

Clause 4 in Report No. 21 of Committee of the Whole was adopted, without amendment, by the Council of The Regional Municipality of York at its meeting held on December 17, 2015.

4

2016-2018 Budget – Corporate Management, Financial Initiatives,
Court Services, and Boards and Authorities

Committee of the Whole recommends:

1. Receipt of the presentation by Mike Walters, Chief Administrative Officer, Lake Simcoe Region Conservation Authority.
2. Receipt of the presentation by Brian Denney, Chief Administrative Officer, Toronto and Region Conservation Authority.
3. Receipt of the presentation by Bruce Macgregor, Chief Administrative Officer.
4. Adoption of the following recommendations contained in the report dated November 25, 2015 from the Commissioner of Finance:
 1. The Committee of the Whole recommends the budget as submitted for Corporate Management, Financial Initiatives, Court Services, and Boards and Authorities as follows:
 - (a) The 2016 operating budget and the outlook for 2017 to 2018, as summarized in Attachment 1.
 - (b) Capital Spending Authority as summarized in Attachment 2.
 2. That the recommended budget be consolidated by the Treasurer for consideration by Council on December 17, 2015.
 3. Committee authorize the release of conditional funding of \$500,000 for the Toronto and Region Conservation Authority's (TRCA) Kortright municipal servicing capital project, subject to the TRCA securing all required permits from the City of Vaughan.

1. Recommendations

It is recommended that:

1. The Committee of the Whole recommends the budget as submitted for Corporate Management, Financial Initiatives, Court Services, and Boards and Authorities as follows:
 - a) The 2016 operating budget and the outlook for 2017 to 2018, as summarized in Attachment 1.
 - b) Capital Spending Authority as summarized in Attachment 2.
2. That the recommended budget be consolidated by the Treasurer for consideration by Council on December 17, 2015.
3. Committee authorize the release of conditional funding of \$500,000 for the Toronto and Region Conservation Authority's (TRCA) Kortright municipal servicing capital project, subject to the TRCA securing all required permits from the City of Vaughan.

2. Purpose

This report provides a summary of the 2016-2018 Operating and Capital Budget for Corporate Management, Financial Initiatives, Court Services, and Boards and Authorities for consideration by Committee.

3. Background

In February 2015 Council approved an outlook for 2016, 2017 and 2018

As part of the 2015-2018 Budget, Council approved an outlook for the operating budget for 2016, 2017 and 2018. This approved outlook formed the starting point for this year's budget. While adjustments to the outlook are a natural part of a multi-year budget process, departments were expected to live within their outlook. The 2016-2018 operating budget reflects any revisions that have been made to the previously approved outlook.

The 2016 Budget was tabled on November 19, 2015

The consolidated 2016-2018 Operating and Capital Budget was tabled with Council on November 19, 2015. It was received and referred to the December meetings of Committee of the Whole for consideration and recommendation.

The 2016 Budget Directions report, approved by Council on May 21, 2015, outlined the proposed timelines and indicated that the 2016 to 2018 budget would be approved in December 2015, as long as Council is satisfied with it through the review process.

A three-year operating budget was tabled for Council's consideration

The operating budget presented is a three-year budget that spans the remaining years of Council's term. Council is asked to approve the budget for 2016 and the outlook for 2017 to 2018. The approved outlook will then form the basis for the budget process in subsequent years. Council can still change the budget each year in response to changing circumstances and new information.

Multi-year commitments for capital projects are proposed as part of the budget process

Many complex capital projects span several years of planning, design and construction, requiring multi-year spending authority.

Capital Spending Authority is requested for projects with contractual and other clear or certain multi-year commitments. As in previous years, Council is asked to approve multi-year Capital Spending Authority for capital projects.

4. Analysis and Options

Operating Budget (pages 143, 169, 179 and 183)

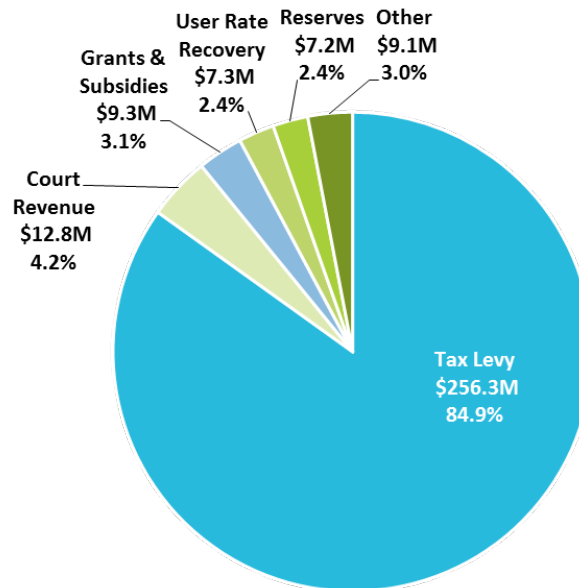
Corporate Management, Financial Initiatives, Court Services, and Boards and Authorities are largely funded through tax levy

The budget shows both the gross expenditures (total spending) and the net tax levy (the portion of the budget paid for by the tax levy).

Corporate Management, Financial Initiatives, Court Services, and Boards and Authorities total gross spending for 2016 is \$301.9 million. As shown in Graph 1 below, the tax levy pays for 84.9% of the services provided by these parts of the

organization. The rest of the funding mostly comes from court revenues, grants and subsidies and reserves.

Graph 1
Gross expenditures of \$301.9 million are primarily funded by tax levy



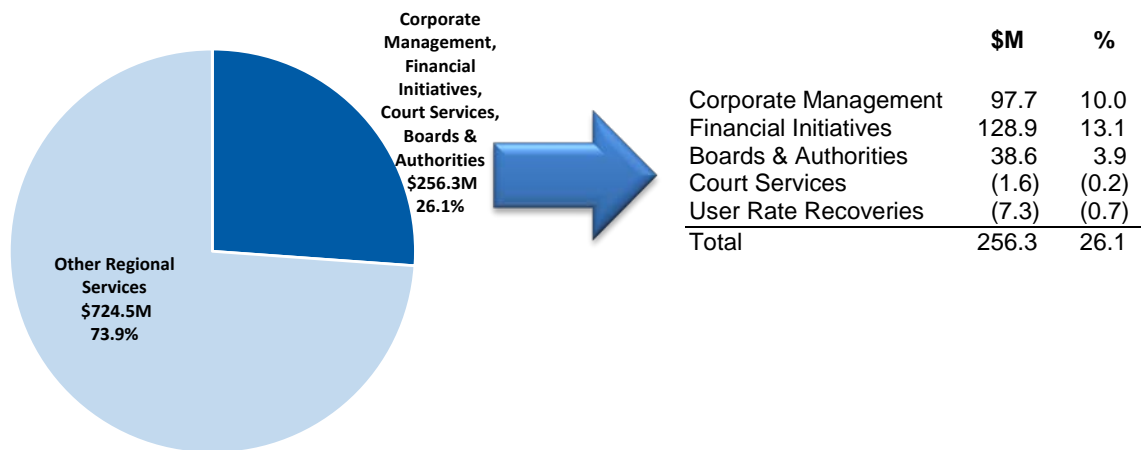
The proposed budget for Corporate Management, Financial Initiatives, Court Services and Boards and Authorities reflects net operating expenditures of \$256.3 million in 2016

The 2016-2018 Operating Budget includes the cost of providing:

- Base services
- Legislated and contractual requirements
- Fiscal strategy requirements
- Impact of capital
- Growth
- Service enhancements.

The proposed budget for Corporate Management, Financial Initiatives, Court Services, and Boards and Authorities is \$256.3 million, or 26.1% of the total 2016 proposed Regional net operating expenditures, as shown in Graph 2 below.

Graph 2
Corporate Management, Financial Initiatives, Court Services, and Boards and Authorities accounts for 26.1% of the tax dollar



The proposed budget also includes a proposed outlook for 2017 and 2018.

Table 1 in Attachment 1 summarizes the proposed gross and net operating budgets for 2016 and the outlook for 2017 to 2018. The figures shown on Table 1 for Hospital Capital Funding have been revised slightly (by \$1,000 in 2017 and \$3,000 in 2018) from those shown on page 187 of the budget book. This correction does not have any impact on the consolidated operating budget or the tax levy increases in 2017 and 2018.

Corporate Management, Financial Initiatives, Court Services, and Boards and Authorities are within the approved outlook for all years

Collectively the Corporate Management, Financial Initiatives, Court Services, and Boards and Authorities' proposed 2016 budget and outlook for 2017 and 2018 are within the outlook approved as part of the 2015 to 2018 Budget.

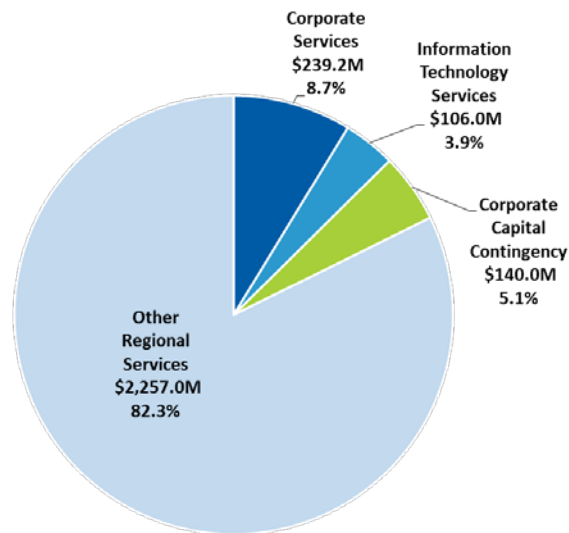
Capital Budget (pages 45 and 161)

Approval of Capital Spending Authority of \$485.3 million in 2016 is requested for Corporate Management, Financial Initiatives, Court Services, and Boards and Authorities

The capital budget includes new infrastructure projects in support of growth, rehabilitation and replacement of existing infrastructure and service enhancement.

The proposed Capital Spending Authority for Corporate Management, Financial Initiatives, Court Services, and Boards and Authorities is \$485.3 million, or 17.7% of the total Regional 2016 Capital Spending Authority, as shown below in graph 3.

Graph 3
Corporate Management, Financial Initiatives, Court Services and Boards and Authorities account for 17.7% of 2016 Capital Spending Authority



Attachment 2 summarizes the 2016 Capital Spending Authority by program and shows the associated financing sources for Corporate Management, Financial Initiatives, Court Services, and Boards and Authorities. Details on the individual projects included in the program groups are available in the 2016 to 2018 Budget book.

[Link to key Council-approved plans](#)

The 2016 to 2018 budget for Corporate Management, Financial Initiatives, Court Services, and Boards and Authorities reflects the directions and strategies set out in *Vision 2051* and the *York Region Official Plan*. The budget is also supportive of the objectives outlined in the *2015 to 2019 Strategic Plan*.

5. Financial Implications

The net operating budget for Corporate Management, Financial Initiatives, Court Services, and Boards and Authorities totals \$256.3 million in 2016 and includes an outlook for 2017 to 2018, as summarized in Attachment 1. Council will have an opportunity to make adjustments to the outlook in subsequent years.

The proposed 2016 Capital Spending Authority reflects a multi-year commitment of \$485.3 million, as summarized in Attachment 2. Expenditures not identified as part of Capital Spending Authority but contained within the Ten-Year Capital Plan are provided for planning purposes and will be brought forward for formal approval in subsequent budget years.

Approval to release conditional funding for the Toronto and Region Conservation Authority's (TRCA) Kortright municipal servicing project is requested

Council approval is requested to release previously approved conditional funding of \$500,000 in 2015 to the TRCA to support the Kortright Centre municipal servicing project. The funding was approved subject to the TRCA obtaining a matching contribution from its other funding partners. In June 2015, TRCA staff advised that partner funding was confirmed through the reprioritization of existing funding from the Region of Peel (\$200,000), City of Toronto (\$100,000) and the Ontario Power Authority (\$200,000).

On September 24, 2015, a report supporting the release of funds was provided to Council, which directed that the request be considered as part of the 2016 budget process.

Regional staff worked with TRCA staff and confirmed that the TRCA multi-year funding plan, including the requested \$500,000 in 2015, includes necessary funding to complete the Kortright Centre municipal servicing project. The total estimated project cost is \$2.51 million and the project is expected to be completed in 2017.

