2008 Business Plans & Budget

CAO, Chair, Finance & IT, Non-Program

Presentation to

Finance & Administration Committee

February 7, 2008

Agenda

- Office of the CAO
- Office of the Regional Chair
- Finance
- Information Technology
- Non Program
  - Emergency Services 911
  - Financial/Administrative Items
  - Other Non-Program Items

Office of the CAO

	$ 000's	% Inc.
Enhancements ***Continuous Improvement Initiative***	$ 114	3.5%
Growth	$ 0	0%
Annualization	$ 0	0%
Mandatory/Legislative	$ 0	0%
Efficiencies ***Reduction of Emergency Management consulting expenditures***	$ (114)	(3.5)%
Base ***Costs required to maintain staffing and administrative related expenses***	$ 57	1.7%
Total Increase	$ 57	1.7%

Chair & Council

	$ 000's	% Inc.
Enhancements	$ 0	0%
Growth	$ 0	0%
Annualization	$ 0	0%
Mandatory/Legislative	$ 0	0%
Efficiencies	$ 0	0%
Base ***Costs to maintain staffing and administrative expenses***	$ 27	1.6%
Total Increase	$ 27	1.6%

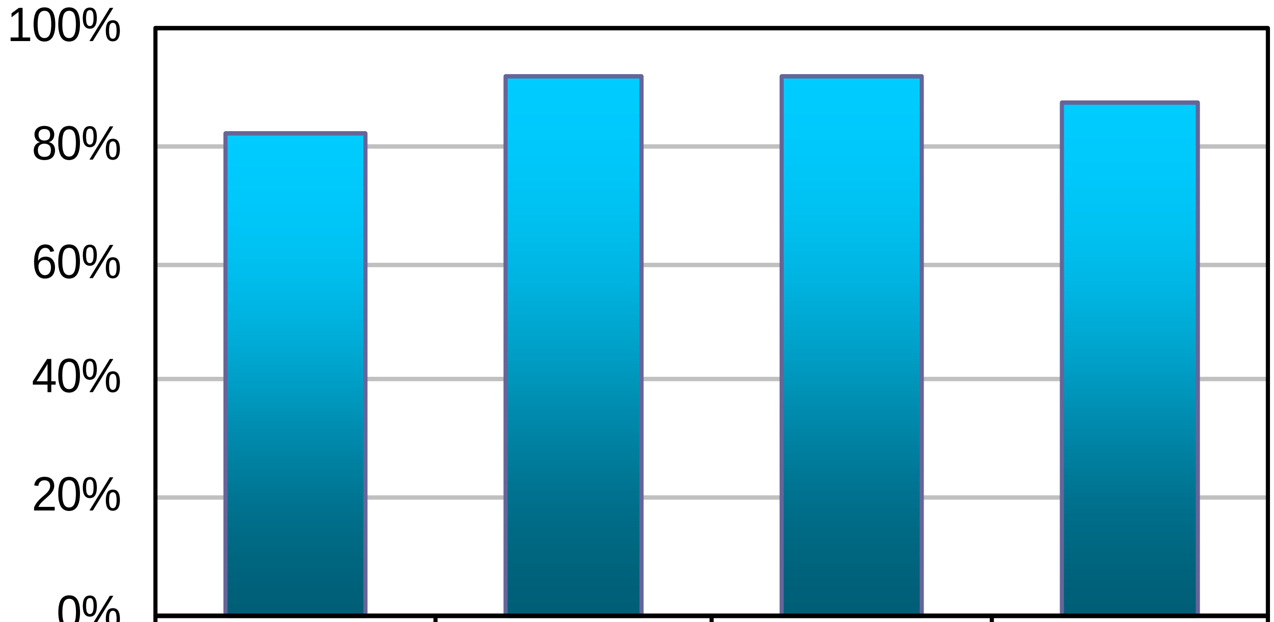
Finance & Information Technology

	$ 000's	% Inc.
Enhancements ***Renovation to Customer Service Counter***	$ 75	0.4%
Growth ***2 new FTE's (IT)***	$ 160	0.8%
Annualization ***prior year Microsoft Licenses***	$ 500	2.5%
Mandatory/Legislative	$ 0	0%
Efficiencies ***one time cost and realignment savings***	$ (300)	(1.5)%
Base ***Costs required to maintain staffing and administrative expenses***	$ (118)	(0.6)%
Total Increase	$ 317	1.6%

Finance Initiatives

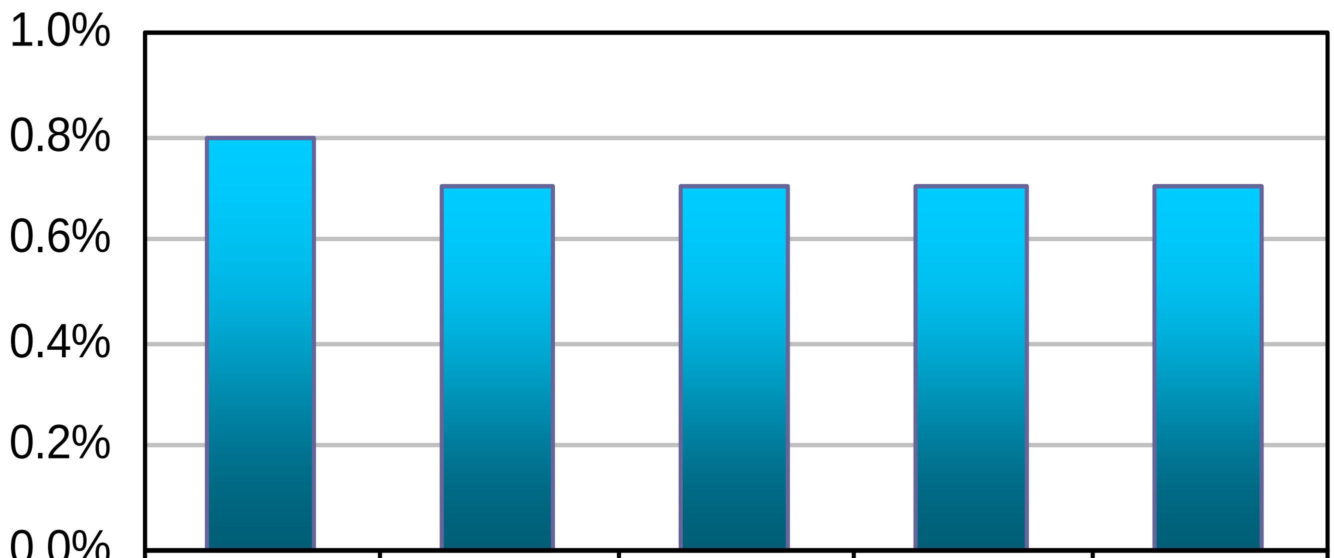
- Capital Asset Replacement and Debt Management Strategies
- Tangible Capital Asset Initiative implementation
- Fiscal management and strategic financial management
- Ontario Municipal Benchmarking Initiative
- On-line purchasing

Finance & Information Technology
Gross Expenditures - Actual to Budget



	2004 Actual	2005 Actual	2006 Actual	2007 Actual
% Spent	82%	92%	92%	87%

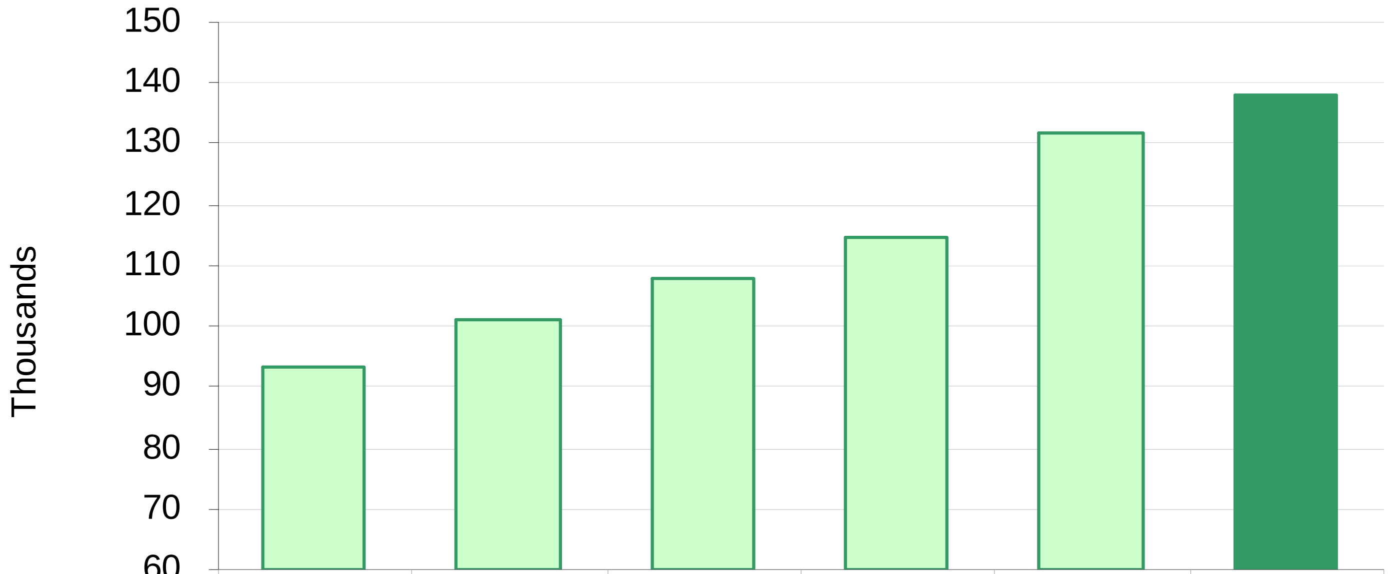
Ratio of Finance to Regional Gross Expenditures



	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2008 Budget
Ratio	0.8%	0.7%	0.7%	0.7%	0.7%

Finance
Service Level KPI

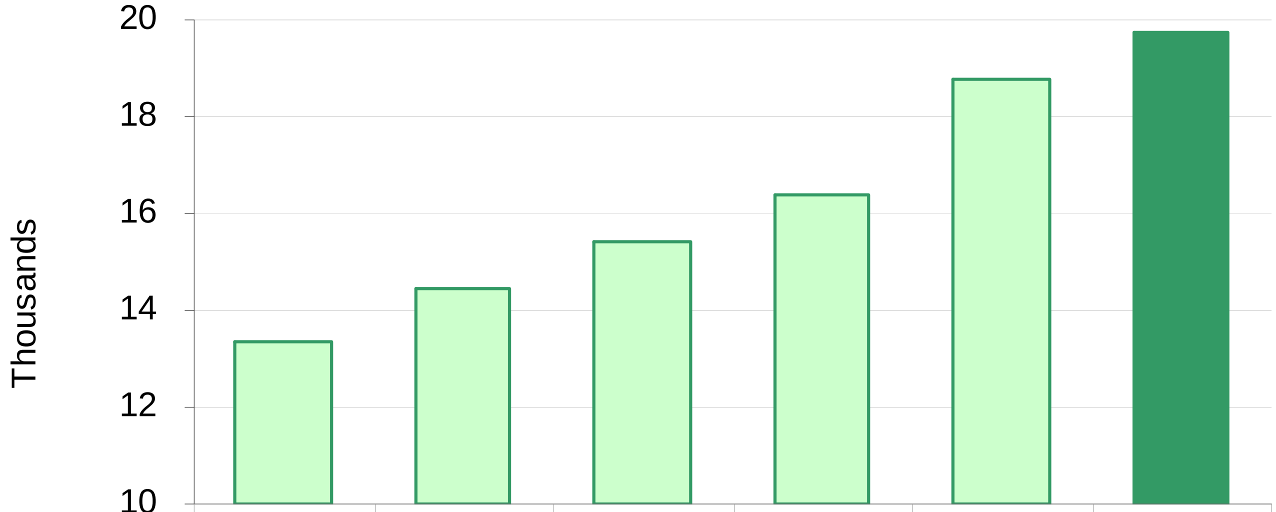
Number of Payroll Transactions



	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget
Transactions	93,312	101,056	107,808	114,544	131,556	138,000

Finance
Service Level KPI

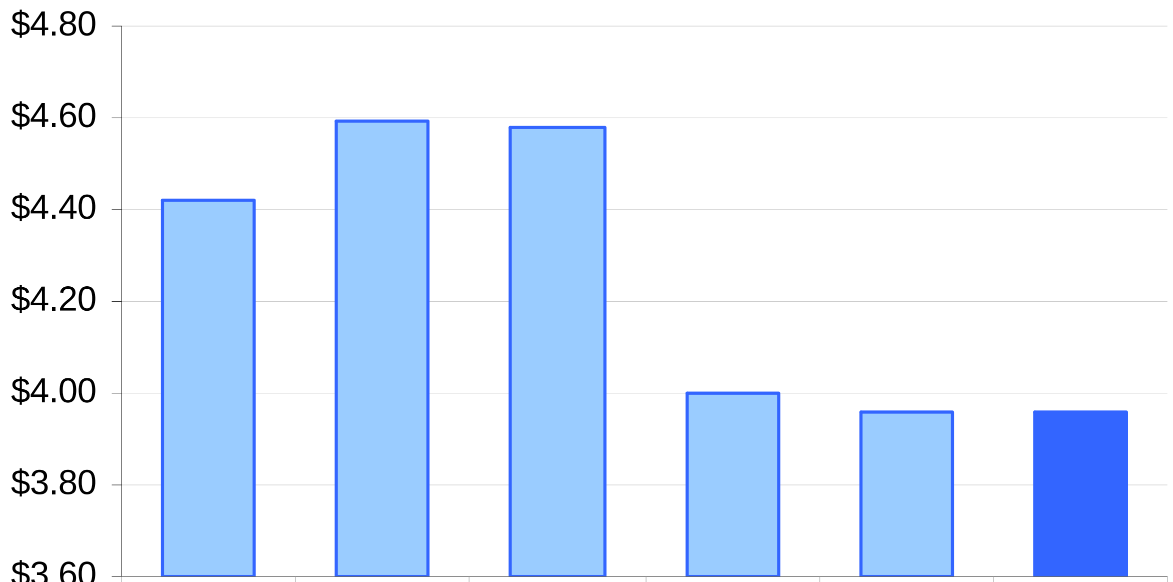
Number of Payroll Transactions
per Payroll FTE



	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget
Transactions per FTE	13,330	14,437	15,401	16,363	18,794	19,714

Finance
Efficiency KPI

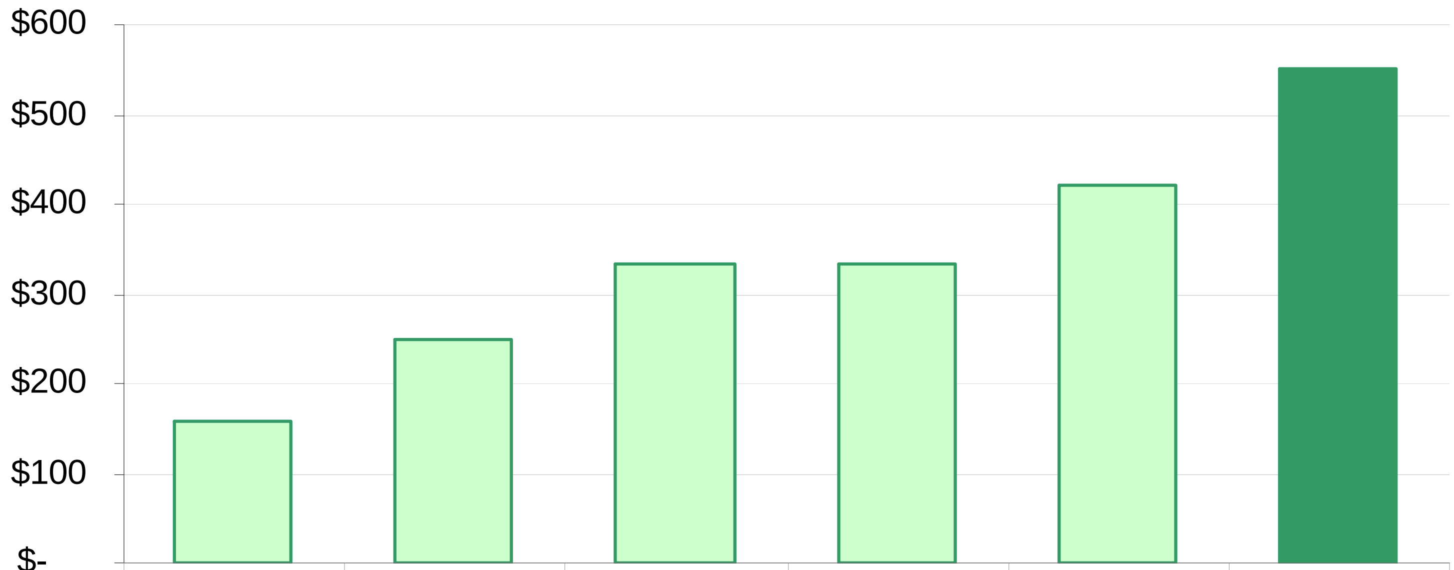
Cost per Payroll Transaction



	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget
Cost per Transaction	$4.42	$4.59	$4.58	$4.00	$3.96	$3.96

Finance
Service Level KPI

Value of BID Documents
Purchasing



	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget
Value	$158	$250	$333	$333	$422	$550

