

Consolidated Clause in Policy and Finance Committee Report 12, which was considered by City Council on December 8, 9 and 12, 2005.

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**City of Toronto 2006 Budget Advisory Committee Recommended
Capital Budget and 2007-2010 Preliminary Capital Plan**

City Council on December 8, 9 and 12, 2005, amended this Clause, as follows:

Programs

Citizen Centred Services A

Children's Services

City Council adopted this Program Budget, as recommended by the Policy and Finance Committee, without amendment.

Court Services

City Council adopted this Program Budget, as recommended by the Policy and Finance Committee, without amendment.

Culture

City Council adopted this Program Budget, as recommended by the Policy and Finance Committee, without amendment.

Economic Development

City Council adopted this Program Budget, as recommended by the Policy and Finance Committee, without amendment.

Emergency Medical Services

City Council adopted this Program Budget, as recommended by the Policy and Finance Committee, without amendment.

Homes for the Aged

City Council adopted this Program Budget, as recommended by the Policy and Finance Committee, without amendment.

Parks, Forestry and Recreation

City Council amended the Program Budget recommended by the Policy and Finance Committee, by:

- (1) adding \$700,000.00 to address the state-of-good repair backlog, to be funded from available debt; and*
- (2) adding the following:*

“That:

- (a) the City Manager be requested to report to the Planning and Transportation Committee on an on-line licensing system through which additional Capital money can be used for enhancing bike rings, upgrades or signage, funded through licensing bicycles;*
- (b) the General Manager, Parks, Forestry and Recreation, be requested to ensure that bicycle rings are placed in appropriate areas in parks;*
- (c) the General Manager, Parks, Forestry and Recreation, in consultation with the Chief Librarian, be requested to report to the Economic Development and Parks Committee, in the Spring of 2006, on the feasibility of adding a second storey to the 1900 Sheppard Avenue West Library facility, for the purpose of providing children and youth recreation programming;*
- (d) the General Manager, Parks, Forestry and Recreation, be requested to report to the Economic Development and Parks Committee, prior to the 2007 budget process, on:*
 - (i) the feasibility of entering into an agreement with the Toronto District School Board for a community recreation centre attached to the school in the area of Finch and Sentinel; and*
 - (ii) partnership opportunities between the City and the YMCA for building community recreation centres throughout the City; and*
- (e) the following motion be referred to the General Manager, Parks, Forestry and Recreation, for consideration and report to the Economic Development and Parks Committee:*

Moved by Councillor Giambrone:

‘That the Capital Budget for Parks, Forestry and Recreation be amended by increasing the Bikeway Network Expansion budget by \$165,000.00 to fund the installation of the Bikeway Network Information System (BNIS) route signs and/or paths, to be funded from available debt.’ ”

The Parks, Forestry and Recreation Capital Budget, as amended, was adopted by City Council.

Shelter, Support and Housing Administration

City Council amended the Program Budget recommended by the Policy and Finance Committee, by adding the following:

“That:

‘WHEREAS there has been a steady decline in the number of families requiring shelter since September 11, 2001;

THEREFORE BE IT RESOLVED THAT the Affordable Housing Office be directed to:

- (a) explore adding affordable, transitional and supportive housing options for the City-owned 717 Broadview site;*
- (b) seek advice and input of the local community;*
- (c) consider including it in any Expressions of Interest and/or Requests for Proposals for affordable housing; and*
- (d) report back to Council, through the Affordable Housing Committee, on viable options to the proposed shelter development.’ ”*

The Shelter, Support and Housing Administration Capital Budget, as amended, was adopted by City Council.

Social Services

City Council adopted this Program Budget, as recommended by the Policy and Finance Committee, without amendment.

Tourism

City Council adopted this Program Budget, as recommended by the Policy and Finance Committee, without amendment.

311 - Project Management Office

City Council amended the Program Budget recommended by the Policy and Finance Committee by adding the following:

“That the report (November 29, 2005) from Deputy City Manager Sue Corke, entitled ‘311 Council-Staff Working Group: Recommended Ongoing Role’, be referred to the Administration Committee for consideration.”

The 311 - Project Management Office Capital Budget, as amended, was adopted by City Council.

Citizen Centred Services B

Business Support Services

City Council adopted this Program Budget, as recommended by the Policy and Finance Committee, without amendment.

City Planning

City Council amended the Program Budget recommended by the Policy and Finance Committee, by adding the following:

“That the Chief Planner and Executive Director, City Planning, in consultation with the Executive Director, Facilities and Real Estate, be requested to report to the Administration Committee on the cost and benefits of video-conferencing equipment which would link the staff of the four district planning offices.”

The City Planning Capital Budget, as amended, was adopted by City Council.

Cross-Divisional Projects

City Council adopted this Program Budget, as recommended by the Policy and Finance Committee, without amendment.

Emergency Medical Plan

City Council adopted this Program Budget, as recommended by the Policy and Finance Committee, without amendment.

Fire Services

City Council amended the Program Budget recommended by the Policy and Finance Committee:

- (1) in accordance with the following staff recommendations contained in the Recommendations Section of the report (December 7, 2005) from Deputy City Manager Fareed Amin and the Deputy City Manager and Chief Financial Officer:*

“It is recommended that:

- (1) an amount of \$800,000.00 of the Ontario Fire Services Grant be transferred in 2005 from Fire Services’ operating account FR0047 to the Vehicle Reserve-Fire account to secure the funds for the purchase of two new Pumpers, valued at \$400,000.00 each in 2006;*

- (2) *an amount of \$200,000.00 of the Ontario Fire Services' grant be transferred from Fire Services' operating account FR0047 in 2005 to the Vehicle Reserve-Fire Equipment account as a source of funding for consideration in the Fire Service's 2006 Operating budget for the purchase of fitness equipment for fire stations; and*
- (3) *the appropriate City officials be authorized and directed to take the necessary actions to give effect thereto."; and*

(2) *by adding the following:*

"That:

'WHEREAS in the 2006-2010 Capital Program and 10 Year Capital Plan - Sub-project Business Case/Financial Summary (1 D), it is stated that the area in Downsview is outside the four-minute travel time centre; and

WHEREAS an additional 1,000 residential units currently being constructed in the immediate area will add to the demands on response time to fire calls;

NOW THEREFORE BE IT RESOLVED THAT the Chief, Toronto Fire Services, and the Chief and General Manager, Emergency Medical Services, investigate the feasibility of consolidating and expediting an Emergency Medical Services Station and a Fire Station in the Downsview area and report back to the appropriate Standing Committee in time for the 2007 Capital Budget.' "

The Fire Services Capital Budget, as amended, was adopted by City Council.

Solid Waste Management Services

City Council adopted this Program Budget, as recommended by the Policy and Finance Committee, without amendment.

Transportation Services

City Council amended the Program Budget recommended by the Policy and Finance Committee by:

- (1) *deleting the recommended cashflow of \$11.584 million for 2006 and the future year cashflow of \$18.416 million for 2007 for a total cost of \$30-million, and the issuance of 2006 associated debt be withheld pending a report to the Budget Advisory Committee by March 2006, from the City Manager and the three Deputy City Managers, on Capital priorities to which the City should allocate \$30 million; and*

(2) *adding the following:*

“That:

- (i) the Chief General Manager of the Toronto Transit Commission and the General Manager, Transportation Services, in consultation with Toronto Hydro, be requested to report to the Works Committee by March 2006, on the additional streetlighting improvement, hydro wire undergrounding, road resurfacing and sidewalk reconstruction work identified for the St. Clair Avenue West Transit Improvement Project, as well as the potential contribution of Toronto Hydro to the hydro wire undergrounding and streetlighting costs; and*
- (ii) the General Manager, Transportation Services, be requested to report to the Works Committee:*
 - (a) on details of work to be done to bring the City of Toronto’s portion of the Queen Elizabeth Way to a state-of-good repair in a priority sequence, giving the highest priority to life safety matters; and*
 - (b) identifying work that must be done and work that can be directed to the rehabilitation of local streets.”*

The Transportation Services Capital Budget, as amended, was adopted by City Council.

Waterfront Revitalization Initiatives

City Council adopted this Program Budget, as recommended by the Policy and Finance Committee, without amendment.

Internal Services

End of Lease/Sustainment

City Council adopted this Program Budget, as recommended by the Policy and Finance Committee, without amendment.

Facilities and Real Estate

City Council adopted this Program Budget, as recommended by the Policy and Finance Committee, without amendment.

Financial Services

City Council amended the Program Budget recommended by the Policy and Finance Committee by:

- (1) adding \$200,000.00 for an Integrated Voice Response (IVR) system to support the development of a self-serve option in Revenue Services, to respond to citizen requests for*

24-7 accessibility services and to manage increasing call volumes during regular business hours, to be funded from debt financing; and

(2) *adding the following:*

“That the following motion be referred to the Administration Committee for consideration:

“That:

- (1) when the Integrated Response System is established, the first message advises callers of a ‘zero-out’ option; and*
- (2) the City Manager be requested to submit a report to Administration Committee annually on the number of Finance Division calls that go unanswered.”*

The Financial Services Capital Budget, as amended, was adopted by City Council.

Fleet Services

City Council adopted this Program Budget, as recommended by the Policy and Finance Committee, without amendment.

Information and Technology

City Council adopted this Program Budget, as recommended by the Policy and Finance Committee, without amendment.

City Manager

Human Resources

City Council adopted this Program Budget, as recommended by the Policy and Finance Committee, without amendment.

Other City Programs

City Clerk’s Office

City Council adopted this Program Budget, as recommended by the Policy and Finance Committee, without amendment.

Energy Retrofit Program

City Council adopted this Program Budget, as recommended by the Policy and Finance Committee, without amendment.

Nathan Phillips Square

City Council amended the Program Budget recommended by the Policy and Finance Committee, by adding the following:

“That the report (December 1, 2005) from the Deputy City Manager and Chief Financial Officer and Deputy City Manager Fareed Amin, entitled ‘Further Report on Framework for Nathan Phillips Square Design Competition and Capital Funding Forecast for Project Implementation’, be referred to the Administration Committee for consideration.”

The Nathan Phillips Square Capital Budget, as amended, was adopted by City Council.

Union Station

City Council adopted this Program Budget, as recommended by the Policy and Finance Committee, without amendment.

Special Purpose Bodies

Exhibition Place

City Council adopted this Program Budget, as recommended by the Policy and Finance Committee, without amendment.

Toronto and Region Conservation Authority

City Council adopted this Program Budget, as recommended by the Policy and Finance Committee, without amendment.

Toronto Parking Enforcement Unit

City Council adopted this Program Budget, as recommended by the Policy and Finance Committee, without amendment.

Toronto Police Service

City Council amended the Program Budget recommended by the Policy and Finance Committee, by adding the following:

“That the Chair, Toronto Police Service Board, be requested to circulate to all Members of Council, a copy of the report respecting the Toronto Police Service obtaining a helicopter(s), such report to include the anticipated operating costs.”

The Toronto Police Services Capital Budget, as amended, was adopted by City Council.

Toronto Public Health

City Council adopted this Program Budget, as recommended by the Policy and Finance Committee, without amendment.

Toronto Public Library

City Council amended the Program Budget recommended by the Policy and Finance Committee by:

(1) *adding \$400,000.00 for state-of-good repair projects at the Toronto Reference Library, in particular, to upgrade the most critical components of the fire alarm operating system, and to meet the most immediate roofing state-of-good repair needs, to be funded from available debt; and*

(2) *adding the following:*

“That the Chair, Toronto Public Library Board be requested to:

(i) report to the Policy and Finance Committee on the feasibility of including a theatre as part of the Albion Library Project; and

(ii) consider moving the Albion Library Capital Project forward as part of the 2007-2010 Capital Plan.”

The Toronto Public Library Capital Budget, as amended, was adopted by City Council.

GO Transit

City Council confirmed funding for GO Transit.

Council also adopted the following:

“That City Council, and its representatives on the GO Transit Board of Directors, request that the Board consider the widening of the St. Clair Avenue West and Old Weston Road underpass, or the undergrounding of the line under St. Clair Avenue West, take place as part of the Air-Rail link proposal currently being considered by GO Transit.”

The GO Transit Capital Budget, as amended, was adopted by City Council.

Toronto Port Authority

City Council confirmed funding for the Toronto Port Authority.

Toronto Transit Commission

City Council amended the Program Budget recommended by the Policy and Finance Committee by adding the following:

“That the Chief General Manager, Toronto Transit Commission, be requested to report to the Toronto Transit Commission on the total amount of all increases, over and above the \$65 million approved by City Council one and a half years ago for the St. Clair Avenue West Right-of-Way Project, including legal fees, expropriation fees, and any other additional fees.”

The Toronto Transit Commission Capital Budget, as amended, was adopted by City Council.

Toronto Zoo

City Council adopted this Program Budget, as recommended by the Policy and Finance Committee, without amendment.

Yonge-Dundas Project

City Council adopted this Program Budget, as recommended by the Policy and Finance Committee, without amendment.

Rate Supported Programs

Toronto Parking Authority

City Council adopted this Program Budget, as recommended by the Policy and Finance Committee, without amendment.

Corporate Recommendations

City Council amended the Corporate Recommendations of the Policy and Finance Committee by adding the following:

“That:

- (1) City Council reaffirm that any previously approved projects that require a change in scope due to changes in estimates and/or project requirements be reported back to the appropriate Standing Committee for further consideration of the revised total project cost and its changes prior to funding approval by Council; and*
- (2) the Deputy City Manager and Chief Financial Officer, in consultation with Deputy City Manager Sue Corke, be requested to develop an integrated, interdivisional Capital Budget for the 2007-2010 Capital Plan, for the Toronto Strong Neighbourhood Strategy.”*

The Corporate Recommendations, as amended, were adopted by City Council.

Council also considered additional material, which is noted at the end of this Clause.

The Policy and Finance Committee recommends that City Council adopt the staff recommendations contained in the Recommendations Section of the report (November 23, 2005) from the City Manager and the Deputy City Manager and Chief Financial Officer, subject to the amendments by the Budget Advisory Committee and the Policy and Finance Committee:

Corporate Capital Recommendations:

It is recommended that:

- (1) the 2006–2015 Capital Program for the City of Toronto totalling \$11.701 billion as detailed by Program and Agency, Board and Commission (ABC) in Appendix 5, comprising Tax Supported projects of \$11.563 billion and Rate Supported projects of \$138.063 million be received;**
- (2) the 2006 BAC Recommended Tax Supported and Toronto Parking Authority Rate-Supported Capital Budget with a total project cost of \$3.474 billion that require 2006 cash flow of \$1.461 billion and future year commitments of \$842.387 million in 2007; \$437.986 million in 2008; \$279.025 million in 2009; \$230.270 million in 2010; and \$222.981 million in 2011-2015 be approved as follows:**
 - (a) New Cash Flow Funding:**
 - (i) new and change in scope projects with a total project cost of \$1.762 billion as detailed in Appendix 1(iii) be approved. These projects require 2006 cash flow of \$669.588 million and future year commitments of \$548.983 million in 2007; \$230.258 million in 2008; \$120.176 million in 2009; \$186.084 million in 2010 and \$7.240 million in 2011-2015;**
 - (ii) previously approved projects with total commitments of \$1.507 billion be approved. These projects require 2006 cash flow of \$587.384 million and future year commitments of \$293.404 million in 2007; \$207.728 million in 2008; \$158.849 million in 2009, \$44.186 million in 2010 and \$215.741 million in 2011-2015; and**
 - (iii) previously approved projects with carry-forward funding from 2004 to 2006 totalling \$43.889 million; which forms part of the affordability targets that requires Council to reaffirm its commitment be approved; and**
 - (b) 2005 Approved cash flow for previously approved projects with carry-forward funding from 2005 to 2006 totalling \$160.484 million gross and \$72.351 million debt as detailed in Appendix 1(v) be approved;**

- (3) 2005 additional carry-forward funding for previously approved projects detailed in Appendix 6(i) attached totalling \$16.135 million gross and \$12.627 million debt be approved;**
- (4) 2004 and prior years additional carry-forward funding for previously approved projects detailed in the Appendix 6(2) attached totalling \$6.506 million gross, with \$0.035 million debt impact be approved;**
- (5) financing sources for the 2006 BAC Recommended Tax Supported Capital Budget comprised of \$134.122 million from Reserves and Reserve Funds, \$124.172 million of Capital from Current funding, \$42.959 million of Developmental Charge funding, \$78.258 million from other sources, \$178.402 million from Provincial Grants and Subsidies, \$216.442 million Federal Subsidies and debt of \$492.485 million (see Appendix 4) be approved;**
- (6) capital expenditures in an amount not to exceed \$492.485 million be debenture financed for the Tax Supported 2006 Capital Budget, for a term up to, but not exceeding 10 years;**
- (7) new debt service cost of \$15.0 million for 2006; \$78.0 million for 2007; \$112.0 million for 2008; \$125.0 million for 2009; \$128.0 million for 2010; resulting from the approval of the 2006 BAC Recommended Tax Supported Capital Budget, be approved for inclusion in the 2006 and future year operating budgets;**
- (8) Appendix 7 which lists by ward, capital projects included in the 2006 to 2010 Capital Budget and Preliminary Plan that are funded in whole or in part by development charges be received for information;**
- (9) the detailed Program Recommendations (Appendix 8) on the 2006 BAC Recommended Capital Budget and 2007-2010 Capital Plan be approved;**
- (10) the Deputy City Manager and Chief Financial Officer report through the Budget Advisory Committee to the Policy and Finance Committee and Council by June 2006 on a recommended 2007–2010 Capital Plan in accordance with the Council approved debt guidelines;**
- (11) the reports, transmittals and communications that are on file with the City Clerk's Office (including Appendix 8 herewith attached) as considered by the Budget Advisory Committee at its 2006 Capital Budget review meetings be received; and**
- (12) the appropriate City officials be authorized and directed to take the necessary actions to give effect thereto.**

Program Recommendations:

It is recommended that:

CITIZEN CENTRED SERVICES – A

Children's Services:

- (1) the 2006-2015 Children's Services capital program request with a total 10-year project cost of \$35.280 million be received;**
- (2) the 2006 Budget Advisory Committee Recommended Capital Budget for Children's Services with a total project cost of \$6.500 million and a 2006 cash flow of \$9.321 million be approved. The 2006 Recommended Capital Budget consists of the following:**
 - (a) New Cash Flow Funding for:**
 - (i) 2 new sub-projects with a 2006 total project cost of \$6.500 million that requires cash flow of \$5.500 million in 2006 and a future year commitment of \$1.0 million in 2007; and**
 - (ii) 4 sub-projects from previously approved projects with carry forward funding from 2004 requiring 2006 cash flow of \$0.758 million; and**
 - (b) 2005 approved cash flow for 5 previously approved sub-projects with carry forward funding from 2005 into 2006 totalling \$3.063 million;**
- (3) the \$4.0 million, representing the Provincial portion of the \$5.0 million gross expenditure for the Health and Safety/Playground project, be approved conditional on receiving this funding from the Province;**
- (4) consideration of the \$1.0 million request for a Child Care Centre at 455 Dovercourt be deferred from 2006 to 2007 pending a report from the General Managers of Children Services and Social Services to Budget Advisory Committee by early 2006 on details of the architectural study and financial implications for the following:**
 - (a) the proposed Childcare Centre on the ground floor at 455 Dovercourt; and**
 - (b) the relocation of the Social Services office from 455 Dovercourt; and**
- (5) the revised cash flow projections of \$9.0 million in 2007, \$7.054 million in 2008, \$5.0 million in 2009 and \$5.0 million in 2010 for Children Services be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a Recommended Firm 5-Year Capital Plan within Council's approved debt affordability limits.**

Court Services:

- (6) the 2006-2015 Court Services Division's Capital Program request with a total project cost of \$9.400 million be received;**
- (7) the 2006 Budget Advisory Committee Recommended Capital Budget for Court Services with a total project cost of \$9.400 million for 3 new sub-projects and a**

2006 cash flow of \$2.600 million and future year commitments of \$4.800 million in 2007 and \$2.000 million in 2008 be approved;

