting, 2015 & 2016:** Creating the unified, streamlined Community Report that consolidates the Region's strategic and financial reporting to Council and the public. The report allows the Region to provide a more complete and comprehensive update on its performance by identifying both financial and non-financial indicators. The 2015 and 2016 Community Reports received the Government Finance Officers Association (GFOA) Canadian Award for Financial Reporting.
- **GFOA Popular Award for Financial Reporting, 2015 & 2016:** The Region also publishes a Community Report Highlights document that is specifically designed to be readily accessible and easily understandable to the general public. The 2015 and 2016 Community Report Highlights received the GFOA Popular Award for Financial Reporting, making the Region one of few Canadian municipalities to obtain this recognition. It was also recognized by the International Association of Business Communicators for excellence in effective communications.
- **GFOA Award for Distinguished Budget Presentation, 2015, 2016 & 2017:** York Region has now received the award for 13 consecutive years for multi-year budgets.
- **Award of Merit - International Association of Business Communicators (IABC), 2014:** Award received for York.ca for a user-centric approach to successful website development.
- **Web Award - Outstanding Website – Web Marketing Association, 2014:** Award received for York.ca for a user-centric approach to successful website development
- **Salesforce.com Cloud Computing Innovation Award, 2015:** Award is presented to organizations that are leading service transformation through the adoption of cloud computing and contributing to the building of a culture of excellence in the Canadian public sector.
- **Top Employer from Mediacorp Canada:** Awards received for effective, progressive and inclusive employee initiatives and community involvement, specifically:
  - Top Employer in the GTA 2014, 2015 and 2016
  - Top Diversity Employer 2015, 2017, 2018
  - Top Employer for Young People 2017, 2018

- **International Association of Business Communicators, 2016 & 2017:** Award received for Corporate Communications Department of the Year in 2016 and 2017.
- **Excellence in Municipal Systems Award, 2016:** Award received for the Region's York Info Partnership and Open Data Program.
- **Leadership in Energy and Environmental Design (LEED) Platinum for the Bill Fisch Forest Stewardship and Education Centre, 2017:** Awarded Leadership in Energy and Environmental Design (LEED®) Platinum certification by the Canada Green Building Council. Platinum is the highest level of certification in the LEED® green building rating system. This is the first LEED® Platinum certification York Region achieved for a Region-owned building.

The Bill Fisch Forest Stewardship and Education Centre received the following awards during this term of Council:

- 2016 – Ontario Public Works Association Project of the Year in the area of Historic Restoration and Preservation
  - 2016 – Professional Engineers of Ontario (York Region Chapter) - Engineering Project of the Year
  - 2015 Green Building Wood Design Award by Ontario Wood Works
- **Municipal Court Managers' Association of Ontario, 2017:** Award received by the Director of Court Operations for innovation.