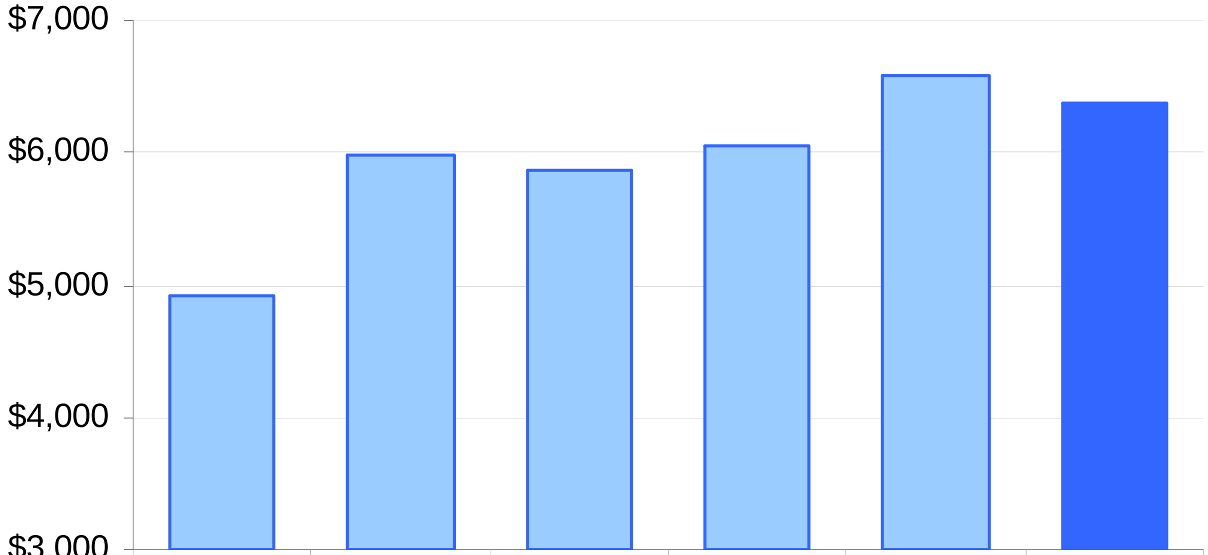
Information Technology Initiatives

- Wireless Strategy/ Mobile Computing Solutions
- Long Term ERP directions
- Continue to implement Enterprise Architecture standards
- Updating & Implementing the Technology Strategy

Information Technology

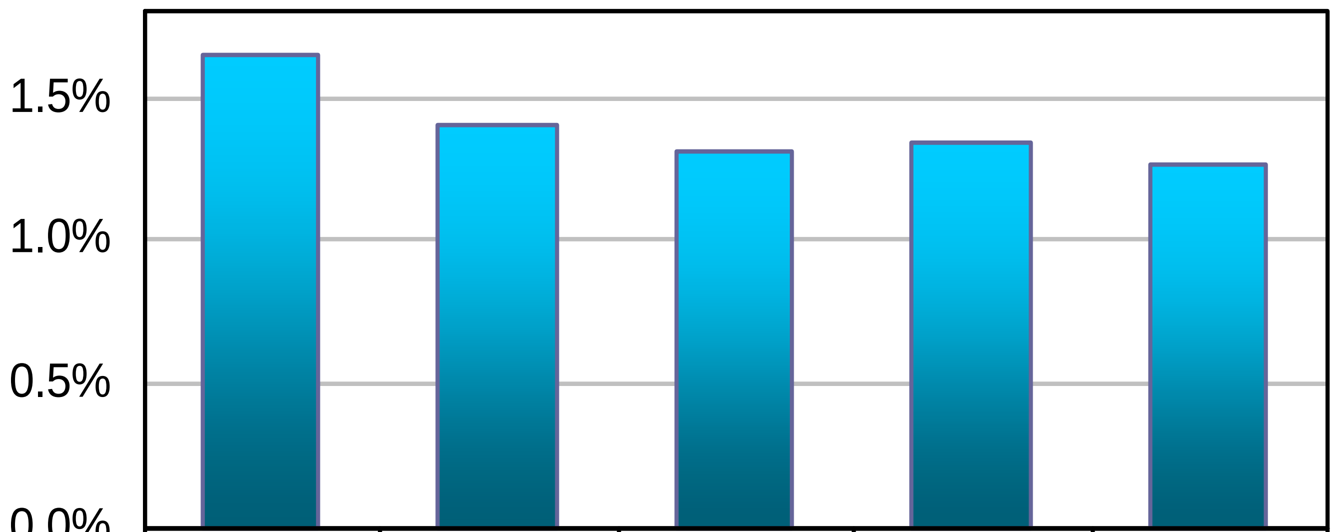
Efficiency KPI

Gross Expenditures per FTE



	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget
Gross Expenditures per FTE	$4,910	$5,981	$5,872	$6,048	$6,579	$6,382

Ratio of Information Technology to Regional Gross Expenditures



	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2008 Budget
Ratio	1.6%	1.4%	1.3%	1.4%	1.3%

Emergency Services (911)

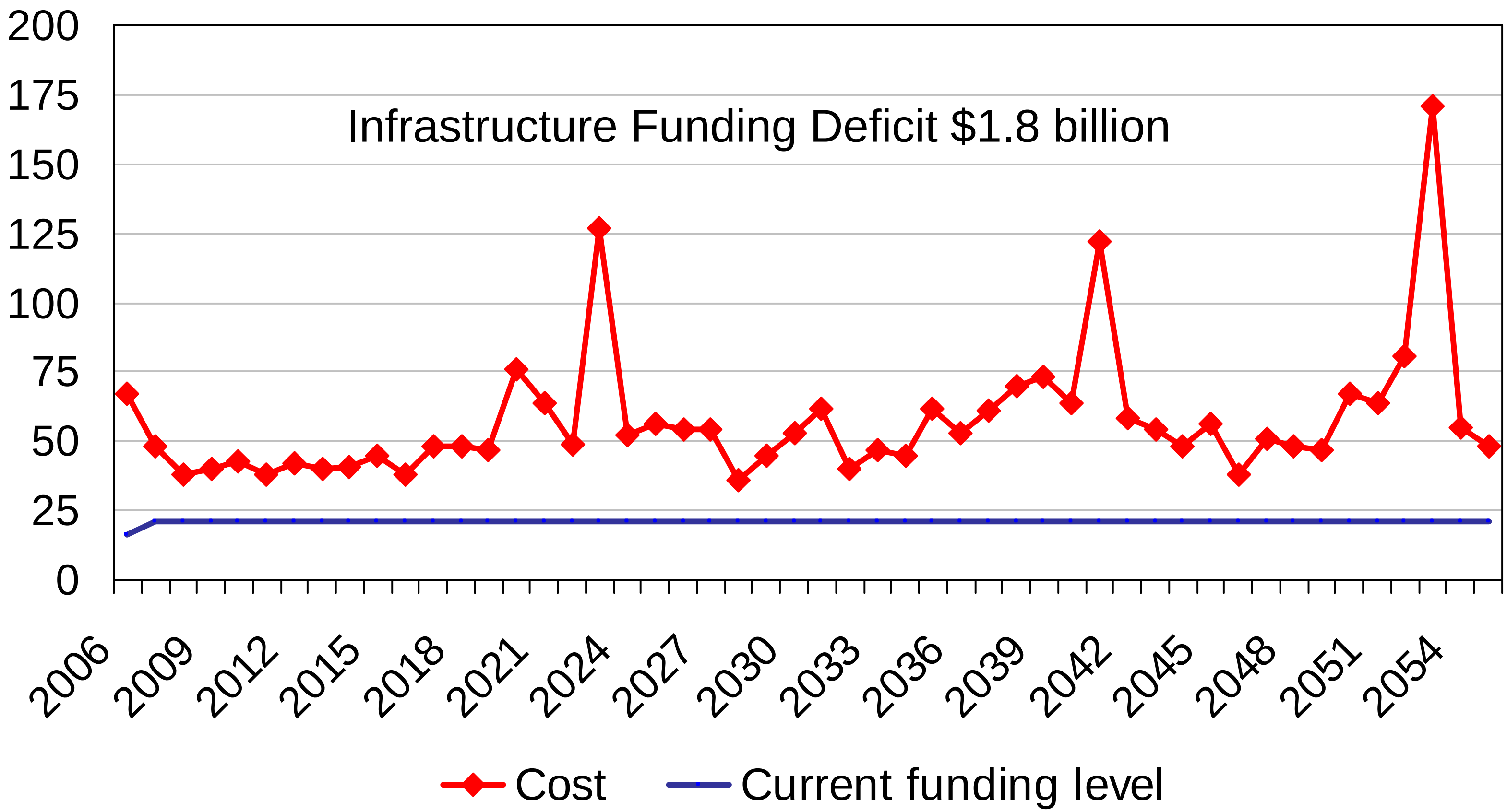
	$ 000's	% Inc.
Enhancements *4 Additional Call Takers*	$ 341	23.3%
Growth	$ 0	0%
Annualization	$ 0	0%
Mandatory/Legislative	$ 0	0%
Efficiencies	$ 0	0%
Base	$ 44	3.0%
Total Increase	$ 385	26.3%

Financial & Administrative Items

- Includes provisions for:
  - Working Capital
  - Corporate Initiatives
  - Capital Asset R&R Reserve
  - Capital Pay-as-you-Go
  - ODA Program
  - Buttonville Airport
  - Rebate for Charitable Orgs