- (8) the Program review and confirm future 5-Year and 10-Year capital needs prior to the Deputy City Manager and Chief Financial Officer's review of the recommended Firm 5-Year Plan in the Spring of 2006; and**
- (9) the cash-flow projections of \$4.800 in 2007 and \$2.000 in 2008 for Court Services be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a recommended Firm 5-Year Capital Plan within Council's approved debt affordability limits.**

Culture:

- (10) the 2006-2015 Culture Capital Program request with a total 10-year project cost of \$96.633 million be received;**
- (11) the 2006 Budget Advisory Committee Recommended Capital Budget for Culture with a total project cost of \$8.183 million and a 2006 cash flow of \$10.363 million and future year commitments of \$3.216 million be approved. The 2006 Budget Advisory Committee Recommended Capital Budget consists of the following:**
 - (a) New Cash Flow Funding for:**
 - (i) 18 new and 3 change of scope sub-projects with a 2006 total project cost of \$8.183 million that requires cash flow of \$5.727 million in 2006 and a future year commitment of \$2.456 million in 2007;**
 - (ii) 13 previously approved sub-projects with a 2006 cash flow of \$2.497 million and a future year commitment of \$0.760 million in 2007; and**
 - (iii) 2 sub-projects from previously approved sub-projects with carry forward funding from 2004 into 2006 totalling \$0.553 million; which forms part of the affordability targets that requires Council to reaffirm its commitment; and**
 - (b) 2006 approved cash flow for 18 previously approved sub-projects with funding being carried forward from 2005 into 2006 totalling \$1.586 million;**
- (12) operating impact of \$0.015 million for 2006 emanating from the approval of the 2006 Budget Advisory Committee Recommended Capital Budget be considered within the overall scope of Culture's 2006 operating budget submission;**
- (13) the \$0.647 million of 2006 cash flow funding for the Guild Revitalization project be approved, subject to the conclusion of the final agreement between the City and the private sector partner;**

- (14) all sub-projects with third party financing be approved conditionally, subject to the receipt of such funding during 2006 and if such financing is not received, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs;**
- (15) the five-year Capital Plan include the net costs of adding Fort York's New Buildings proposal for the years 2006-2010 contingent upon at least \$5.5 million being raised from outside sources (\$4 million fund-raising from the private sector plus \$1.5 million from other levels of government);**
- (16) the Executive Director of Culture report back in 2006 prior to the 2007 capital budget process, setting out a detailed critical path showing how the Fort York New Buildings proposal can be completed by the end of 2011 so the new facilities will be available for the celebrations of the Bicentennial of the War of 1812;**
- (17) the revised 5-Year Capital Plan with cash flow projections of \$8.925 million in 2007, \$4.830 million in 2008, \$5.900 million in 2009 and \$5.075 million in 2010 for Culture be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a recommended Firm 5-Year Capital Plan within Council's approved affordability limits; and**
- (18) staff of the Culture Division and Heritage Preservation Services to work with the Emery Village Heritage and Arts Committee to determine how best the City can help in the Heritage Committee's plans to build the replica Emery Elementary School.**

Subject to the following amendment by the Budget Advisory Committee:

The Budget Advisory Committee recommended that:

“(b) that funds up to a maximum of \$200,000.00 be added to the 2006 Culture Division Capital Budget, to access Section 37 funds collected in the Fort York neighbourhood, to construct an entrance drive to Fort York from Fort York Boulevard.”

Economic Development:

- (19) the 2006-2015 Economic Development Capital Program request with a total 10-year project cost of \$73.448 million be received;**
- (20) the 2006 Budget Advisory Committee Recommended Capital Budget for Economic Development with a total project cost of \$5.511 million and a 2006 cash flow of \$6.306 million and future year commitments of \$2.515 million be approved. The 2006 Budget Advisory Committee Recommended Capital Budget consists of the following:**

- (a) New Cash Flow Funding for:**
 - (i) 3 new projects with a 2006 total project cost of \$5.511 million that requires cash flow of \$4.058 million in 2006 and a future year commitment of \$1.453 million in 2007; and**
 - (ii) 3 previously approved projects with a 2006 cash flow of \$0.976 million and a future year commitment of \$1.062 million in 2007; and**
- (b) 2006 approved cash flow for 1 previously approved project with carry forward funding from 2005 into 2006 totalling \$1.272 million;**
- (21) all sub-projects with third party financing be approved conditionally, subject to the receipt of such funding during 2006 and if such financing is not received, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs; and**
- (22) the Revised 5-Year Capital Plan for Economic Development with cash flow projections of \$5.380 million in 2007, \$5.323 million in 2008, \$5.041 million in 2009 and \$5.029 million in 2010 for Economic Development be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a recommended Firm 5-Year Capital Plan within Council's approved affordability limits.**

Subject to the following amendment by the Policy and Finance Committee:

"The Policy and Finance Committee recommends that the Economic Development Division Capital Budget be increased by \$10,000 gross, to include the Mimico Village BIA who at their annual general meeting on October 5, 2005, allocated \$5,000 net from the BIA budget to go towards a new holiday lighting display project in 2006."

Emergency Medical Services:

- (23) the 2006-2015 Emergency Medical Services capital program request with a total 10-year project cost of \$121.597 million be received;**
- (24) the 2006 Budget Advisory Committee Recommended Capital Budget for Emergency Medical Services with a total project cost of \$5.248 million and a 2006 cash flow of \$8.257 million and future year commitments of \$2.478 million be approved. The 2006 Recommended Capital Budget consists of the following:**
 - (a) New Cash Flow Funding for:**
 - (i) 6 new sub-projects with a 2006 total project cost of \$5.248 million that requires cash flow of \$3.440 million in 2006 and a future year commitment of \$1.808 million in 2007;**

- (ii) **4 previously approved sub-projects with a 2006 cash flow of \$1.6 million and future year commitment of \$0.570 million in 2007 and \$0.100 million in 2008; and**
 - (iii) **sub-project from previously approved projects with carry forward funding from 2004 and prior years requiring 2006 cash flow of \$0.080 million; and**
- (b) **2006 approved cash flow for 8 previously approved sub-projects with carry forward funding from 2005 into 2006 totalling \$3.137 million;**
- (25) **expenditures for 2006 for the Station 17 (Bathurst and Work Downs) Project be deferred pending a report from the General Manager of Emergency Medical Services to the Budget Advisory Committee in early 2006 on the financial and related impacts of this project, associated with the proposed Centralized Book-On Station Project, on the Revised 5-Year Capital Plan;**
- (26) **the Radio Communication System Replacement project be re-classified as a Corporate project in conjunction with the related radio system requirements of Fire Services and Toronto Police Service, and the Fire Chief, in consultation with the Toronto Police Service and Emergency Medical Services, be requested to report back to the Budget Advisory Committee by June 2006 on the findings of the Radio Communication System Replacement project feasibility study and any cash flow revisions required for the City's 5-Year Plan;**
- (27) **the General Manager of Emergency Medical Services submit to the Deputy City Manager and Chief Financial Officer, for inclusion in the 5-year Capital Plan for the spring of 2006, forecasted capital costs to fund the ongoing capital replacement program of Public Access Defibrillation (PADs) on behalf of the City;**
- (28) **the General Manager of Emergency Medical Services, in consultation with the Deputy City Manager and Chief Financial Officer, report to the Budget Advisory Committee as part of the 2006 Operating Budget process on the annual operating costs required to manage the support of the PADs on behalf of the City; and**
- (29) **the revised cashflow projections of \$6.548 million in 2007, \$7.812 million in 2008, \$7.869 million in 2009 and \$7.168 million in 2010 for Emergency Medical Services be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a recommended Firm 5-Year Capital Plan within Council's approved debt affordability limits.**

Homes for the Aged:

- (30) **the 2006-2010 Homes for the Aged capital program request with a total five-year project cost of \$27.2 million be received;**

- (31) the 2006 Budget Advisory Committee Recommended Capital Budget for the Homes for the Aged with a total project cost of \$5.0 million with a 2006 cash flow of \$7.2 million and no future year commitments be approved. The 2006 Recommended Capital Budget consists of the following:
- (a) new cash flow funding for 2 new subprojects, with a total 2006 project cost of \$5.0 million that requires cash flow of \$5.0 million in 2006, with no future year commitments; and
 - (b) 2006 approved cash flow for 2 previously approved projects with carry forward funding from 2005 into 2006 totalling \$2.2 million;
- (32) the Province of Ontario fund 100 percent of the capital portion of the Homes for the Aged budget of \$25.0 million over five years; and
- (33) the Revised 5-Year Capital Budget projections of \$5.0 million in 2007, \$5.0 million in 2008, \$5.0 million in 2009 and \$5.0 million in 2010 for Homes for the Aged, be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a recommended Firm 5-Year Capital Plan within Council's approved debt affordability limits.

Parks, Forestry and Recreation:

- (34) the 2006-2015 Parks, Forestry and Recreation capital program request with a total 10-year project cost of \$859.860 million be received;
- (35) the 2006 Budget Advisory Committee Recommended Capital Budget for Parks, Forestry and Recreation with a total project cost of \$63.736 million and a 2006 cash flow of \$104.872 million and future year commitments of \$17.682 million be approved. The 2006 Budget Advisory Committee Recommended Capital Budget consists of the following:
- (a) New Cash Flow Funding for:
 - (i) 73 new sub-projects with a 2006 total project cost of \$63.736 million that requires cash flow of \$48.649 million in 2006 and a future year commitment of \$9.850 million in 2007 and \$4.932 million in 2008;
 - (ii) 18 previously approved sub-projects with a 2006 cash flow of \$11.283 million and a future year commitment of \$2.900 million in 2007; and
 - (iii) 43 sub-projects from previously approved projects with carry forward funding from 2004 and prior years requiring 2006 cash flow of \$11.653 million, which forms part of the affordability target that requires Council to reaffirm its commitment; and

- (b) 2006 approved cash flow for 90 previously approved sub-projects with carry forward funding from 2005 into 2006 totalling \$33.287 million;**
- (36) submitted operating impacts of \$0.619 million in 2006 and \$0.134 million in 2007 that emanate from the approval of the 2006 Budget Advisory Committee Recommended Capital Budget be considered within the overall scope of Parks, Forestry and Recreation's 2006 and future years' operating budget submissions, and Parks, Forestry and Recreation identify and submit to the Chief Financial Officer by February 2006 the full operating impacts for all projects in its Revised 5-Year Capital Plan;**
- (37) all sub-projects with third-party financing be approved conditionally, subject to the receipt of such funding during 2006 and if such financing is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs;**
- (38) funding for any "Clean and Beautiful City" Initiative items that arise during the capital budgetary process be contingent upon approval of the corresponding requests in Parks, Forestry and Recreation's 2006 Operating Budget;**
- (39) the Capital Emergency Fund sub-project be approved with funding of \$0.500 million for 2006 with the following conditions:**
 - (a) projects funded must be demonstrable emergencies presenting a safety or security hazard, or impacting current operations, with a potential for significant damage resulting from the continuation of the problem identified;**
 - (b) all projects charged to the fund must be reported to Finance staff to ensure structures are provided to ensure accountability;**
 - (c) use of the funding must be reported in all variance reports and to Budget Advisory Committee at the time of consideration of the 2007 capital budget; and**
 - (d) any unspent balance at year-end cannot be carried forward;**
- (40) the General Manager of Parks, Forestry and Recreation and the Acting Director of Economic Development report to the Budget Advisory Committee during consideration of the 2006 Operating Budget in January 2006 on a joint cost-shared program for tree watering with the BIAs, in the amount of \$0.200 million gross and \$0.100 million net;**
- (41) the General Manager, Parks, Forestry and Recreation, in consultation with staff of Toronto Water, Transportation Services and the Toronto Region and Conservation Authority, submit a Briefing Note to the Economic Development and Parks Committee on the level of capital and operating expenditures for Ravine and Watercourse Management Services that will be undertaken in the 2006 fiscal year;**

- (42) Parks, Forestry and Recreation continue to monitor future year projects that are eligible for Development charge funding and modify the five-year plan to incorporate this financing source; and**
- (43) the revised cash flow projections of \$50.630 million in 2007; \$51.388 million in 2008; \$53.634 million in 2009 and \$58.697 million in 2010 for Parks, Forestry and Recreation be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a recommended firm 5-Year Capital Plan within Council's approved debt affordability limits.**

Subject to the following amendment by the Policy and Finance Committee:

"The Policy and Finance Committee recommends that the Parks, Forestry and Recreation Budget be increased by \$0.600M gross to provide the necessary vehicles to support the inter-divisional teams for ravine and watercourse remediation and renewal; and further that this expenditure be subject to 2006 Operating Budget approvals.

Shelter, Support and Housing Administration:

- (44) the 2006-2015 Shelter, Support, and Housing Administration capital program request with a total 10-year project cost of \$37.969 million be received;**
- (45) the 2006 Budget Advisory Committee Recommended Capital Budget for Shelter, Support, and Housing Administration with a total project cost of \$2.200 million and a 2006 cash flow of \$8.952 million and future year commitments of \$8.600 million be approved. The 2006 Recommended Capital Budget consists of the following:**
 - (a) New Cash Flow Funding for:**
 - (i) 7 new and change in scope subprojects with a 2006 total project cost of \$2.200 million that requires cash flow of \$1.221 million in 2006 and a future year commitment of \$0.979 million in 2007;**
 - (ii) 7 previously approved sub-projects with a 2006 cash flow of \$4.465 million and a future year commitment of \$2.861 million in 2007; \$0.912 million in 2008; \$2.024 million in 2009; \$0.912 million in 2010; and \$0.912 million in 2011; and**
 - (iii) 1 sub-project from previously approved projects with carry forward funding from 2004 and prior years requiring 2006 cash flow of \$0.100 million, which forms part of the affordability targets that requires Council to reaffirm its commitment; and**
 - (b) 2006 approved cash flow for 7 previously approved sub-projects with carry forward funding from 2005 into 2006 totalling \$3.166 million;**

- (46) operating impacts of \$0.482 million for 2006; and \$2.583 million for 2007 emanating from the approval of the 2006 Capital Budget be considered within the overall scope of the Shelter, Support and Housing Administration's 2006 and future years' operating budget submissions;**
- (47) the Province of Ontario pay 100 percent of the \$21.6 million needed for the 5-Year Shelter Bed Strategy and restore the historical funding;**
- (48) the General Manager of Shelter, Support and Housing Administration report to Community Services Committee as part of the 2007 budget process on an allocation of capital funds to implement a shelter development strategy that would include shelters that are accessible in other parts of the City (outside Scarborough and Downtown) for identified groups; and**
- (49) the revised cash flow projections \$5.939 million in 2007, \$4.362 million in 2008, \$4.534 million in 2009 and \$5.278 million in 2010 for Shelter, Support and Housing Administration, be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a recommended Firm 5-Year Capital Plan within Council's approved debt affordability limits.**

Social Services:

- (50) consideration of the \$0.845 million request to relocate from 455 Dovercourt be deferred from 2006 to 2007 pending a report from the General Managers of Social Services and Children Services to Budget Advisory Committee by early 2006 on details of the architectural study and financial implications for the following:**
 - (a) the proposed Childcare Centre on the ground floor at 455 Dovercourt; and**
 - (b) the relocation of the Social Services office from 455 Dovercourt.**

Tourism:

- (51) the 2006-2015 Tourism capital program request with a total 10-year project cost of \$1.465 million be received;**
- (52) the 2006 Budget Advisory Committee Recommended Capital Budget for Tourism with a total project cost of \$0.300 million and a 2006 cash flow of \$0.300 million and no future year commitments be approved;**
- (53) the Canada Walk of Fame-Phase 2 project be approved conditionally, subject to the receipt of \$0.150 million in third party financing during 2006 and if such financing is not received, that the priority and funding be reassessed by City Council relative to other City-financed priorities and needs; and**
- (54) the revised cash flow projections of \$0.500 million in 2007, \$0.080 million in 2008, \$0.080 million in 2009 and \$0.080 million in 2010 for Tourism be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with**

appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a recommended Firm 5-Year Capital Plan within Council's approved affordability limits.

3-1-1 Customer Service Strategy:

- (55) the 2006 Budget Advisory Committee Recommended Capital Budget for 3-1-1 Customer Service Strategy with a total project cost of \$25.176 million and a 2006 cash flow of \$8.235 million and future year commitments of \$18.452 million be approved. The 2006 Recommended Capital Budget consists of the following:**
 - (a) New Cash Flow Funding for 8 new sub-projects with a 2006 total project cost of \$25.176 million that requires cash flow of \$6.724 million in 2006 and future year commitments of \$15.486 million in 2007 and \$2.966 million in 2008; and**
 - (b) 2006 approved cash flow for 5 previously approved sub-projects with carry forward funding from 2005 into 2006 totalling \$1.511 million;**
- (56) the revised cash flow projections of \$15.486 million in 2007 and \$2.966 million in 2008 be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a recommended Firm 5-Year Capital Plan within Council's approved debt affordability limits; and**
- (57) the 3-1-1 Lead Deputy City Manager report quarterly to the e-City Committee on the implementation of the 3-1-1 Customer Service Strategy, including any proposed harmonization of business practices or service standards.**

CITIZEN CENTRED SERVICES - B

Business Support Services:

- (58) the 2006-2015 Business Support Services capital program request with a total 10-year project cost of \$7.207 million be received;**
- (59) the 2006 Budget Advisory Committee Recommended Capital Budget for Business Support Services with a total project cost of \$1.207 million and 2006 cash flow of \$1.659 million be approved. The 2006 Recommended Capital Budget consists of the following:**
 - (a) New Cash Flow Funding for:**
 - (i) 4 new sub-projects with a 2006 total project cost of \$1.207 million that requires cash flow of \$1.207 million in 2006 and no future year commitments; and**
 - (ii) 3 previously approved sub-projects with a 2006 cash flow of \$0.340 million and no future year commitments; and**

- (b) **2006 approved cash flow for 3 previously approved sub-projects with carry forward funding from 2005 into 2006 totalling \$0.112 million;**
- (60) the Deputy City Manager for Cross-Divisional Projects review the strategic direction of IBMS as it relates to IT requirements for City Planning, Building, and Municipal Licensing and Standards Services and report back to the Deputy City Manager and Chief Financial Officer by February 2006 on the future year allocation of the \$1.5 million envelope included in years 2007-2010 of Business Support Systems' Five-year Plan to ensure revised cash flow projections can be incorporated into the Deputy City Manager and Chief Financial Officer's review of the Five-Year Capital Plan;**
- (61) the revised cash flow projections of \$1.5 million in 2007; \$1.5 million in 2008; \$1.5 million in 2009 and \$1.5 million in 2010 for Business Support Services be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a recommended Firm 5-Year Capital Plan within Council's approved debt affordability limits; and**
- (62) the Executive Director of Municipal Licensing and Standards report back, as part of the 2007 Capital Budget process on establishing a feature within the IBMS System whereby third party advertising signs can be automated and as publicly accessible as possible.**

City Planning:

- (63) the 2006-2015 City Planning capital program request with a total 10-year project cost of \$58.449 million be received;**
- (64) the 2006 Budget Advisory Committee Recommended Capital Budget for City Planning with a total project cost of \$3.549 million and 2006 cash flow of \$6.715 million and future year commitments of \$2.341 in 2007 and \$1.038 million in 2008 be approved. The 2006 Recommended Capital Budget consists of the following:**
 - (a) New Cash Flow Funding for:**
 - (i) 8 new sub-projects with a 2006 total project cost of \$3.549 million that requires cash flow of \$2.849 million in 2006 and a future year commitment of \$0.700 million in 2007;**
 - (ii) 6 previously approved sub-projects with a 2006 cash flow of \$1.424 million and future year commitments of \$1.641 million in 2007, and \$1.038 million in 2008; and**
 - (iii) 1 sub-project from previously approved projects with carry forward funding from 2004 and prior years requiring 2006 cash flow of \$0.200 million and no future year commitments, which forms part of**

the affordability targets that requires Council to reaffirm its commitment; and

- (b) 2006 approved cash flow for 14 previously approved sub-projects with carry forward funding from 2005 into 2006 totalling \$2.242 million;**

Subject to the following amendment by the Budget Advisory Committee:

The Budget Advisory Committee recommended that:

- “(a) that \$250,000.00 gross, zero net, be added to the 2006 City Planning Capital Budget to complete the Kingston Road Environmental Assessment study for transit improvements, of which \$166,000.00 would be eligible for Development Charge funding, and \$84,000.00 to be funded from the Transportation Budget Engineering Services Account; and a commitment of \$250,000.00 in 2007 with the same funding sources;”;** and

the following amendment by the Policy and Finance Committee

The Policy and Finance Committee recommends that:

- (1) an additional \$40,000.00 be added to the City Planning Capital Budget for the Caledonia/Castlefield design charrette and funding be taken from any unallocated funding in the proposed 2006 Capital Budget; and**
- (2) the report (November 28, 2005) from the Chief Planner and Executive Director, City Planning, be received for information.**
- (65) operating impacts in the Parks, Forestry, and Recreation Budget Operating Budget of \$0.065 million for 2006 for streetscape enhancement and tree maintenance emanating from the approval of the 2006 Recommended Capital Budget for City Planning be considered within the overall scope of the Parks, Forestry, and Recreation 2006 and future years’ operating budget submissions;**
- (66) 2006 Development Charge funding be approved subject to funds being available in the Development Charge Reserve Accounts; and**
- (67) the revised cash flow projections of \$5.466 million in 2007; \$5.451 million in 2008; \$5.330 million in 2009; and \$5.337 million in 2010 for the City Planning Division be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a recommended firm Five-Year Capital Plan within Council’s approved debt affordability limits.**

Cross-Divisional Projects:

- (68) the 2006-2015 Cross Divisional Projects capital program request with a total 10-year project cost of \$23.296 million be received;**
- (69) the 2006 Budget Advisory Committee Recommended Capital Budget for Cross Divisional Projects with a total project cost of \$3.124 million and a 2006 cash flow of \$5.002 million and future year commitments of \$2.608 million be approved. The**

Recommended Capital Budget consists of the following:

- (a) New Cash Flow Funding for:**
 - (i) 11 new sub-projects with a 2006 total project cost of \$3.124 million that requires cash flow of \$2.228 million in 2006 and a future year commitment of \$0.896 million in 2007;**
 - (ii) 6 previously approved sub-projects with a 2006 cash flow of \$0.351 million and a future year commitment of \$1.502 million in 2007; and**
 - (iii) 2 sub-projects from previously approved projects with carry forward funding from 2004 and prior years requiring 2006 cash flow of \$0.695 million and future year commitment of \$0.210 million in 2007, which forms part of the affordability targets that requires Council to reaffirm its commitment; and**
- (b) 2006 approved cash flow for 6 previously approved sub-projects with carry forward funding from 2005 into 2006 totalling \$1.728 million;**
- (70) operating impacts of \$0.025 million for 2006 and \$0.290 million for 2007 emanating from the approval of the 2006 Recommended Capital Budget be considered within the overall scope of the related Programs' 2006 and future years' operating budget submissions;**
- (71) once the IT Implementation Project is completed, the Deputy City Manager report to Budget Advisory Committee with a revised 2007-2010 Capital Plan for IT projects, which is required to be strategically aligned at the Program and Corporate level, and conforming to the debt guideline;**
- (72) the revised cash flow projections of \$3.361 million in 2007, \$3.000 million in 2008, \$3.000 million in 2009, and \$3.000 million in 2010 for Cross Divisional Projects be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a recommended Firm 5-Year Capital Plan within Council's approved debt affordability limits; and**

- (73) the Deputy City Manager report back to the Director of Financial Planning prior to the 2007 budget process on the result of asset reviews and the plan of transferring the ownership of the Asset Preservation capital budget with the intention of providing increased accountability and management.

Emergency Management Plan:

- (74) the 2006 Budget Advisory Committee Recommended Capital Budget for the Emergency Management Plan with a total project cost of \$0 million and a 2006 cash flow of \$0.570 million consisting of 1 previously approved sub-project with carry forward funding from 2005 to 2006 be approved; and
- (75) the Emergency Management Plan Capital Budget be discontinued and closed once the Emergency Back Up-Systems project is complete.

Fire Services:

- (76) the 2006-2015 Toronto Fire Services Capital program request with a total 10-year project cost of \$68.838 million be received;
- (77) the 2006 Budget Advisory Committee Recommended Capital Budget for Toronto Fire Services with a total project cost of \$9.981 million and a 2006 cash flow of \$11.095 million and future year commitments of \$9.340 million be approved. The 2006 Recommended Capital Budget consists of the following:
- (a) New Cash Flow Funding for:
- (i) 12 new sub-projects with a 2006 total project cost of \$9.981 million that requires cash flow of \$4.869 million in 2006 and future year commitments of \$3.241 million in 2007 and \$1.871 million in 2008; and
- (ii) 7 previously approved sub-projects with a 2006 cash flow of \$5.252 million and future year commitments of \$2.884 million in 2007 and \$1.344 million in 2008; and
- (b) 2006 approved cash flow for 1 previously approved sub-project with carry forward funding from 2005 into 2006 totalling \$0.973 million and that a further amount of \$0.976 million in 2005 carry forward funding for five previously approved sub-projects be confirmed by the Program and added to the required 2006 cash flow to reflect a total carry forward funding of \$1.949 million;
- (78) operating impacts of \$0.107 million for 2006, \$0.060 million for 2007 and \$0.060 million for 2008 emanating from the approval of the 2006 Recommended Capital Budget be considered within the overall scope of the Toronto Fire Services 2006 and future years' operating budget submissions;

- (79) all sub-projects with third party financing be approved conditionally, subject to the receipt of such funding during 2006 and if such financing is not received, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs;**
- (80) the Radio Communication System Replacement project be re-classified as a Corporate project in conjunction with the related radio system requirements of EMS and Toronto Police Services and the Fire Chief, in conjunction with the Toronto Police Service and EMS, be requested to report back to the Budget Advisory Committee by June 2006 on the findings of the Radio Communication System Replacement project feasibility study and any cash flow revisions required for the City's 5-Year Plan.**
- (81) the Chief of Toronto Fire Services in consultation with the Deputy City Manager and Chief Financial Officer report back to Budget Advisory Committee as part of the 2007 Budget Process on alternative funding for the Harbourfront Public Education and Training Centre project that may include the possibility of funding from the Toronto Waterfront Revitalization Corporation;**
- (82) the report requested by the Community Services Committee on November 8, 2005, from the Fire Chief on opportunities to generate revenue towards the capital costs of the Water/Ice Rescue Simulator by providing training to other emergency service providers be postponed until the 2007 Capital Budget process and that the Fire Chief and Deputy City Manager request the Coast Guard to participate and invest in this endeavour;**
- (83) the recommendations in the Recommendations Section of the report (July 18, 2005) from the Deputy City Manager, entitled "Transfer of the Corporate Emergency Management Capital Program" be adopted as follows:**

 - (a) the actual and budget for capital project CPM003 HUSAR/CBRN Facility be transferred from the Corporate Emergency Management Program to the Fire Services Capital Program; and**
 - (b) the remaining projects within the Corporate Emergency Management Capital Program be closed in 2006, subject to any carry forward requirements necessary to complete the projects;**
- (84) the Chief of Toronto Fire Services report back to the Deputy City Manager and the Chief Financial Officer on a costing and priority framework to be developed by Spring of 2006 for managing the growth demands and public expectations associated with the Toronto Fire Services various strategic reports, its SOGR backlog and its asset audits and that needs be reviewed collectively in order to revise the Toronto Fire Services 2006-2010 Capital Plan at a sustainable debt funding level; and**

- (85) the revised cash flow projections of \$9.038 million in 2007, \$8.767 million in 2008, \$5.300 million in 2009 and \$5.300 million in 2010 for Toronto Fire Services be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a recommended Firm 5-Year Capital Plan within Council's approved debt affordability limits.

Solid Waste Management Services:

- (86) the 2006-2015 Solid Waste Management Services Capital program request with a total 10-year project cost of \$253.973 million be received;
- (87) the 2006 Budget Advisory Committee Recommended Capital Budget for Solid Waste Management Services with a total project cost of \$10.361 million and a 2006 cash flow of \$25.268 million and future year commitments of \$36.931 million be approved. The 2006 Recommended Capital Budget consists of the following:
- (a) New Cash Flow Funding for:
 - (i) 13 new and change-in-scope sub-projects with a 2006 total project cost of \$10.361 million that requires cash flow of \$10.361 million in 2006 and no future year commitments; and
 - (ii) 13 previously approved sub-projects with a 2006 cash flow of \$10.478 million and a future year commitment of \$33.489 million in 2007; and
 - (b) 2006 approved cash flow for 7 previously approved sub-projects with carry forward funding from 2005 into 2006 totalling \$4.429 million;
- (88) incremental operating impacts of \$(0.450) million for 2006, \$(0.097) million for 2007, \$(0.172) million in 2008, \$8.092 million in 2009, and \$0.925 million in 2010, emanating from the approval of the 2006 Recommended Capital Budget be considered within the overall scope of the Solid Waste Management Services' 2006 and future years' operating budget submissions;
- (89) the 2006 cash flow of \$0.562 million associated with the Diversion Facilities Collection Vehicles be approved conditional upon the approval of the Solid Waste Management Services 2006 Operating Budget;
- (90) the General Manager, Solid Waste Management Services report back to the Budget Advisory Committee in the Spring of 2006 with a list of Council decisions since June 2005 impacting Solid Waste Management Services, and an assessment of how these decisions impact the Program's ability to meet the 2008 to 2012 Diversion targets and time lines, as outlined in its Council-approved Business Plan;
- (91) the General Manager, Solid Waste Management Services report back to the Budget Advisory Committee in the Spring of 2006 on operational challenges related to sites, site locations, and Environmental Assessments, for the construction of new

waste-management facilities, and how these challenges may impact the Program's ability to meet the diversion targets within the timelines assumed; and

- (92) the revised cash flow projections of \$63.448 million in 2007, \$57.013 million in 2008, \$21.384 million in 2009, and \$33.849 million in 2010 for Solid Waste Management Services be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in Spring 2006 on a recommended Firm 5-Year Capital Plan within Council's approved debt affordability limits, and outlining the impact the recommended Capital Plan would have on achieving the 2010 Diversion targets.**

Transportation Services:

- (93) the 2006-2015 Transportation Services Capital program request with a total 10-year project cost of \$2.527 billion be received;**
- (94) the 2006 Budget Advisory Committee Recommended Capital Budget for Transportation Services with a total project cost of \$278.309 million and a 2006 cash flow of \$276.633 million and future year commitments of \$108.890 million be approved. The 2006 Recommended Capital Budget consists of the following:**
- (a) New Cash Flow Funding for:**
- (i) 60 new sub-projects with a 2006 total project cost of \$278.309 million that requires cash flow of \$198.430 million in 2006 and future year commitments of \$56.529 million in 2007, \$17.500 million in 2008 and \$5.600 million in 2009;**
- (ii) 28 previously approved sub-projects with a 2006 cash flow of \$47.248 million and future year commitments of \$5.730 million in 2007, \$20.401 million in 2008 and \$3.130 million in 2009; and**
- (iii) 2006 approved cash flow for 27 previously approved sub-projects with carry forward funding from 2005 into 2006 totalling \$30.955 million;**
- (95) operating impacts of \$0.270 million for 2006 and \$0.270 million for 2007 emanating from the approval of the 2006 Recommended Capital Budget be considered within the overall scope of the Transportation Services 2006 and future years' operating budget submissions;**
- (96) 2006 Development Charge funding be approved subject to funds being available in the Development Charge Reserve Accounts;**
- (97) all sub-projects with third party financing be approved conditionally, subject to the receipt of such funding during 2006 and if such financing is not received, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs;**

- (98) the General Manager, Transportation Services, in consultation with the Chief General Manager, Toronto Transit Commission, report back to Budget Advisory Committee in 2006 or upon resolution of the current court proceedings regarding St. Clair Ave. West Transit Improvements, on the status of this project and specifically on the total project cost and cash flow projections required for this project;**
- (99) in the event that the project for the Dufferin Jog Elimination does not proceed in 2006, that Transportation Services be authorized to re-allocate the approved funding for this project to State of Good Repair projects as prioritized by the Program;**
- (100) the 2006 funding of \$1.000 million for the Bloor Street Transformation project preliminary design phase be approved conditional upon City Council approval of the establishment of the new BIA and its first budget and that no funds be committed until Council approval of the new BIA and its budget occurs;**
- (101) the funding for the Bloor Street Transformation project, which is initially funded by the City through the issuance of debt, be recovered, including debt service charges, from the new BIA by imposition of its new levy on the new BIA as directed by Council;**
- (102) the Bloor Street Transformation Project include measures to greatly enhance bicycle safety, such as the Gomberg Memorial Bloor Street bike lane, and that this be considered within the current project;**
- (103) appendix B, entitled “Transportation Services – 2006 Proposed Bikeway Projects-\$3.0 Million”, attached to the report (October 20, 2005), entitled “2006 Cycling Infrastructure Funding Options”, from the General Manager, Transportation Services, be adopted subject to the General Manager giving consideration to including Vaughan Road in the 2006 Bike Plan;**
- (104) the communication (ix) (November 7, 2005) from Councillor Joe Mihevc, Ward 21, St. Paul’s, referred to in the communication (November 10, 2005) from the Works Committee regarding the 2006-2015 Capital Programs under its purview, be referred to Toronto Hydro for consideration;**
- (105) the following part (1) of the motion by Councillor Pitfield, contained in the communication (November 4, 2005) from the Policy and Finance Committee and the Budget Advisory Committee, be referred to the Deputy City Manager and Chief Financial Officer for a report to the Budget Advisory Committee prior to the 2007 Budget process:**
 - “(1) as part of the capital budget approval process, a Gantt chart be submitted for each proposed capital project, providing a schedule showing a timeline of targeted completion dates, to justify the need for budget dollars”;**

(106) the following part (2) of the motion by Councillor Pitfield, contained in the communication (November 4, 2005) from the Policy and Finance Committee and the Budget Advisory Committee, be referred to the Executive Director, Facilities and Real Estate for a report to the Administration Committee:

“(2) the City Manager be requested to report on the City looking at design build contracts, rather than design contracts and build contracts”;

(107) the following part (3) of the motion by Councillor Pitfield, contained in the communication (November 4, 2005) from the Policy and Finance Committee and the Budget Advisory Committee, be referred to the Deputy City Manager and Chief Financial Officer for a report to the Budget Advisory Committee:

“(3) the net effect on the reserves/reserve funds including transferred into and out of reserves/reserve funds be expressed for each program in the 2006 Capital Budget.”

(108) the General Manager, Transportation Services report back to the Deputy City Manager and Chief Financial Officer on a costing and priority framework to be developed by Spring 2006 for managing the growth demands and public expectations associated with the Transportation Services various strategic reports, its SOGR backlog and its asset audits and that needs be reviewed collectively in order to revise the Transportation Services 2006-2010 Capital Plan at a sustainable debt funding level; and

(109) the revised cash flow projections of \$239.946 million in 2007, \$280.904 million in 2008, \$295.807 million in 2009 and \$313.593 million in 2010 for Transportation Services be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a recommended Firm 5-Year Capital Plan within Council’s approved debt affordability limits.

Subject to the following amendment by the Policy and Finance Committee:

“The Policy and Finance Committee recommends that the 2006 recommended Capital Budget for Transportation Services be increased to provide, in priority order, for the section of St. Clair Avenue West between Yonge Street and Gunn’s Road:

- (1) replacement of current streetlighting with new upgraded streetlighting and poles;**
- (2) underground of all hydro wires, to take advantage of other construction entailed in the St. Clair streetcar project;**
- (3) resurfacing of the road surface to establish a higher-quality, more attractive travel corridor;**

- (4) reconstruction of sidewalks in order to improve the pedestrian, retailing and public space environment; and**

that the 2006 Transportation Capital Budget be amended accordingly, by adding \$11,584 million to the 2006 budget and \$18,416 million for 2007.”

Waterfront Revitalization Initiative:

- (110) the 2006 Budget Advisory Committee Recommended Capital Budget for Waterfront Revitalization Initiative requires a 2006 cash flow of \$43.731 million and future year commitments of \$405.243 million be approved. The 2006 Recommended Capital Budget consists of the following:**
 - (a) New Cash Flow funding for 17 previously approved sub-projects with a 2006 cash flow of \$43.731 million and future year commitments of \$59.080 million in 2007; \$68.174 million in 2008; \$40.472 million in 2009; and \$34.688 million in 2010, and \$202.829 million in years 2011-2015;**
- (111) the total 2006 cash flow of \$2.053 million for the Front Street Extension (\$0.753 million); Front Street Pedestrian Bridge (\$0.300 million); and Gardiner Expressway EA (\$1.000 million) not be expended until a final decision is made by City Council on the future of the Front Street Extension/Gardiner Expressway/Lake Shore Corridor;**
- (112) the Revised 2006-2010 Capital Plan and 2011-2015 Forecast for the Waterfront Revitalization Initiative be brought forward for review when Council considers the future of the Front Street Extension/Gardiner Expressway/Lake Shore Corridor;**
- (113) the revised cash flow projections of \$59.080 million in 2007, \$68.174 million in 2008; \$40.4720 million in 2009; and \$34.688 million in 2010 for Waterfront Revitalization Initiative be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a recommended Firm 5-Year Capital Plan within Council’s approved debt affordability limits;**
- (114) the Deputy City Manager for the Waterfront Revitalization Initiative and the Deputy City Manager and Chief Financial Officer report to Budget Advisory Committee in the Fall of 2006 on the process to identify operating budget impacts to City Programs, Agencies, Boards and Commissions resulting from the approval of the 2006 Recommended Capital Budget for Waterfront Revitalization Initiative and the 5-Year Capital Plan; and**
- (115) the Deputy City Manager for the Waterfront Revitalization Initiative report to Budget Advisory Committee when specific scope and funds allocation of \$97.790 million beyond 2010 are determined by the three orders of governments for the initiatives relating to the Water’s Edge Promenade; the introduction of transit into the Portlands; and other transportation and servicing projects in both the Portlands and in the western section of the Waterfront.**

INTERNAL SERVICES

End of Lease Strategy/ Sustainment:

- (116) the 2006-2015 End of Lease/Sustainment capital program request with a total 10-year project cost of \$98.587 million be received;**
- (117) the 2006 Budget Advisory Committee Recommended Capital Budget for the End of Lease Strategy/Sustainment Program with a total project cost of \$16.138 million and a 2006 cash flow of \$18.938 million with no future year commitments be approved. The 2006 Recommended Capital Budget consists of the following:**
 - (a) New Cash Flow Funding for 1 new sub-project with a 2006 total project cost of \$16.138 million that requires cash flow of \$16.138 million in 2006 with no future year commitments; and**
 - (b) 2006 approved cash flow for 3 previously approved sub-projects with carry forward funding from 2005 into 2006 totalling \$2.800 million;**
- (118) the Asset Sustainment funding strategy be approved, as follows:**
 - (a) Technology Asset Sustainment for the purpose of providing capital funding for the City's long-term sustainment strategy for routine replacement of technology assets at the end of their established life, be funded from the Information and Technology Equipment Reserve XQ1508;**
 - (b) the Information and Technology Equipment Reserve be administered by the Information and Technology Division;**
 - (c) the balance of the 2005 under spending from the Technology End of Lease Strategy be deposited in the Information and Technology Equipment Reserve XQ1508;**
 - (d) asset sustainment be financed from an annual contribution of \$17.500 million in the Non Program operating budget that was previously budgeted to finance the lease payments for the equipment replaced through the End of Lease Strategy; an additional program annual contribution of \$0.619 million residing in the Non Program operating budget and annual contributions of \$1.182 million from Public Health's operating budget be reallocated to the Information and Technology Equipment Reserve XQ1508;**
 - (e) funding for the Information and Technology 2006 Technology Asset Management project ITP906883 in the amount of \$1.022 million be funded from the Information and Technology Equipment Reserve XQ1508;**