As part of the 2016 budget process, TRCA officials inquired about the possibility of a property tax reimbursement for its administrative offices at 101 Exchange Way in the City of Vaughan. The TRCA temporarily relocated to this leased facility from its offices at Black Creek Pioneer Village in the City of Toronto in early 2015. While an exemption for the TRCA is not possible under the *Municipal Act*, Regional staff will explore potential measures to reduce property taxes for the TRCA.

6. Local Municipal Impact

The Region provides essential services to the residents and businesses in York Region. The challenge of meeting growing demands for service and improving service delivery is addressed through the Region's business planning process. The Region's investments support local municipalities.

7. Conclusion

This report sets out the proposed 2016-2018 budget for Corporate Management, Financial Initiatives, Court Services, and Boards and Authorities. To facilitate the completion of the budget process, it is recommended that the Committee's recommendations be forwarded to Council for consideration on December 17, 2015.

For more information on this report, please contact Kelly Strueby, Director, Office of the Budget, at ext. 71611.

The Senior Management Group has reviewed this report. December 3, 2015

Attachments (2)

6439314

Accessible formats or communication supports are available upon request

**2016 to 2018 Budget Summary for Corporate Management, Financial Initiatives,
Court Services and Boards and Authorities**

Proposed Operating Budget Expenditures

(in \$000s)

Department	Page No.	2016 Proposed		2017 Outlook		2018 Outlook	
		Gross	Net	Gross	Net	Gross	Net
Corporate Management:							
Chair and Council	151	2,184	2,184	2,222	2,222	2,261	2,261
Office of the CAO	151	5,816	5,477	5,948	5,606	6,217	5,873
Legal Services	151	5,440	5,036	5,654	5,243	6,074	5,658
Financial Management	151	16,283	14,399	16,576	14,842	17,305	15,428
Information Technology Services ¹	151	25,448	25,448	25,822	25,822	26,442	26,442
Communications, Information and Data	151	9,937	9,674	10,554	10,289	11,186	10,918
Human Resource Services	151	7,918	7,854	7,928	7,864	8,248	8,184
Property Services ¹	151	21,888	20,879	22,489	21,480	23,227	22,218
Planning and Economic Development	151	9,022	6,727	9,309	7,015	9,501	7,207
		103,937	97,680	106,502	100,384	110,460	104,187
Financial Initiatives ²	182	145,729	128,937	170,192	154,304	185,065	169,540
Boards and Authorities:							
Conservation Authorities ³	187	5,703	5,703	5,948	5,948	6,107	6,107
Hospital Capital Funding	187	14,176	14,176	14,437	14,437	14,691	14,691
MPAC	187	18,729	18,729	19,282	19,282	19,852	19,852
GO Transit	187	2,500	-	2,500	-	2,500	-
		41,109	38,609	42,167	39,667	43,151	40,651
Court Services	174	11,156	(1,617)	11,322	(3,275)	11,485	(3,329)
Recovery from User Rate	54/55		(7,279)		(7,407)		(7,606)
Total⁴		301,931	256,330	330,183	283,673	350,161	303,443

¹ Includes contributions to capital

² Financial Initiatives includes the Fiscal Strategy and non-program and financial items

³ Conservation Authorities also receive funding from Water & Wastewater capital and Roads operating budgets.

⁴ Numbers may not add due to rounding

Note: Net operating expenditures= tax levy

2016 Capital Spending Authority (CSA)
Corporate Management, Financial Initiatives, Court Services, and Boards and Authorities

Information Technology Services	Page No.	2016 CSA \$000s
Program Expenditures:		
Information Technology Services	161	106,044
Total 2016 Capital Spending Authority		106,044
Financing Sources:		
Reserves	161	106,044
Total Financing Sources		106,044

Property Services and Planning	Page No.	2016 CSA \$000s
Program Expenditures:		
Property Services:		
Business Initiatives ¹	161	231,750
Rehabilitation & Repair	161	6,013
Planning and Economic Development	161	1,460
Total 2016 Capital Spending Authority		239,223
Financing Sources:		
Current Tax Levy - Reserves	161	146
Debt Reduction Reserve	161	217,121
Reserves	161	20,642
Debt – Development Charges	161	1,314
Total Financing Sources		239,223

¹ Business Initiatives includes Property Services growth and enhancement projects.

Corporate Capital Contingency	Page No.	2016 CSA \$000s
Total 2016 Capital Spending Authority	47	140,000
Financing Sources:		
Development Charge Debt	47	72,614
Development Charge Reserve Draws	47	30,986
Grants & Subsidies	47	36,400
Total Financing Sources		140,000

LSRCA 2016 Budget

Presented December 10, 2015



Agenda

1. Why You Partner With Us
2. Actions That Make a Difference
3. New Directions
4. Leveraging Your Funds
5. 2016 Budget



Why you partner with us

- ✓ We help you to achieve **your environmental goals**
- ✓ We provide **scientific data** for sound decision making
- ✓ We keep people, property and infrastructure **safe** from flooding dangers
- ✓ We manage and maintain **places for people** to connect with nature which provides them with **health benefits**
- ✓ We **protect critical lands** through planning services
- ✓ We **restore** natural features when damaged
- ✓ We assist with environmental **legislative compliance**
- ✓ We are the caretakers of the **natural capital assets** that benefit us today and future generations

We Share a Vision for:

*A Strong Watershed Economy
A Healthy Watershed Community
A Resilient & Liveable Watershed*

York Region's Core Strategic Priority Areas



York Region in the Watershed

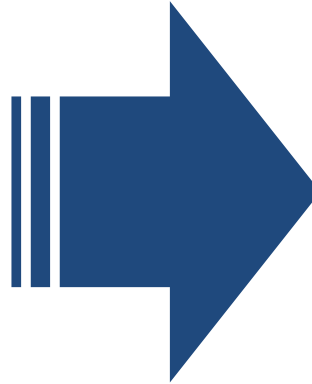
- ✓ The Lake Simcoe watershed is almost 3,600 km² of which
 - ✓ the lake occupies 722 km²
 - ✓ York Region 932 km²
- ✓ 20 municipal partners with an 18 member Board of Directors,
- ✓ The lake provides a source of safe drinking water to seven municipalities



Actions that make a difference

Program Area

Watershed Special Studies (LEAP)



Protecting & Restoring Our Environment

- ✓ 17 projects in progress
 - \$35K LEAP
 - \$69K Environment Canada
 - \$267K Total Project Costs

- ✓ 106 projects completed
 - \$166K LEAP
 - \$211K Environment Canada
 - \$1,872K total Project Costs

- ✓ Over 23 kg of Phosphorus reduced in 2015

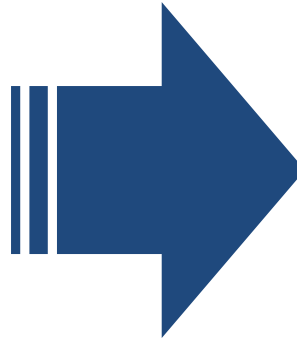
- ✓ Planted 28,600 seedlings & sold 6,000

- ✓ Held 15 community planting events, hosted 50+ workshops & 20 community events - engaged over 1,000 participants



Actions that make a difference

Program Area
Ground Water/Basin Wide Initiatives
Lake Simcoe Protection Plan
Watershed Monitoring
Watershed/Subwatershed Planning



Protecting & Restoring Our Environment

- ✓ Implementing York Subwatershed plans
- ✓ Researched impact of winter salt on the environment

Transforming Stormwater Management

- ✓ Developed model Stormwater management bylaw and guidelines for municipalities
- ✓ Developing LID credit calculator to assist in design of new development
- ✓ Developing process/criteria for offsite compensation when water balance can't be achieved in new development



Forest Glenn LID Artist Rendering and Woodland Court LID – Boulevard Bioretention

Actions that make a difference



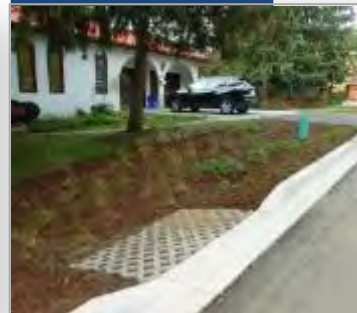
Municipal LID Demonstration Projects

Bradford	Drury Street Parking Lot (below)	Complete
Newmarket	Woodland Court (below)	Complete
Newmarket	Forest Glen Rd.	Underway (designed)
Aurora	Aurora Community Centre (below)	Underway (designed)
Barrie	Sunnidale Park	Underway (designed)
Innisfil	Lefroy Fire Station	Nearing Completion
Georgina	Ice Palace	Underway
Uxbridge	Ice Arena	Underway

Bradford



Newmarket



Aurora



Actions that make a difference

Program Area

Natural Hazard Mapping

Natural Heritage Mapping

Flood/Forecasting/Warning

Program Information Management



Building Watershed Resiliency

- ✓ Completed real-time flood forecasting pilot project in Tannery Creek (Aurora) - real-time improvements to predict flooding
- ✓ Updated our emergency management services database to track known areas of risk and vulnerability
- ✓ Completed a flood event database in partnership with the Province and GTA Authorities
- ✓ Installed a permanent flow gauge system in lower Western Creek to assess the effectiveness of LID in reducing flooding

Mitigation and Adaption



Actions that make a difference

Program Area
Conservation Area Management
Conservation Area Maintenance
Stewardship & Forestry Management
Scanlon Infrastructure
Streambank Erosion

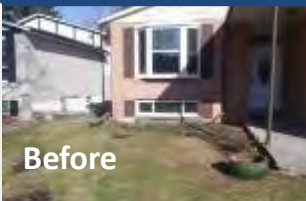


Managing For A Healthy Tomorrow

- ✓ Updating our asset management plans
- ✓ Implementing hazard tree removal and the EAB strategy
- ✓ Launched the residential rain garden program - 4 completed in York in 2015
- ✓ Continue to inspect York Region infrastructure in stream corridors and identify sites for priority remedial action
- ✓ Identified in 2015, 8 critical erosion sites –2 of the sites in Newmarket are designed and work will begin soon and one site in Aurora will be done in 2016.



Hazard trees



Before



After

Residential Rain Garden Program



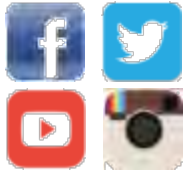
Erosion site

Actions that make a difference



Making Connections

- ✓ Engaged 1000's of York Region elementary & high school students in Outdoor Education & Outreach Programs:
 - ✓ York Region Children's Water Festival
 - ✓ York Region Envirothon & York Sci-Tech Fair
 - ✓ Conservation Kids Summer Camp
 - ✓ March Break Day Camps
 - ✓ Aquatic Plant Program
- ✓ Connected with 1000's of York Region landowners, families, volunteers and social media fans through:
 - ✓ Stewardship workshops and planting events
 - ✓ 6 issues of Lake Simcoe Science published in Lake Simcoe Living magazine
 - ✓ 1000s of posts & tweets with our online community
- ✓ Currently redesigning LSRCA website for a December 2015 launch – shifting to more service oriented site



1800+ Followers
550 + Fans
6000 Views

Our connections grow each day!