Asset Replacement*

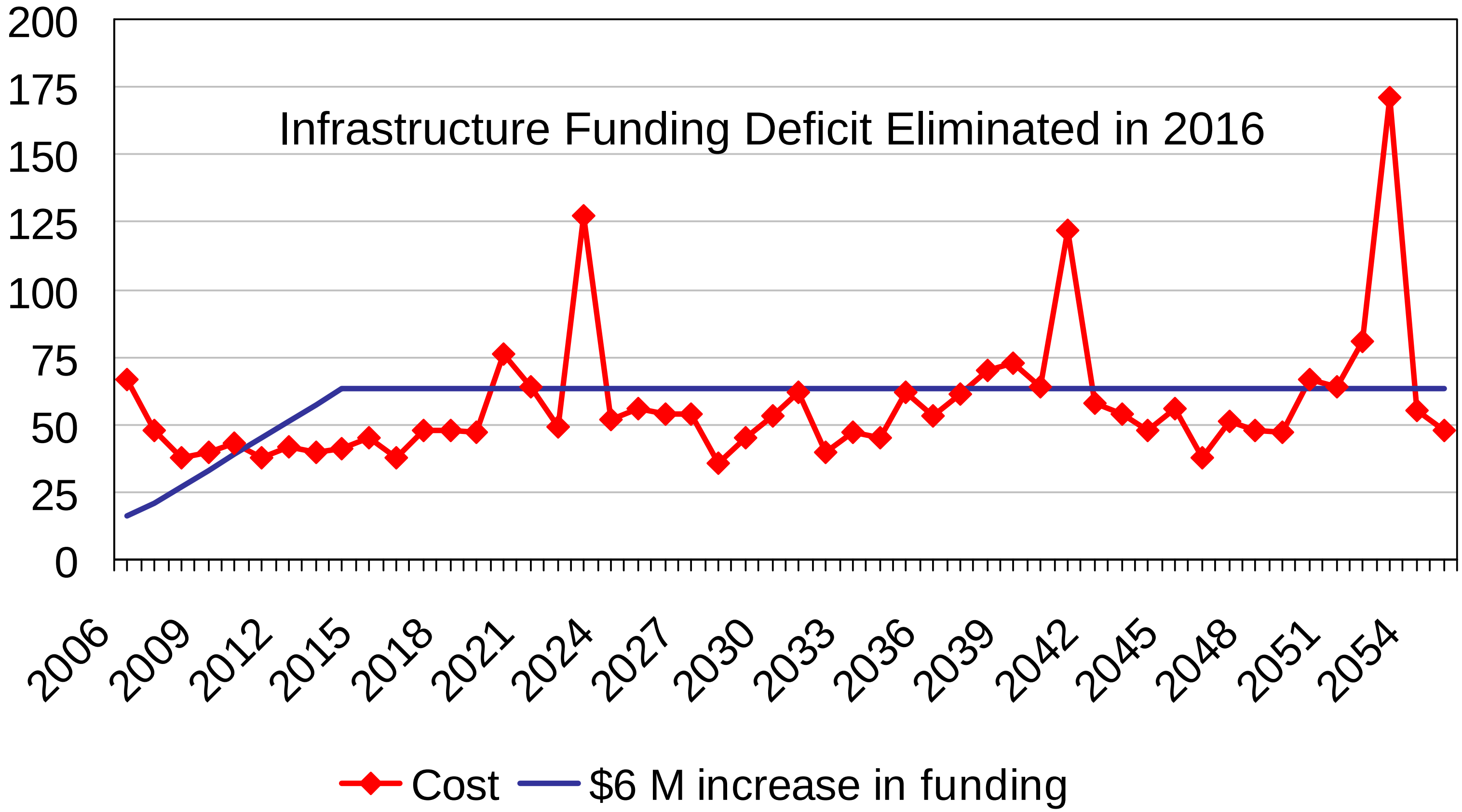
Current approved funding levels at $21M



* All tax-supported assets except roadways

Asset Replacement 2*

Annual $6 million increase to 2014



* All tax-supported assets except roadways

Other Non-Program Items…

- GTA Pooling

  $66.2M
- Ontario Disability Support Program

  $21.1M
- Municipal Property Assessment Corporation

  $14.0M

…Other Non-Program Items

- Hospital Capital Funding

  $7.3M

- Conservation Authorities

  TRCA & LSRCA $4.0M

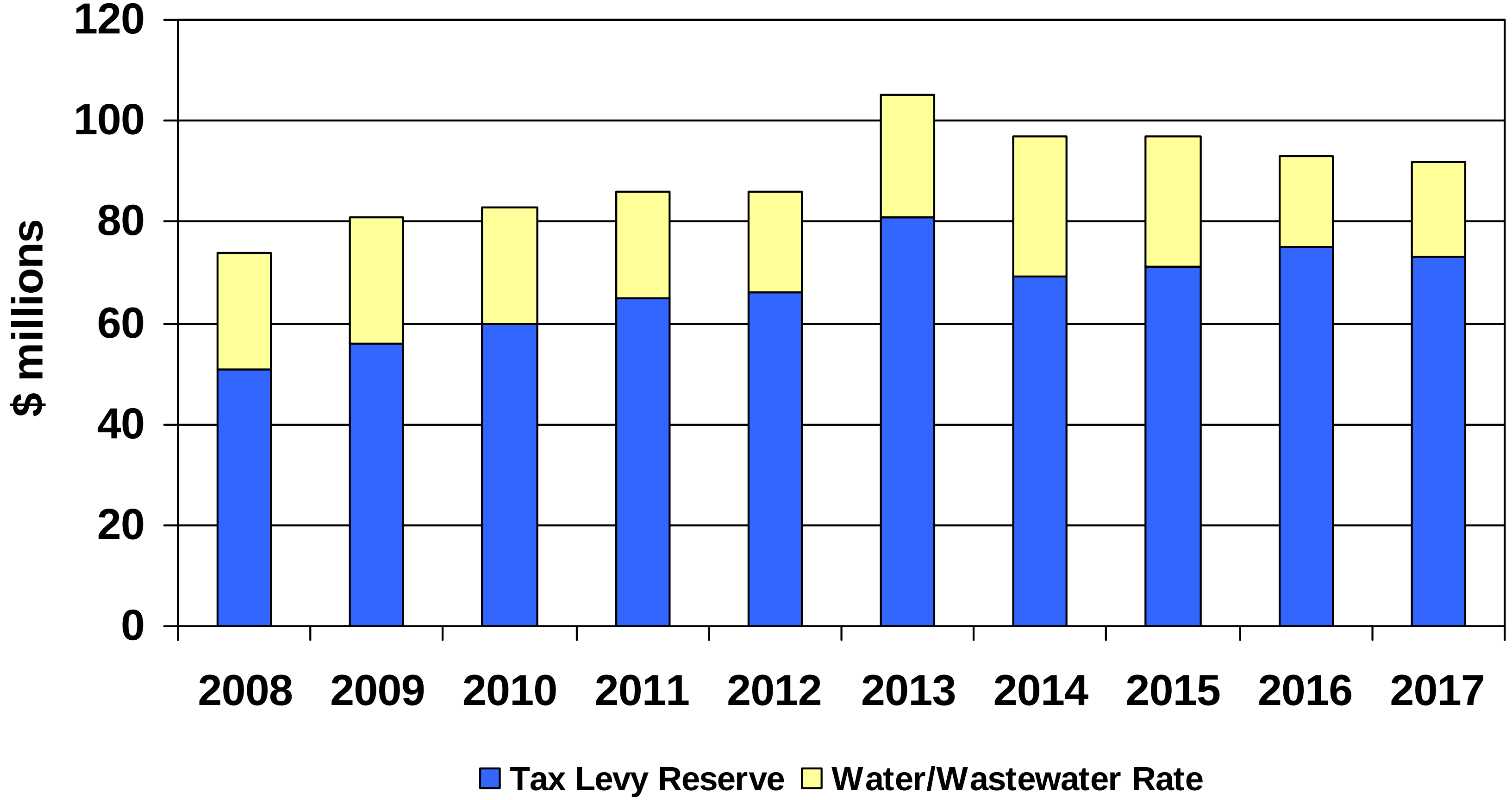
Non-Program Items

Discussion

Supplementary Slides

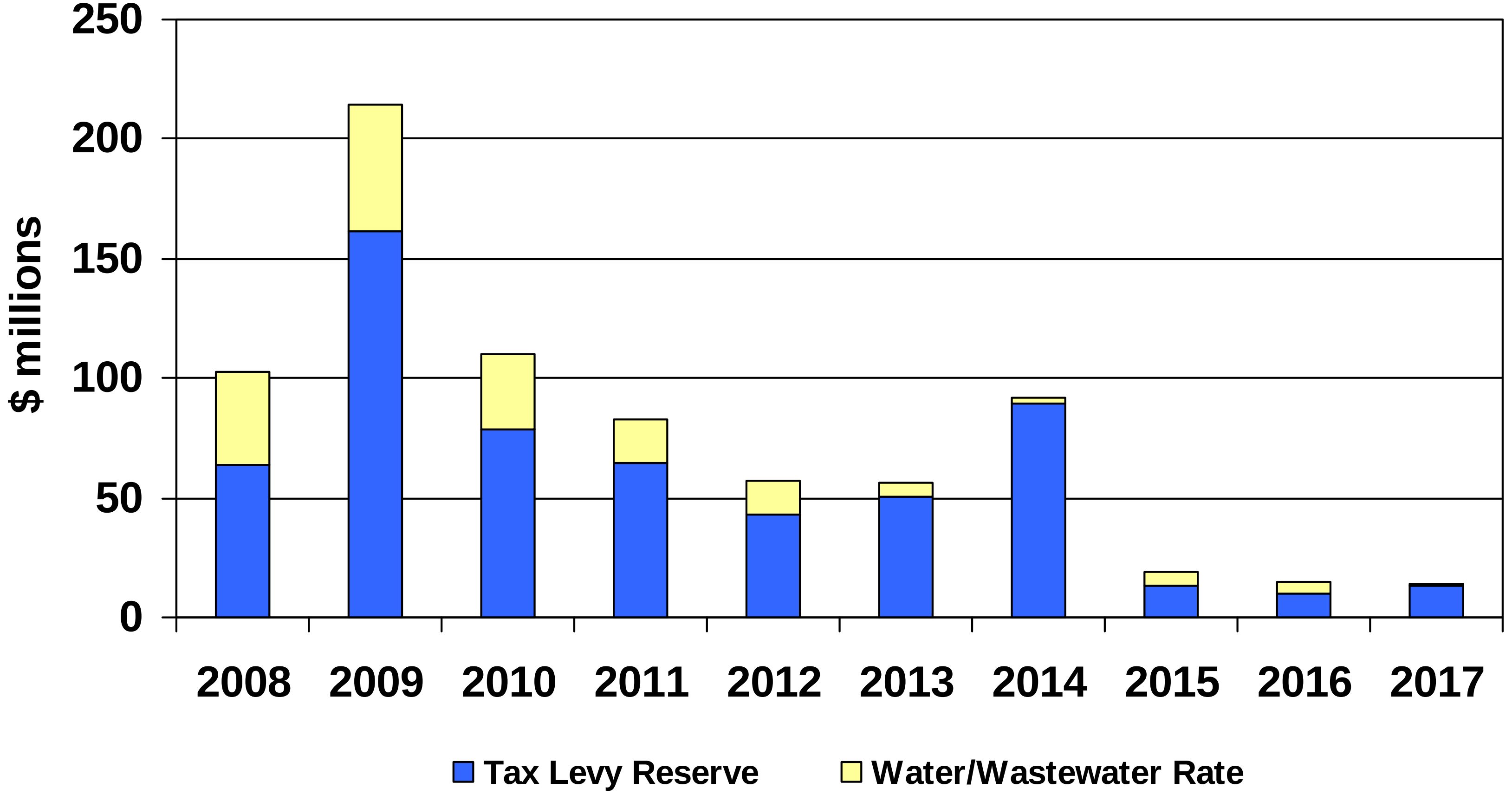
Cash Financing - Tax & Rate

10 Year View - $666.0M Tax & $227.6M Rate



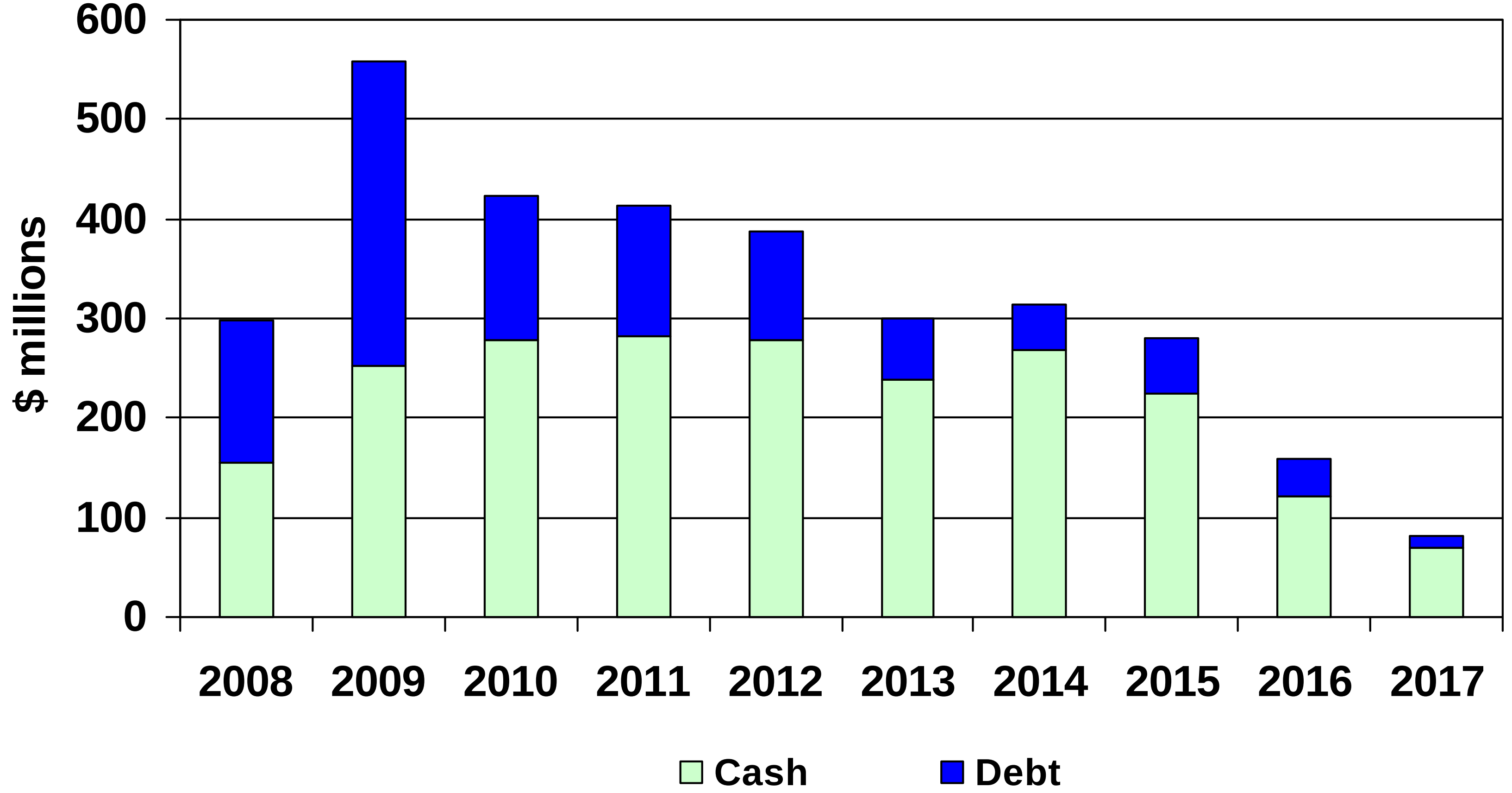
Debt Financing - Tax & Rate

10 Year View - $587.6M Tax & $176.6M Rate

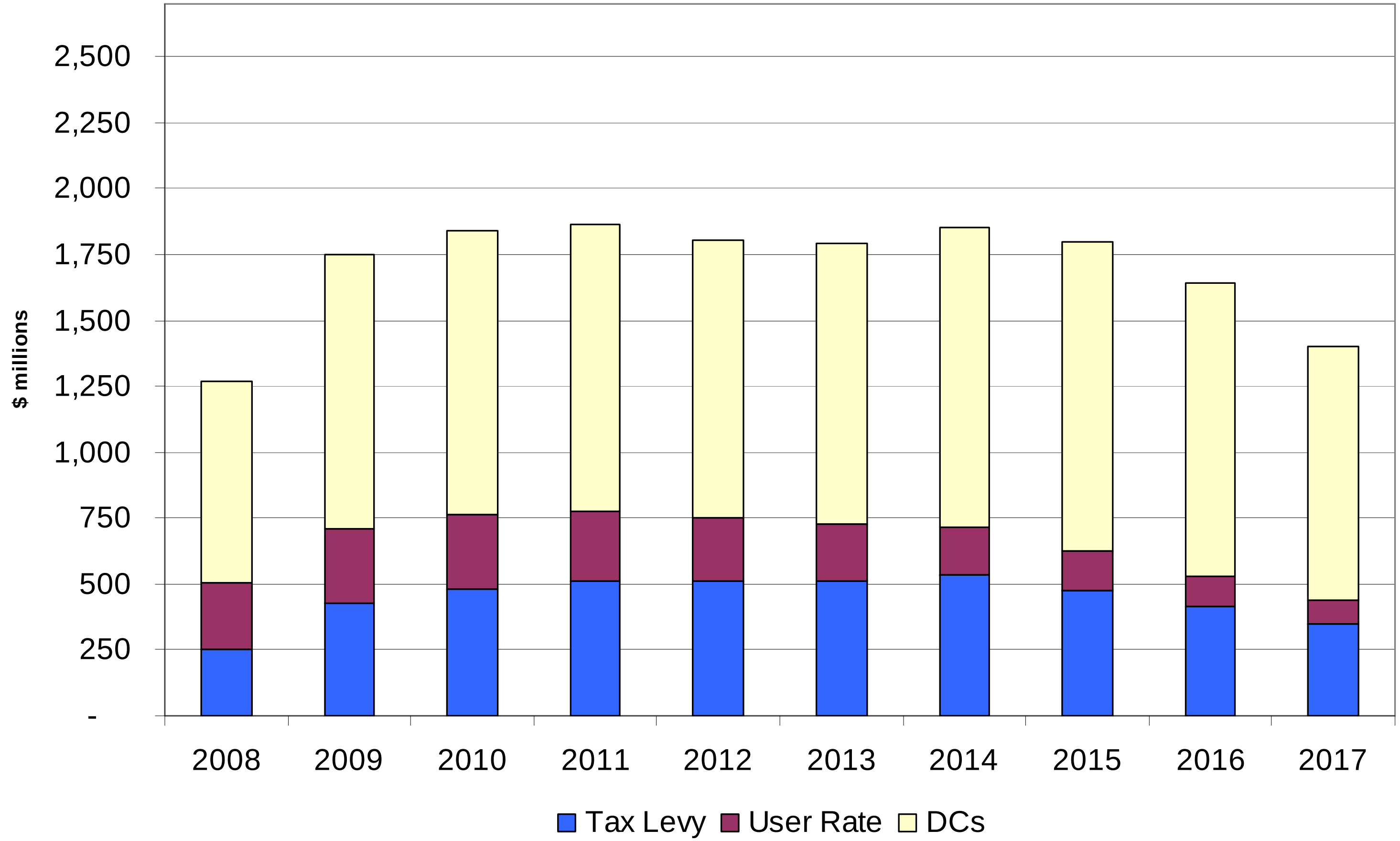


DC Financing - Cash & Debt

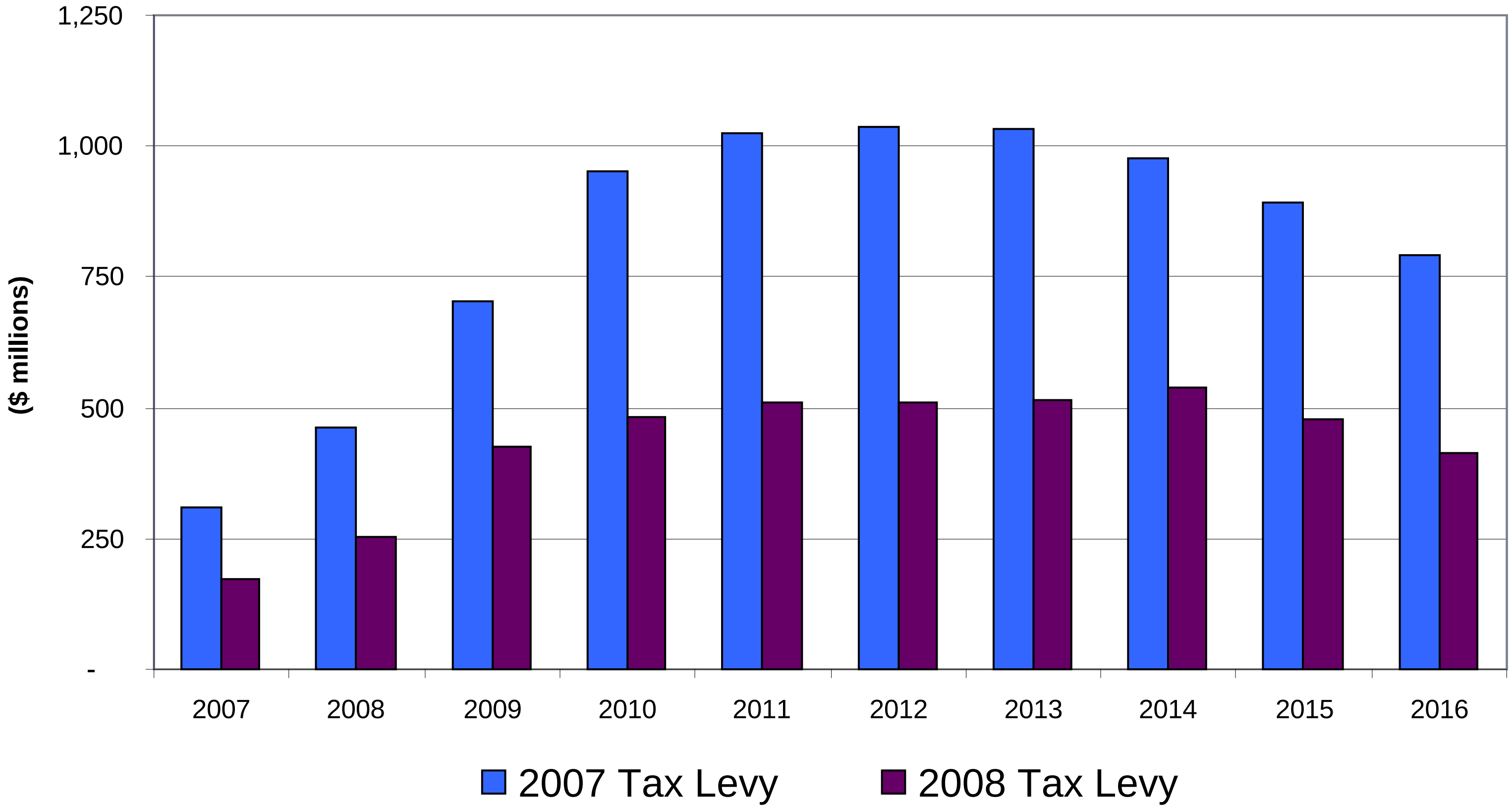
10 Year View - $2167.0M Cash & $1050.1M Debt