- (f) **funding for the Toronto Public Library Technology Asset Management Program (TAMP) LIB906760 in the amount of \$1.000 million for 2006 be funded from the Information and Technology Equipment Reserve XQ1508; and**
 - (g) **the appropriate City officials be authorized and directed to take necessary action to give effect thereto, and that leave be granted for the introduction of any necessary bills in Council to give effect thereto; and**
- (119) **the revised cash flow projections of \$18.977 million in 2007, \$18.335 million in 2008, \$23.751 million in 2009 and \$21.386 million in 2010 for the End of Lease Strategy/Sustainment Program be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a recommended Firm 5-Year Capital Plan within Council's approved debt affordability limits; and**
- (120) **in future, prior to refresh of Information and Technology equipment for the Councillors' Offices, a small working group of Councillors be struck and consulted on any further acquisition.**

Facilities and Real Estate:

- (121) **the 2006-2015 Facilities and Real Estate capital program request with a total 10-year project cost of \$204.689 million be received;**
- (122) **the 2006 Budget Advisory Committee Recommended Capital Budget for Facilities and Real Estate with a total project cost of \$31.487 million and a 2006 cash flow of \$42.147 million and future year commitments of \$31.010 million be approved. The 2006 Recommended Capital Budget consists of the following:**
 - (a) **New Cash Flow Funding for:**
 - (i) **98 new sub-projects with a 2006 total project cost of \$31.487 million that requires cash flow of \$17.283 million in 2006 and future year commitments of \$11.736 million in 2007, \$1.378 million in 2008, \$0.545 million in 2009 and \$0.545 million in 2010; and**
 - (ii) **29 previously approved sub-projects with a 2006 cash flow of \$18.509 million and future year commitments of \$9.623 million in 2007; \$6.021 million in 2008, and \$1.162 million in 2009; and**
 - (b) **2006 approved cash flow for 22 previously approved sub-projects with carry forward funding from 2005 into 2006 totalling \$6.355 million;**
- (123) **the sub-projects for Capital Emergencies be approved with funding of \$1.394 million for 2006 with the following conditions:**

- (a) **projects funded must be demonstrable emergencies presenting a safety or security hazard, or impacting current operations, with a potential for significant damage resulting from the continuation of the problem identified;**
 - (b) **all projects charged to the fund must be reported to Finance staff to ensure structures are provided to ensure accountability;**
 - (c) **use of the funding must be reported in all variance reports and to Budget Advisory Committee at the time of consideration of the 2006 Capital Budget; and**
 - (d) **any unspent balance at year-end cannot be carried forward;**
- (124) **the revised cash flow projections of \$35.620 million in 2007, \$35.643 million in 2008, \$35.666 million in 2009 and \$35.328 million in 2010 for Facilities and Real Estate, be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a recommended Firm 5-Year Capital Plan within Council's approved debt affordability limits;**
- (125) **the Chief Corporate Officer report back to the Administration Committee and Budget Advisory Committee prior to the 2007 Budget process on the outcome of the Nathan Phillips Square design competition and revised project cost estimates; and**
- (126) **the Executive Director, Facilities and Real Estate report to the Administration Committee on the City looking at design-build contracts, rather than design contracts and build contracts.**

Financial Services:

- (127) **the 2006-2015 Financial Services capital program request with a total 10-year project cost of \$26.131 million be received;**
- (128) **the 2006 Budget Advisory Committee Recommended Capital Budget for Financial Services with a total project cost of \$1.226 million and a 2006 cash flow of \$6.298 million and future year commitments of \$5.463 million be approved. The 2006 Recommended Capital Budget consists of the following:**
- (a) **New Cash Flow Funding for:**
 - (i) **3 new sub-projects with a 2006 total project cost of \$1.226 million that requires cash flow of \$0.438 million in 2006 and a future year commitment of \$0.583 million in 2007 and \$0.205 million in 2008;**
 - (ii) **9 previously approved sub-projects with a 2006 cash flow of \$2.811 million and a future year commitment of \$2.484 million in 2007; and**

- (iii) 5 sub-projects from previously approved projects with carry forward funding from 2004 and prior years requiring 2006 cash flow of \$0.934 million and future year commitments of \$0.400 million in 2007, \$0.600 million in 2008 and \$1.136 million in 2009 which forms part of the affordability targets that requires Council to reaffirm its commitment; and**
 - (b) 2006 approved cash flow for 7 previously approved sub-projects with carry forward funding from 2005 into 2006 totalling \$2.115 million and into 2007 totalling \$0.055 million;**
- (129) operating impacts of \$0.121 million for 2007, \$0.370 million in 2008, and savings of \$0.385 million for 2009 and costs of \$0.175 million in 2010 emanating from the approval of the 2006 Recommended Capital Budget be considered within the overall scope of the Financial Services' 2006 and future years' operating budget submissions; and**
- (130) the revised cashflow projections of \$6.352 million in 2007, \$5.555 million in 2008, \$5.456 million in 2009 and \$2.550 million in 2010, be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a recommended Firm 5-Year Capital Plan within Council's approved debt affordability limits.**

Fleet Services:

- (131) the 2006-2015 Fleet Services capital program request with a total 10-year project cost of \$182.622 million be received;**
- (132) the 2006 BAC Recommended Capital Budget for Fleet Services with a total project cost of \$40.693 million and a 2006 cash flow of \$80.917 million be approved. The 2006 Recommended Capital Budget consists of the following:**
 - (a) New Cash Flow Funding for:**
 - (i) 17 new sub-projects with a 2006 total project cost of \$28.638 million that requires cash flow of \$28.638 million in 2006, with no future year commitments;**
 - (ii) 12 previously approved sub-projects with a 2006 cash flow of \$12.055 million; and**
 - (iii) 29 sub-projects from previously approved projects with carry forward funding from 2004 and prior years requiring 2006 cash flow of \$17.250 million which is funded from the Vehicle and Equipment Replacement Reserve; and**

- (b) **2006 approved cash flow for 18 previously approved sub-projects with carry forward funding from 2005 into 2006 totalling \$22.974 million;**
- (133) the Fleet Services Capital Budget be adjusted to agree with Programs' 2006 budgeted contributions to the Vehicles and Equipment Replacement Reserve to reflect any changes recommended to the contributions from the other Programs budgets during the 2006 Operating Budget process; and**
- (134) the revised cash flow projections of \$21.221 million in 2007; \$28.207 million in 2008; \$26.989 million in 2009; and \$25.288 million in 2010 for Fleet Services be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a recommended Firm 5-Year Capital Plan.**

Information and Technology:

- (135) the 2006-2015 Information and Technology Capital Program request with a total 10-year project cost of \$55.065 million be received;**
- (136) the 2006 Budget Advisory Committee Recommended Capital Budget for Information and Technology with a total project cost of \$16.853 million and a 2006 cash flow of \$10.835 million be approved. The 2006 Recommended Capital Budget consists of the following:**
 - (a) New Cash Flow Funding for:**
 - (i) 21 new sub-projects with a 2006 total project cost of \$16.853 million that requires cash flow of \$5.905 million in 2006, and a future year commitment of \$3.711 million in 2007, \$3.402 million in 2008, \$2.375 million in 2009 and \$1.460 million in 2010;**
 - (ii) 2 previously approved sub-projects with a 2006 cash flow of \$0.951 million, and future year commitments of \$1.040 million in 2007, \$1.000 million in 2008, \$2.379 million in 2009 and \$2.780 million in 2010; and**
 - (iii) 5 sub-projects from previously approved projects with carry forward funding from 2004 and prior years requiring 2006 cash flow of \$2.616 million, and a future year commitment of \$0.908 million in 2007, which forms part of the affordability targets that requires Council to reaffirm its commitment; and**
 - (b) 2006 approved cash flow for 4 previously approved sub-projects with carry forward funding from 2005 into 2006 totalling \$1.363 million;**

- (137) operating impacts of \$0.117 million in 2006 and \$0.728 million in 2007 emanating from the approval of the 2006 Recommended Capital Budget be considered within the overall scope of the Information and Technology 2006 and future years' operating budget submission;**
- (138) the revised cash flow projections of \$9.121 million in 2007; \$10.047 million in 2008; \$10.079 million in 2009; and \$9.973 million for Information and Technology be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a recommended Firm 5-Year Capital Plan within Council's approved debt affordability limits;**
- (139) as part of the 2007 Capital Budgets process, the City Manager and Deputy City Manager and Chief Financial Officer review all proposed Information and Technology Projects across the City, to ensure Corporate and Program Information Technology projects are aligned and co-ordinated and that Information and Technology's sign-off be required for all Information and Technology related projects proposed by Programs;**
- (140) the Executive Director, Information and Technology report to the e-City Committee prior to the 2007 Capital Budget process with options on how to ensure value for money and maximum synchronization on the City of Toronto's computer systems with a third party analysis; and**
- (141) the Executive Director, Information and Technology meet on a regular basis with Information and Technology Directors of agencies, boards, and commissions to discuss systems planning and budget issues.**

CITY MANAGER

Human Resources:

- (142) the 2006-2015 Human Resources capital program request with a total 10-year project cost of \$2.116 million be received; and**
- (143) the revised cash flow projections of \$0.603 million in 2008, \$0.592 million in 2009 and \$0.726 million in 2010 for Human Resources be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a recommended Firm 5-Year Capital Plan within Council's approved debt affordability limits.**

OTHER CITY PROGRAMS

City Clerk's Office:

- (144) the 2006-2015 City Clerk's Office capital program request with a total 10-year project cost of \$39.514 million be received;**

- (145) the 2006 Budget Advisory Committee Recommended Capital Budget for the City Clerk's Office with a total project cost of \$1.681 million and a 2006 cash flow of \$3.796 million and future year commitments of \$1.210 million in 2007, \$0.060 million in 2007, \$0.068 million in 2009 and \$0.062 million in 2010 be approved. The 2006 Recommended Capital Budget consists of the following:
- (a) New Cash Flow Funding for:
 - (i) 8 new sub-projects with a 2006 total project cost of \$1.681 million that requires cash flow of \$1.281 million in 2006 with future year commitments of \$0.210 million in 2007, \$0.060 million in 2008, \$0.068 million in 2009 and \$0.062 million in 2010; and
 - (ii) 1 previously approved sub-project with a 2006 cash flow of \$1.408 million and a future year commitment of \$1.000 million in 2007; and
 - (b) 2006 approved cash flow for 1 previously approved sub-project with carry forward funding from 2005 into 2006 totalling \$1.107 million;
- (146) operating impacts of \$0.035 million in 2006, \$0.018 million in 2007, \$0.079 million in 2008 and \$0.130 million in 2009 emanating from the approval of the 2006 Recommended Capital Budget be considered within the overall scope of the City Clerk's 2006 and future years' operating budget submissions;
- (147) the revised cash flow projections of \$5.760 million in 2007, \$5.310 million in 2008, \$3.918 million in 2009 and \$1.332 million in 2010 for the City Clerk's Office be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a recommended Firm 5-Year Capital Plan within Council's approved debt affordability limits;
- (148) the City Clerk report back to the Budget Advisory Committee with a recommended option for the Relocation of the Offset Printing Facility in conjunction with the Spring 2006 review of the 5-Year Capital Plan, if possible, or prior to the beginning of the 2007 Capital Budget process; and should additional funding requirements be identified for 2006, the City Clerk report back to the Budget Advisory Committee in-year; and
- (149) the City Clerk report back to the Budget Advisory Committee once the additional requirements arising from the new *City of Toronto Act* are known, and the impact this may have on the Election Reserve to fund future capital projects.

Energy Retrofit Program:

- (150) the 2006-2015 Energy Retrofit Capital Program request with a total project cost of \$15.0 million be received;

- (151) the 2006 Budget Advisory Committee Recommended Capital Budget for Energy Retrofit with a total project cost of \$6.0 million and a 2006 cash flow of \$14.003 million and future year commitments of \$5.103 million be approved. The 2006 BAC Recommended Capital Budget consists of the following:**
- (a) New Cash Flow Funding for:**
 - (i) 1 new sub-project with a 2006 total project cost of \$6.0 million that requires cash flow of \$1.500 million in 2006 and a future year commitment of \$4.500 million in 2007; and**
 - (ii) 4 previously approved sub-projects with a 2006 cash flow of \$7.682 million and a future year commitment of \$0.603 million in 2007; and**
 - (b) 2006 approved cash flow for 4 previously approved sub-projects with carry forward funding from 2005 into 2006 totalling \$4.821 million;**
- (152) \$15 million be earmarked for the second phase of the Energy Retrofit Program to be allocated to further retrofit projects in the period 2006 to 2009, as follows:**
- (a) a total project cost of \$6.0 million for the Energy Retrofit Project of pools and community centres, financed by a low interest loan of \$1.5 million from the Federation of Canadian Municipalities and \$4.5 million City debt, including cash flow of \$1.5 million in 2006 and \$4.5 million in 2007, be authorized; and**
 - (b) \$9.0 million in total project costs be earmarked for other projects in phase two of allocated to the Energy Retrofit Program with \$6.750 million to be funded from City debt and \$2.250 million from the previously approved low interest loan from the Federation of Canadian Municipalities' Green Municipal Investment Fund to be cash flowed as follows: \$2.0 million in 2007, \$5.0 million in 2008 and \$2.0 million in 2009, with detailed allocations to be reported in the 2007 Capital Budget process;**
- (153) a list of energy efficiency projects for the City's Programs and ABCs be prepared by the end of 2006 and submitted for consideration, along with applicable business cases for each project, as part of the 2007 capital budget process; and**
- (154) that the revised cash flow projections of \$7.103 million in 2007; \$5.0 million in 2008; and \$2.0 million in 2009 for the Energy Retrofit Program be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a recommended firm 5-Year Capital Plan within Council's approved debt affordability limits.**

Nathan Phillips Square:

- (155) the 2006-2015 Nathan Phillips Square capital program request with a total 10-year project cost of \$16.000 million be received;**
- (156) the 2006 Budget Advisory Committee Recommended Capital Budget for Nathan Phillips Square with a total project cost of \$0.550 million and a 2006 cash flow of \$0.550 million be approved;**
- (157) the revised cash flow projections of \$1.500 million in 2007, \$4.650 million in 2008, \$4.650 million in 2009 and \$4.650 million in 2010 for Nathan Phillips Square, be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a recommended Firm 5-Year Capital Plan within Council's approved debt affordability limits;**
- (158) the Chief Corporate Officer to report back to the Administration Committee and Budget Advisory Committee prior to the 2007 Budget process on the outcome of the Nathan Phillips Square design competition and revised project cost estimates;**
- (159) \$16 million be recommended for the state of good repair for Nathan Phillips Square, and any additional expenditures be the subject of a further report on any sources of funding, including private/public partnerships or other orders of government;**
- (160) the architect Viljo Revell be appropriately recognized in Nathan Phillips Square;**
- (161) the recommendations in the recommendations section of the communication (November 2, 2005) from the Roundtable on a Beautiful City be referred to the Deputy City Manager and Chief Financial Officer for a report directly to City Council when this matter is considered; and**
- (162) under no circumstances should the name "Nathan Phillips Square" be changed.**

Union Station:

- (163) the 2006-2015 Union Station capital program request with a total 10-year project cost of \$20.461 million be received;**
- (164) the 2006 Budget Advisory Committee Recommended Capital Budget for Union Station with a total project cost of \$3.717 million and a 2006 cash flow of \$5.462 million and future year commitments of \$7.288 million be approved. The 2006 Recommended Capital Budget consists of the following:**
 - (a) New Cash Flow Funding for:**
 - (i) 1 previously approved sub-project with a 2006 cash flow of \$0.316 million and no future year commitments; and**

- (ii) 3 sub-projects with carry forward funding from 2005 (which were not debt funded) requiring 2006 cash flow of \$3.401 million and future year commitments of \$7.288 million, which forms part of the affordability targets that requires Council to reaffirm its commitment; and
 - (b) 2006 approved cash flow for 2 previously approved sub-projects with carry forward funding from 2005 into 2006 totalling \$1.745 million; and
- (165) the revised cash flow projections of \$4.857 in 2007; \$7.577 in 2008; \$4.451 in 2009 and \$5.337 in 2010 for Union Station be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a recommended Firm 5-Year Capital Plan within Council's approved debt affordability limits.

SPECIAL PURPOSE BODIES

Exhibition Place:

- (166) the 2006-2015 Exhibition Place Capital Program Request with a total 10-year project cost of \$39.140 million be received;
- (167) the 2006 Budget Advisory Committee Recommended Capital Budget for Exhibition Place with a total project cost of \$15.125 million and a 2006 cash flow of \$16.050 million with no future-year commitments be approved. The 2006 BAC Recommended Capital Budget consists of the following:
- (a) New Cash Flow Funding for:
 - (i) 38 new sub-projects with a 2006 total project cost of \$15.125 million that requires cash flow of \$15.125 million in 2006 with no future-year commitments; and
 - (ii) 1 sub-project from previously approved projects with funding carried forward from 2004 and prior years requiring 2006 cash flow of \$0.036 million, which forms part of the affordability targets that requires Council to reaffirm its commitment; and
 - (b) 2006 approved cash flow for 22 previously approved sub-projects with funding carried forward from 2005 into 2006 totalling \$0.889 million;
- (168) Exhibition Place report to the Deputy City Manager and Chief Financial Officer by February 2006 with further revisions to the revised cash flow projections of \$6.325 million in 2007, \$7.060 million in 2008, \$8.630 million in 2009 and \$6.500 million in 2010 to bring those projections in line with the debt affordability guidelines for 2007 to 2010; and

- (169) the Revised 5-Year Capital Plan for Exhibition Place be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report to the Budget Advisory Committee in the Spring of 2006 on a recommended Firm 5-Year Capital Plan within City Council's approved debt affordability limits.

Toronto and Region Conservation Authority:

- (170) the 2006-2015 Toronto and Region Conservation Authority capital program request with a total 10-year project cost of \$81.634 million, be received;
- (171) the 2006 Budget Advisory Committee Recommended Capital Budget for the Toronto and Region Conservation Authority with a total project cost of \$6.0 million and a 2006 cash flow of \$6.0 million and no future-year commitments be approved;
- (172) Toronto and Region Conservation Authority and Toronto Water report back to the Budget Advisory Committee by May 2006 and prior to the finalization of the City's Firm 5-Year Capital Plan with consistent recommendations for capital funding between these Programs over the 5-Year Capital Plan; and
- (173) the revised cash flow projections of \$6.316 million in 2007, \$6.592 million in 2008, \$6.742 million in 2009 and \$6.590 million in 2010 for the Toronto and Region Conservation Authority be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a recommended Firm 5-Year Capital Plan within City Council's approved debt affordability limits.