New Strategic Directions

A glimpse into the next 5 years

Our Goals:

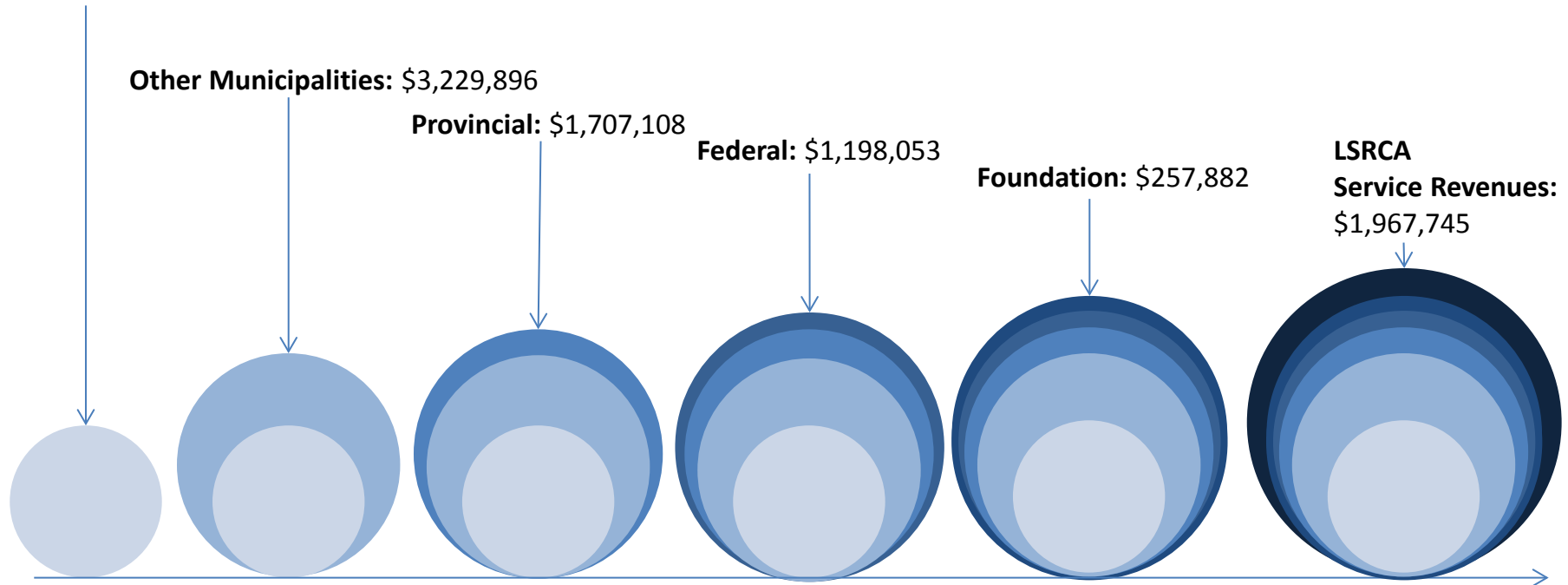
1. To support a safer, healthier and livable watershed through exceptional integrated watershed management.
2. To improve knowledge and increase certainty through excellence in research and scientific knowledge.
3. To create a more connected watershed through education and engagement.
4. To build a stronger and valued organization through business excellence.



Leveraging Your Funds

York Region Investment: \$5,808,930

Other Partners Investment: \$8,360,684



2016 York Region Proposed Budget

	Operating	Capital	Other	Total
In 000's				
2015 Approved Base	\$2,626	\$2,222	\$264	\$5,112
2016 Change	5	85		\$89
2016 Base Envelope	\$2,631	\$2,307	\$264	\$5,202

Working together to manage the natural capital assets we share

2016 Special Capital Programs

Program (in \$000s)	York Region 2015	York Region 2016	Other Municipalities	Total Program Value
Natural Hazard Mapping	51	52	49	\$102
Natural Heritage Mapping	60	64	37	\$101
Flood Forecasting	110	112	62	\$175
Watershed Monitoring	373	396	232	\$630
Lake Simcoe Protection Plan	138	150	86	\$233
Watershed special studies (LEAP)	619	628	451	\$1,079
Conservation Area Mgmt. Plan	73	73	59	\$132
Program Information	85	89	81	\$171
Conservation Moraine Coalition	5	5	5	\$10
Basin Wide Initiatives	206	221	132	\$354
Subwatershed Implementation	282	287	194	\$482
Forestry Management	110	115	0	\$115
Streambank Erosion	44	44	0	\$44
Conservation Area Maintenance	67	67	107	\$174
TOTALS	\$2,222	\$2,307*	\$1,495	\$3,802

* Small difference due to rounding

Thank you



adaptive Innovative Resilient restore Protect healthyCommunities Sustainable

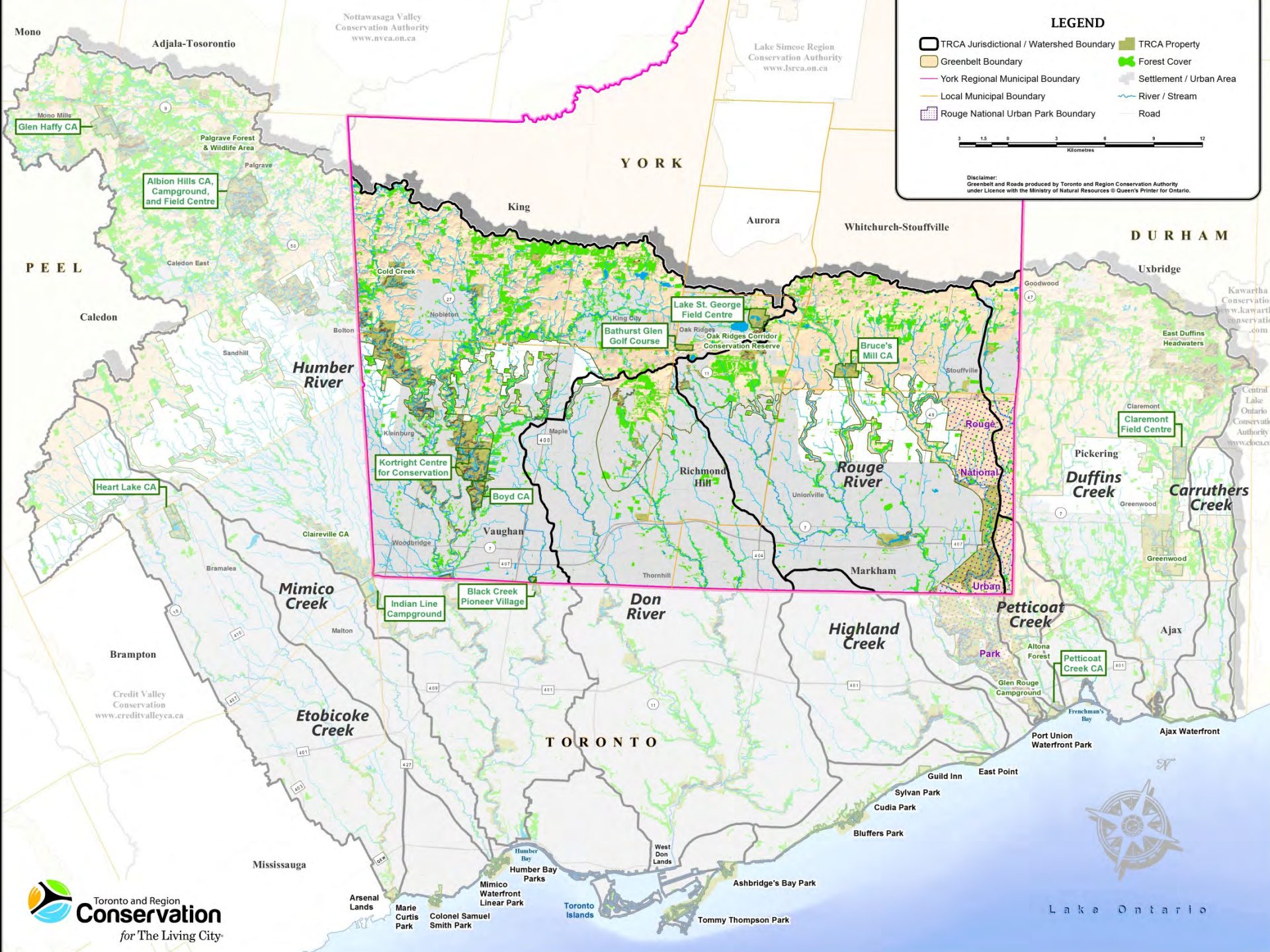


TRCA 2016 Proposed Budget

York Region – Committee of the Whole

December 10, 2015





LEGEND

- TRCA Jurisdictional / Watershed Boundary
- Greenbelt Boundary
- York Regional Municipal Boundary
- Local Municipal Boundary
- Rouge National Urban Park Boundary
- TRCA Property
- Forest Cover
- Settlement / Urban Area
- River / Stream
- Road



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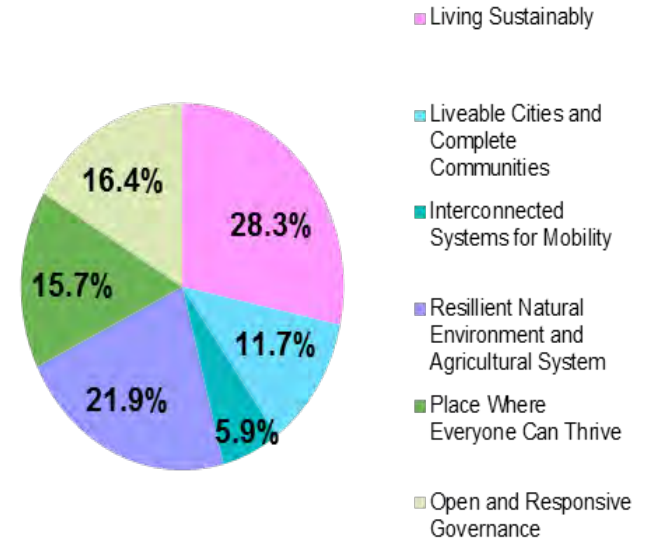


Alignment with York Region Objectives

- TRCA directly addresses six of eight goal areas identified in York Region's *Vision 2051*



2016 Proposed Funding \$8,069,000





Climate Resilience

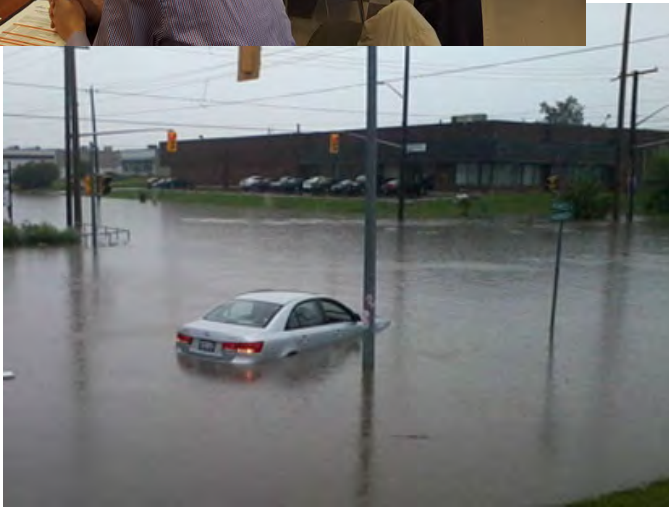
2015

- Supported York Region Climate Change Working Group
- Staff training on vulnerability and risk assessment tools
- Obtained \$70K in MOECC and US funding to support York activities



2016

- Future climate projections for York
- Vulnerability assessment tool
- Stormwater vulnerability assessment for Vaughan





Stormwater Management

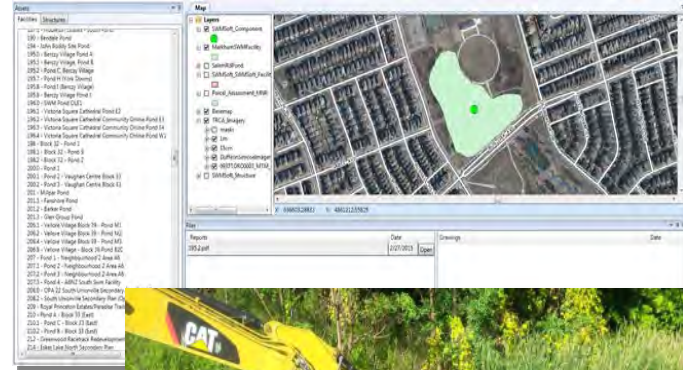
2015

- York region stormwater pond database
- Raingarden demonstration project at Bond Lake PS



2016

- Engineering plans for cleaning top priority stormwater ponds
- Updating TRCA Low Impact Development (LID) guidelines





Erosion Management

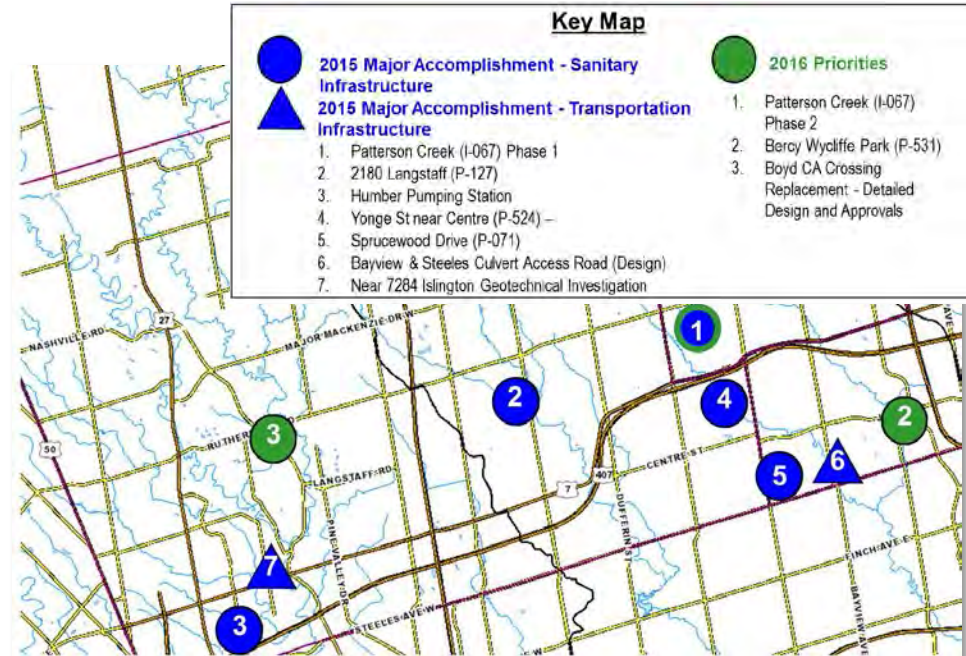
2015

- 5 sanitary sewer protection projects implemented
- 2 transportation infrastructure studies/designs completed