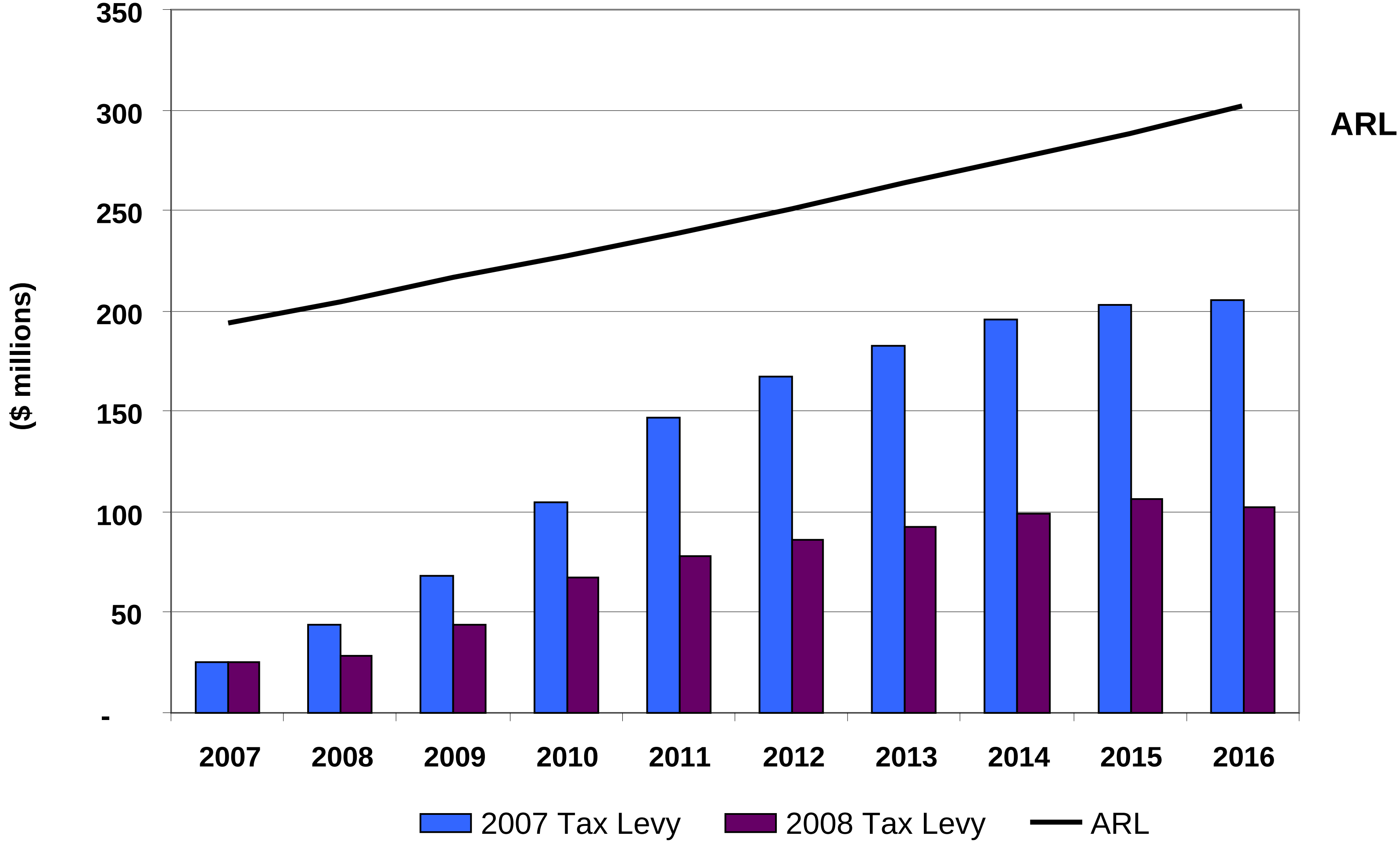
2008 10 Year Debt Projection



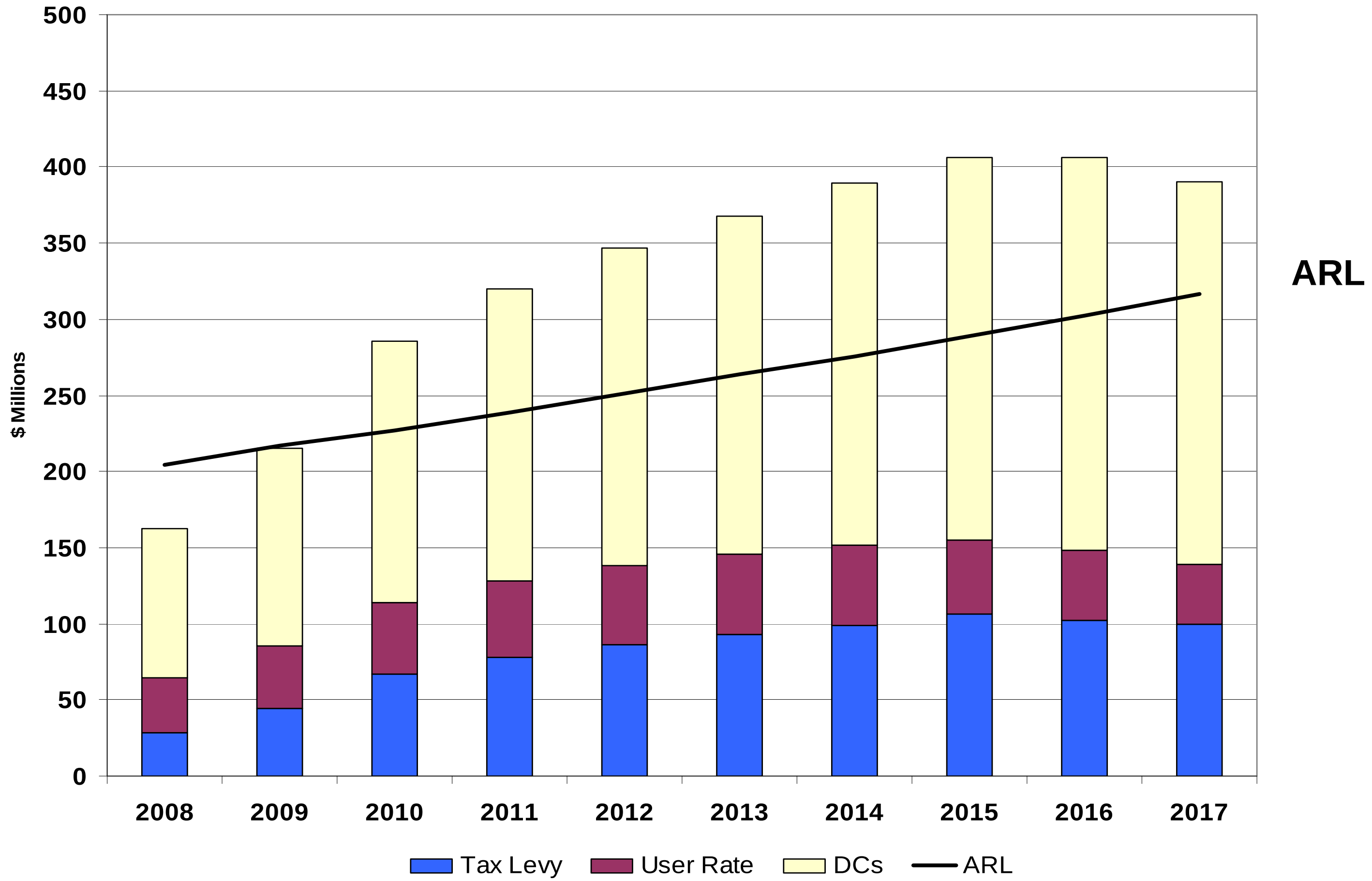
2007-8 Projection of Outstanding Debt



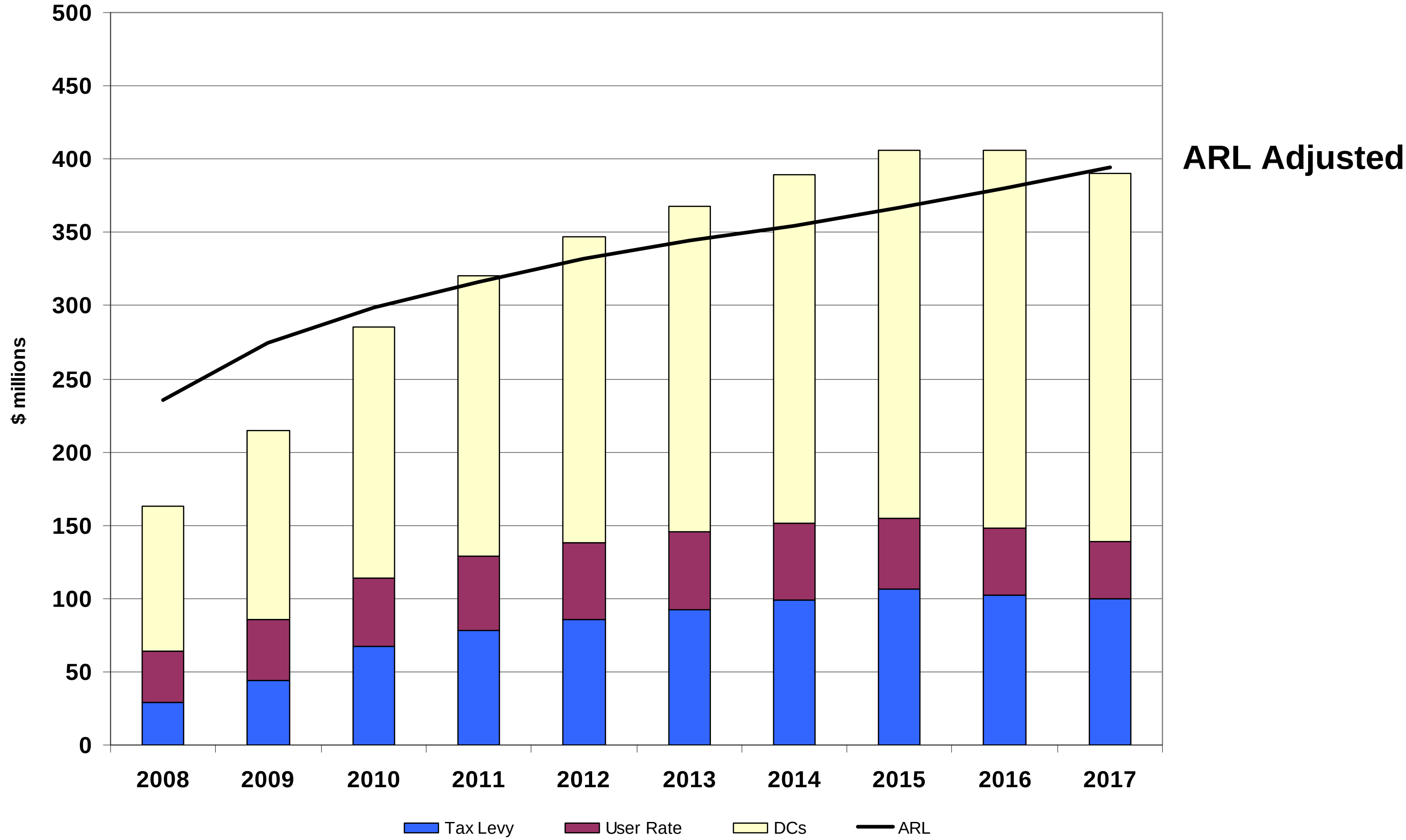
2007-8 Debt Repayment
by Funding Source



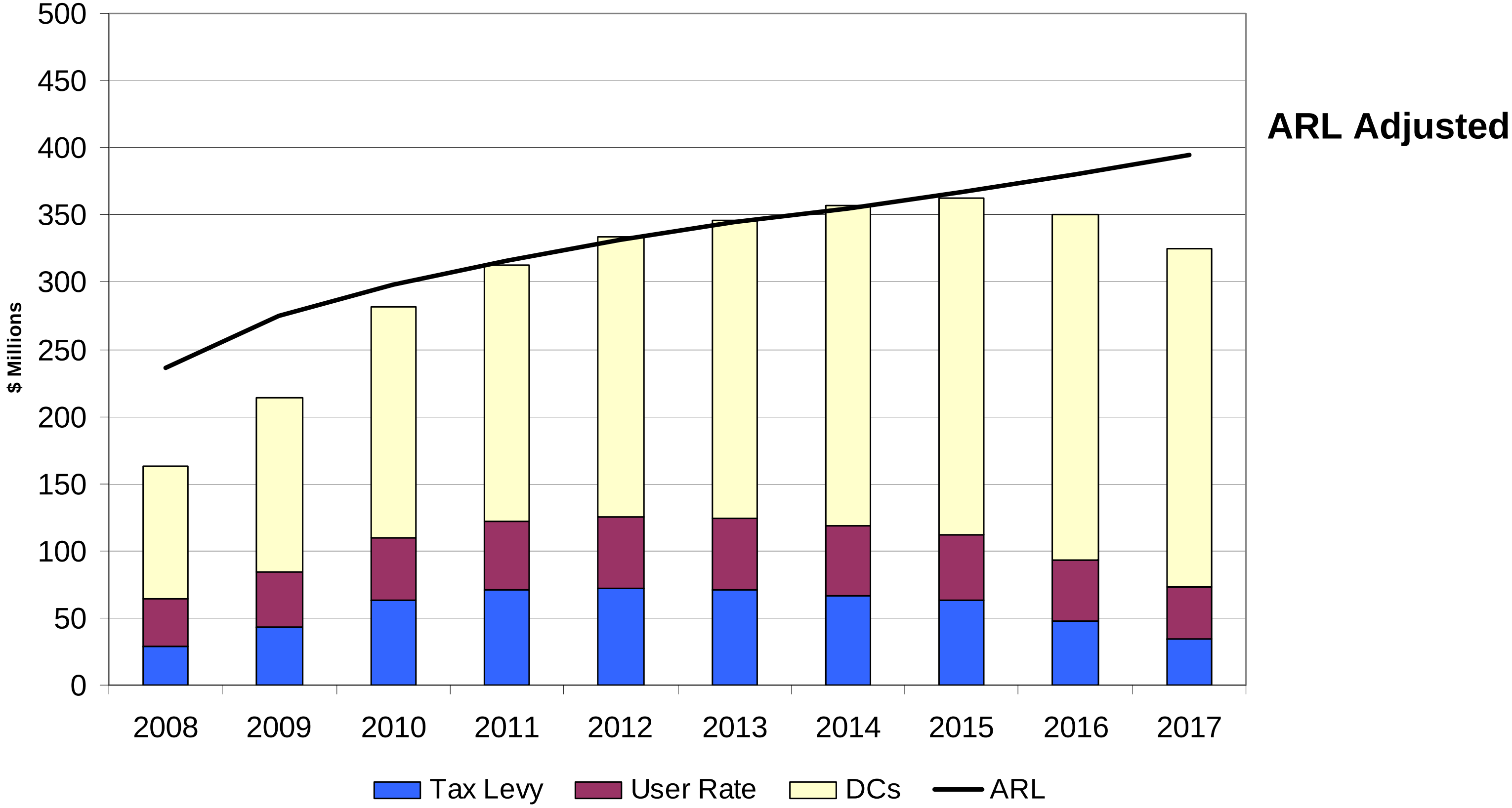
2008 Debt Repayment
by Funding Source



2008 Debt Repayment
by Funding Source (Proposed DC Act Revision)

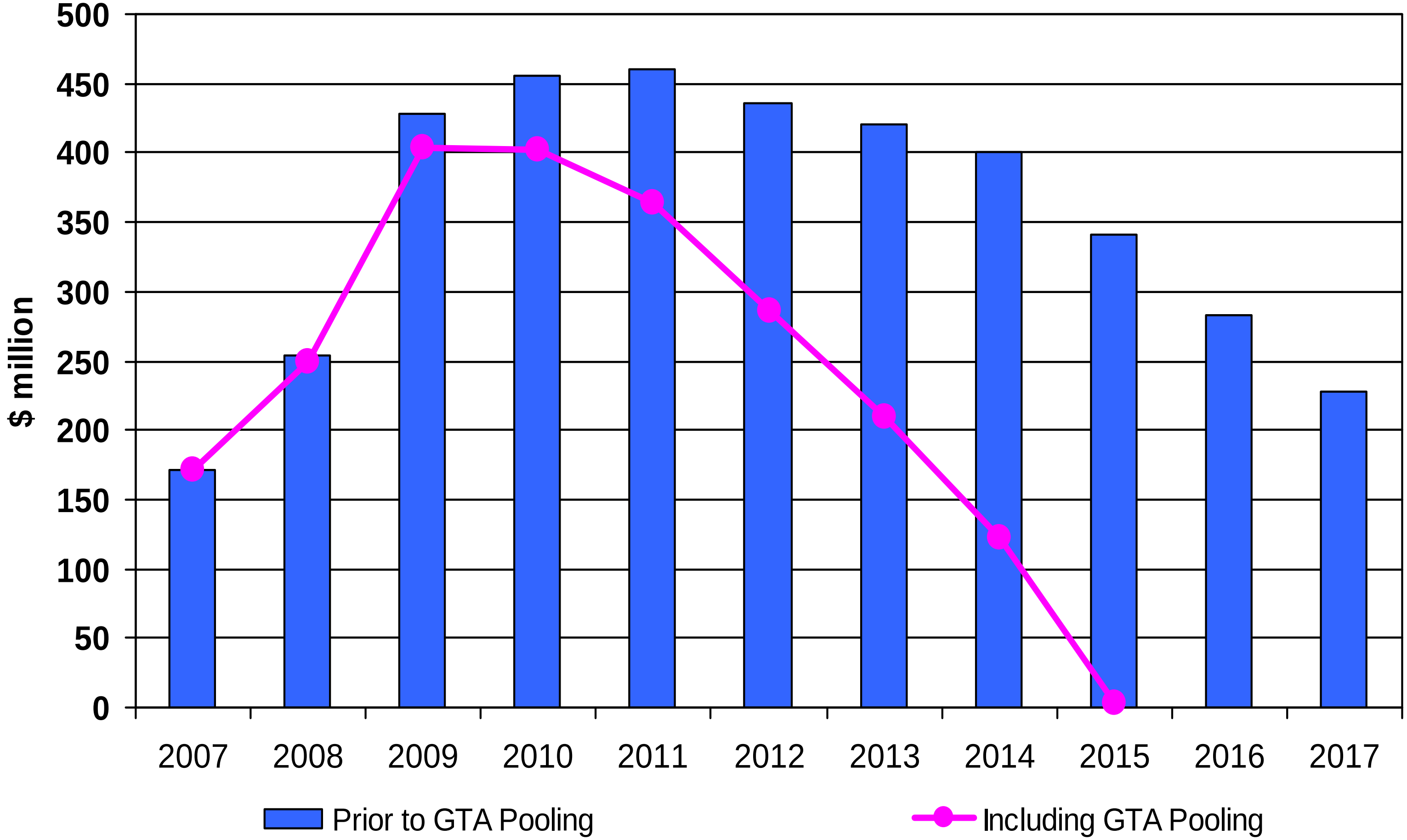


2008 Debt Repayment – Pooling Adj.
by Funding Source (Proposed DC Act Revision)