Toronto Parking Enforcement Unit:

- (174) the 2006-2015 Toronto Parking Enforcement Unit capital program request with a total 10-year project cost of \$4.340 million be received;
- (175) the 2006 Budget Advisory Committee Recommended Capital Budget for the Toronto Parking Enforcement Unit with a project cost of \$0.434 million and a 2006 cash flow of \$1.934 million with no future year commits be approved. The 2006 Recommended Capital Budget consists of the following:
- (a) New Cash Flow funding for the Vehicle and Equipment Replacement project with a 2006 project cost of \$0.434 million that requires cash flow of \$0.434 million in 2006; and
 - (b) 2005 approved cash flow for 1 previously approved project with carry forward funding from 2005 into 2006 totalling \$1.500 million;
- (176) the Vehicle and Equipment Replacement project be funded from the Vehicle and Equipment Reserve and that no new debt be issued to finance the 2006 cash flow requirements for the Toronto Parking Enforcement Unit Capital Program;

- (177) operating impacts of \$0.261 million for 2006 emanating from the approval of the 2006 Recommended Capital Budget be considered within the overall scope of the Parking Enforcement Unit 2006 Operating Budget;**
- (178) total annualized net savings of approximately \$0.853 million with \$0.130 million net cost attributable to the Toronto Police Service, Parking Enforcement Unit; \$0.450 million savings to the Revenue Services Division; Parking Tag Operations and \$0.533 million increase in Parking Tag Revenue be considered within the overall scope of Parking Enforcement Unit, Parking Tag Operations and Parking Tag Revenues' 2007 and future years' operating budget submissions;**
- (179) the revised cash flow projections of \$0.434 million in 2007; \$0.434 million in 2008; \$0.434 million in 2009; and \$0.434 million in 2010 for Toronto Parking Enforcement Unit be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a recommended Firm 5-Year Capital Plan; and**
- (180) the Police Chief, in consultation with the Deputy City Manager and Chief Financial Officer, report to the Administration Committee in 2006 on the status of the implementation of the Handheld Parking Devices project.**

Toronto Police Service:

- (181) the 2006-2015 Toronto Police Service capital program request with a total 10-year Capital Program project cost of \$221.305 million be received;**
- (182) the 2006 Budget Advisory Committee Recommended Capital Budget for Toronto Police Service with a total project cost of \$26.320 million and a 2006 cash flow of \$58.539 million and future year commitments of \$78.127 million be approved. The 2006 Recommended Capital Budget consists of the following:**
 - (a) New Cash Flow Funding for:**
 - (i) 16 new sub-projects with a 2006 total project cost of \$26.320 million that requires cash flow of \$19.567 million in 2006 and future year commitments of \$4.693 million in 2007; \$1.560 million in 2008; and \$0.500 million in 2009; and**
 - (ii) 13 previously approved sub-projects with a 2006 cash flow of \$22.783 million and future year commitments of \$22.382 million in 2007; \$23.295 million in 2008; \$22.544 million in 2009; and \$3.153 million in 2010; and**
 - (b) 2006 approved cash flow for 8 previously approved sub-projects with carry forward funding from 2005 into 2006 totalling \$16.189 million;**

- (183) operating impacts of \$2.948 million for 2006, and \$0.420 million for 2007 emanating from the approval of the 2006 Recommended Capital Budget be considered within the overall scope of the Toronto Police Service's 2006 and future years' operating budget submissions;**
- (184) the revised cash flow projections of \$39.783 million in 2007, \$40.034 million in 2008, \$40.059 million in 2009 and \$40.033 million in 2010 for the Toronto Police Service be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a recommended Firm 5-Year Capital Plan within Council's approved debt affordability limits; and**
- (185) the Radio Communication System Replacement project be re-classified as a Corporate project in conjunction with the related radio system requirements of EMS and Fire Services, and the Fire Chief, in conjunction with the EMS and Toronto Police Service, be requested to report back to the Budget Advisory Committee by June 2006 on the findings of the Radio Communication System Replacement project feasibility study and any cash flow revisions required for the City's 5-Year Plan.**

Public Health:

- (186) the 2006-1015 Public Health capital program request with a total 10 year project cost of \$21.7 million be received;**
- (187) the 2006 Budget Advisory Committee Recommended Capital Budget for Public Health with a total project cost of \$2.180 million and a 2006 cashflow of \$2.650 million and future year commitments totalling \$0.6 million be approved. The 2006 Recommended Capital Budget consists of the following:**
 - (a) New Cash Flow Funding for two information and technology sub-projects and one Facilities sub-project, with a 2006 total project cost of \$2.180 million, that requires 2006 cashflow of \$1.580 million and a future year commitment of \$0.297 million in 2007 and \$0.303 million in 2008; and**
 - (b) 2006 Approved cashflow for one previously approved sub-project, with carry forward funding from 2005 into 2006, totalling \$1.070 million;**
- (188) operating impacts of \$0.145 million net for 2006 and \$0.127 million net for 2007 emanating from the approval of the 2006 Recommended Capital Budget be considered within the overall scope of Public Health's 2006 and future years' operating budget submissions;**
- (189) the North York Civic Centre Dental Project be approved, and that annual operating savings of \$0.270 million be first applied to debt repayment and that the harmonization of senior dental services be deferred one year, until the project is fully repaid;**

- (190) the Animal Services On-Line License Renewal System be deferred to 2007 with the possibility of transferring to the operating budget, pending a report on projected animal licensing revenues and the implementation plan with financial implications, to the Board of Health and the Budget Advisory Committee during the 2006 Operating Budget Process; and**
- (191) the revised cashflow projections of \$3.1 million in 2007; \$3.7 million in 2008; \$3.2 million in 2009 and \$0.4 million in 2010 for Public Health, be deferred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a recommended Firm 5-Year Capital Plan within Council's approved debt affordability limits.**

Subject to the following amendment by the Policy and Finance Committee:

The Policy and Finance Committee recommends that City Council adopt recommendation (1) of the Board of Health contained in the communication (November 29, 2005) from the Board of Health amended to read as follows;

“(1) approve in principle the staff recommendations contained in the Recommendations Section of the report (November 14, 2005) from the Medical Officer of Health, with Recommendation (3) being amended to read as follows:

“(3) the Board of Health reconfirm its recommendation to the Policy and Finance Committee and the Budget Advisory Committee, that the 2006 Toronto Public Health Capital Budget be increased by \$1.071 million for the development of an on-line license application and renewal system and that this cost be repaid over a five year period from increased revenues as a result of the licensing strategy with payments of \$21.0 thousand in 2006 and \$240.7 thousand in each of 2007 through 2011.;”

Toronto Public Library:

- (192) the 2006-2015 Toronto Public Library Capital program request with a total 10-year project cost of \$169.209 million be received;**
- (193) the 2006 Budget Advisory Committee Recommended Capital Budget for Toronto Public Library with a total project cost of \$9.533 million and a 2006 cash flow of \$14.478 million and future year commitments of \$14.752 million be approved. The 2006 Recommended Capital Budget consists of the following:**
 - (a) Cash Flow Funding for:**
 - (i) 5 new sub-projects with a 2006 total project cost of \$9.533 million that requires cash flow of \$4.668 million in 2006 and a future year commitment of \$2.392 million in 2007 and \$2.473 million in 2008; and**

- (ii) 7 previously approved sub-projects with a 2006 cash flow of \$8.978 million and a future year commitment of \$6.035 million in 2007 and \$3.852 million in 2008; and
 - (b) 2 previously approved sub projects with 2005 carry forward funding into 2006, for a total of \$0.832 million.
- (194) operating impacts of \$0.248 million for 2006, \$0.493 million for 2007 and \$0.548 million for 2008 emanating from the approval of the 2006 Recommended Capital Budget be considered within the overall scope of the Toronto Public Library's 2006 and future years' operating budget submissions;
- (195) for 2007-2010, the debt guidelines be set at \$11.0 million, and that Financial Planning staff review other reserve options to further reduce the debt requirements; and
- (196) that the revised cashflow projections of \$15.323 million in 2007; \$16.520 million in 2008; \$13.881 million in 2009 and \$15.127 million in 2010, for Toronto Public Library be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a recommended Firm 5-Year Capital Plan within Council's approved debt affordability limits.

Toronto Transit Commission:

- (197) the 2006-2015 Toronto Transit Commission capital program request with a total 10-year project cost of \$3,681.821 million be received;
- (198) the 2006 Budget Advisory Committee Recommended Capital Budget for the Toronto Transit Commission with a total project cost of \$1,068.679 million and a 2006 cash flow of \$572.761 million and future year commitments of \$1,181.693 million be approved. The 2006 Recommended Capital Budget consists of the following:
- (a) New Cash Flow Funding for:
 - (i) 60 new sub-projects with a 2006 total project cost of \$1,068.679 million that requires cash flow of \$178.216 million in 2006, and future year commitments of \$412.310 million in 2007; \$185.548 million in 2008, \$109.388 million in 2009, \$182.317 million in 2010, and \$0.900 million in 2011; and
 - (ii) 75 previously approved sub-projects with a 2006 cash flow of \$394.545 million and future year commitments of \$131.007 million in 2007, \$71.568 million in 2008, \$86.002 million in 2009, and \$2.653 million in 2010;

- (199) operating impacts of \$0.940 million for 2006, \$0.313 million for 2007, \$0.302 million for 2008; \$0.056 million for 2009; and \$0.277 million in 2010 emanating from the approval of the 2006 Recommended Capital Budget be considered within the overall scope of the TTC's 2006 and future years' operating budget submissions;**
- (200) 2006 Development Charge funding be approved subject to funds being available in the Development Charge Reserve Accounts;**
- (201) all sub-projects with third-party financing be approved conditionally, subject to the receipt of such funding during 2006 and if such financing is not received, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs;**
- (202) the Toronto Transit Commission, in consultation with the Deputy City Manager and Chief Financial Officer report back to the Budget Advisory Committee during consideration of the 2006 Capital Budget with projections relating to Federal and Provincial funding agreements consistent with the Revised 5-Year Capital Plan;**
- (203) with respect to the St. Clair project, that (i) the Chief General Manager, Toronto Transit Commission in consultation with the General Manager, Transportation Services, report back to Budget Advisory Committee in 2006, upon resolution of the current court proceedings regarding St. Clair Avenue West Transit Improvements, on the status of this project and specifically on the total project cost (TTC and Transportation), cash flow projections and that the total cost (TTC and Transportation) of St. Clair West Avenue West transit improvements be reflected in TTC's Revised 5-Year Capital Plan in order to better represent and account for the City-wide cost of this major project to Council and (ii) the St. Clair right-of-way budget contained in the 2006 Budget Advisory Committee Recommended Capital Budget and Revised 5-Year Capital Plan be approved in principle, subject to the Deputy City Manager and Chief Financial Officer reporting to the Policy and Finance Committee and Council on the exact figures;**
- (204) using the budgeted sum of \$800,000.00 (as reflected in financial recommendations of the 2006 Recommended Capital Budget) to complete the engineering and design specifications for a new LRT vehicle, the TTC report back to City Council advising if and when they propose to purchase such new cars and the business case supporting such a purpose;**
- (205) the TTC be authorized to split the life-extension order for the 196 CLRV's, providing that the cost of doing so does not exceed the total budgeted amount for the life-extension program, and if there is any risk of an increase to the cost of the CLRV life-extension program, as approved, that the TTC report to City Council no less than 60 days in advance of such costs being incurred to enable Council to consider this matter;**
- (206) the Deputy City Manager and Chief Financial Officer, in consultation with TTC, to report back to the Policy and Finance Committee and City Council, prior to the adoption of the 2006 Capital Budget, with an appropriate deferral to accommodate**

the increase referred to in the creation of engineering and design specifications for a new LRT vehicle;

- (207) the Toronto Transit Commission report back to the Budget Advisory Committee following the completion of the study entitled the Strategic Plan for the Future of the Scarborough RT, with options for accommodating its development within the Revised 5-Year Capital Plan and debt guidelines;**
- (208) the Scarborough Rail Transit (SRT) placeholder for gross cash flows, contained in the Wrap-Up notes to Budget Advisory Committee related to: (i) the purchase of 44 SRT cars; and (ii) McCowan Yard accommodations for SRT Cars, be approved in principle subject to a report back to Budget Advisory Committee prior to making any commitments on either expenditure;**
- (209) the Toronto Transit Commission report back to the Budget Advisory Committee in 2006 prior to the 2007 budget process detailing potential cost overruns and presenting options to completing the Fire Ventilation Upgrade project on time and within budget;**
- (210) the Toronto Transit Commission report back to the Budget Advisory Committee on developments in the Ontario Vehicle Transit Program, once guidelines are issued by the Province of Ontario;**
- (211) the Toronto Transit Commission report back to the Budget Advisory Committee by Spring 2006 detailing potential cost overruns and presenting options for completing the Mount Dennis Bus Facility on time and within budget;**
- (212) the Toronto Transit Commission report back to the Budget Advisory Committee in 2006 prior to making any commitments on 220 bus purchases in 2007 for the 40-foot Low-Floor Diesel/Electric Hybrid program;**
- (213) the Toronto Transit Commission report back to the Budget Advisory Committee in 2006 prior to making any commitments on 232 subway cars totalling \$755 million;**
- (214) the Chief General Manager of the Toronto Transit Commission be requested to review its proposed 2007 budget schedules in order to align them more closely with the scheduled requirements of the City of Toronto's budget review process and report back to the Budget Advisory Committee by Spring 2006 on how this may be achieved; and**
- (215) the revised cash flow projections of \$694.044 million in 2007; \$630.264 million in 2008; \$719.158 million in 2009; and \$659.675 million in 2010 be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a recommended Firm 5-Year Capital Plan within Council's approved debt affordability limits.**

**Subject to the following amendments by the Policy and Finance Committee:
The Policy and Finance Committee recommends that:**

(I) the TTC 2006 BAC Recommended cash flows for St. Clair Avenue West Transit Improvements project be reduced by \$22.001 million to \$21.979 million in 2006 and that the TTC and City Staff report back as part of the Spring 2007-2010 Capital Plan on the revised cash flows required for the St. Clair Avenue West Transit Improvements project;

(II) the TTC 2006 BAC Recommended Capital Budget be increased by \$1.675 million (gross) and \$0.808 million (debt) as recommended by the TTC at its meeting of November 28, 2005, for the following projects:

(a) station enhancements of \$0.375 million (gross and debt); and

(b) design work for the Spadina subway extension of \$1.300 million (gross) and \$0.433 million (debt) conditional on a two-thirds cost-sharing agreement with other orders of government; and

(III) the University line station improvements recommended by the TTC at their November 28, 2005 meeting be included in the 2007 Capital Budget and that City Council endorse the project in principle; and

(IV) City Council adopt the following recommendations contained in the Recommendations Section of the report (November 23, 2005) from the Deputy City Manager and Chief Financial Officer, entitled “Authorization to Enter into Agreement with the Federal and Provincial Governments to receive Funding under the Canada Strategic Infrastructure Fund (CSIF)”:

“It is recommended that:

(1) the Mayor, the Deputy City Manager and Chief Financial Officer and the City Clerk be authorized to execute the Canada-Ontario-Toronto-TTC Canada Strategic Infrastructure Fund Agreement between the City of Toronto, the TTC, Her Majesty in Right of Ontario and Her Majesty in Right of Canada in accordance with the terms described herein; and

(2) the appropriate City officials be authorized and directed to take the necessary action to give effect thereto.”

Toronto Zoo:

(216) the 2006-2015 Toronto Zoo Capital Program request with a total 10-year project cost of \$116.894 million be received;

- (217) the 2006 Budget Advisory Committee Recommended Capital Budget for the Toronto Zoo with a total project cost of \$13.682 million and a 2006 cash flow of \$7.254 million and future year commitments of \$9.853 million be approved. The 2006 BAC Recommended Capital Budget consists of the following:
- (a) New Cash Flow Funding for:
 - (i) 9 new sub-projects with a 2006 total project cost of \$13.682 million that requires cash flow of \$4.519 million in 2006 and future year commitment of \$5.903 million in 2007 and \$3.260 million in 2008; and
 - (ii) 4 previously approved sub-projects with a 2006 cash flow of \$0.981 million and a future year commitment of \$0.690 million in 2007; and
 - (b) 2006 approved cash flow for 3 previously approved sub-projects with carry forward funding from 2005 into 2006 totalling \$1.754 million;
- (218) operating impacts of \$0.111 million for 2006 and \$0.020 million for 2007, emanating from the approval of the 2006 Budget Advisory Committee Recommended Capital Budget, be considered within the overall scope of the Toronto Zoo's 2006 and future years' operating budget submissions;
- (219) any additional debt funding for the North Zoo Site Redevelopment Project be contingent upon matching external financing being secured; and
- (220) the revised cash flow projections of \$8.190 million in 2007; \$5.650 million in 2008; \$6.1 million in 2009 and \$13.0 million in 2010 for the Toronto Zoo be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a recommended Firm 5-Year Capital Plan within Council's approved debt affordability limits.

Yonge-Dundas Square:

- (221) the 2006 Budget Advisory Committee Recommended Capital Budget for Yonge-Dundas Square with a total project cost of \$0.120 million and a 2006 cash flow of \$0.370 million and no future year commitments, be approved. The 2006 Budget Advisory Committee Recommended Capital Budget consists of the following:
- (a) New Cash Flow Funding for:
 - (i) one new project with a 2006 total project cost of \$0.120 million that requires cash flow of \$0.120 million in 2006 and no future year commitments; and

- (b) **2006 approved cash flow for one previously approved project with carry forward funding from 2005 into 2006 totalling \$0.250 million;**
- (222) operating impacts of \$(0.022) million for 2006 and \$(0.011) million for 2007 emanating from the approval of the 2006 Recommended Capital Budget be considered within the overall scope of the Yonge-Dundas Square's 2006 and future years' operating budget submissions; and**
- (223) the Board of Management of Yonge-Dundas Square report to Budget Advisory Committee by May 2006 on its capital plan to maintain the Square in future years.**

RATE SUPPORTED PROGRAMS

Toronto Parking Authority:

- (224) the 2006-2015 Toronto Parking Authority capital program request with a total 10-year project cost of \$133.821 million be received;**
- (225) the 2006 Budget Advisory Committee Recommended Capital Budget for the Toronto Parking Authority with a total project cost of \$29.954 million and a 2006 cash flow of \$38.285 million and future year commitments of \$0.400 million be approved. The 2006 Recommended Capital Budget consists of the following:**
 - (a) New Cash Flow Funding for:**
 - (i) 24 new sub-projects with a 2006 total project cost of \$29.954 million that requires cash flow of \$29.554 million in 2006 and a future year commitment of \$0.400 million in 2007; and**
 - (ii) 7 sub-projects from previously approved projects with carry forward funding from 2004 and prior years requiring 2006 cash flow of \$4.242 million and no future year commitments; and**
 - (b) 2005 approved cash flow for 8 previously approved sub-projects with carry forward funding from 2005 into 2006 totalling \$4.489 million;**
- (226) incremental revenue of \$0 million in 2006 and \$2.282 million in 2007 resulting from the approval of the 2006 Recommended Capital Budget, be approved for inclusion in the 2006 and future year operating budgets; and**
- (227) the revised cash flow projections of \$27.536 million in 2007; \$28.531 million in 2008; \$27.500 million in 2009; and \$20.700 million in 2010 for the Toronto Parking Authority be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a recommended Firm 5-Year Capital Plan.**

Action taken by the Committee:

The Policy and Finance Committee:

- (1) requested Mayor David Miller and the Chair of the Budget Advisory Committee to submit to the meeting of Council scheduled to be held on December 8, 2005, a procedural framework for the Capital Budget debate;
- (2) referred the report (November 24, 2005) from Deputy City Manager, Fareed Amin, entitled "Request to Transfer Provincial Grant Reserve Fund Account" back to Deputy City Manager, Fareed Amin and the Deputy City Manager and Chief Financial Officer for report directly to Council for its meeting scheduled to be held on December 8, 2005; and
- (3) requested Deputy City Manager, Fareed Amin and the Deputy City Manager and Chief Financial Officer to submit a report directly to Council for its meeting to be held on December 8, 2005, outlining the issues surrounding the Keele/Wilson potential Fire Station.

The Policy and Finance Committee submits the communication (November 24, 2005) from the Budget Advisory Committee:

The Budget Advisory Committee recommended to the Policy and Finance Committee that City Council adopt the City of Toronto 2006 Budget Advisory Committee Recommended Capital Budget and 2007-2010 Preliminary Capital Plan contained in the staff report (November 23, 2005) from the City Manager and the Deputy City Manager and Chief Financial Officer, subject to the following amendments:

- (a) that \$250,000.00 gross, zero net, be added to the 2006 City Planning Capital Budget to complete the Kingston Road Environmental Assessment study for transit improvements, of which \$166,000.00 would be eligible for Development Charge funding, and \$84,000.00 to be funded from the Transportation Budget Engineering Services Account; and a commitment of \$250,000.00 in 2007 with the same funding sources; and
- (b) that funds up to a maximum of \$200,000.00 be added to the 2006 Culture Division Capital Budget, to access Section 37 funds collected in the Fort York neighbourhood, to construct an entrance drive to Fort York from Fort York Boulevard.