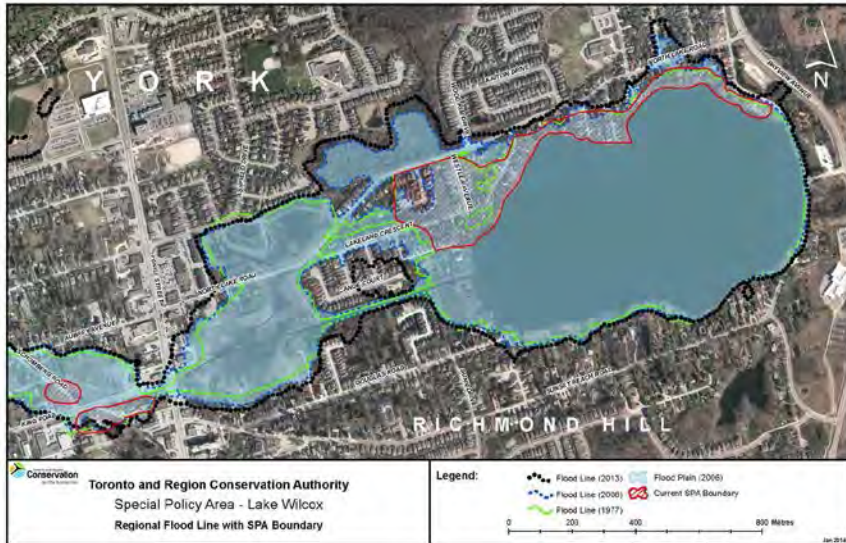
2016

- Protection of 3 sanitary sewer crossings including Patterson Creek Phase 2
- Boyd conservation area crossing detailed design





Flood Risk Management



2015

- Updated Lake Wilcox SPA floodline mapping
- Completed new Humber River watershed hydrology model
- NexFlood prediction tool for Don River flood forecasting



2016

- Continued updates to floodline mapping in York region
- Engaging York & area municipal staff on flood emergency needs



Monitoring and Open Data

2015

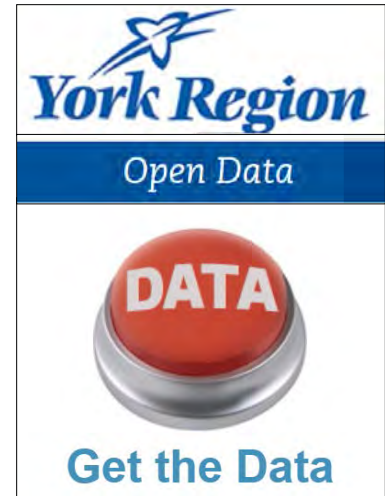
- Assessed 2200 ha of natural area (425 ha in York Region)
- Monitored 189 sites (54 in York)



2016



- Assessing 2000 ha of natural area (500 in York Region)
- Continuing site monitoring
- Working with York region staff to make TRCA monitoring available on Open Data platform





Tree Canopy and Reforestation



2015

- 72000 plantings - trees and shrubs, and wetland plants
- 32+ ha of cover established
- 2500 hazard ash trees removed



2016

- 10% increase in planting – 36 ha of cover to be established
- Removing 1824 hazard ash trees
- Continuing EAB treatment





Land Securement and Management

2015

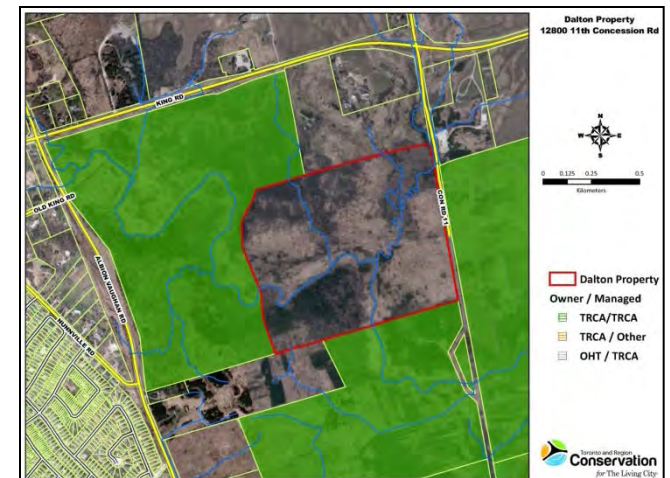
- 30 hectares of land secured
- Nashville Conservation Reserve Management Plan completed
- 2km of new trail constructed in Oak Ridges Corridor reserve



2016



- 40 ha to be secured through development processes
- 45 ha through acquisition
- Ongoing Oak Ridges Corridor reserve trail development

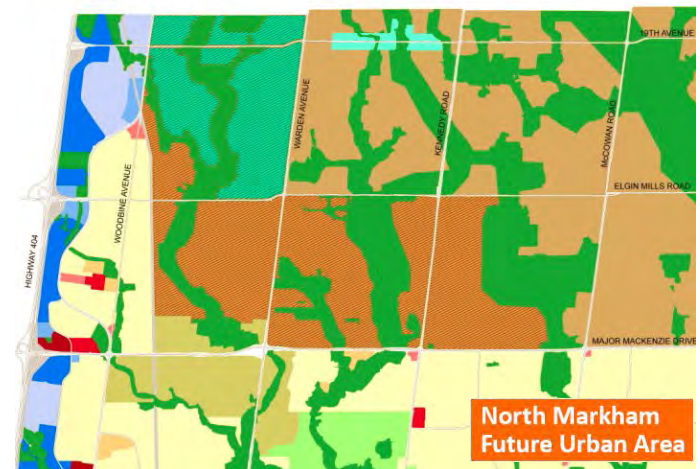




Planning and Development Review

Ongoing planning support in 2016:

- Supporting completion of local municipal Official Plans
- Subwatershed and planning studies for future growth and expansion
 - Markham FUA
 - Vaughan Blocks 27, 41, 40/47, 59S
 - Stouffville Expansion Area
 - Flood vulnerable area reviews
- Planning for intensification and infrastructure
 - Vaughan Metropolitan Centre, Markham Centre
 - Transportation and water/wastewater master plans
 - **Renewing TRCA service agreements**





Education and Outreach



2015

- Swan Lake Centre opened with YRDSB and YMCA
- Continuing summer camp growth
- Expanding multicultural outreach programs

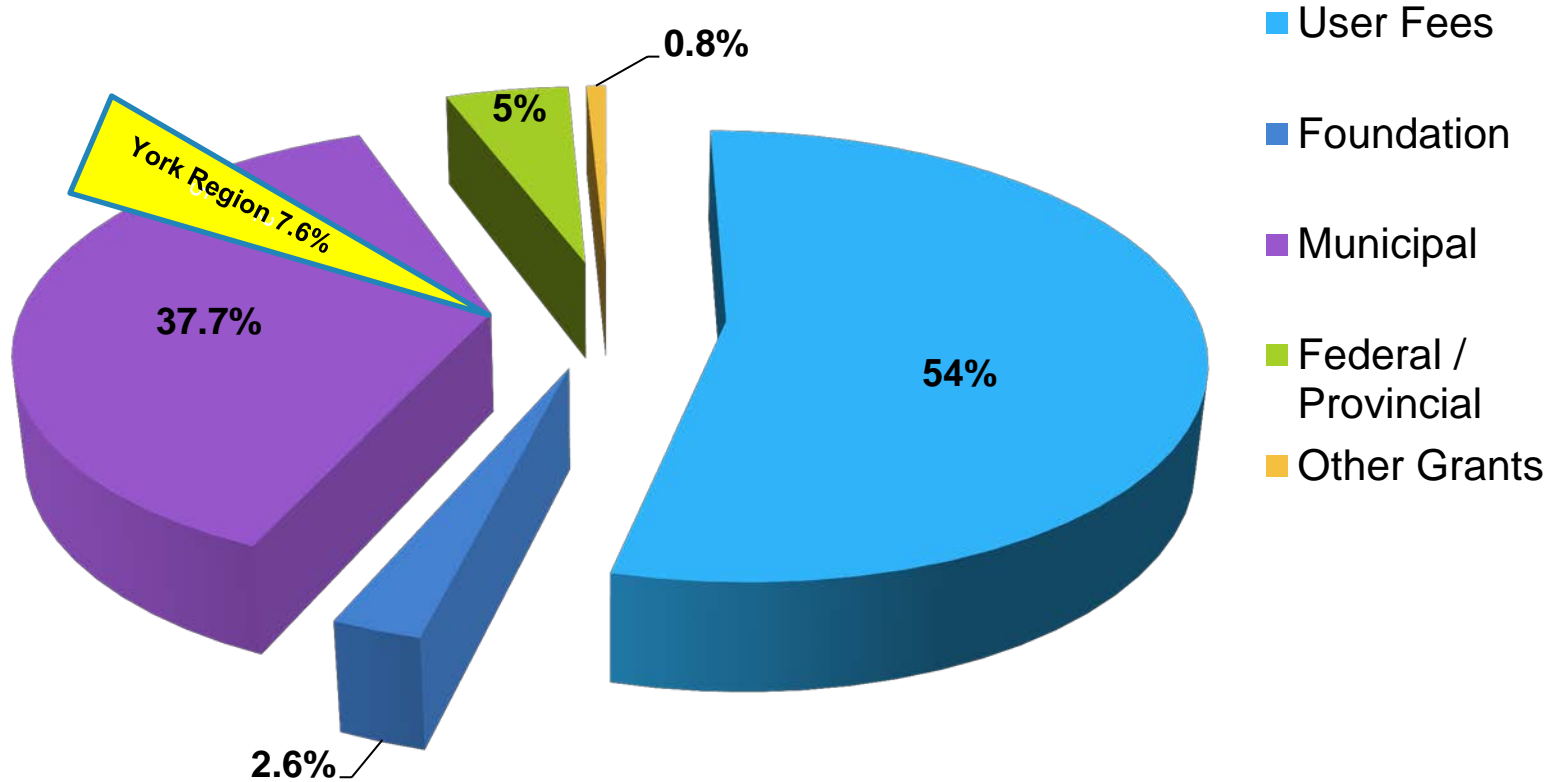


2016

- Community engagement centres (Lake St. George/Kortright)
- Nature-based ECE experiences
- Extended seniors programming.