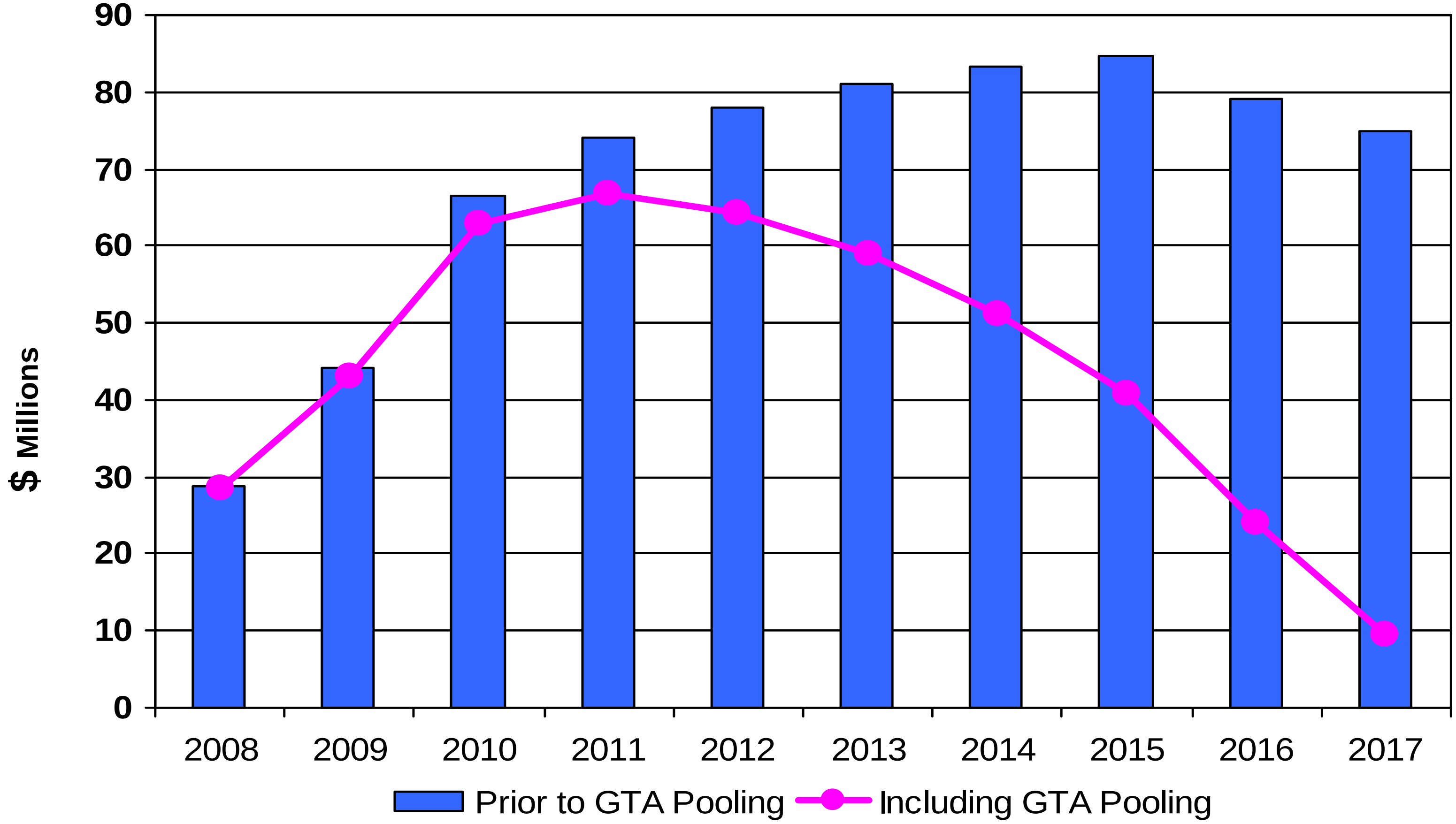
Outstanding Debt

Tax Levy Supported

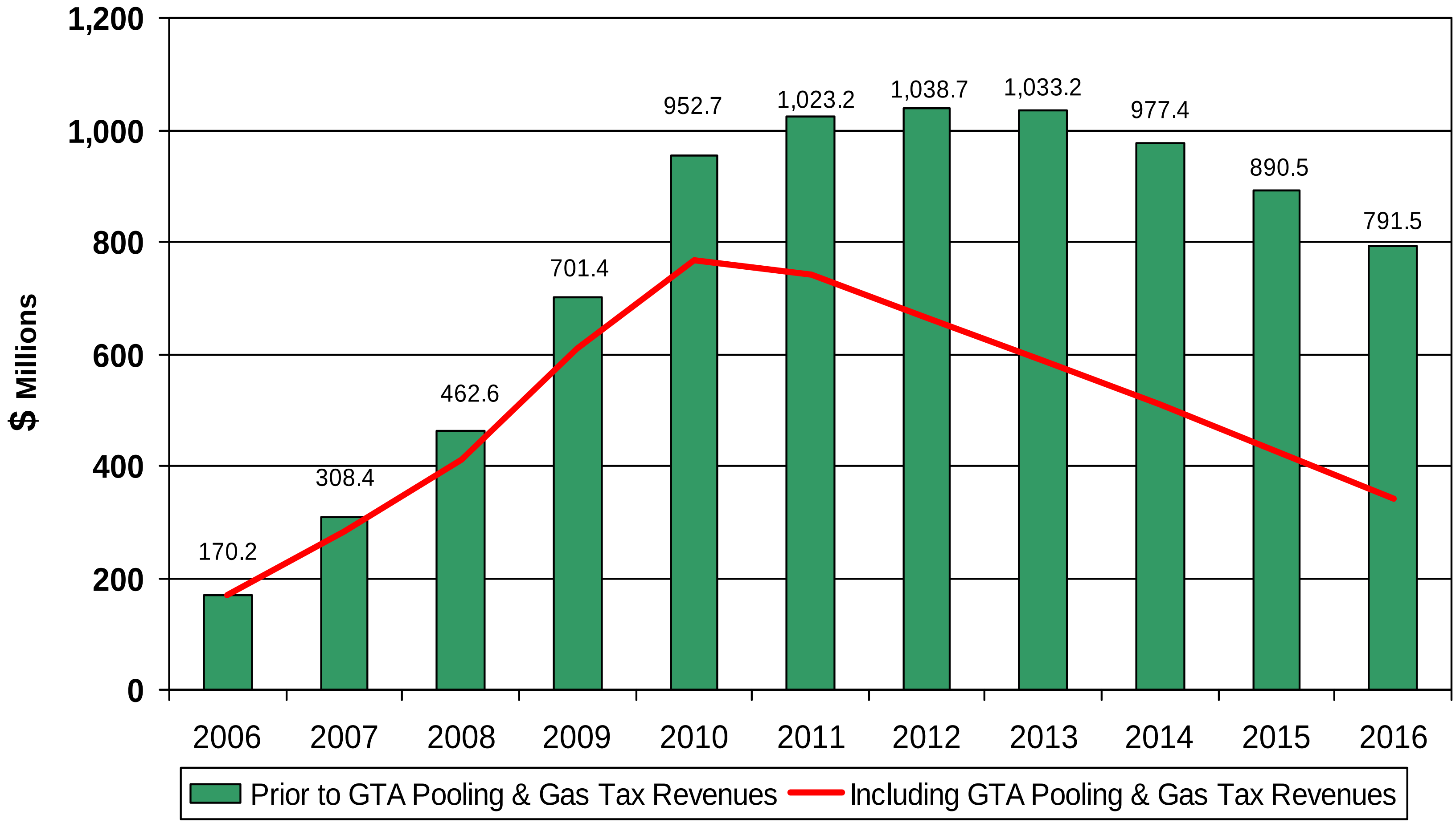


Debt Repayment

Tax Levy Supported



Outstanding Debt – Tax Levy Supported
(including Proposed Rapid Transit & Subway Extension)



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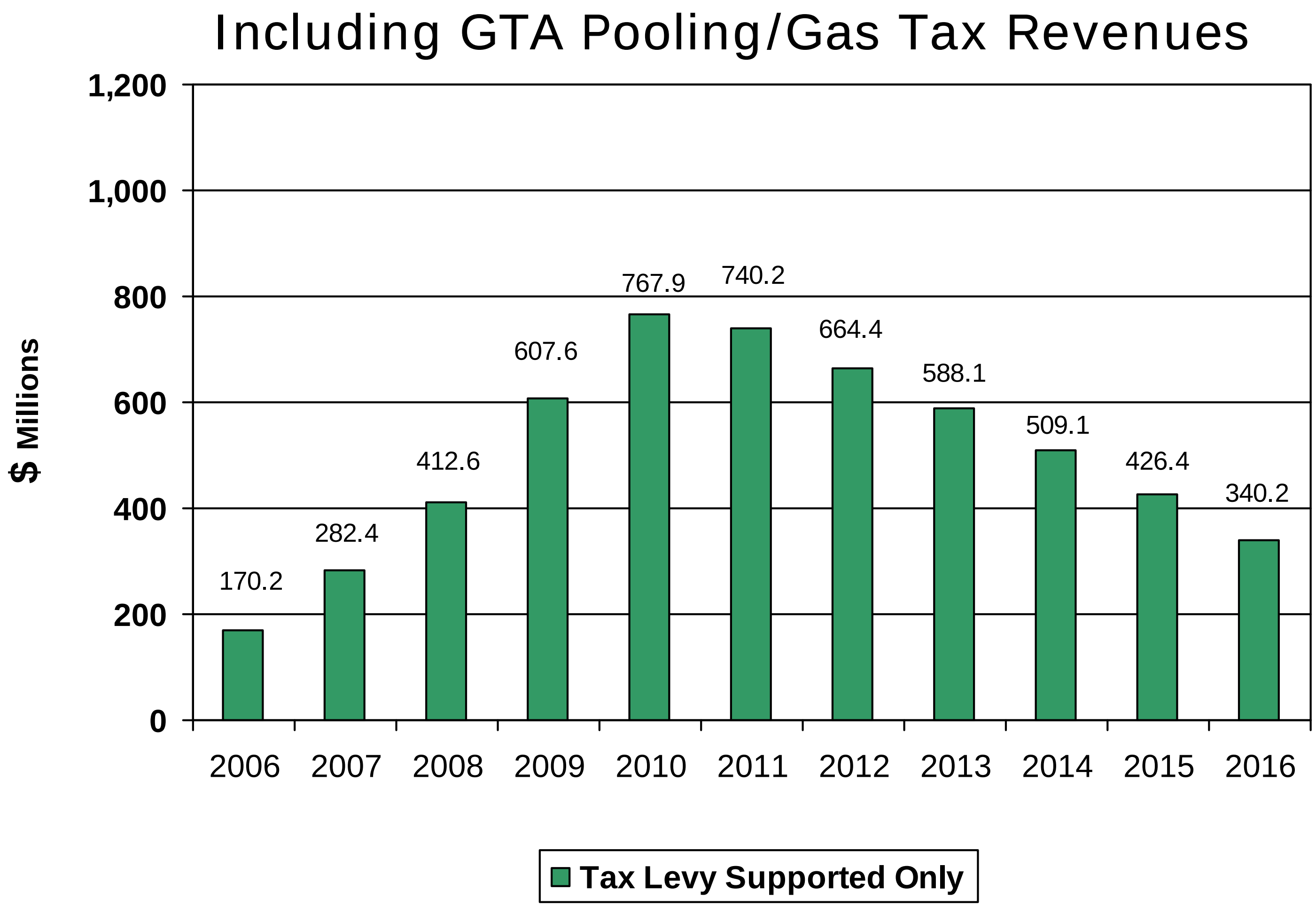

Debt Repayment – Tax Levy Supported

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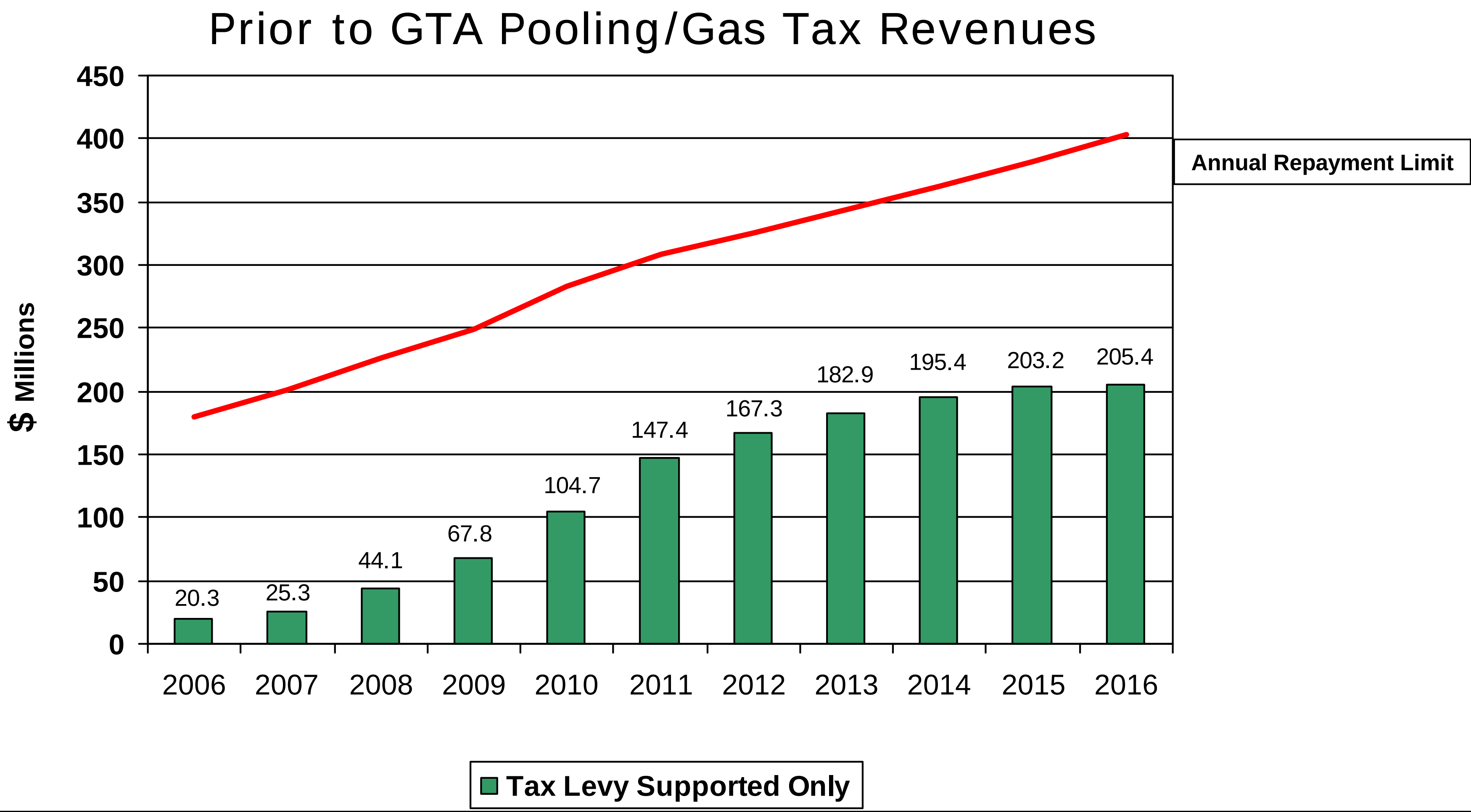