Action taken by the Committee:

The Budget Advisory Committee:

- (1) requested the following staff to report to the Policy and Finance Committee for its meeting on November 29, 2005:
 - (a) the General Manager of Toronto Water and the General Manager of Parks, Forestry and Recreation, report on ways and means of achieving ravines, forestry

and watercourse remediation and renewal as part of the 2006 Capital Budget approval process without impacting the operating budget;

- (b) the City Solicitor and the City Manager, in consultation with the Toronto Transit Commission, report on a City by-law that could be passed under Ontario Regulation 214/96 requiring the Toronto Transit Commission to follow appropriate rules as outlined in that Regulation with respect to the financial approval relationship; and
- (2) requested the Deputy City Manager and Chief Financial Officer to report to the appropriate Committee on strategies to evaluate proposals to City Build from the private/non-governmental organization sector that are not requested through a Request for Proposal or Request for Quotation process, but may advance the City's interest; and further, that staff consult the City of Ottawa on their process.

Background:

The Budget Advisory Committee on November 24, 2005, considered a report (November 23, 2005) from the City Manager and the Deputy City Manager and Chief Financial Officer, addressed to the Policy and Finance Committee, presenting the City of Toronto 2006 Budget Advisory Committee Recommended Capital Budget and 2007-2010 Preliminary Capital Plan, and requesting approval for capital projects and associated 2006 cash flow and future year commitments.

Recommendations:

It is recommended that:

- (1) the 2006–2015 Capital Program for the City of Toronto totalling \$11.701 billion as detailed by Program and Agency, Board and Commission (ABC) in Appendix 5, comprising Tax Supported projects of \$11.563 billion and Rate Supported projects of \$138.063 million be received;
- (2) the 2006 Budget Advisory Committee Recommended Tax Supported and Toronto Parking Authority Rate-Supported Capital Budget with a total project cost of \$3.474 billion that require 2006 cash flow of \$1.461 billion and future year commitments of \$842.387 million in 2007; \$437.986 million in 2008; \$279.025 million in 2009; \$230.270 million in 2010; and \$222.981 million in 2011 - 2015 be approved as follows:
 - (a) New Cash Flow Funding:
 - (i) new and change in scope projects with a total project cost of \$1.762 billion as detailed in Appendix 1(iii) be approved; these projects require 2006 cash flow of \$669.588 million and future year commitments of \$548.983 million in 2007; \$230.258 million in 2008; \$120.176 million in 2009; \$186.084 million in 2010 and \$7.240 million in 2011 - 2015;

- (ii) previously approved projects with total commitments of \$1.507 billion be approved; these projects require 2006 cash flow of \$587.384 million and future year commitments of \$293.404 million in 2007; \$207.728 million in 2008; \$158.849 million in 2009, \$44.186 million in 2010 and \$215.741 million in 2011-2015; and
 - (iii) previously approved projects with carry-forward funding from 2004 to 2006 totalling \$43.889 million; which forms part of the affordability targets that requires Council to reaffirm its commitment be approved; and
- (b) 2005 Approved cash flow for previously approved projects with carry-forward funding from 2005 to 2006 totalling \$160.484 million gross and \$72.351 million debt as detailed in Appendix 1(v) be approved;
- (3) 2005 additional carry-forward funding for previously approved projects detailed in Appendix 6(i) attached totalling \$16.135 million gross and \$12.627 million debt be approved;
- (4) 2004 and prior years additional carry-forward funding for previously approved projects detailed in the Appendix 6(2) attached totalling \$6.506 million gross, with \$0.035 million debt impact be approved;
- (5) financing sources for the 2006 BAC Recommended Tax Supported Capital Budget comprised of \$134.122 million from Reserves and Reserve Funds, \$124.172 million of Capital from Current funding, \$42.959 million of Developmental Charge funding, \$78.258 million from other sources, \$178.402 million from Provincial Grants and Subsidies, \$216.442 million Federal Subsidies and debt of \$492.485 million (see Appendix 4) be approved;
- (6) capital expenditures in an amount not to exceed \$492.485 million be debenture financed for the Tax Supported 2006 Capital Budget, for a term up to, but not exceeding 10 years;
- (7) new debt service cost of \$15.0 million for 2006; \$78.0 million for 2007; \$112.0 million for 2008; \$125.0 million for 2009; \$128.0 million for 2010; resulting from the approval of the 2006 BAC Recommended Tax Supported Capital Budget, be approved for inclusion in the 2006 and future year operating budgets;
- (8) Appendix 7 which lists by ward, capital projects included in the 2006 – 2010 Capital Budget and Preliminary Plan that are funded in whole or in part by development charges be received for information;
- (9) the detailed Program Recommendations (Appendix 8) on the 2006 Budget Advisory Committee Recommended Capital Budget and 2007–2010 Capital Plan be approved;
- (10) the Deputy City Manager and Chief Financial Officer report through the Budget Advisory Committee to the Policy and Finance Committee and Council by June 2006 on a recommended 2007–2010 Capital Plan in accordance with the Council approved debt guidelines;

- (11) the reports, transmittals and communications that are on file with the City Clerk's Office (including Appendix 8 herewith attached) as considered by the Budget Advisory Committee at its 2006 Capital Budget review meetings be received; and
- (12) the appropriate City officials be authorized and directed to take the necessary actions to give effect thereto.

The Budget Advisory Committee received the following:

- (i) communication (November 22, 2005) from the Toronto and East York Community Council, entitled "New Entrance Driveway to Historic Fort York – Request for Inclusion in the 2005 Capital Budget (Ward 19 Trinity-Spadina)";
- (ii) Briefing Note on Debt/Capital from Current Target Allocation Assumptions and Process;
- (iii) Briefing Note on Procurement Actions to assist the Parks, Forestry and Recreation Division Achieve the 2006 Capital Projects; and
- (iv) Briefing Note on IBMS Remote Computing Project;
- (v) Briefing Note on Transit Environmental Assessment Study; and
- (vi) Briefing Note on the Toronto Transit Commission and Police Services Board – Financial Approval Relationship with the City.

(Report dated November 23, 2005, addressed to
the Policy and Finance Committee
from the City Manager and the Deputy City Manager
and Chief Financial Officer)

Purpose:

This report presents the City of Toronto 2006 Budget Advisory Committee (BAC) Recommended Capital Budget and 2007–2010 Preliminary Capital Plan, and requests approval for capital projects and associated 2006 cash flow and future year commitments. The report details by Program all of the amendments and recommendations made by the Budget Advisory Committee during the capital budget review process up to and including its meeting of November 18, 2005.

Financial Implications and Impact Statement:

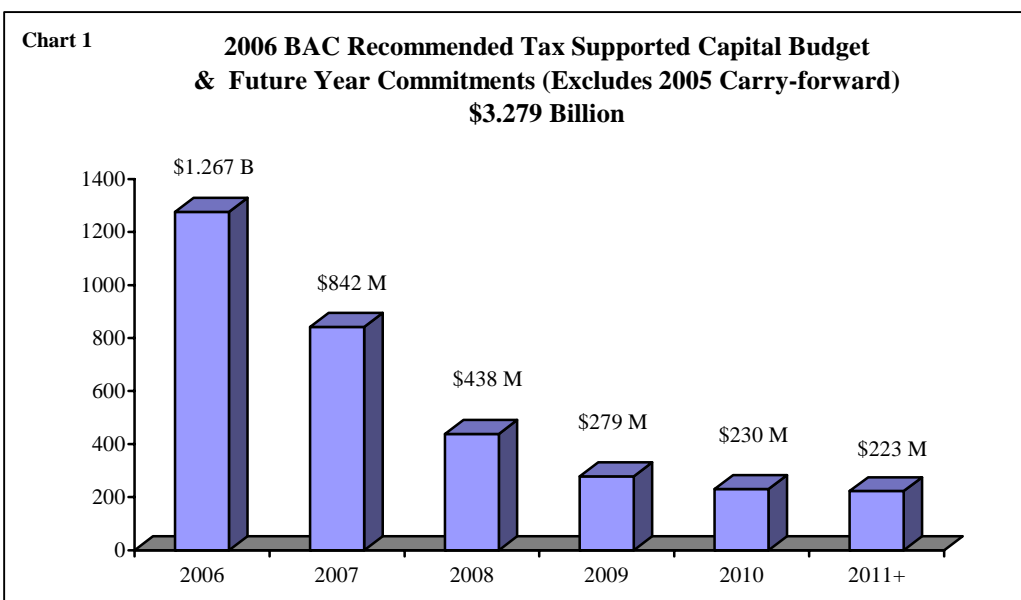
2006 Capital Budget:

In accordance with Council approved direction and guidelines, the 2006 Capital Budget was prioritized within five categories as shown in Table 1 below (and detailed by Program in Appendix 3 attached). The primary objective of the Recommended Capital Budget continues to ensure that existing infrastructure and capital assets are rehabilitated and maintained in a state of good repair. This is evident in Table 1 which shows that in 2006, State of Good Repair project funding totals \$859.918 million or 67.9 percent of the 2006 BAC Recommended Capital Budget of \$1.267 billion (excluding carry-forward cash flow). Throughout the five year term of the Preliminary Capital Plan, State of Good Repair project funding remains the most significant

expenditure category with a total allocation of \$4.706 billion or 69.3 percent of the projected total affordable expenditures of \$6.789 billion.

Table 1 2006 BAC Recommended Tax Supported Capital Budget and Preliminary Plan - by Category (in \$Millions)								
Category	2006	% Of Total	Preliminary Plan					
			2007	2008	2009	2010	TOTAL 2006-2010	% of Total
Health & Safety	48	3.8%	51	44	46	42	231	3.4%
Legislated/City Policy	59	4.7%	107	97	65	77	405	6.0%
State of Good Repair	860	67.9%	957	886	1,010	992	4,706	69.3%
Sub-total	967	76.3%	1,115	1,027	1,121	1,111	5,342	78.7%
Service Improvement and Enhancement	127	10.0%	118	89	72	75	481	7.1%
Growth Related	173	13.7%	169	254	203	167	966	14.2%
Sub-total	300	23.7%	287	343	275	242	1,447	21.3%
Total - Tax Supported	1,267	100.0%	1,402	1,370	1,396	1,353	6,789	100.0%

Approval of the 2006 BAC Recommended Tax Supported Capital Budget will require the following total cash flow (excluding 2005 carry-forward expenditures) for 2006 and associated future year commitments (see Chart 1 below): \$1.267 billion in 2006; \$841.987 million in 2007; \$437.986 million in 2008; \$279.025 million in 2009; \$230.270 million in 2010 and \$222.981 million in 2011 and beyond, for a total project cost of \$3.279 billion during the period 2006 to 2015 (see Appendix 1(ii)). In accordance with the Council-Approved Carry-forward Policy, 2005 Council Approved cash flow for projects that were not completed (totalling \$155.995 million) will be brought forward to 2006 (see details in Appendix 1(v)). Including 2005 carry-forward cash flow, the 2006 BAC Recommended Total Cash Flow is \$1.423 billion (see Appendix 1(i)).



Cash flow and future year commitments for the 2006 BAC Recommended Rate Supported Capital Budget for Toronto Parking Authority, excluding 2005 carry-forward funding is \$34.20 million. The 2005 carry-forward funding of \$4.489 million brings the total 2006 BAC Recommended cash flow to \$38.285 million with a future commitment of \$0.400 million in 2007.

2006 Capital Financing:

Debt constitutes the largest single source of financing for the 2006 BAC Recommended Tax Supported Capital Budget. As indicated in Table 2 below, debt of \$492.485 million (Debt/CFC of \$616.657 million less CFC of \$124.172 million) or 49 percent of the total capital budget is recommended. The successful negotiation of a New Deal for Cities and Communities with the provincial and federal governments secured funding support for the Toronto Transit Commission (TTC) Capital Program. The Agreement for the Transfer of Federal Gas Tax Revenues under the New Deal for Cities and Communities, along with infrastructure funding commitments from the federal government will yield \$212.039 million; while the provincial government's Dedicated Gas Tax Funds for Public Transportation Program and other funding from Provincial Infrastructure Programs will yield another \$173.211 million. These capital funds represent real progress toward the 1/3 funding formula for public transit that the City has pursued since 2002. Furthermore, the assistance from the other orders of government has afforded the City the opportunity to maintain reasonable State of Good Repair spending levels for other City Programs and ABCs. Other significant funding sources include Reserves / Reserve Funds of \$134.122 million, Capital from Current funding of \$124.172 million, and Development Charges of \$42.959 million. A detailed listing by ward of Development Charge Funded Projects is attached as Appendix 7.

Including debt service charges, the 2006 BAC Recommended Tax Supported Capital Budget will have an estimated operating budget impact of \$19.565 million in 2006; \$81.193 million in 2007; \$117.105 million in 2008; \$134.411 million in 2009; and, \$131.472 million in 2010 for a total of \$483.746 million.

Table 2 2006 BAC Recommended Tax Supported Capital Budget by Financing Source (excluding 2005 Carry-forward funding) \$ Million							
Programs / ABCs	Gross Exp.	Source of Financing					
		Prov. Grants & Subsidies	Federal Grants & Subsidies	Dev. Charges	Reserves/ Reserve Funds	Other Sources	Debt/CFC
City Operations	586	5	4	37	119	58	363
Special Purpose Bodies	85	1	0	1	15	1	67
Holdback	-						
Total Tax Supported Program Before Transit & TPA	671	6	4	38	134	59	430
GO Transit	20	-	-	-	-	-	20
Toronto Port Authority	3	-	-	-	-	-	3
Toronto Transit Commission	573	173	212	5	-	19	164
Total - Transit & TPA	596	173	212	5	-	19	187
Total - Tax Supported Program	1,267	179	216	43	134	78	617

2006 Debt Financing:

Debt affordability targets were established on assumptions about the condition of the City's infrastructure, availability of non-debt funding, and assessment of how much new debt the City could reasonably afford without significantly increasing the debt service cost burden on the operating budget and impacting the City's credit rating. Since 1998, debt as a funding source has ranged from a low of 31 percent in 1998 to 59 percent in 2000; and on average has approximated 45 percent of the annual capital budget. After critical analysis and forecasts of the City's fiscal position during the period 2006-2010, the Deputy City Manager and Chief Financial Officer (DCM and CFO) recommended debt affordability targets as shown in Table 3 below. These debt targets were approved by Council in May of 2005 and represent a significant commitment to move towards implementation of a firm five-year capital plan for the first time in the history of the amalgamated City of Toronto. The approved debt target for 2006 is \$485 million. This includes new debt of \$350 million of which \$200 million or 57 percent was allotted to TTC and \$150 million or 43 percent allocated to all other City Programs. For the five years 2006-2010, the cumulative new debt target is \$2.281 billion. New debt included in the five year cumulative target totals \$1.606 billion, with \$856 million or 53 percent allocated to TTC and \$750 million or 47 percent allocated to City Programs and other ABCs.

Table 3 2006 - 2010 Tax Supported Capital Budget and Plan - Debt Targets (in \$Millions)							
Source of Financing	2005	2006	2007	2008	2009	2010	Total 2006 - 2010
Baseline Debt (Retire / Reissue)	135	135	135	135	135	135	675
New Debt:							
TTC	237	200	200	186	135	135	856
City	155	150	150	150	150	150	750
Total Affordable New Debt	392	350	350	336	285	285	1,606
Total Debt	527	485	485	471	420	420	2,281

The Deputy City Manager and Chief Financial Officer, in accordance with Provincial regulations, confirms that expenditures in the amount of \$492.485 million for projected borrowing requirements (i) can be financed by the issuance of debentures; (ii) is within the City's updated Debt and Financial Obligation Limit; and (iii) with debenture terms will not exceed 10 years. The DCM and CFO further confirms that funds are available from the other financing sources as summarized in Table 2 above.

The 2006 BAC Recommended Capital Budget includes debt financing of \$492.485 million or about \$7.7 million above the debt guideline of \$485 million. It is anticipated that final adjustments to the TTC budget should result in a final 2006 recommended debt financing level of \$485 million.

2007 – 2010 Capital Plan:

The present 2007–2010 Capital Plan is approximately \$784 million above the Council approved debt guideline. Given the time constraints in the 2006 capital budget process, it is recommended that staff be directed to report through BAC, Policy and Finance (P and F) and Council by June 2006 with a 2007 to 2010 Capital Plan within Council approved guidelines.

Summary:

In summary, the 2006 BAC Recommended Tax Supported Capital Budget of \$1.267 billion (excluding 2005 carry-forward funding) satisfies the City's objective of maintaining its infrastructure and other capital assets in a reasonable State of Good Repair. The 2006 Budget Advisory Committee Recommended Capital Budget is fiscally responsible and will meet the Council approved debt target. It achieves Council priorities and provides assurance that approved services and service levels will be delivered. This notwithstanding, the significant discrepancy between needs identified by City Programs and ABCs and what is affordable confirms that the City continues to have a deferred maintenance or backlog issue which must be addressed in the future capital plan.

Recommendations:

Corporate Capital Recommendations:

It is recommended that:

- (1) the 2006–2015 Capital Program for the City of Toronto totalling \$11.701 billion as detailed by Program and Agency, Board and Commission (ABC) in Appendix 5, comprising Tax Supported projects of \$11.563 billion and Rate Supported projects of \$138.063 million be received;
- (2) the 2006 BAC Recommended Tax Supported and Toronto Parking Authority Rate-Supported Capital Budget with a total project cost of \$3.474 billion that require 2006 cash flow of \$1.461 billion and future year commitments of \$842.387 million in 2007; \$437.986 million in 2008; \$279.025 million in 2009; \$230.270 million in 2010; and \$222.981 million in 2011-2015 be approved as follows:
 - (a) New Cash Flow Funding:
 - (i) new and change in scope projects with a total project cost of \$1.762 billion as detailed in Appendix 1(iii) be approved. These projects require 2006 cash flow of \$669.588 million and future year commitments of \$548.983 million in 2007; \$230.258 million in 2008; \$120.176 million in 2009; \$186.084 million in 2010 and \$7.240 million in 2011-2015;
 - (ii) previously approved projects with total commitments of \$1.507 billion be approved. These projects require 2006 cash flow of \$587.384 million and future year commitments of \$293.404 million in 2007; \$207.728 million in

2008; \$158.849 million in 2009, \$44.186 million in 2010 and \$215.741 million in 2011-2015; and