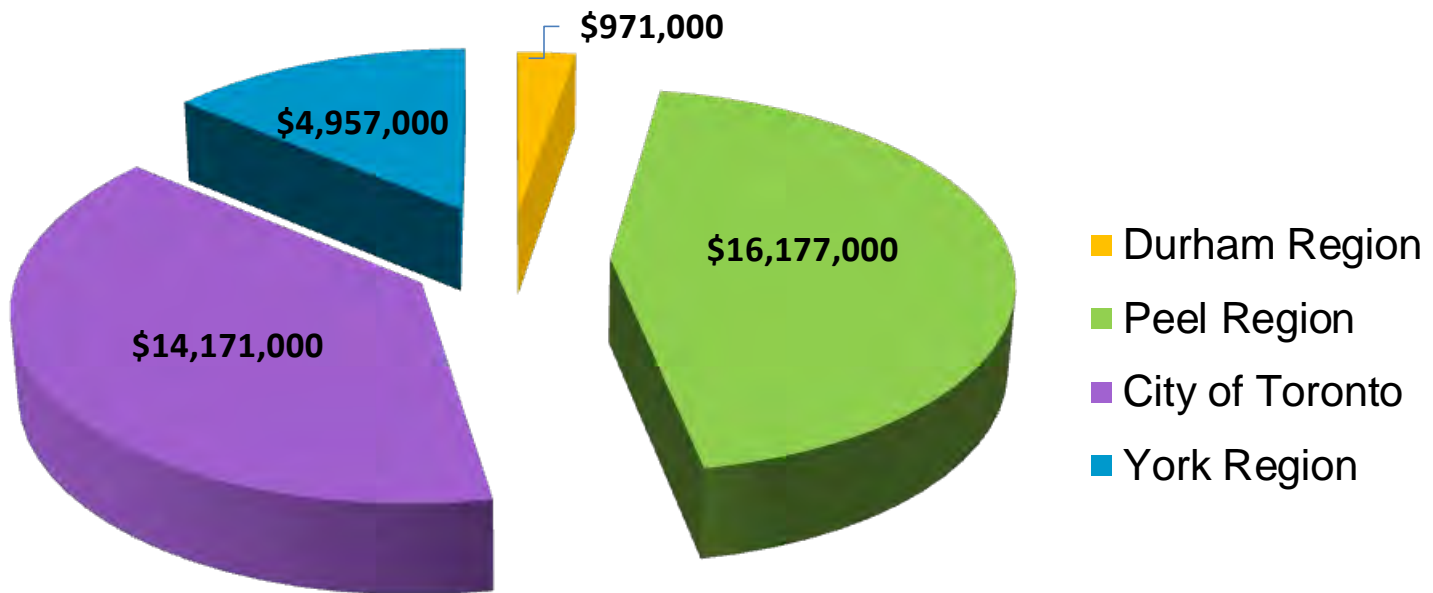


2016 Draft Operating Budget Funding Sources (\$40.5 Million)





2016 Draft Special Capital Levy Budget (\$36.4 Million*)



**Excludes approximately \$1M in other payments provided by York*



2016 General Levy-Municipal Apportionment

Municipal Funders	Apportionment* %	Funding (000's) \$	Change Over 2015 %
York	22.5	3,072.0	4.3
Adjala – Tosorontio	0.0	1.0	2.0
Durham	4.1	554.0	3.4
Mono	0.0	2.0	2.0
Peel	12.8	1,741.0	3.3
Toronto	60.6	8,256.0	2.5
TOTAL	100.0%	13,626.0	3.0%

* Based on latest CVA data provided by MNRF applicable to the 2016 fiscal year as adjusted by TRCA policy



TRCA 2016 Funding Request (000's)

	2015 Budget \$	2016 Proposed \$	Incremental to 2015 Budget \$	% Change 2015 to 2016
Tax Levy	2,946	3,072	126	4.3
Special Levy:				
Watershed Studies and Strategies	35	36	1	2.9
Water Risk Management	1,901	1,951	50	2.6
Regional Biodiversity	920	900	(20)	(2.2)
Land Securement and Management	410	410	-	-
Tourism and Recreation	-	-	-	-
Planning and Development Review	156	160	4	2.6
Education and Outreach	640	643	3	0.5
Sustainable Communities	545	567	22	4.0
Corporate Services	353	290	(63)	(17.8)
	4,960	4,957	(3)	(0.1)
TRCA Request	7,906	8,029	123	1.6
Reforestation Budget	40	40	-	-
Total	7,946	8,069	123	1.6



TRCA 2016-2018 Forecast (000's)

	2016 \$	2017 \$	2018 \$
Tax Levy	3,072	3,197	3,322
Special Levy:			
Watershed Studies and Strategies	36	37	38
Water Risk Management	1,951	1,980	1,978
Regional Biodiversity	900	915	931
Land Securement and Management	410	416	425
Tourism and Recreation	-	-	-
Planning and Development Review	160	164	168
Education and Outreach	643	405	424
Sustainable Communities	567	568	581
Corporate Services	402	762	765
TRCA Request	5,069	5,247	5,310
Less: TRCA Head Office		(319)	(319)
Less: 101 Exchange – Taxes	(112)	(153)	(156)
Reforestation Budget	40	40	40
York Region Recommended Envelope	8,069	8,012	8,197



Thank You



**Corporate Management, Court Services,
Financial Initiatives and Boards & Authorities**
2016 Proposed Budget and 2017–2018 Outlook

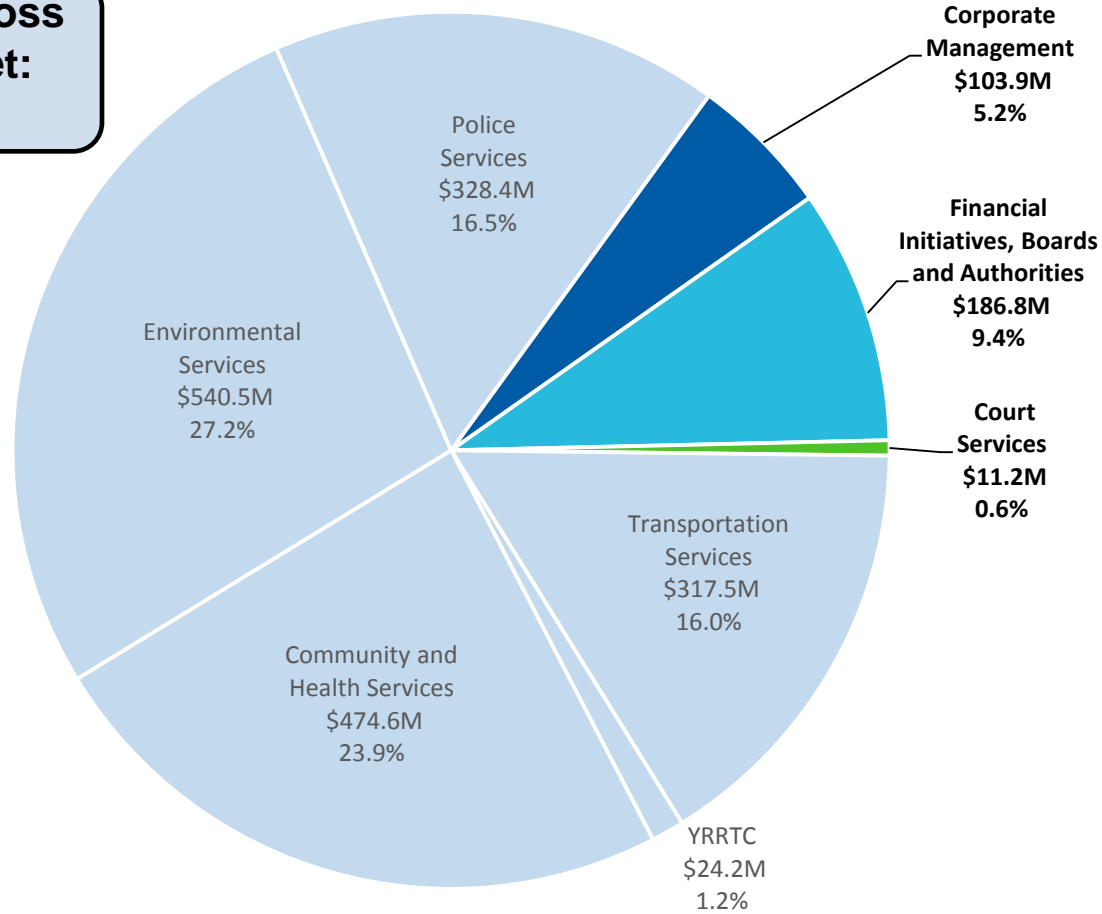
Presentation to
Committee of the Whole

Bruce Macgregor

December 10, 2015

2016 Share of Gross Operating Budget

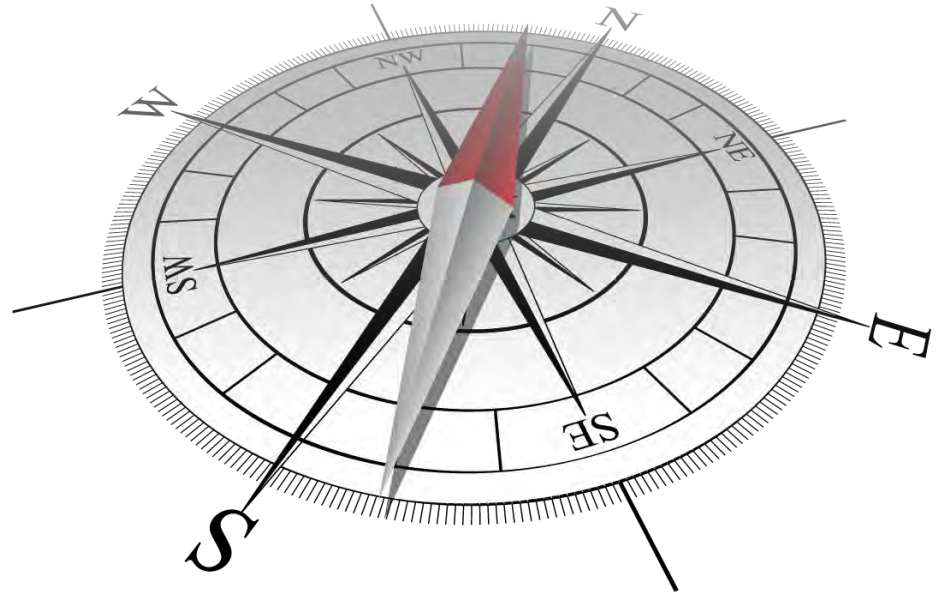
**Proposed 2016 Gross
Operating Budget:
\$1,987M**



Corporate Management at York Region

“Corporate management provides leadership, offers professional services and works to achieve corporate-wide goals efficiently.”

(Budget Book, p.143)



Corporate Management at York Region



Office of the CAO

- Strategies & Initiatives (Continuous Improvement, Customer Service, Emergency Management, Strategic Planning)
- Audit Services

Legal & Court Services

- Legal Services (Dispute Resolution & Construction Law, Development & Infrastructure Law, Municipal & Corporate Law)
- Court Services (Court Operations, Prosecutions)

Corporate Services

- Communications, Information & Data (Office of the Regional Clerk, Corporate Communications, Geographic Information Services, & Business Services)
- Human Resource Services
- Planning & Economic Development
- Property Services

Finance

- Financial Management (Budget, Controllership, Supplies and Services, Treasury)
- Information Technology Services

Office of the CAO Department

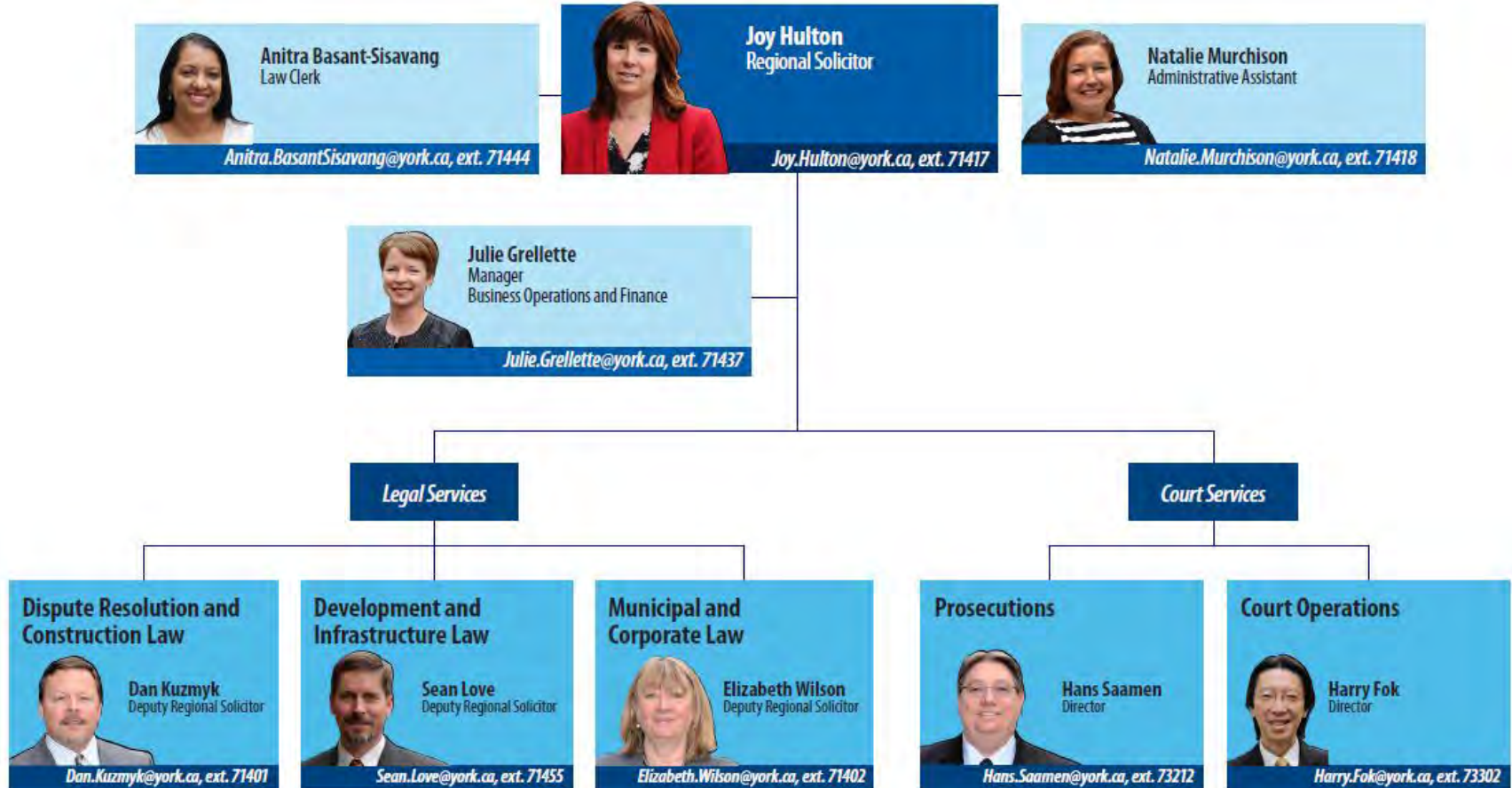
Office of the Chief Administrative Officer