Debt Repayment – Tax Levy Supported
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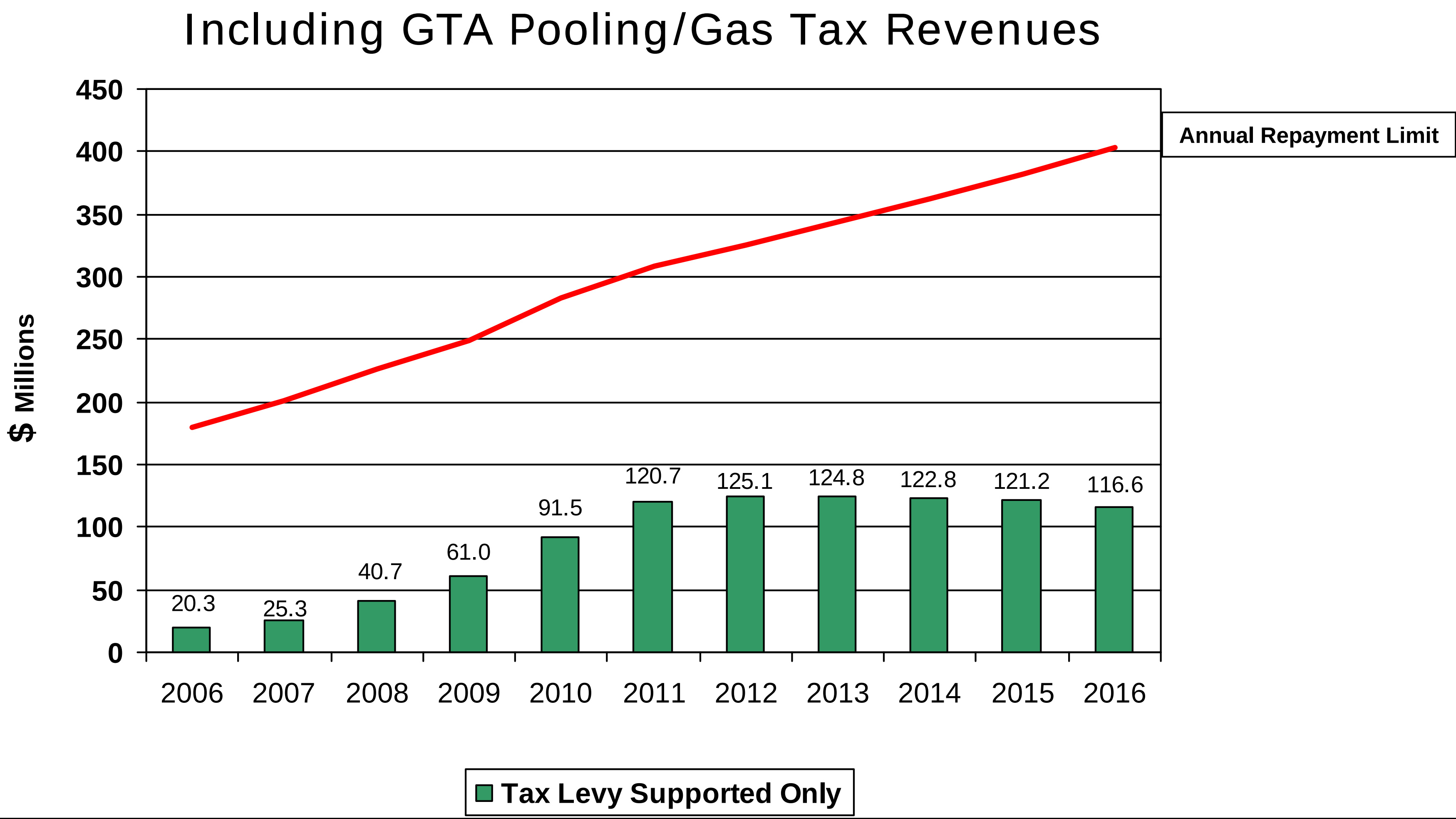
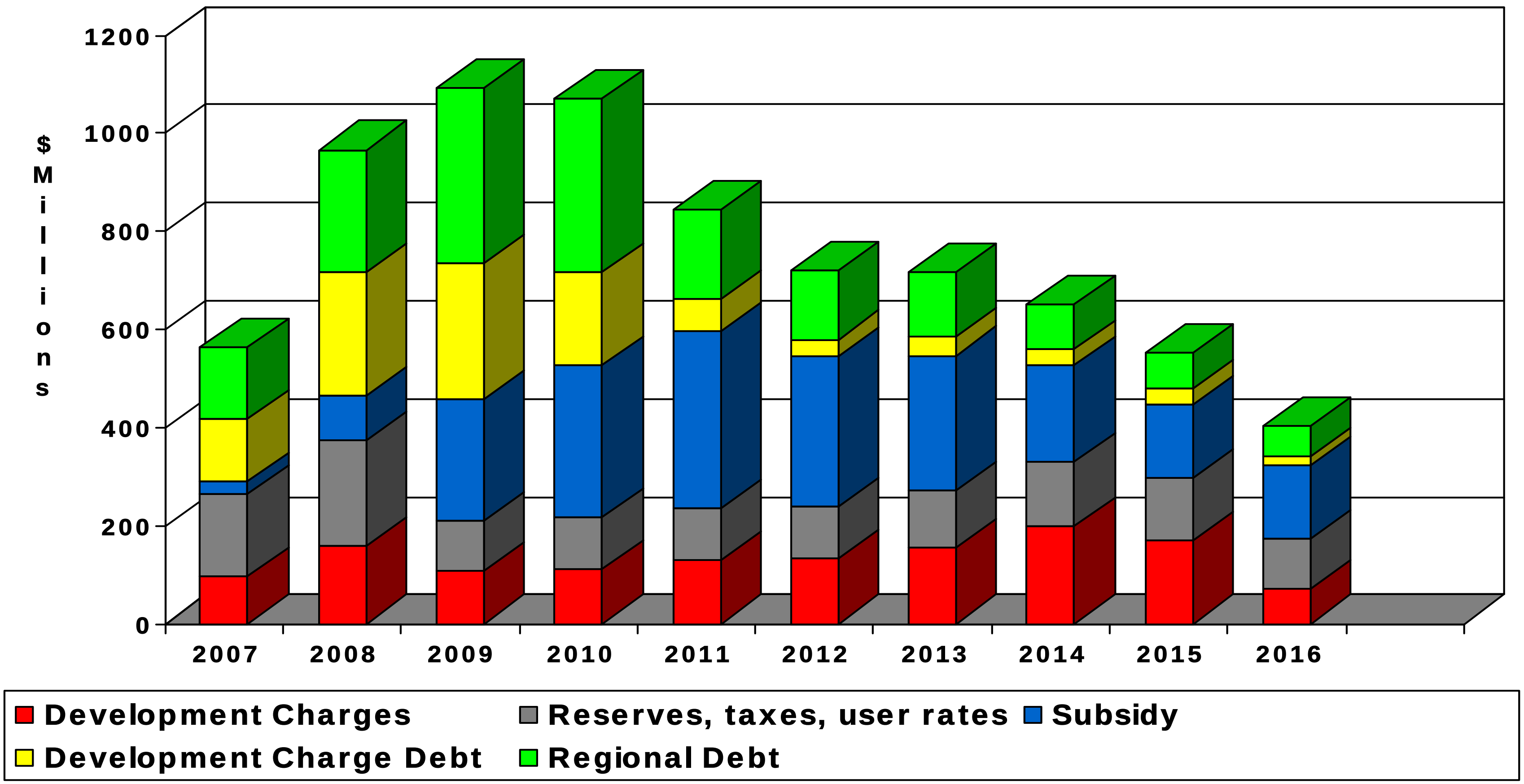
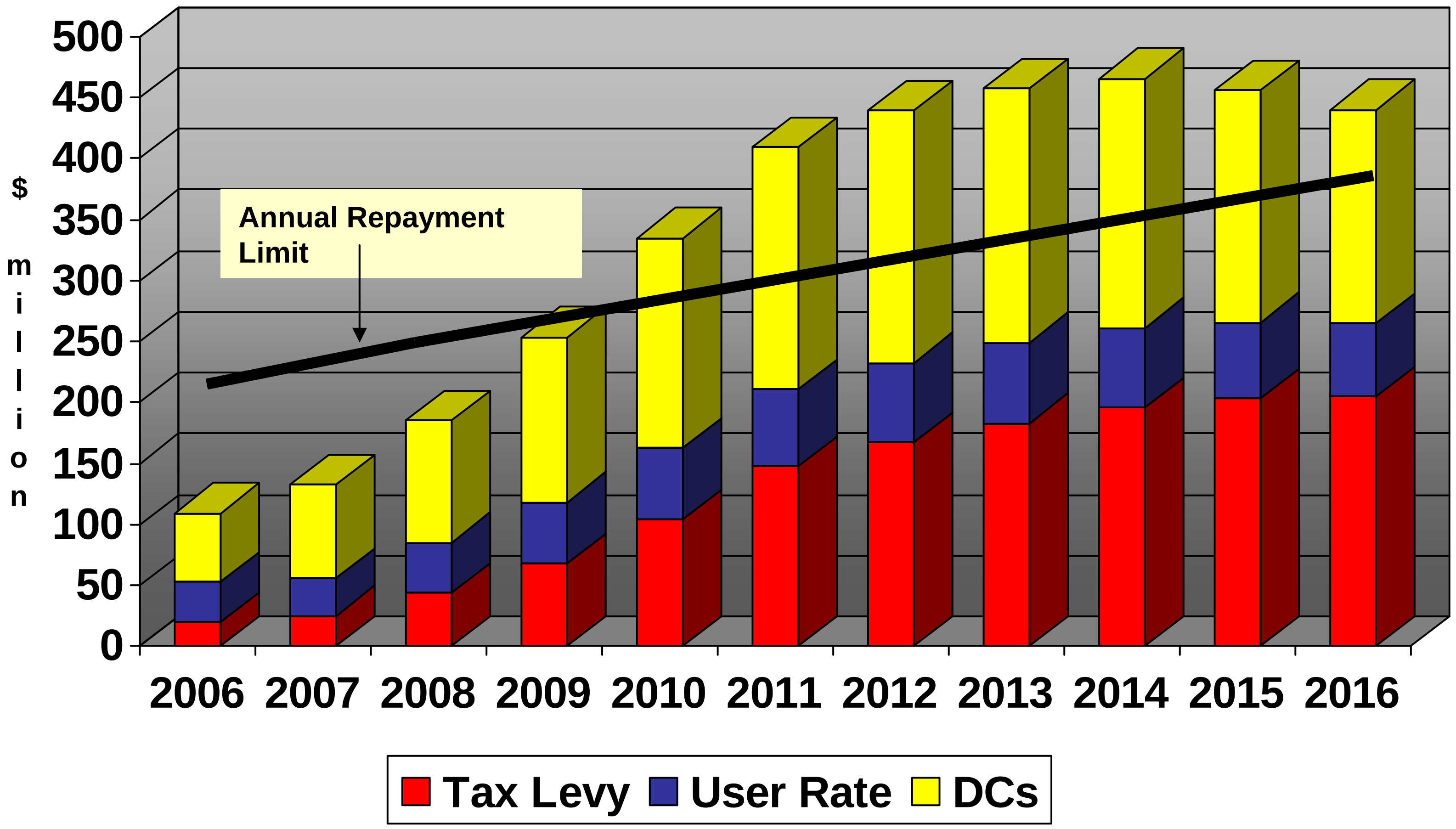


Capital *Financing*
10 Year View

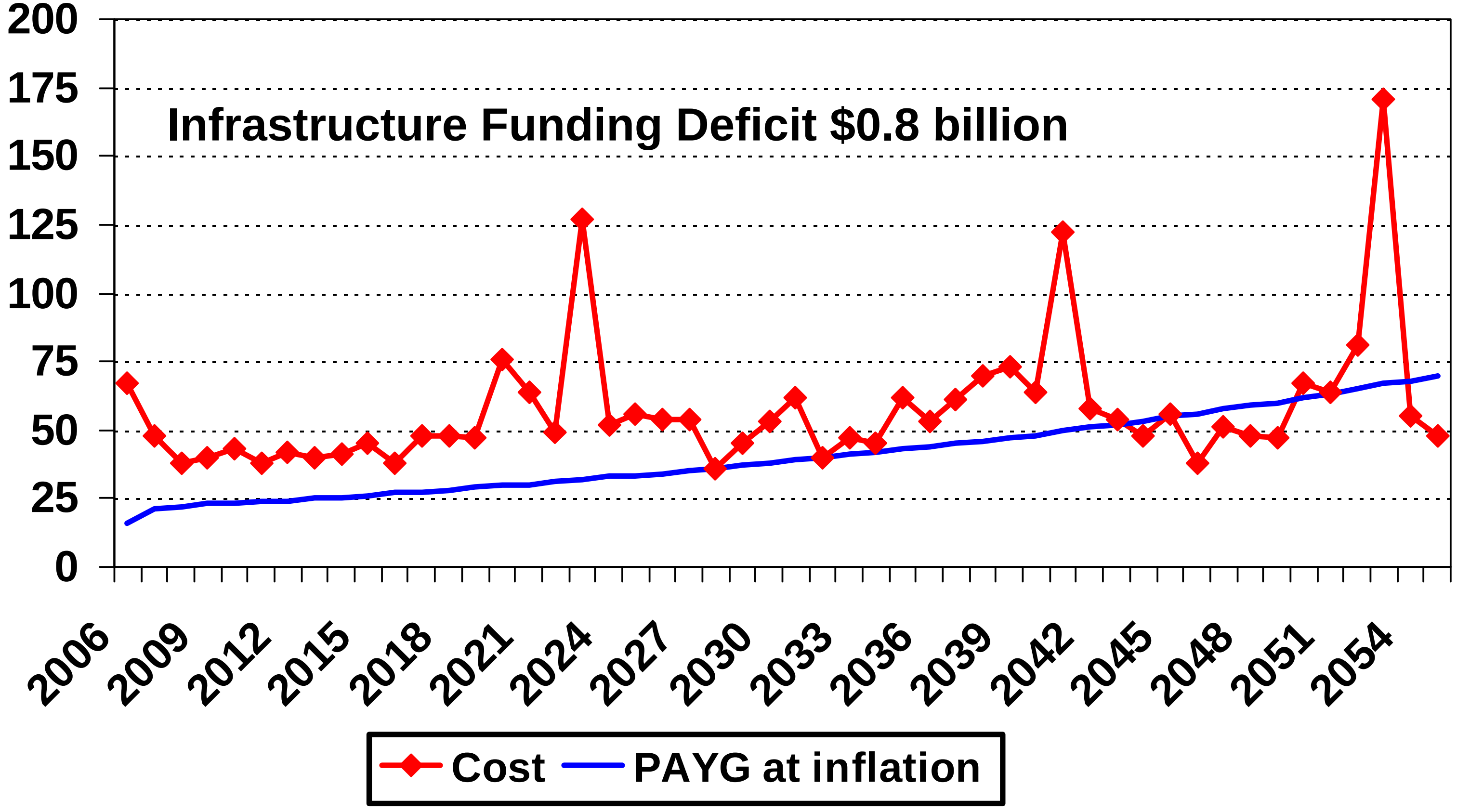


Projected Debt Service *Costs*



Asset Replacement Option 2*

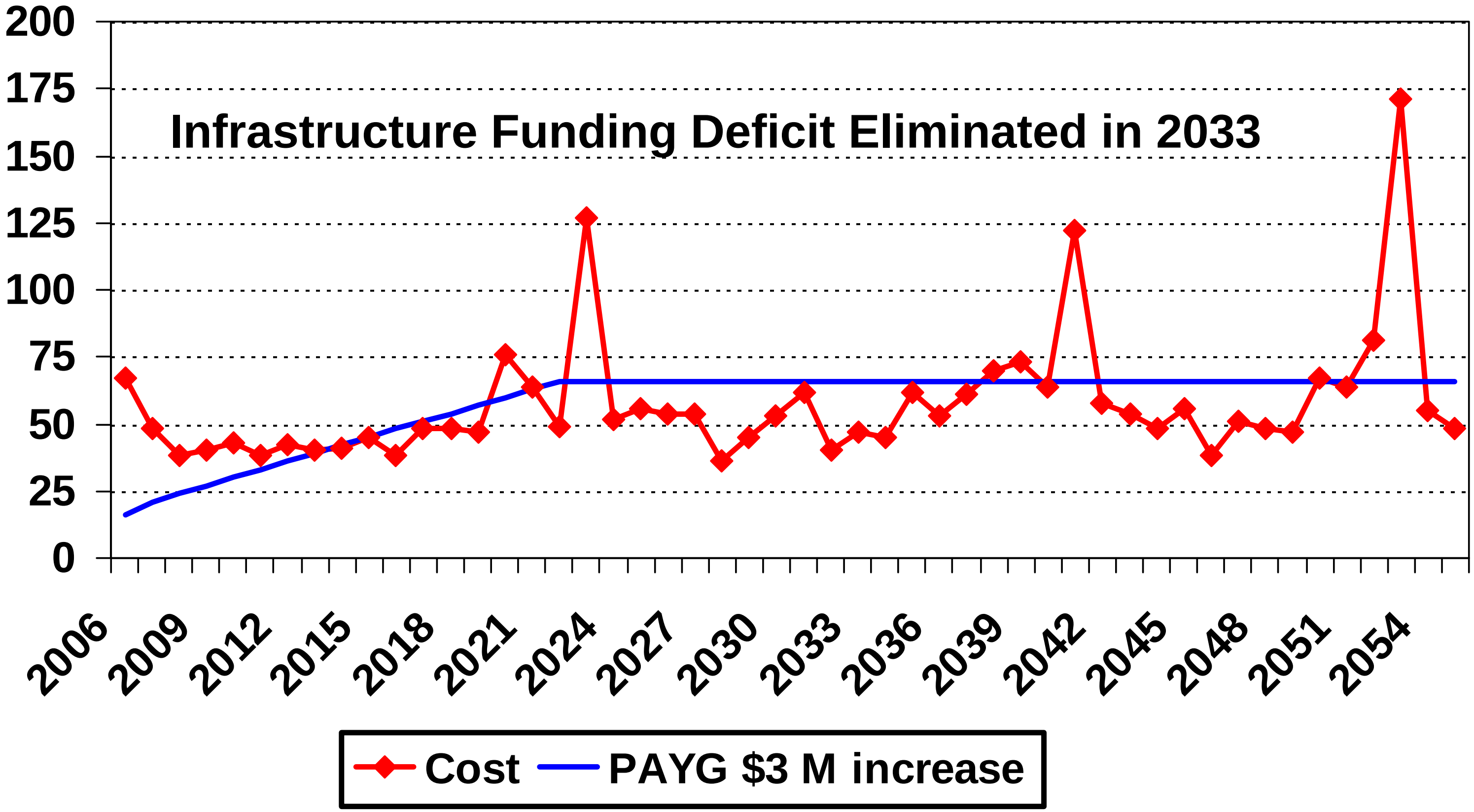
Annual funding increases at inflation of 2.5%



*** All tax-supported assets except roadways**

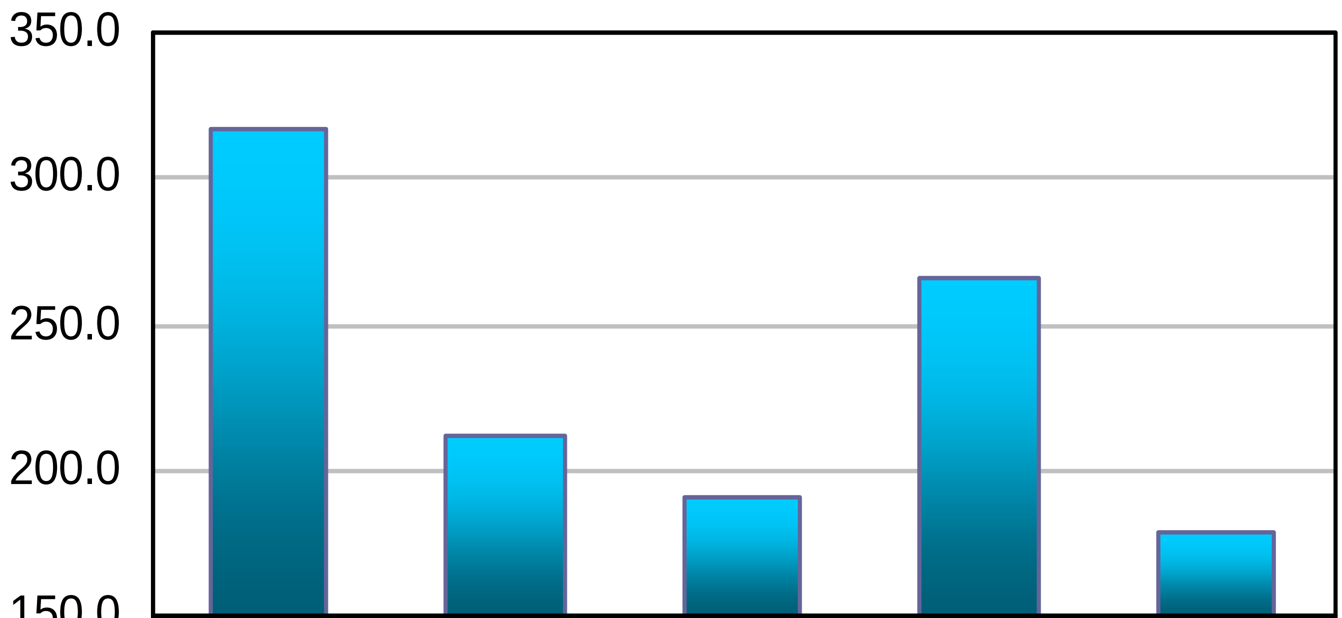
Asset Replacement Option 3*

Annual $3 million increase to 2022



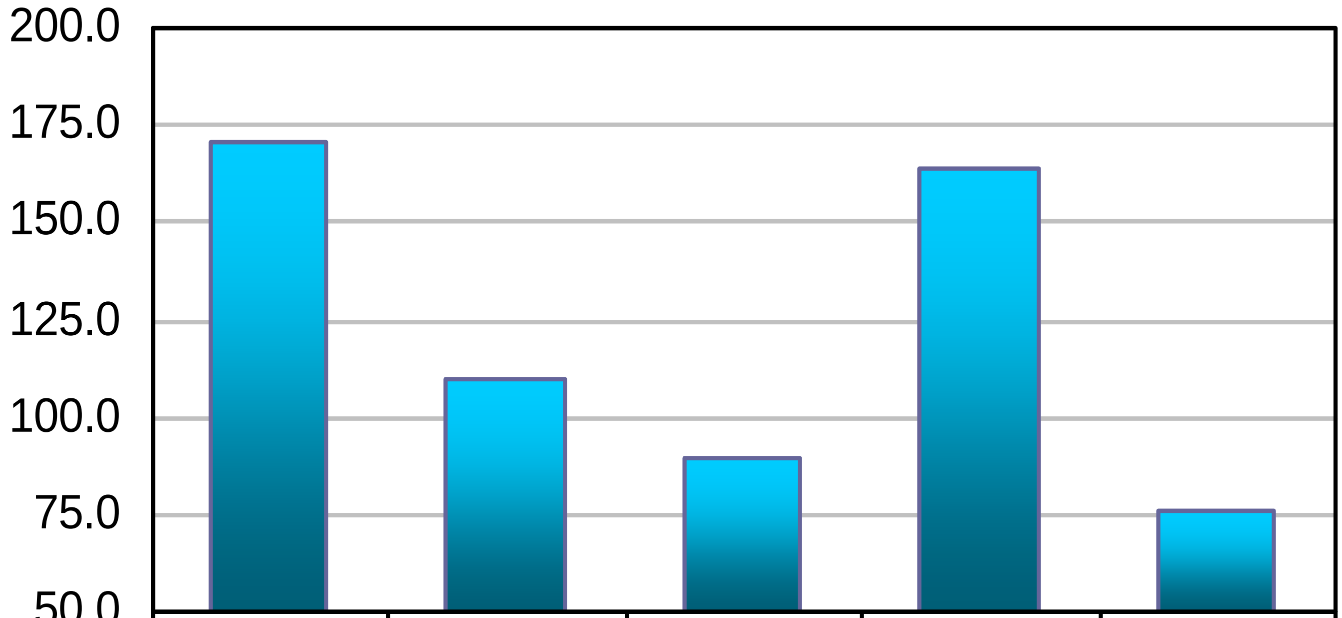
*** All tax-supported assets except roadways**