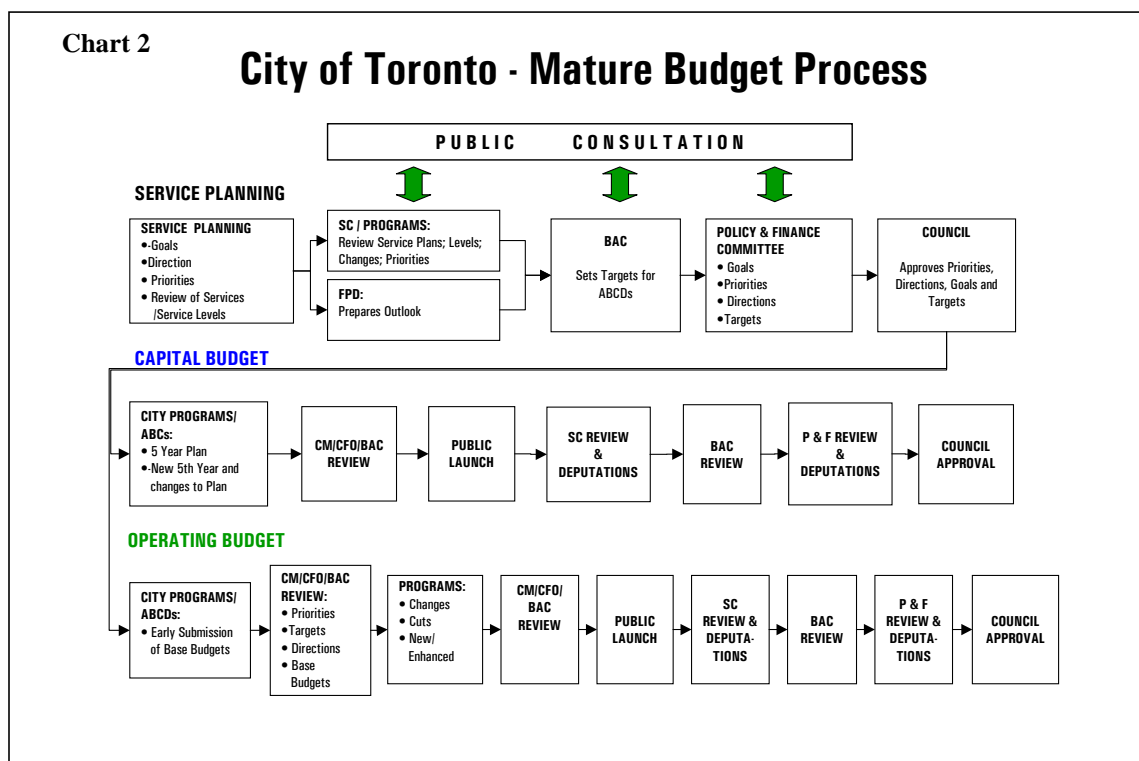
- (iii) previously approved projects with carry-forward funding from 2004 to 2006 totalling \$43.889 million; which forms part of the affordability targets that requires Council to reaffirm its commitment be approved; and
- (b) 2005 Approved cash flow for previously approved projects with carry-forward funding from 2005 to 2006 totalling \$160.484 million gross and \$72.351 million debt as detailed in Appendix 1(v) be approved;
- (3) 2005 additional carry-forward funding for previously approved projects detailed in Appendix 6(i) attached totalling \$16.135 million gross and \$12.627 million debt be approved;
- (4) 2004 and prior years additional carry-forward funding for previously approved projects detailed in the Appendix 6(2) attached totalling \$6.506 million gross, with \$0.035 million debt impact be approved;
- (5) financing sources for the 2006 BAC Recommended Tax Supported Capital Budget comprised of \$134.122 million from Reserves and Reserve Funds, \$124.172 million of Capital from Current funding, \$42.959 million of Developmental Charge funding, \$78.258 million from other sources, \$178.402 million from Provincial Grants and Subsidies, \$216.442 million Federal Subsidies and debt of \$492.485 million (see Appendix 4) be approved;
- (6) capital expenditures in an amount not to exceed \$492.485 million be debenture financed for the Tax Supported 2006 Capital Budget, for a term up to, but not exceeding 10 years;
- (7) new debt service cost of \$15.0 million for 2006; \$78.0 million for 2007; \$112.0 million for 2008; \$125.0 million for 2009; \$128.0 million for 2010; resulting from the approval of the 2006 BAC Recommended Tax Supported Capital Budget, be approved for inclusion in the 2006 and future year operating budgets;
- (8) Appendix 7 which lists by ward, capital projects included in the 2006 to 2010 Capital Budget and Preliminary Plan that are funded in whole or in part by development charges be received for information;
- (9) the detailed Program Recommendations (Appendix 8) on the 2006 BAC Recommended Capital Budget and 2007-2010 Capital Plan be approved;
- (10) the Deputy City Manager and Chief Financial Officer report through the Budget Advisory Committee to the Policy and Finance Committee and Council by June 2006 on a recommended 2007–2010 Capital Plan in accordance with the Council approved debt guidelines;

- (11) the reports, transmittals and communications that are on file with the City Clerk's Office (including Appendix 8 herewith attached) as considered by the Budget Advisory Committee at its 2006 Capital Budget review meetings be received; and
- (12) the appropriate City officials be authorized and directed to take the necessary actions to give effect thereto.

Background:

Capital Budget Issues – Directions, Policies and Guidelines:

At its meeting of May 28, 29 and 30 2005, Council considered a staff report entitled 'City of Toronto 2006 Budget Process, Directions and Guidelines'. This report built on the foundation set in 2004 and provided a framework for a new budget process that incorporates best budget practices, and specifically, requires Council to approve service plans that clearly detail service goals, objectives and priorities, emphasizes a long-term financial planning perspective, establishes linkages to broad organizational goals, and focuses budget decisions on results and outcomes.



The new Capital Budget Process is illustrated in Chart 2 above. It links the corporate and service planning processes with the budget process, emphasizes the need for budget directions and targets to be established early in the process, and requires engagement of all stakeholders. The new budget process separates the Operating and Capital Budget development and review process thereby enabling the approval of the Capital Budget by year end and ensuring the full fiscal year is available for completion of approved capital work. Integral to the new budget process is the expectation of up-front Council approval of priorities, directions, goals and targets which form

the basis for preparing the Capital Budget and Plan. Key elements and steps of the capital budget process are as follows:

- (1) City Programs/ABCs prepare a capital budget and 5-year capital plan based on directions and targets approved by Council. In each subsequent year, a new fifth year is added and where warranted, changes to the plan will be made and considered;
- (2) initial review of capital budget and plan submissions will be done by a joint team comprised of the City Manager, Deputy City Manager and Chief Financial Officer and the Budget Advisory Committee. These reviews will confirm that submissions conform with budget targets, directions, and priorities prior to the public launch;
- (3) once launched, the Proposed Capital Budget and Plan will be reviewed by Standing Committees to ensure that they address the capacity to deliver services and service levels approved in the service planning phase. They will receive public deputations and examine the linkages between Sectoral and Service plans and Council priorities. Finally, Standing Committees will make recommendations to the Budget Advisory Committee on the disposition of capital budgets under their policy purview;
- (4) after receiving the Standing Committee recommendations, the Budget Advisory Committee will undertake an intensive review of the capital budget and plan. If warranted, changes may be made to ensure proper alignment with priorities, to redistribute resources based on public deputations and Standing Committee recommendations in an effort to address the needs and demands within an affordable fiscal framework;
- (5) the Budget Advisory Committee then submits its capital budget recommendations to Council through the Policy and Finance Committee and is approved by Council.

For the most part, development of the 2006-2010 Capital Budget and Plan complied with the new budget process. While it was intended that a firm 5-year Capital Plan be approved for 2006, more time is required to adjust the 2007-2010 Capital Plan so as to remain within the established debt target. The significant gap between capital spending needs and the Council approved debt targets and the accelerated capital budget process for 2006, requires additional time to re-prioritize projects and strategies to meet the overarching goal of rehabilitating and maintaining existing infrastructure in a state of good repair within the funds available. Therefore, staff will report through Budget Advisory Committee, Policy and Finance Committee and Council by June 2006 on a 2007-2010 Capital Plan within Council approved guidelines.

Guidelines for the 2006 Capital Budget Process mandated City Programs and ABCs to prioritize their requests within the same categories prescribed in fiscal 2005. These include:

- Health and Safety: project alleviates existing health and safety hazard;
- Legislated/Policy: project satisfies legislative requirements or Council By-law or Policy mandates;

- State of Good Repair: project is critical to save the structural integrity of existing facility or repair significant structural deterioration;
- Service Improvement and Enhancement: project improves service delivery above the current Council approved standard or provides the introduction of new services; and
- Growth Related: project supports growth and development across the City.

City Programs and ABCs prioritized their projects within the above categories to foster the best resource allocation decisions. All new projects including previously approved projects with new commitments underwent thorough reviews based on eligibility criteria established by the City Manager and Deputy City Manager and Chief Financial Officer, and priorities approved by Council.

In light of the City's continuing fiscal sustainability and affordability challenges, priorities were again given to Health and Safety, Legislated/City Policy and State of Good Repair projects. As indicated earlier, notwithstanding the need to invest in infrastructure expansion to satisfy growing population and service demands, it was necessary to carefully balance expansion needs against the goal of maximizing the utility of existing capital assets.

In accordance with directions issued by the City Manager and the Deputy City Manager and Chief Financial Officer, a 10-year Capital Program was submitted by City Programs and ABCs. Staff submitted capital project business cases that demonstrated and justified the need for the projects included in their Capital Budget and Capital Plan submissions. The business case justification was critical to the assessment of projects on a corporate basis, in order to ensure that the most effective resource allocation decisions were made.

2006–2010 Capital Budget and Plan Objectives, Principles and Guidelines:

The 2006-2010 Capital Budget and Plan was developed based on principles that committed all staff to be responsive to strategies essential to maintaining the existing infrastructure, minimizing health and safety risks, addressing Council priorities while meeting the City's Long Term Fiscal goals. The 2006 BAC Recommended Capital Budget achieves prescribed Council directions, which include:

- ensuring that the Capital Budget remains within an affordable fiscal framework;
- allocating available funds first to:
- previously approved projects already in progress or within six months of being started; then to; and
- New Health and Safety, Legislated, and State of Good Repair projects;
- considering New Service Improvement and Growth related projects only if they satisfy Council's highest priorities and minimize debt financing;
- maximizing partnerships in order to minimize debt;

- minimizing the incremental impact of the Capital Budget on the Operating Budget;
- using historical trends as part of the analysis and justification of capital project and capital budget requests; and
- ensuring that all stakeholders are provided with the opportunity to participate in the budget process.

Further, capital budgeting guidelines approved by Council required that each capital project contained in the 2006 Capital Budget and 2006 Capital Budget and 2007-2010 Capital Plan conforms with the following specific principles and policies:

- Useful Life: Capital expenditures must relate to items with a useful life that matches or exceeds the standard debenture term of 10 years. The exception being fleet and related equipment covered under a separate policy where the useful life has a threshold of five years. Assets consumed or fully depreciated during the fiscal year and costs to maintain an asset in its original state are to be funded from operating sources;
- Physical Characteristics: Expenditures must be reasonably related to the acquisition, betterment, or replacement of a physical asset with a multi-year life. Betterment is defined as enhancing the service potential or extending the useful life of the asset;
- Expenditure Thresholds: The gross expenditure threshold for defining a capital item is a sub-project that has a minimum expenditure level of \$50,000.00;
- Timing: The capital budget must include only those projects that can reasonably be completed during the timeframe proposed in the business case;
- External Funding: Capital projects funded by external sources such as donations or grants shall not be started until and unless all external funding sources are received or guaranteed; and
- Carry forward Policy: funding approved for two fiscal years after which time any funding required to complete projects must form part of debt affordability targets.

Carry Forward Policy:

The 2006 BAC Recommended Tax Supported Capital Budget includes funding for carry-forward funding for 2005 projects totalling \$155.995 million. (See Appendix 1(v)). The carry-forward adjustments reflect updated projected actual expenditures for: (i) previously approved 2005 projects totalling \$16.135 million gross and \$12.627 debt; and (ii) 2004 and prior years projects totalling \$6.506 million gross with \$0.035 million debt. These projects were carefully evaluated to confirm that the principles prescribed in the carry-forward policy were met.

A capital carry-forward project is a previously approved project for which the desired outcome has not been achieved or capital work was not completed on schedule and the associated cash flow budget was not fully spent and/or committed in the year of approval and the unspent

amount, or a portion thereof, is required in future years in to complete the project. Key elements of the carry-forward policy include:

- cash flow funding approval will continue to exist for one fiscal year in addition to the year in which the project/sub-project was approved. In effect, City Programs and ABCs will be allowed to carry-forward unspent funds for capital projects/sub-projects for a period of one year subsequent to the year of original approval;
- carry-forward funding requests for projects approved in the previous fiscal year will not form part of the budget-year debt affordability targets. However, Council approval to carry-forward the unspent amount must be obtained in order to establish spending authority;
- where a project is not completed and approved funds are still not fully spent by the end of the second fiscal year, any carry-forward funding request will be treated as new and any further spending/funding request will form part of that year's debt affordability targets;
- change in cash flows and/or project costs related to Change in Scope projects will not constitute carry-forward funding, under the premises of the policy. Change in Scope projects are to be considered new capital projects requiring new funding authority;
- during the capital budget process, City Programs and ABCs will conduct a complete review of all previously approved projects to determine their completion status. Projects that will not be completed by the end of the current fiscal year should be identified for carry-forward spending approval in the next fiscal year; and
- on a project/sub-project basis, the carry-forward cash flow amount will not exceed the difference between the actual expenditures and the approved cash flow. Carry-forward requests included in the capital budget submissions are initially based on projected actuals. Therefore, during the capital budget review process, and again as part of the First Quarter Capital Variance Report of the budget year, City Programs and ABCs will be permitted to update their carry-forward requirements.

Capital Expenditure and Financing Principles:

For the City of Toronto, capital expenditures generally include any expenditure on an asset which has been acquired, constructed or developed with the intention of being used on a continuous basis beyond the current budget year. Capital expenditures also include improvements, the purpose of which is to alter or modernize an asset in order to appreciably prolong its useful life or improve its physical output or service capacity. Capital expenditures are included in the capital budget and are financed from various sources of capital funds.

The City relies on a number of sources to fund its capital expenditures. These include Reserves and Reserve Funds, Provincial and Federal Grants, Development Charges, Capital from Current funding (or pay-as-you-go financing), Debt and Other Funding sources not listed above, such as donations.

Guiding principles influencing the selection of funding sources for specific capital projects include the Equity principle, which is aimed at ensuring that direct beneficiaries or consumers of a capital asset or service pay for it. In effect, if a project provides benefits to a specific group, then that group is made to pay for the development and related capital costs through user fees Development Charges. Projects that benefit the entire community are appropriately funded from property tax revenues such as Capital from Current funding.

The effective financing principle focuses on ensuring that sufficient funds are available when needed to proceed with a capital project. This principle recognizes that required funds are not always available from the operating budget to pay for capital projects. Therefore, the City must rely on other funding sources to generate the benefits required by its constituents such as debt and reserve and reserve funds.

In selecting amongst available funding sources, the City imputes the cost of borrowing along with other administrative costs associated with competing funding options. It also examines the impact of funding options on the operating budget with a view toward ensuring, in accordance with the efficiency principle, that the most cost-effective funding source is utilized.

Annually, the City undertakes an affordability analysis to determine the amount of capital funds available for the Capital Budget and Plan. This review assesses the amount of non-debt funds available, and the amount of debt that the City can afford based on its long-term fiscal plan, general state of its assets, and infrastructure expansion requirements to meet growing demands for services. Factors influencing the debt affordability determination include the cost of borrowing, policies on debenture/long term borrowing, the outstanding debt, the impact on credit ratings, and the impact of borrowing on the current account or operating budget.

Allocation of Council Approved Debt and CFC Targets:

At its meeting of May 17, 18, and 19, 2005 Council approved debt/CFC targets for the years 2006 to 2010 and directed the “Deputy City Manager and Chief Financial Officer to report to Budget Advisory Committee ... on the Capital targets for each of the City’s Programs and ABCs, within the affordability debt [and CFC] guidelines.” Further, Council prescribed criteria for allocating available capital funds and specifically directed that “in allocating available capital funds in 2006, priority be given first to previously approved projects already in progress or within six months of being started, then to new Legislated, Health and Safety, and State of Good Repair projects.”

To ensure the most effective use of available resources, staff added the following criteria:

- consideration be given to new Service Improvement and Growth Projects only if they fulfill Council’s Highest Priorities; and
- programs should be funded based on their ability to spend as evidenced in their actual spending performance during the period 2002–2004 inclusive.

The 2006–2010 Capital Forecast submitted with the 2005 Capital Budget formed the basis for allocation of the affordability targets. The forecast debt/CFC for 2006 exceeded the target by \$514 million and for 2007–2010 by \$1.825 billion. For the five years 2006–2010, forecasted debt/CFC exceeded the targets by \$2.338 billion (see Table 4).

Table 4 2006-2010 Capital Forecast Debt / CFC Analysis (\$Millions)									
Category	2006			FUTURE YEAR ESTIMATES (2007 - 2010)			TOTAL 5-YEAR (2006 - 2010)		
	Prev. Appr'd	New	Total	Prev. Appr'd	New	Total	Prev. Appr'd	New	Total
Health & Safety	14	36	51	1	150	150	15	186	201
Legislated/City Policy	33	54	86	9	192	200	41	245	287
State of Good Repair	92	597	689	55	2,794	2,849	147	3,391	3,538
Sub-total	138	687	826	64	3,136	3,200	203	3,823	4,026
Service Improvement and Enhancement	30	73	103	19	275	294	49	349	398
Growth Related	58	136	194	76	546	622	134	682	816
Sub-total	87	209	297	96	821	917	183	1,031	1,214
Total - Tax Supported	226	897	1,123	160	3,957	4,117	386	4,854	5,239
Debt/CFC Target			609			2,292			2,901
Unfunded debt			(514)			(1,825)			(2,338)

Analysis of the forecast revealed that 2006 Previously Approved projects required debt/CFC funding of \$226 million, leaving \$383 million available for new projects. Therefore, based on prescribed criteria, only new Health and Safety and Legislated projects and 48 percent of the total 2006 projection for SOGR projects could be funded. In the interest of equity, where it was evident that there were errors and/or omissions in specific Program/ABC forecasts, the City Manager and Deputy City Manager and Chief Financial Officer made adjustments to the targets derived by applying the criteria detailed above. Every effort was made to ensure that projects that satisfied Council's highest priorities were funded.

After careful analysis and application of the approved criteria, the affordable debt/CFC targets were allocated to City Programs and ABCs as summarized in Table 5 below and detailed in Appendix 8 attached.

Table 5 2006 - 2010 Tax Supported Capital Program Debt / CFC Target Allocation								
Programs / ABCs	Debt/CFC Target (Millions)						2006 - 2010 Total Submission	
	2006	2007	2008	2009	2010	Total 5 Year	Debt / CFC	% Funded
City Operations	326	330	317	289	283	1,545	2,762	56%
Special Purpose Bodies	57	50	51	54	48	260	443	59%
Holdback	1	3	18	46	61	129	-	0%
Tax supported Program Before Transit & TPA	384	383	386	389	392	1,934	3,205	60%
GO Transit	22	23	20	18	15	98	99	100%
Toronto Port Authority	3	3	3	2	2	13	12	100%
Toronto Transit Commission	200	200	186	135	135	856	916	93%
Total - Transit & TPA	225	226	209	155	152	967	1,027	94%
Total - Tax Supported Program	609	609	595	544	544	2,901	4,232	69%

Administrative Review:

Chart 3 below compares the debt/CFC in the 2006 Capital Budget and Plan Submissions from City Programs and ABCs, with the Council approved affordable debt/CFC targets and the 2006-2010 Proposed Capital Budget and Preliminary Plan. Evident is the substantive gap between the request and the targets. The submissions exceeded the affordability targets by \$325 million in 2006; \$499 million in 2007; \$456 in 2008; \$439 in 2009; and \$550 in 2010, for a total of \$2.269 billion over the five years. It is noted that the submissions were developed after the targets were assigned, which confirms that capital needs far exceed affordable funding.

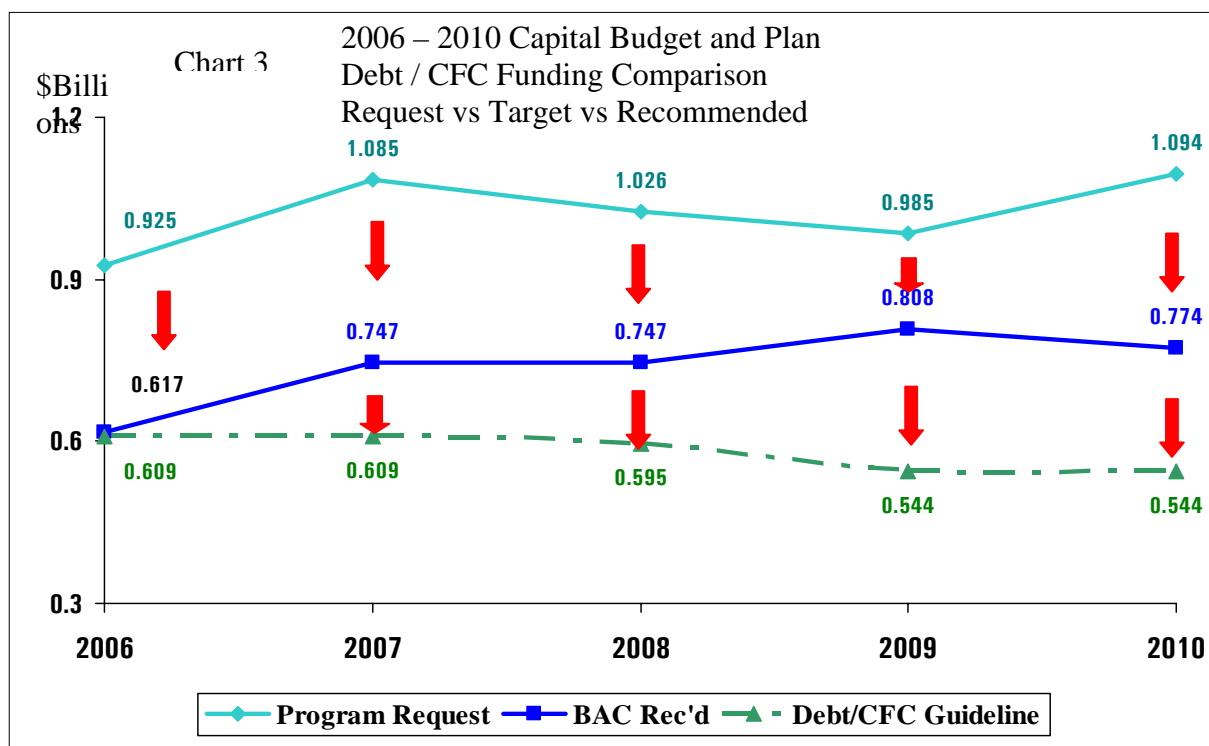
To ensure an optimal allocation of resources, the City Manager and DCM-CFO reviewed in detail the submissions from City Programs and ABCs. As part of the Administrative Review, the City Manager and Deputy City Manager and Chief Financial Officer mandated City Program and ABC staff to justify their requests based on needs analysis, readiness to proceed, and ability to spend and to:

- substantiate each project based on cost-benefit, and risk assessment;
- confirm that partnerships/shared funding opportunities were fully explored to minimize the debt burden;
- confirm capacity and discuss issues/impediments to achieving capital plan, including:
 - historical spending trends;
 - backlog of carry-forward projects yet to be addressed; and,
 - completion of audits, design work and/or community consultation;
 - demonstration that projects in year one were based on engineering estimates/solid costing;
 - indication whether feasibility/needs assessments were completed for projects in year two;
- discuss strategies considered to mitigate SOGR backlog and the impact of any remaining backlog on future utility and service delivery; and
- demonstrate that Development Charges and other non-debt funding sources have been maximized.