Committee of the Whole
December 10, 2015

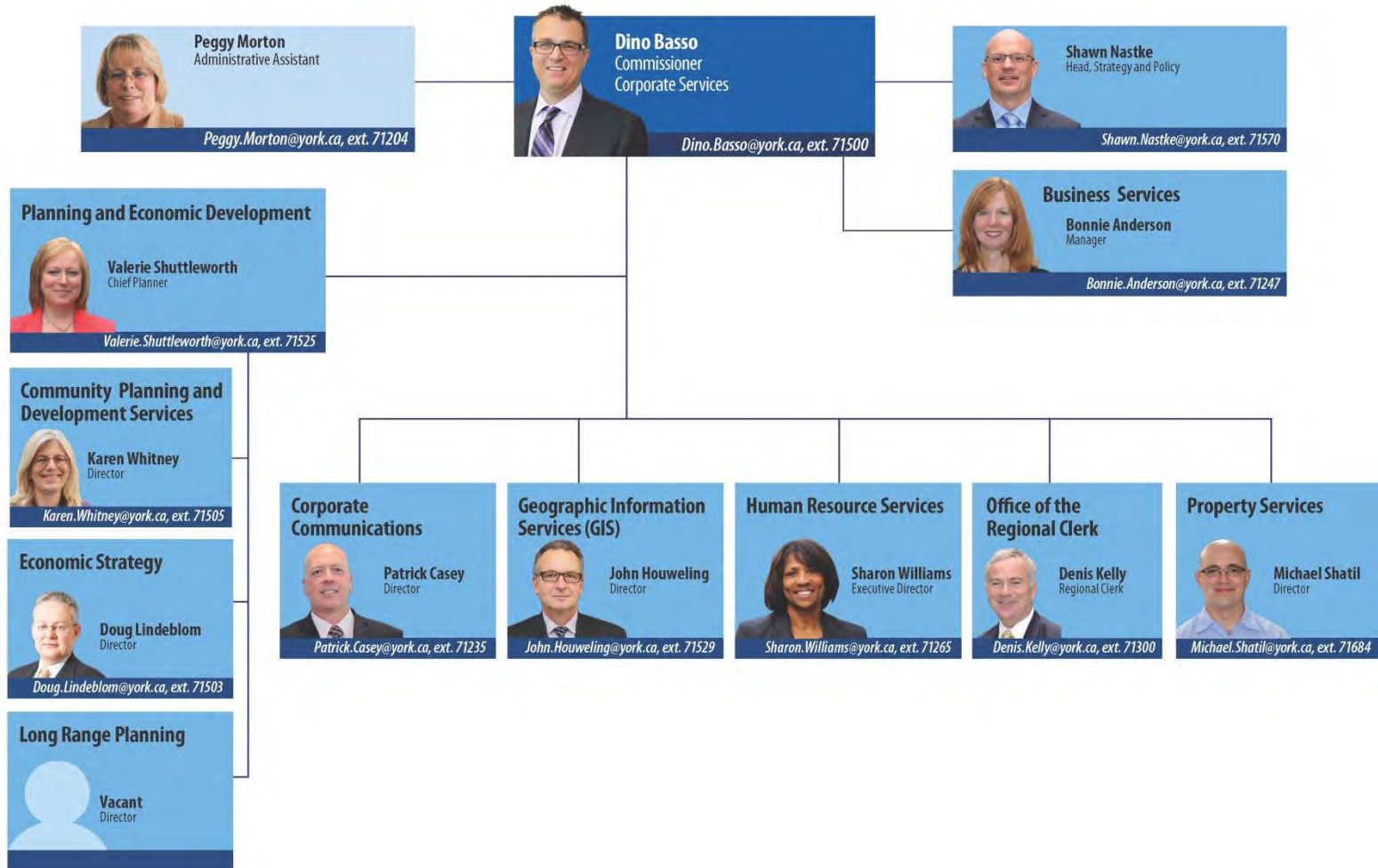
Legal & Court Services Department

Legal and Court Services



Corporate Services Department

Corporate Services Department Management Team



Finance Department

Finance Department



Sharon Rheeder
Administrative Assistant

Sharon.Rheeder@york.ca, ext. 71610



Bill Hughes
Commissioner
Finance and Regional Treasurer

Bill.Hughes@york.ca, ext. 71600



Joseph Silva
Head, Policy, Planning and Partnerships

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Office of the Budget



Kelly Strueby
Director

Kelly.Strueby@york.ca, ext. 71611

**Controllership Office and
Deputy Treasurer**



Warren Marshall
Director

Warren.Marshall@york.ca, ext. 71601

Treasury Office



Ed Hankins
Director

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Supplies and Services



Stan Gal
Director

Stan.Gal@york.ca, ext. 71650

**Information Technology
Services**



John Swan
Director

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2015 to 2019 Strategic Plan Activities

Corporate Management



**ECONOMIC
VITALITY**



**HEALTHY
COMMUNITIES**



**SUSTAINABLE
ENVIRONMENT**



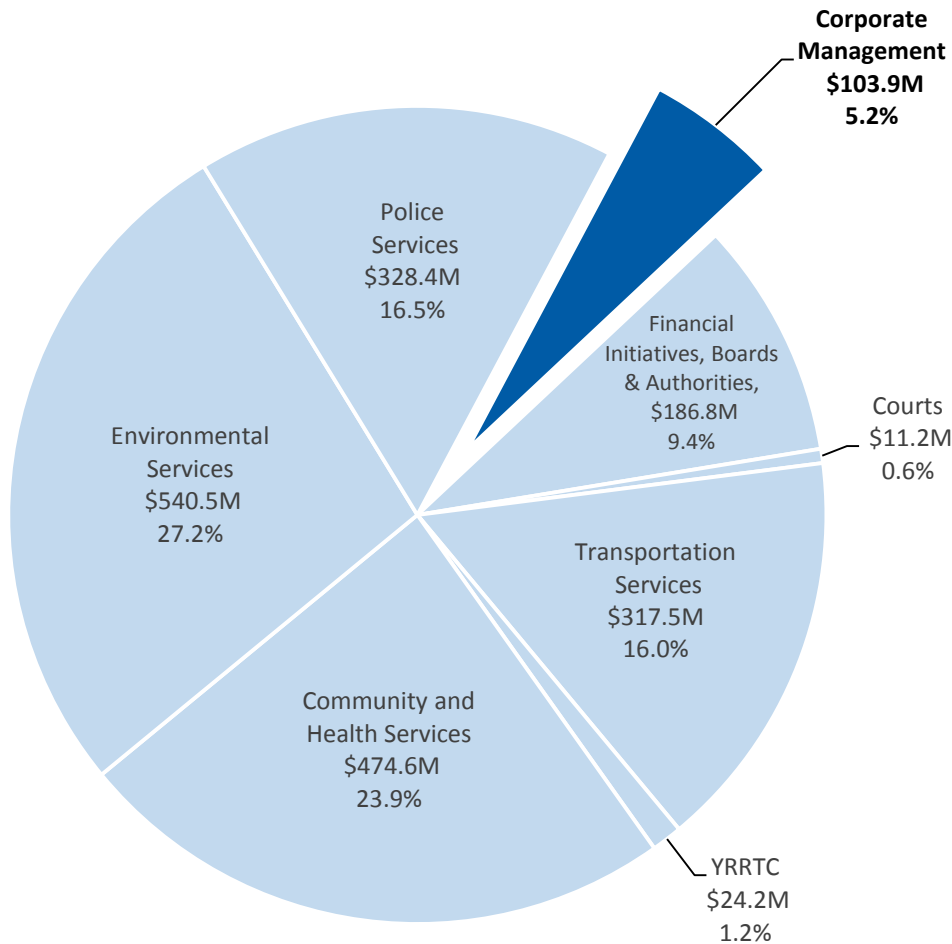
**GOOD
GOVERNMENT**

Examples of Planned Regional Activities (2015-2019)

- Complete Office Market Attraction Plan
- Implementation of the Economic Development Action Plan
- Review and update the Regional Official Plan
- Explore business growth opportunities in Regional Centres and Corridors
- Participate in the Provincial review of Oak Ridges Moraine Conservation Plan, Greenbelt Plan and Growth Plan for the Greater Golden Horseshoe
- Develop a new Customer Experience Plan
- Delivery of the Multi-Year Budget and Regional Fiscal Strategy

Proposed Operating Budget

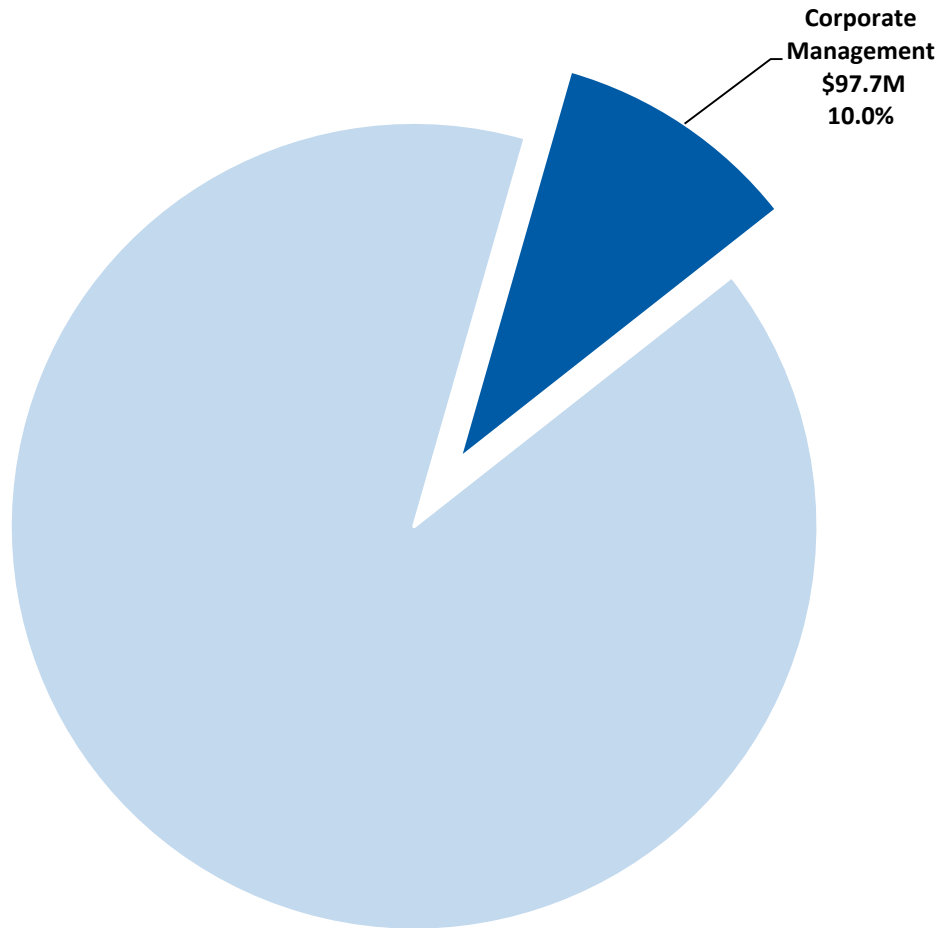
Corporate Management represents about 5 per cent of gross expenditures in 2016