FTE Increases Including Police



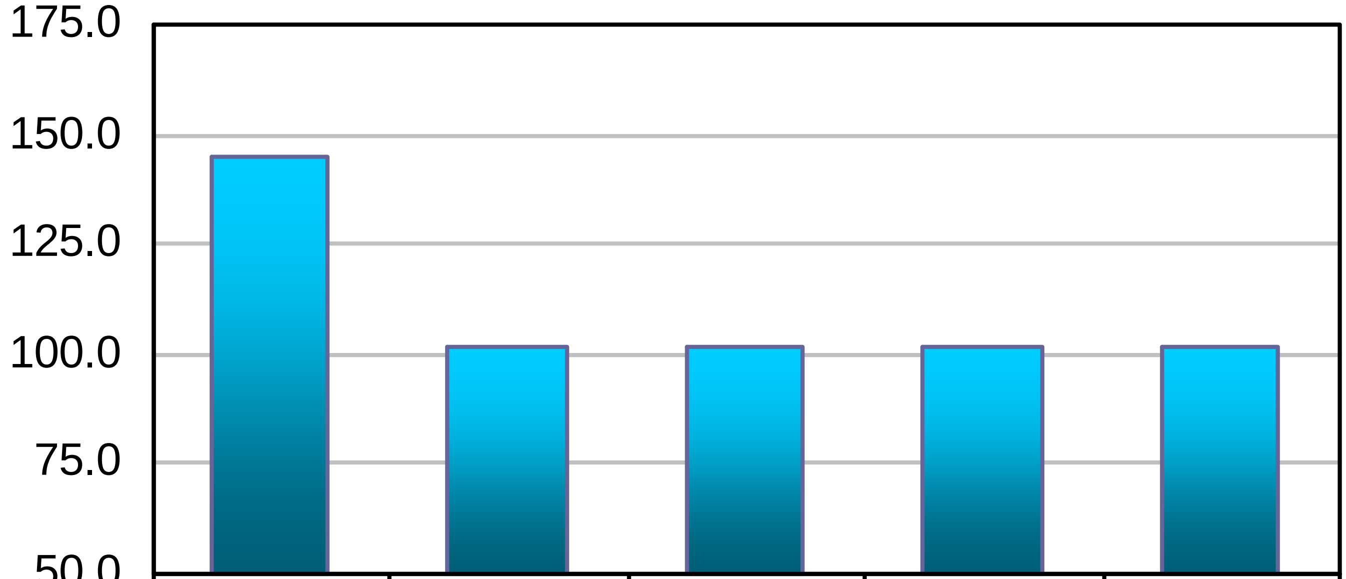
	2004	2005	2006	2007	2008
FTEs	317.6	212.2	191.3	265.4	178.3

FTE Increases Excluding Police



	2004	2005	2006	2007	2008
FTEs	170.8	110.2	89.3	163.4	76.3

FTE Increases - Police



	2004	2005	2006	2007	2008
FTEs	145.0	102.0	102.0	102.0	102.0

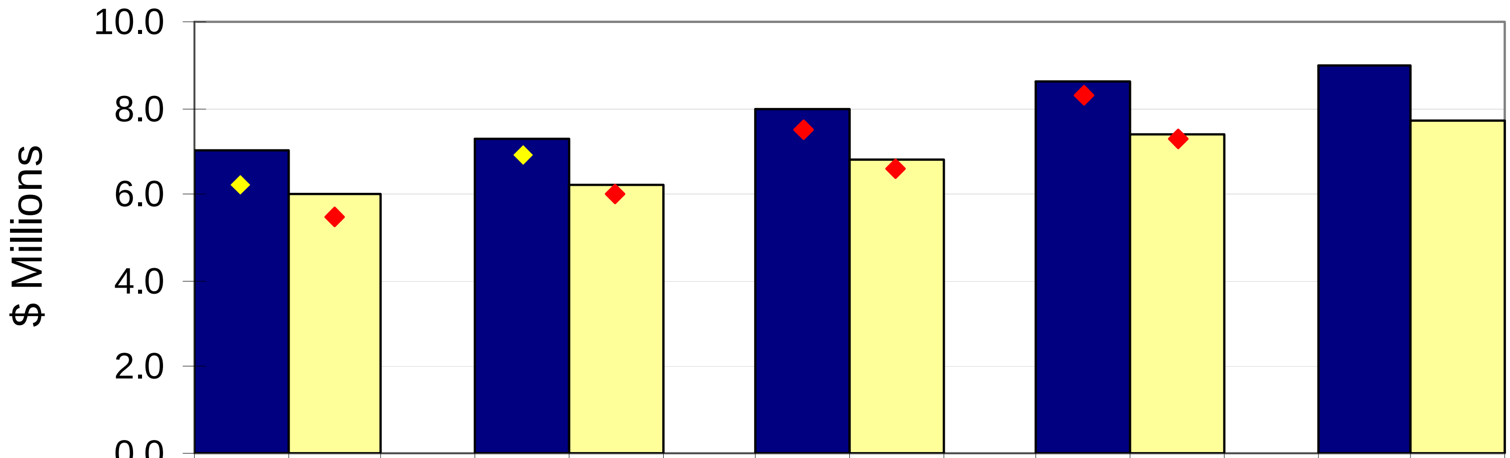
Toronto Region Conservation Authority [TRCA]

	$(000's)
TRCA	4,024
Kortright Centre	250
Total	4,274
Tax Levy	2,436
W/Ww Rate	1,538
Forestry [Roads operating budget]	50
Kortright Centre [5yr annual reserve commitment]	250
Total York Region Funding	4,274

Lake Simcoe Region Conservation Authority [LSRCA]

	$(000's)
LSRCA	2,740
Administration Building	224
Total	2,964
Tax Levy	1,387
Admin Bldg Debt [annual debt service payment]	224
W/Ww Rate	1,303
Forestry [Roads operating budget]	50
Total York Region Funding	2,964

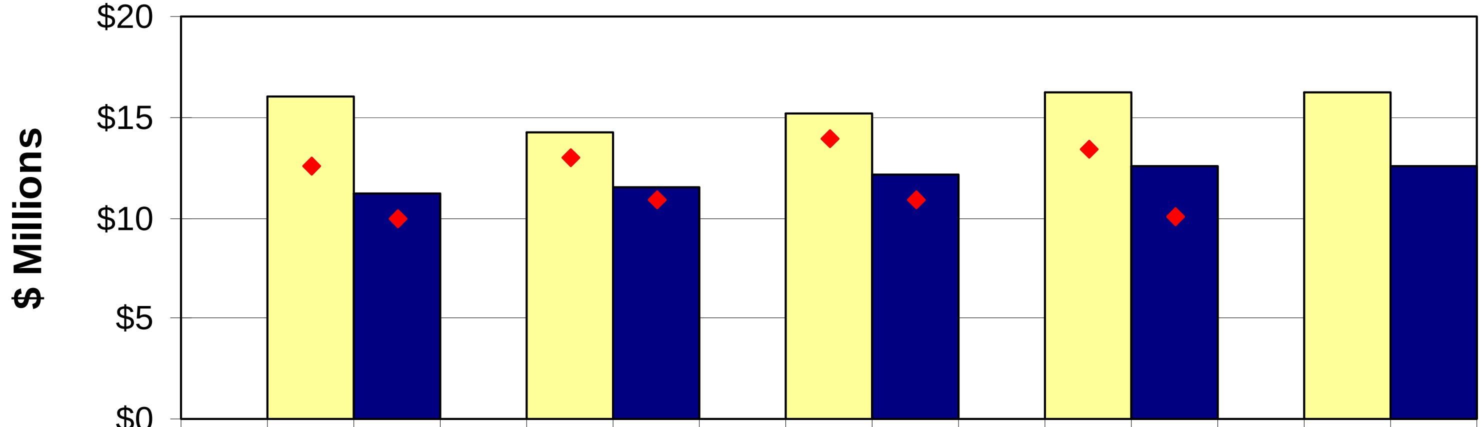
Finance
Budget/Actual Trend



	2004 Gross	2004 Net	2005 Gross	2005 Net	2006 Gross	2006 Net	2007 Gross	2007 Net	2008 Gross	2008 Net
Budget	7.0	6.0	7.3	6.2	8.0	6.8	8.6	7.4	9.0	7.7
Actuals	6.2	5.5	6.9	6.0	7.5	6.6	8.3	7.3		

Note: Excludes interdepartmental allocations and contribution to capital

Information Technology Budget/Actual Trend

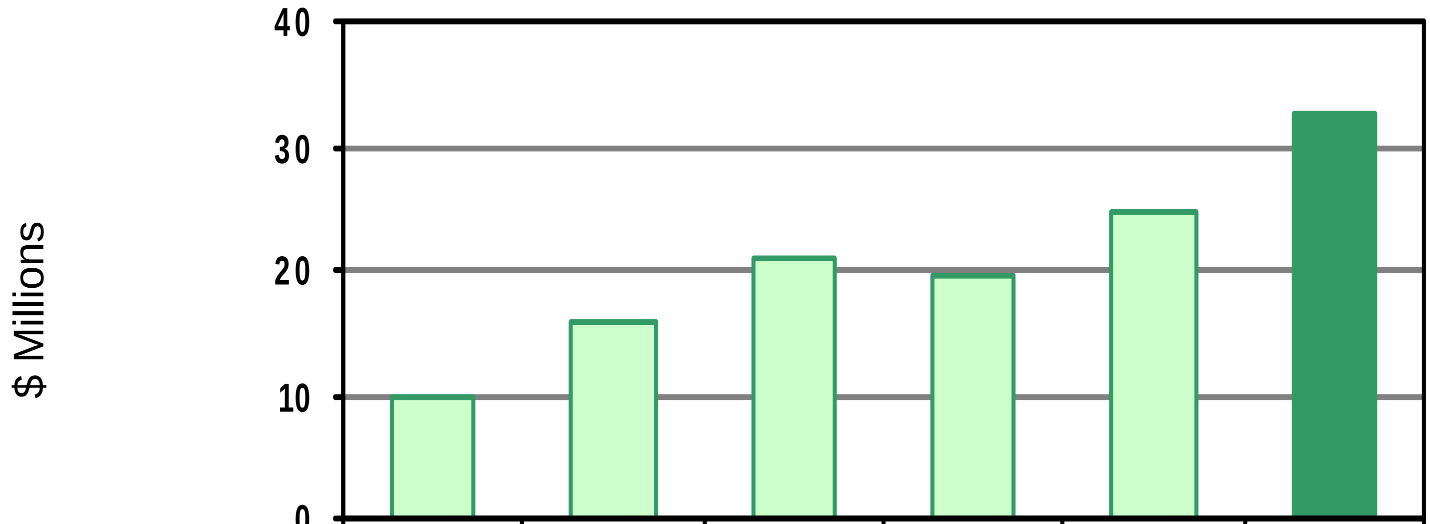


	2004 Gross	2004 Net	2005 Gross	2005 Net	2006 Gross	2006 Net	2007 Gross	2007 Net	2008 Gross	2008 Net
Budget	$16.0	$11.2	$14.2	$11.5	$15.2	$12.1	$16.2	$12.6	$16.2	$12.6
Actuals	$12.6	$9.9	$13.0	$10.9	$13.9	$10.9	$13.4	$10.1		

Note: Excludes interdepartmental allocations and contribution to capital

Finance
Service Level KPI

Value of BID Documents Per Purchasing FTE



	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget
Value per FTE	$9.9	$15.6	$20.8	$19.6	$24.8	$32.4

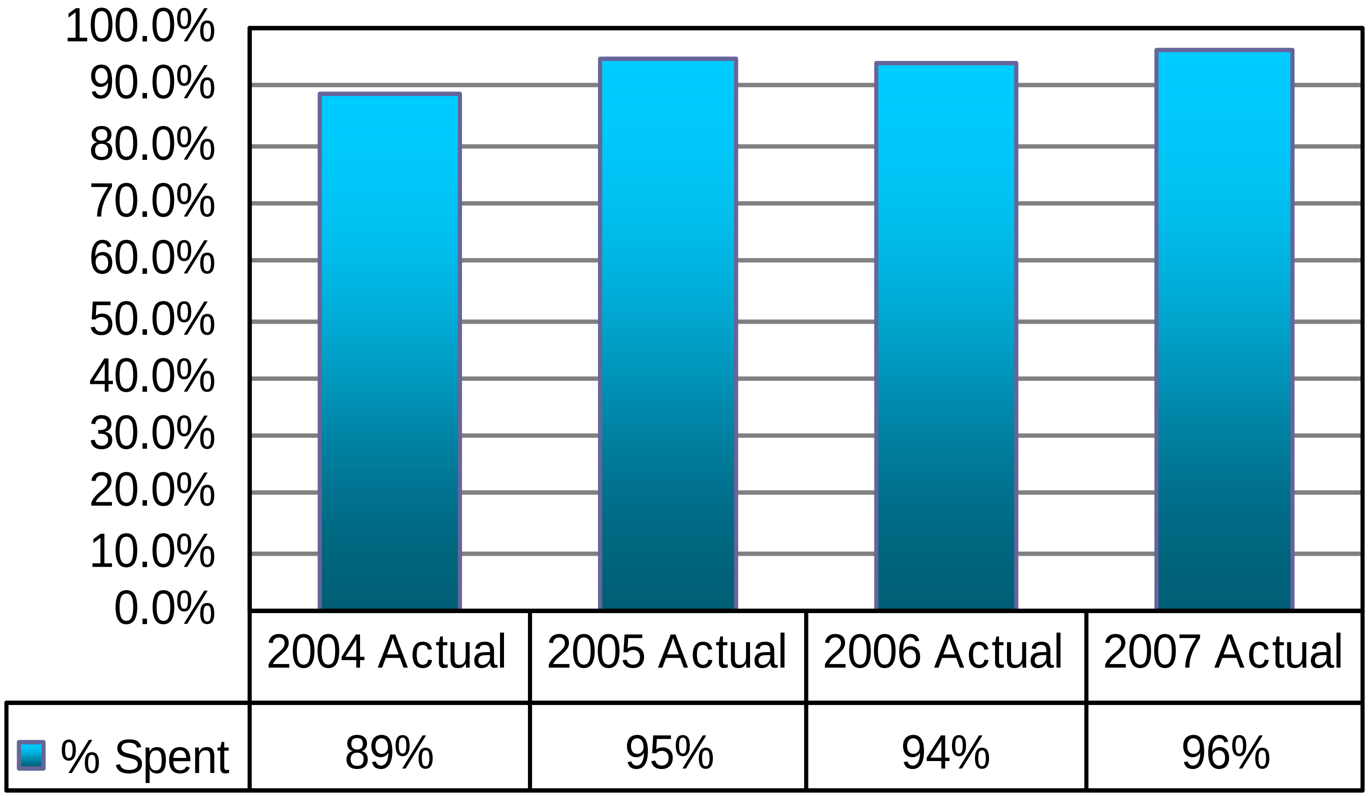
Finance

	$ 000's	% Inc.
Enhancements ***Renovation to Customer Service Counter***	$ 75.0	1.0%
Growth	$ 0	0%
Annualization	$ 0	0%
Mandatory/Legislative	$ 0	0%
Efficiencies	$ 0	0%
Base ***Costs required to maintain staffing and administrative expenses***	$ 266.0	3.6%
Total Increase	$ 341	4.6%

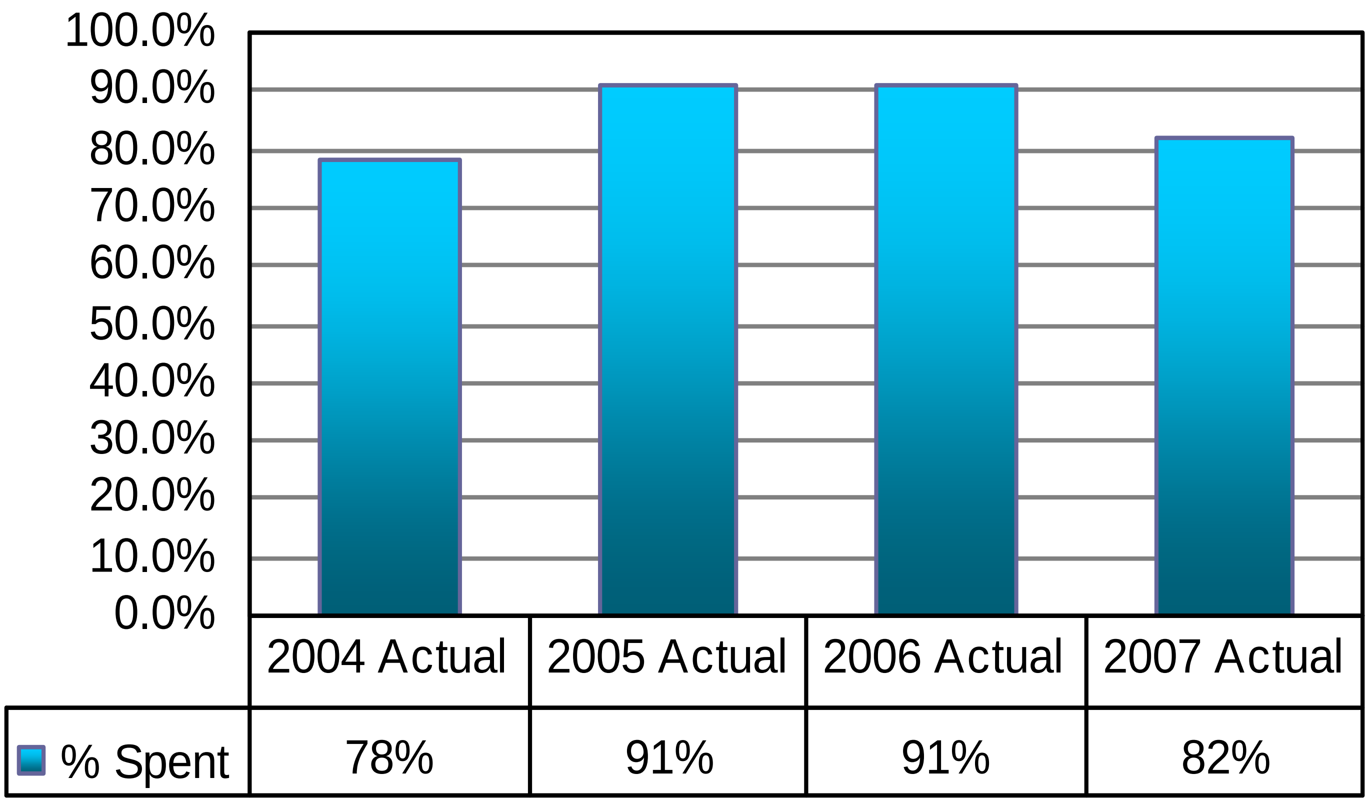
Information Technology

	$ 000's	% Inc.
Enhancements	$ 0	0%
Growth ***New FTEs (2.0)***	$ 160	1.3%
Annualization ***Costs of prior year decisions – Microsoft Licenses***	$ 500	4.0%
Mandatory/Legislative	$ 0	0%
Efficiencies ***One time cost reductions and budget realignment savings***	$ (300)	(2.4)%
Base ***Costs required to maintain staffing and administrative related expenses***	$ (384)	(3.0)%
Total Increase (Decrease)	$ (24)	(0.2)%

Finance
Gross Expenditures - Actual to Budget

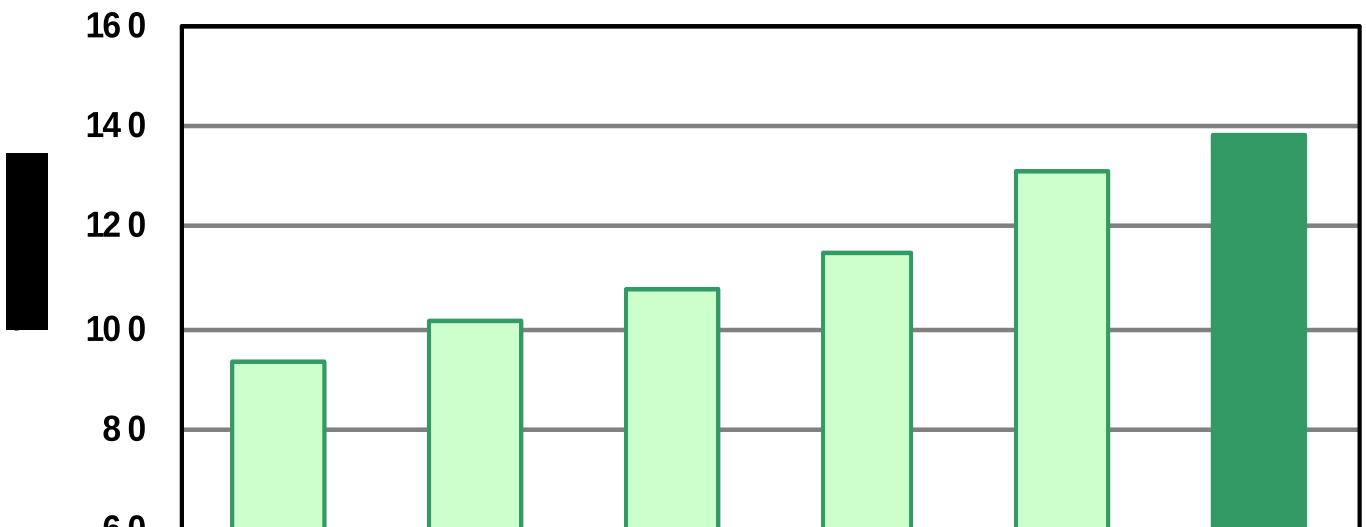


Information Technology
Gross Expenditures - Actual to Budget



Finance
Service Level KPI

Number of Payroll Transactions



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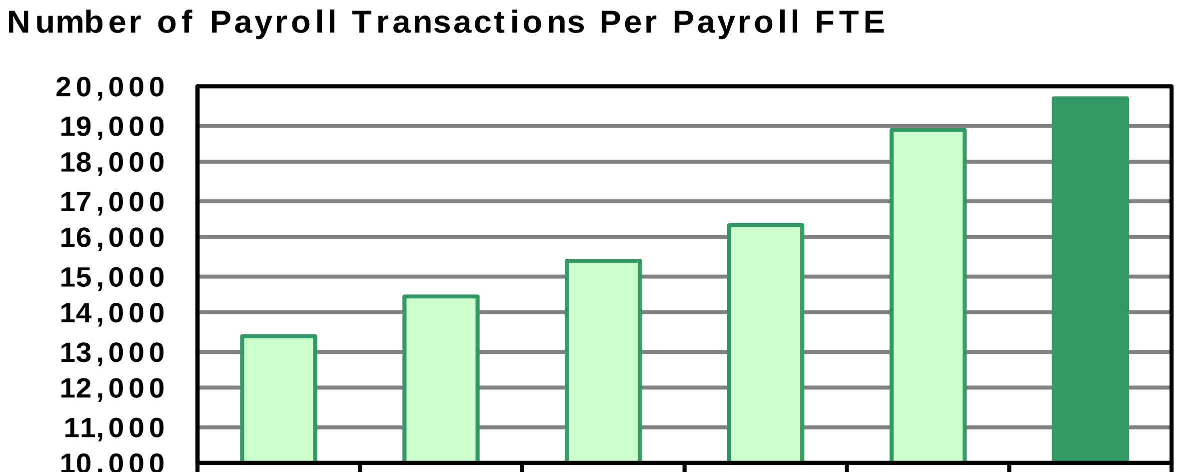
Finance
Service Level KPI



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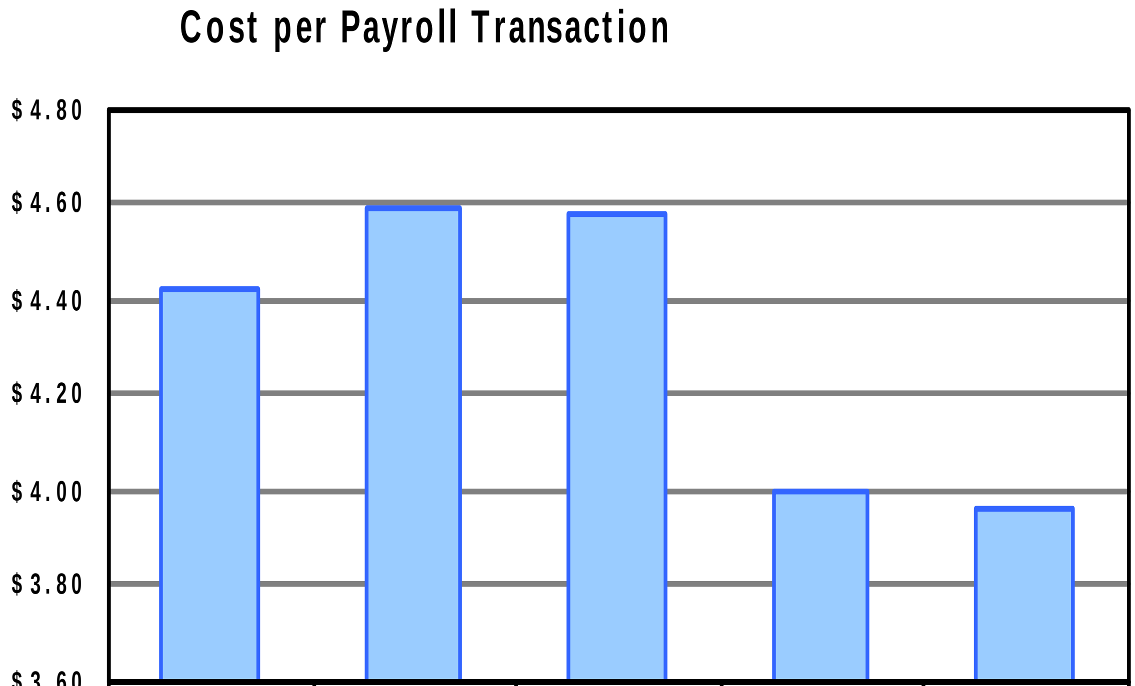
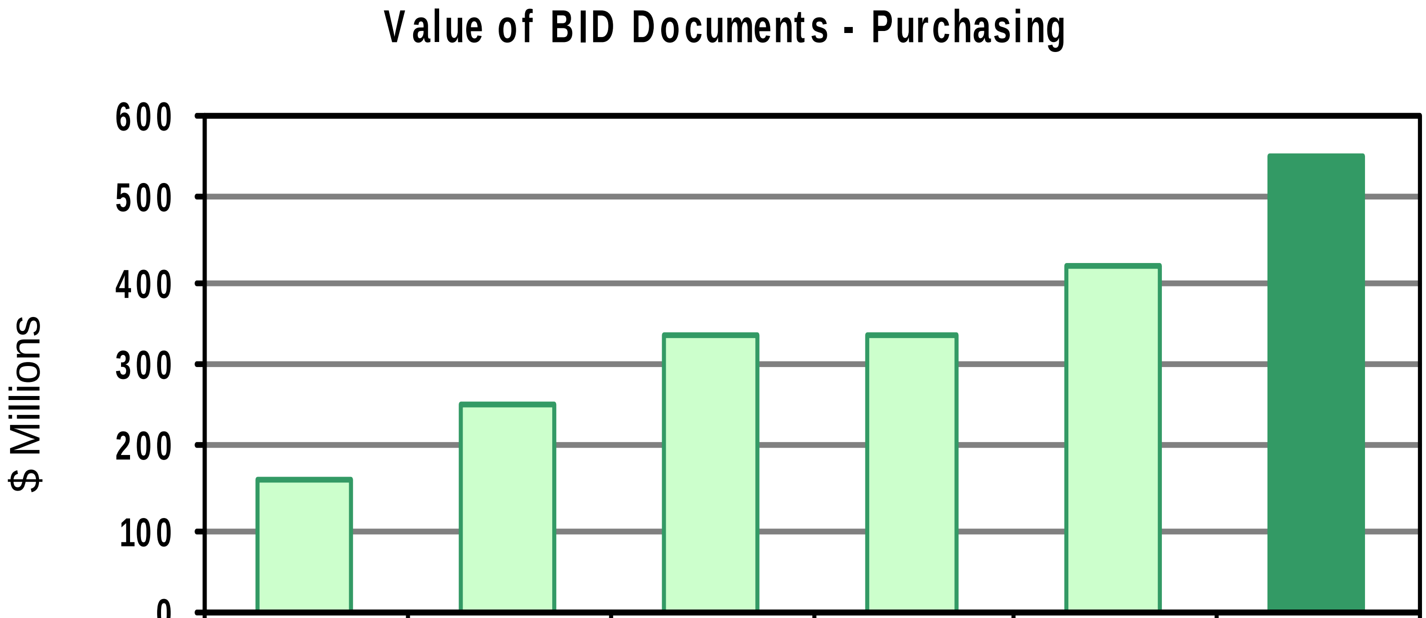
Transactions per FTE	13,330	14,437	15,401	16,363	18,794	19,714

Finance
Efficiency KPI



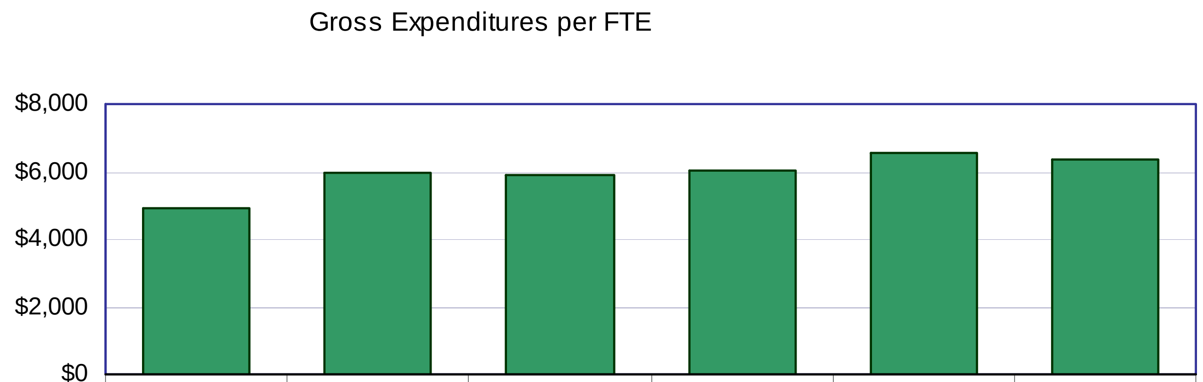
	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual
Cost Per Transaction	$4.42	$4.59	$4.58	$4.00	$3.96

Finance
Service Level KPI



	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget
Value	$157.8	$250.0	$333.0	$333.0	$422.0	$550.0

Information Technology Expenditures per Regional FTE



	2003	2004	2005	2006	2007	2008
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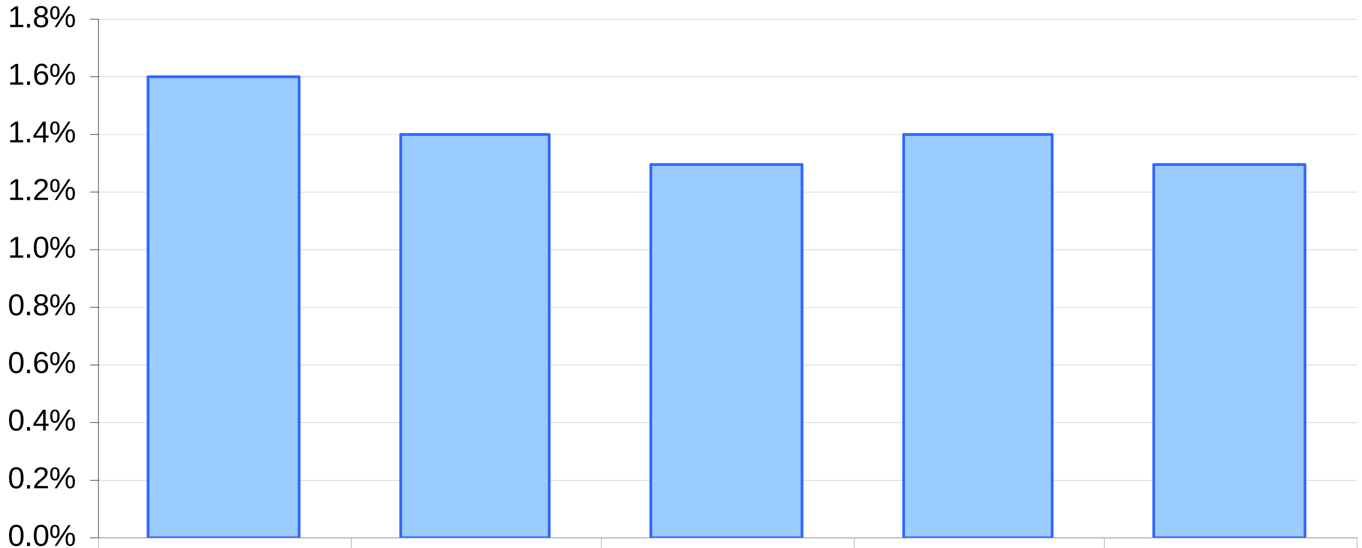
Ratio of Information Technology to Regional Gross Expenditures



	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2008 Budget
Ratio	1.6%	1.4%	1.3%	1.4%	1.3%