	\$M	%
Chair & Council	2.2	0.1
Office of the CAO	5.8	0.3
Legal Services	5.4	0.3
Financial Management	16.3	0.8
Information Technology Services	25.4	1.3
Communications, Information & Data	9.9	0.5
Human Resource Services	7.9	0.4
Property Services	21.9	1.1
Planning and Economic Development	9.0	0.4
Corporate Management Total	103.9	5.2

*Numbers may not add due to rounding

Corporate Management represents 10 per cent of net expenditures in 2016



	\$M	%
Chair & Council	2.2	0.2
Office of the CAO	5.5	0.6
Legal Services	5.0	0.5
Financial Management	14.4	1.5
Information Technology Services	25.4	2.6
Communications, Information & Data	9.7	1.0
Human Resource Services	7.9	0.8
Property Services	20.9	2.1
Planning and Economic Development	6.7	0.7
Corporate Management Total	97.7	10.0

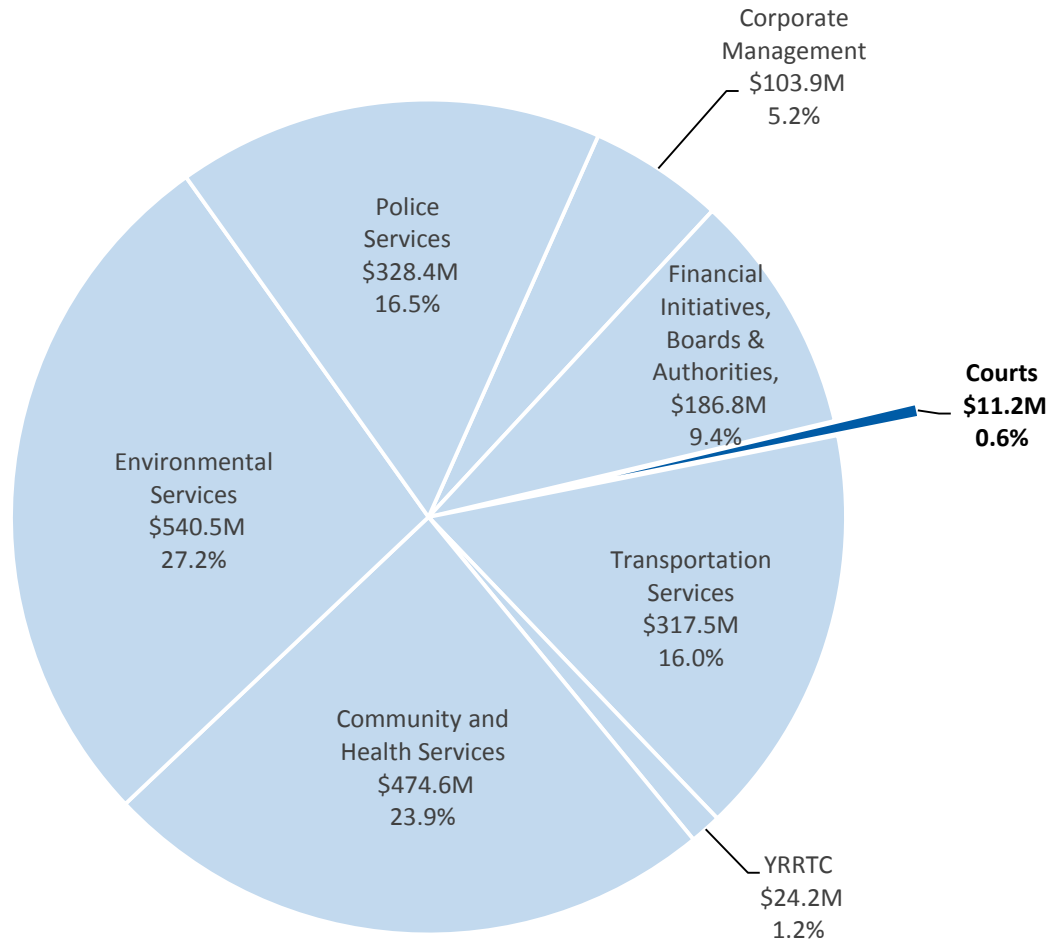
*Numbers may not add due to rounding

Operating Budget Summary – Corporate Management

(\$Million)	2015 Approved	2016 Proposed	2017 Outlook	2018 Outlook
Gross Expenditures	99.6	103.9	106.5	110.5
Non-Tax Revenues	6.6	6.3	6.1	6.3
Net Expenditures	93.0	97.7	100.4	104.2
Increase/(Decrease) (year over year)	4.2%	5.0%	2.8%	3.8%
2015 Approved Outlook (restated)	-	4.6%	2.6%	3.8%
Proposed Staffing Changes (Compared to Outlook)	-	1	-	-

*Numbers may not add due to rounding

Court Services represents less than 1 per cent of the 2016 gross operating budget



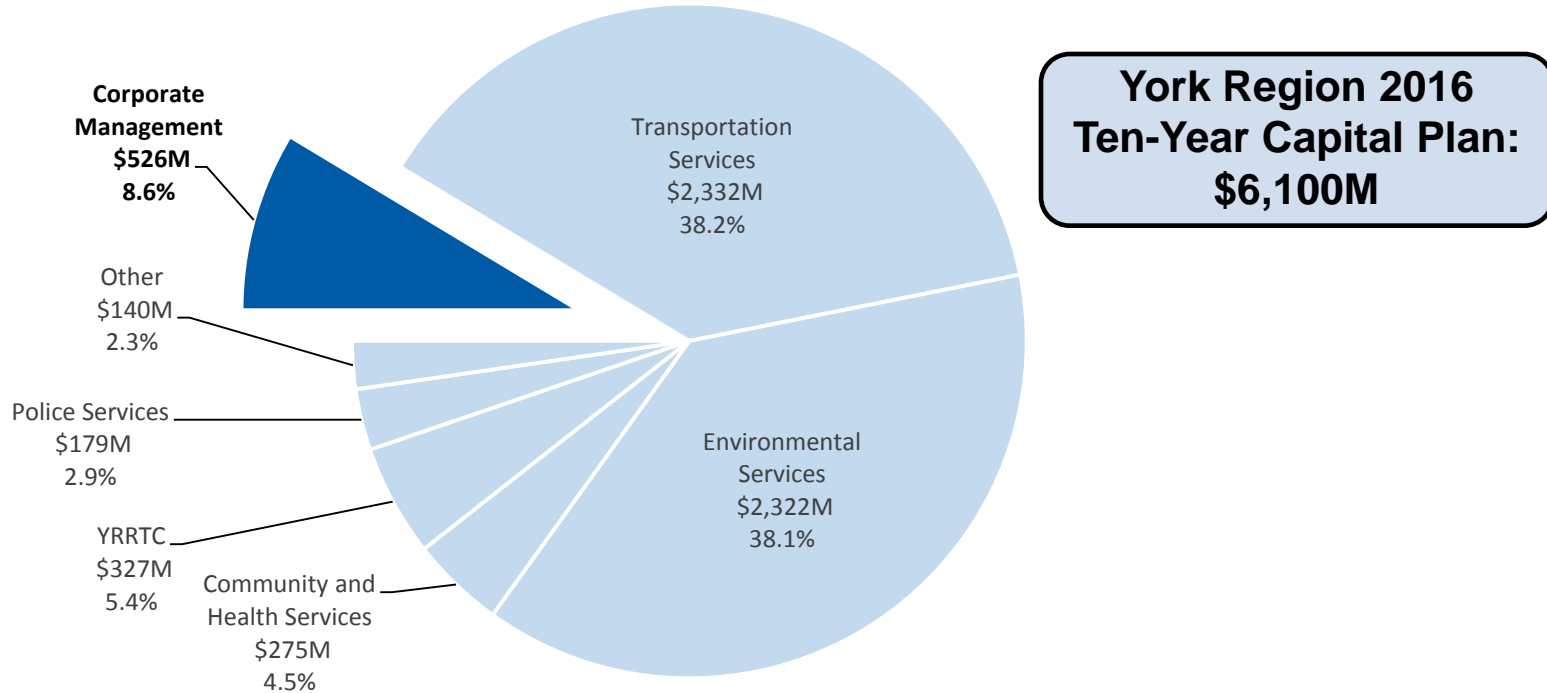
Operating Budget Summary – Court Services

(\$Million)	2015 Approved	2016 Proposed	2017 Outlook	2018 Outlook
Gross Expenditures	11.0	11.2	11.3	11.5
Non-Tax Revenues	12.1	12.8	14.6	14.8
Net Expenditures	(1.1)	(1.6)	(3.3)	(3.3)
2015 Approved Outlook (restated)	(1.1)	(1.6)	(3.3)	(3.3)
Proposed Staffing Changes (Compared to Outlook)	-	-	-	-

*Numbers may not add due to rounding

Proposed Capital Budget

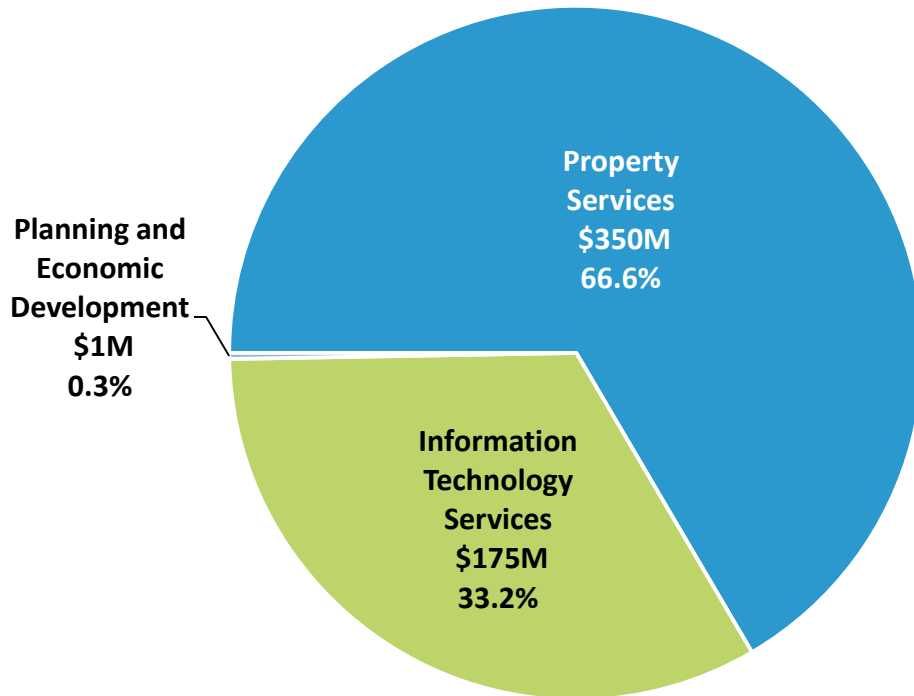
Corporate Management represents less than 9 per cent of the ten-year capital plan



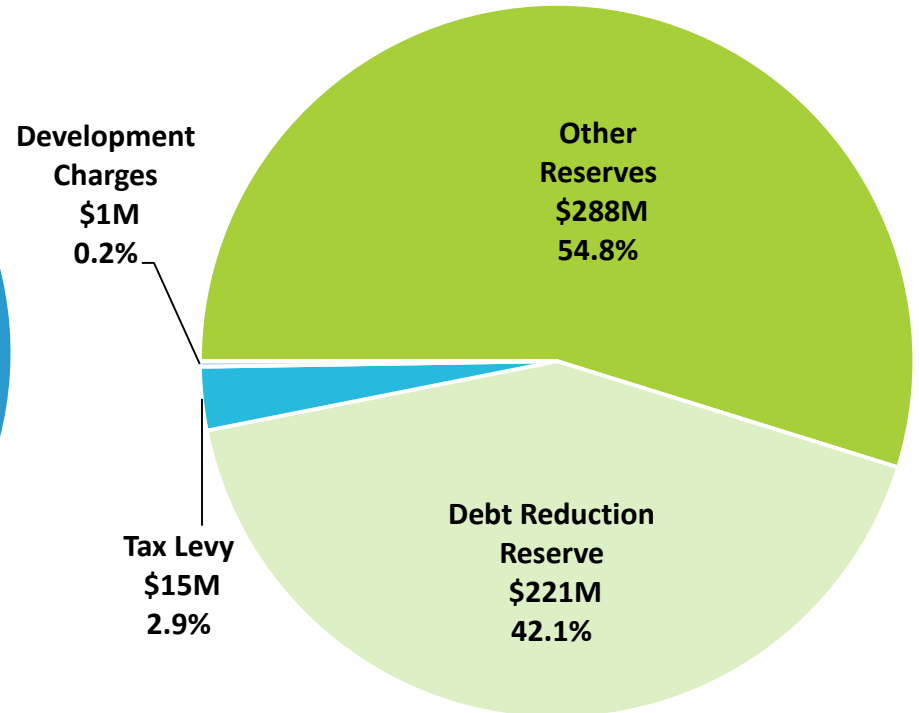
Capital Budget	\$ Millions
2016 Capital	63
Ten-Year Capital Plan	526
2016 Capital Spending Authority	345

Nearly all Corporate Management projects in the ten-year plan are funded by reserves

Gross Expenditures
\$526 Million

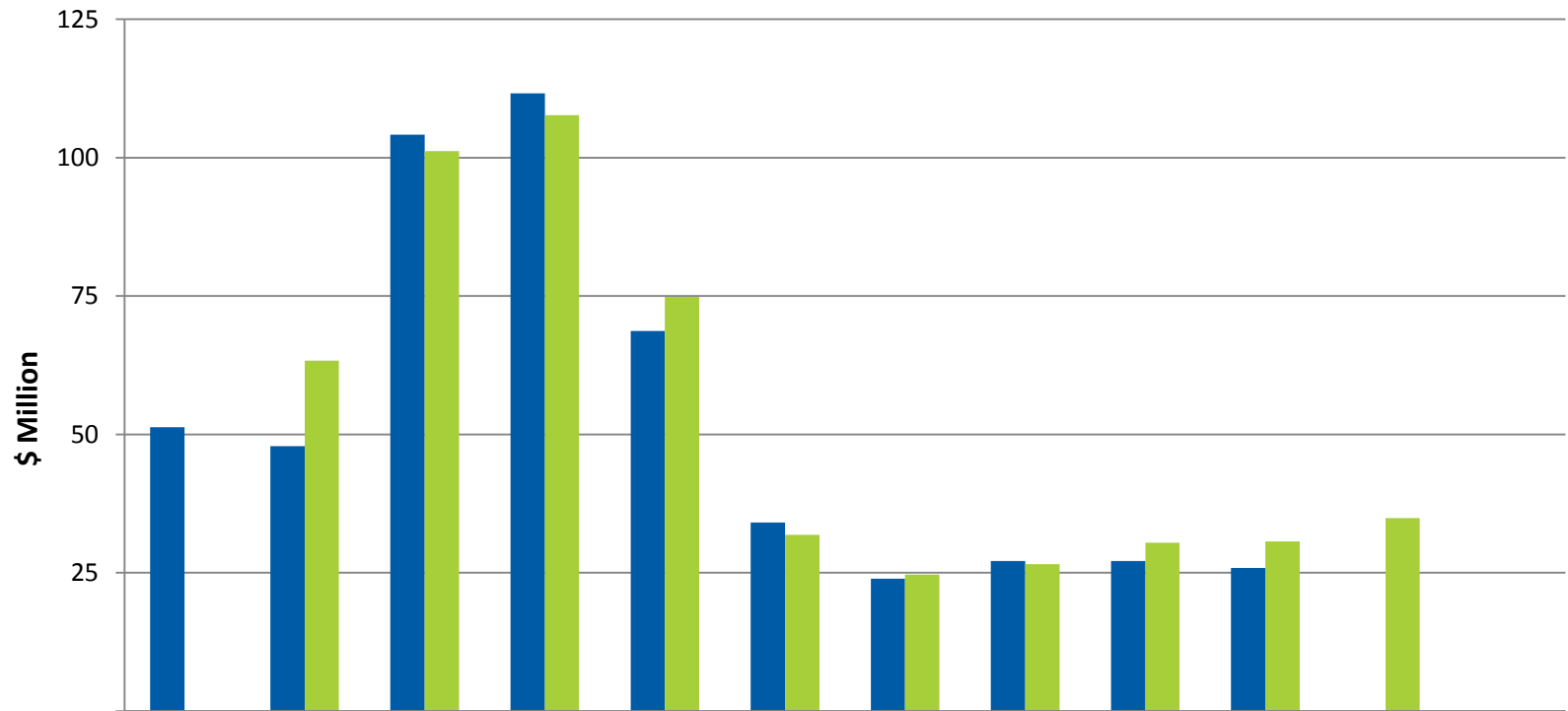


Funding Sources
\$526 Million



*Numbers may not add due to rounding

Comparison of 2015 and 2016 ten-year capital plans for Corporate Management

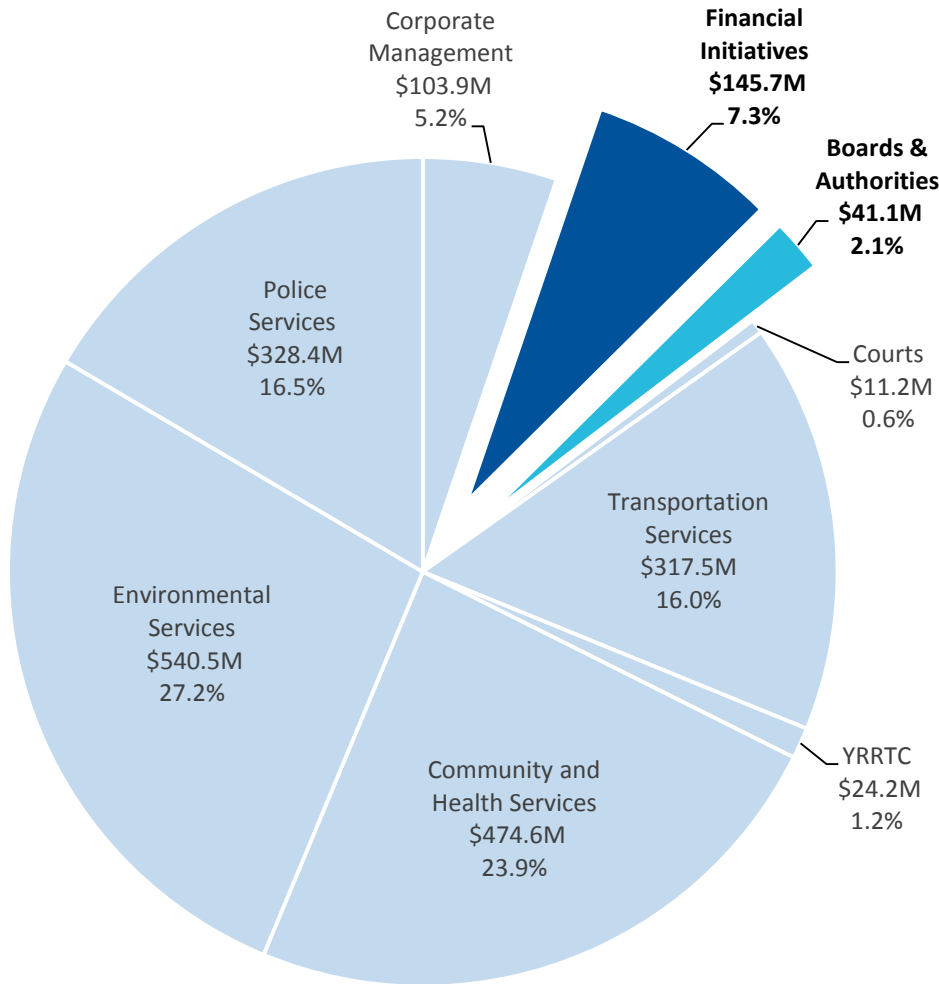


	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
2015 Budget	51	48	104	112	69	34	24	27	27	26	-	522
2016 Budget	-	63	101	108	75	32	25	27	30	31	35	526

*Numbers may not add due to rounding

Financial Initiatives, Boards and Authorities

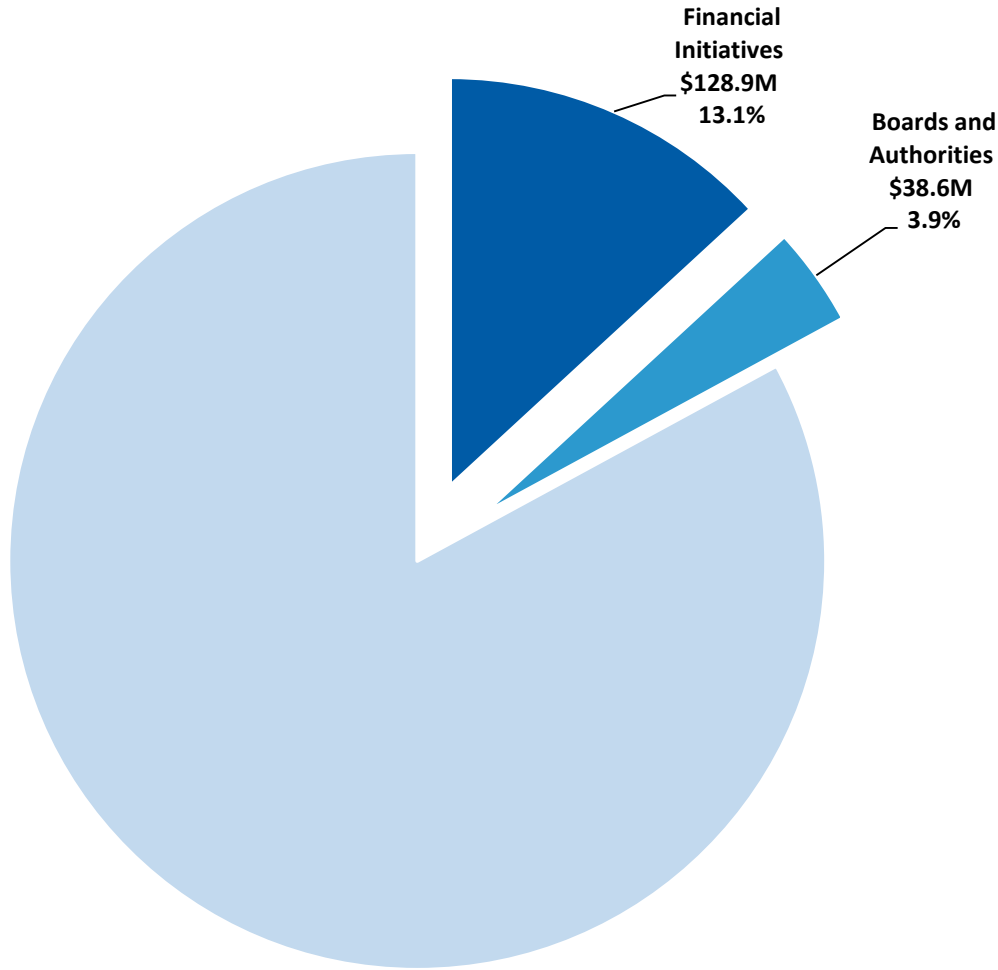
These programs represent approximately 9 per cent of gross expenditures in 2016



	\$M	%
Fiscal Strategy	127.5	6.4
Non-Program and Financial Management	18.3	0.9
Financial Initiatives Subtotal	145.7	7.3
Conservation Authorities	5.7	0.3
Hospital Capital Funding	14.2	0.7
Property Assessment (MPAC)	18.7	0.9
GO Transit	2.5	0.1
Boards and Authorities Subtotal	41.1	2.1
Total	186.8	9.4

*Numbers may not add due to rounding

Fiscal Strategy represents the majority of 2016 net expenditures for these programs



	\$M	%
Fiscal Strategy	118.3	12.1
Non-Program and Financial Management	10.6	1.1
Financial Initiatives Subtotal	128.9	13.1
Conservation Authorities	5.7	0.6
Hospital Capital Funding	14.2	1.4
Property Assessment (MPAC)	18.7	1.9
GO Transit	-	-
Boards and Authorities Subtotal	38.6	3.9
Total	167.5	17.1

*Numbers may not add due to rounding

Budget Recommendation

1. The Committee of the Whole recommends the budget as submitted for Corporate Management, Courts Services, Financial Initiatives, and Boards and Authorities as follows:
 - a) The 2016 operating budget and the outlook for 2017 and 2018, as summarized in Attachment 1 of the report
 - b) Capital Spending Authority, as summarized in Attachment 2 of the report

2. That the recommended budget be consolidated by the Treasurer for consideration by Council on December 17, 2015