After extensive reviews and budget adjustments, staff met the 2006 approved debt targets. While significant progress has been made with regards to the subsequent years, staff will continue to work on further revisions and adjustment to achieve the targets and will report to Council during the Spring of 2006 with a firm 5-Year Plan.

The 2006 Budget Process approved by Council required early engagement of Budget Advisory Committee in the capital budget reviews. In this regard, members of Budget Advisory Committee participated in working sessions with staff during the Administrative review. As well, they held thorough reviews of the capital budgets of several programs.

The 2006 Proposed Capital Budget tabled was \$1.253 billion gross expenditures (excluding 2005 carry-forward funding) which included debt/CFC financing of \$609.115 million, and met the target established by Council.



Committee Reviews:

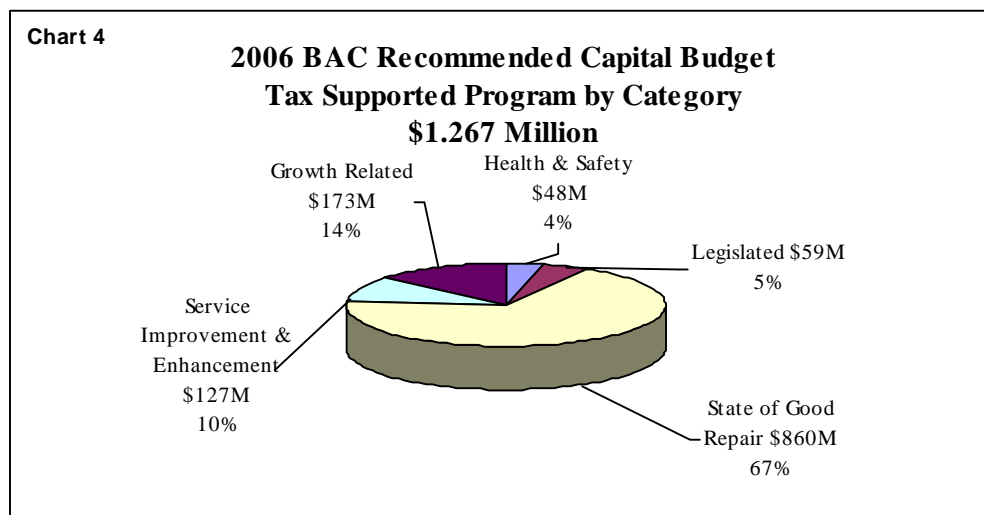
Standing Committees reviewed the 2006 Proposed Capital Budget for programs within their respective jurisdictions. Standing Committee recommendations were presented to the Budget Advisory Committee for its review and consideration.

Table 6 2006 - 2010 BAC Recommended Capital Budget and Preliminary Plan \$Millions								
Programs / ABCs	2006 Capital Budget							
	Program / ABC Request		Proposed		BAC Adjustments To Proposed		BAC Recommended	
	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt
City Operations	761	488	576	358	10	5	586	363
Special Purpose Bodies	92	72	84	65	1	2	85	67
Tax Supported Program Before Transit & TPA	853	560	660	423	11	7	671	430
GO Transit	22	22	20	20	0	0	20	20
Toronto Port Authority	3	3	3	3	0	0	3	3
Toronto Transit Commission	640	340	572	163	1	1	573	164
Total - Transit & TPA	665	365	595	186	1	1	596	187
Total - Tax Supported Program	1,518	925	1,255	609	12	8	1,267	617
Debt / CFC Target		609		609				609
Variance - Over (Under) Target		316		-				8

During the Budget Advisory Committee review, both Standing Committee recommended changes and the Staff Proposed Capital Budget were considered after reviewing the Standing Committee adjustments. Budget Advisory Committee increased the 2006 Proposed Capital Budget by \$12 million gross and debt by \$8 million. The 2006 Budget Advisory Committee Recommended Capital Budget is \$1.267 billion gross with debt financing requirement of \$616.657 million (including CFC) as shown in Table 6 above.

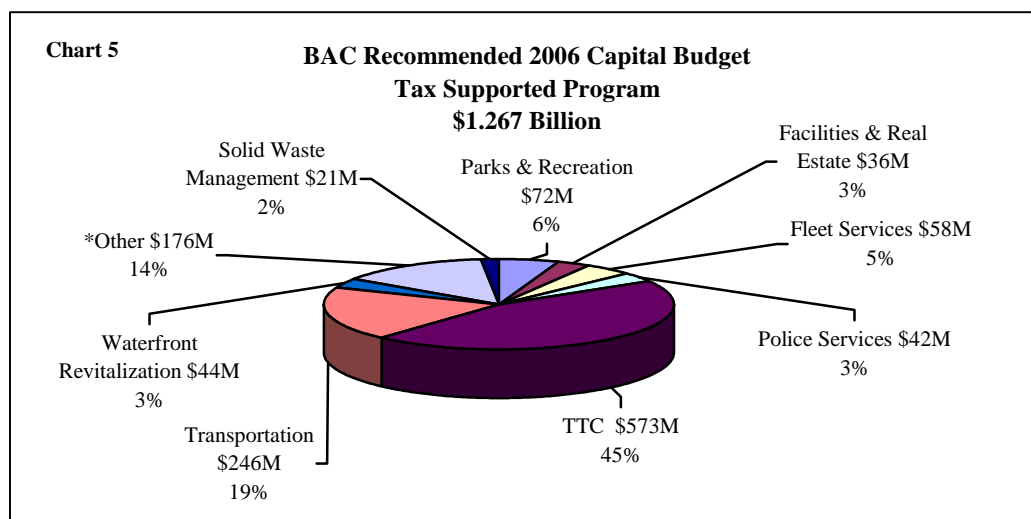
2006 Tax Supported Capital Budget by Category:

Chart 4 below shows that 67 percent or \$860 of the 2006 BAC Recommended Capital Budget is allotted to SOGR. This is congruent with Council direction to give the highest priority to rehabilitation and maintenance of existing infrastructure and capital assets.



2006 Tax Supported Capital Budget by Major Program:

Chart 5 below illustrates the 2006 BAC Recommended Tax Supported Capital Budget of \$1.267 billion net of carry-forward funding, by major Program. TTC and Transportation account for \$818.439 million or 64.6 percent of the total Tax Supported program. All other City Programs and ABCs combined represent \$448.626 million or 35.4 percent of the 2006 Budget Advisory Committee Recommended Capital Budget.

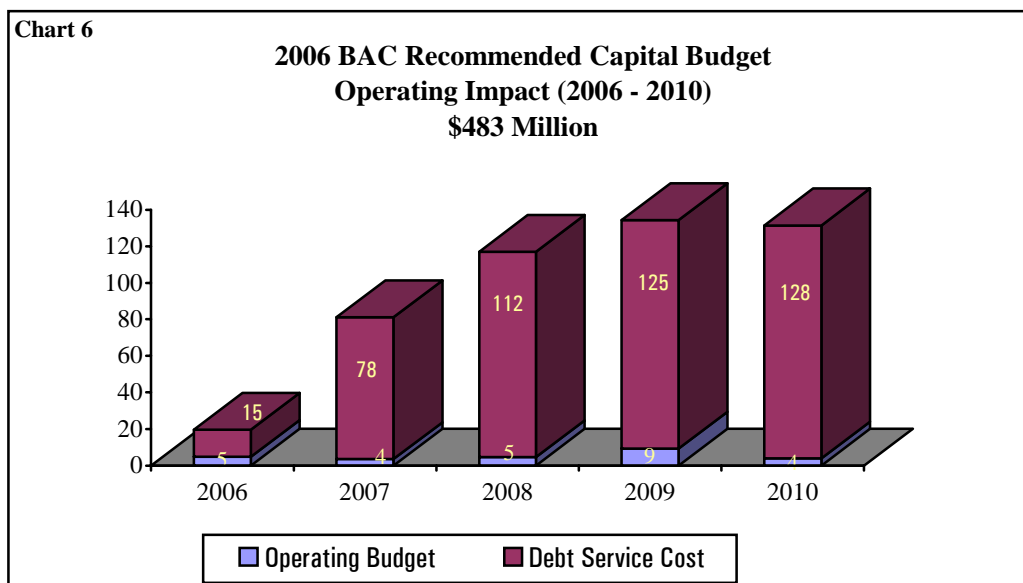


2006 BAC Capital Budget - Incremental Operating Impacts:

Typically, the capital program may impact the operating budget in four areas:

- (i) increased operating costs such as those required for new or expanded facilities;
- (ii) efficiency savings from investments that reduce operating costs;
- (iii) direct contributions to Capital from the Operating Fund which reduce the annual borrowing requirements, and
- (iv) principal and interest payments on debt issued for the capital program.

Chart 6 below shows the 2006 and future years' impact (including total debt services costs) of the 2006 BAC Recommended Capital Budget on the Operating Budget.



In summary, the 2006 BAC Recommended Capital Budget satisfies the immediate objective of maintaining the City's infrastructure and capital assets in a reasonable State of Good Repair. This notwithstanding, the City has a significant backlog of unmet needs that must be addressed in the near future. Given fiscal realities, it was necessary in 2006 to balance between the strategic objectives of maintaining capital assets in a state of good repair and satisfying the demand for growth while meeting debt target guidelines.

Toronto Transit Commission (TTC):

The 2006 Recommended TTC Capital Budget is \$572.761 million. The 2006 City financing is estimated at \$187.511 million including \$164 million of debt and \$24 million of other revenues.

Total Provincial funding is estimated at \$173.211 million in 2006. Provincial gas tax funding allocated to capital expenditures in 2006 is forecast to total \$41 million. Provincial base funding in 2006 is forecast to be \$132.211 million and is comprised of three funding programs: the Ontario Vehicle Transit Program (OVTP); the provincial share of the joint federal/provincial Canada Strategic Infrastructure Fund (CSIF); and the renamed Transit Technology and Infrastructure Program (TTIP) — formerly titled Golden Horseshoe Transit Investment Partnerships (GTIP).

Total Federal funding is estimated to be \$212.039 million in 2006. Federal base funding from CSIF projects in 2006 is forecast to be \$64.399 million. Federal gas tax money is forecast to be \$147.640 million in 2006 and is comprised of two sources: \$48.900 million for the ongoing five cents population-based gas tax monies; and \$98.740 million for one cent ridership-based gas tax monies.

The Recommended TTC Capital Budget of \$572.761 million provides for the purchase of 232 new subway cars; 150 replacement low-floor hybrids buses; and 80 low-floor clean diesel buses. Other projects include: the Mount Dennis bus facility; the Vehicle Overhaul Program

(street cars and buses); and St. Clair Reserved Transit Lanes initiative. The Recommended 5-Year Capital Plan is estimated at \$3.3 billion with about 90 per cent of the 2006 Capital Budget allocated towards state of good repair initiatives.

The funding for the 5-Year Capital Plan now reflects the Council objective of an approximate one-third partnership with the other orders of government throughout 2006-2010.

2006 - 2010 TTC Proposed Capital Budget by Category & Financing Source (excl. 2005 Carry-forward) - \$Millions							
Expenditures	2006	2007	2008	2009	2010	Total 2006-2010	Percent of Total
Legislated	19	19	20	33	35	126	3.8%
State of Good Repair	518	647	560	548	558	2,831	86.4%
Service Improvement and Enhancement	30	18	7	94	26	175	5.3%
Growth Related	6	10	43	45	40	144	4.4%
Total Gross Expenditures	573	694	630	720	659	3,276	100.0%
Funded By:							
Provincial	173	263	258	231	229	1,154	35.2%
Federal	212	200	162	175	173	922	28.1%
Other	24	22	21	18	17	102	3.1%
Debt	164	209	189	296	240	1,098	33.5%
Total Funding	573	694	630	720	659	3,276	100.0%

City debt for the TTC over this period is \$241.762 million above the debt guidelines approved by Council at its meeting of May 17, 18 and 19, 2005.

Highlights:

The 2006 BAC Recommended Capital Budget addresses the City's Health and Safety, Legislated and State of Good Repair needs in an optimal way. While priority was given to these three categories, the capital program fulfils the short-term need for growth in Council directed priority areas and for service expansion in priority programs in order to accommodate demands and expectations of constituents.

Backlog/Deferred Maintenance:

Consistent with Council priorities, State of Good Repair expenditures totals \$860 million or 68 percent of the 2006 BAC Recommended Capital Budget. Despite efforts to ensure that infrastructure and capital assets are adequately maintained, there continues to be a sizeable gap between spending needs and affordable funding levels. The 2006 Budget Advisory Committee Recommended Capital Budget partially addresses the backlog issue in Programs that deliver key services to the Public by increasing their debt/CFC targets as noted below:

Transportation Services has had its debt/CFC target increased by \$22.304 million in 2006, and is expected to receive incremental increases in each year of the 5-year Plan. Nevertheless, the Program estimates that its backlog will approximate \$329 million at the end of 2006, and will grow by approximately \$240 million by 2010.

Parks, Forestry and Recreation's estimates backlog at \$50 million at the end of 2006, and forecasts that the backlog will increase by approximately \$32 million per year between 2007 and 2015. The Programs estimates are conservative given that SOGR audits have not been completed on several facilities. It is anticipated that the backlog could increase by \$300 million upon completion of the audits. Parks, Forestry and Recreation debt/CFC targets were increased by a moderate amount of \$3.226 million in 2006 with the view to increase funding over the projected 5-year period.

Facilities and Real Estate reports current SOGR backlog of \$98.800 million and expects that this will increase to \$103 million on completion of facility audits by the end of 2006. Better backlog estimates will be available in January of 2006 when most building audits will be completed.

Other Highlights:

State of Good Repair - Major State of Good Repair projects recommended in the 2006 Budget Advisory Committee Recommended Budget include the following:

- Ontario Health and Safety Maintenance and Retrofit of playgrounds to safety standards in order to ensure that children are protected (\$5.000 million gross, \$1.000 million debt);
- City-wide park development and restoration, refurbishment of indoor and outdoor arenas, and major maintenance of various indoor pools in order to maintain the services and service levels expected (total cost of \$44.983 million gross expenditures and \$25.673 million debt); and
- resurfacing, rehabilitation and reconstruction of the transportation infrastructure including local and major roads and expressways, as well as bridges (\$139.740 million gross and \$135.706 million debt).

City Facilities - Numerous City facilities renewal and construction projects were considered to ensure that Council approved services and service levels are maintained. Major facilities projects include:

- construction and design of two new child care centres in under-served areas, and completion of the Enderby Child Care Centre which will serve 62 children. These projects will cost \$3.707 million;
- completion of the True Davidson Acres redevelopment to better serve the needs of the elderly (\$1.000 million gross and debt);
- completion of a 50 bed shelter at 717 Broadview Avenue and construction of the Bethlehem United Shelter to help the disenfranchised (\$4.213 million gross and \$3.018 million debt); and

- construction of a new Fire Station, new 23 Division, 11 Division and new Training Facility (2006 gross expenditures of \$16.209 million entirely debt funded).

New Initiatives - Strategic investments in key growth areas that are aligned to Council's highest priorities have been addressed. Recommended 2006 Growth Related Expenditure total \$173 million gross and include the following New Initiatives:

- rebuilding of culture specific properties such as the Guild Inn and revitalization of the area surrounding the Princess Gates in a Toronto/Milan initiative as part of the City's International Alliance Program (estimated gross expenditures of \$3.290 million and \$1.000 million debt in 2006);
- expansion of the Parks, Forestry and Recreation program through design and construction of skateboard parks throughout the City (2006 expenditures of \$1.910 million gross and \$1.070 million debt);
- transition to ongoing replacement of the City's Information Technology assets (estimate 2006 expenditure of \$16.138 million);
- completion of Nathan Phillips Square Design competition and preparation of final designs (\$0.550 million gross and debt); and
- completion of the detailed design and Tundra phases of the North Zoo Site Redevelopment project (\$11.088 million gross and \$9.088 debt).

Environmental Initiatives – In response to Council policies on the environment the 2006 BAC Recommended Capital Budget proposed several energy efficient and other environmental protective projects including the following:

- energy Retrofit Projects at Exhibition Place, Fire and Arena facilities, Pools and Community Centres (\$14.000 million gross and \$9.991 million debt); and
- continuation of the Green Fleet Plan to expand the use of bio-diesel, hybrid electric and natural gas vehicles to reduce carbon dioxide and pollutants output of more than 4,000 and equipment used by the City (\$0.480 million with no debt).

In general, projects were carefully selected to ensure that those designed to deliver on Council's highest priorities were considered. While the major investment is in SOGR, consideration was given to the need to protect the environment and to invest in growth demands of the public.

Capital Financing - Historical Comparison (1998–2006):

Table 7 below represents a historical summary of the City's capital budget by financing sources. Evident is that debt continues to be the largest single financing source and that until 2006, the other orders of government provided relatively small and inconsistent subsidies. For example, the Province of Ontario capital financing contribution declined from 38 percent of the 1998 Capital Budget including (Sheppard Subway funding) to an estimated seven percent of the 2005 BAC Recommended Capital Budget.

Table 7 1999-2006 Council Approved Capital Budget (Excluding Carryforward) Tax Supported - By Funding Source (in \$Millions)									
Funding Sources	1999	2000	2001	2002	2003	2004	2005	2006	
								Proposed	BAC Rec'd
Prov. Grants & Subsidies	25.2	75.5	22.8	103.7	112.2	75.8	82.6	178.0	178.4
Federal Subsidy	0.0	0.0	0.0	76.5	103.6	70.0	53.9	220.0	216.4
Cap. from Current	143.4	146.2	148.2	146.5	124.2	124.2	124.2	124.2	124.2
Res./Res. Funds	370.9	89.1	170.2	143.9	131.5	132.1	93.2	125.0	134.1
Developmental Charges	0.0	8.7	4.5	8.1	20.2	24.0	43.8	44.0	43.0
Other	50.3	337.2	311.1	170.2	111.9	161.0	108.8	78.0	78.0
Debt	613.0	324.3	463.2	304.1	361.6	321.0	526.7	485.0	492.7
Total - Tax Supported	1,203	981	1,120	953	965	908	1,033	1,254	1,267

Maintaining the City's infrastructure valued at over \$52 billion without adequate assistance from the other orders of government has been a major challenge during the past several years and, has become more difficult given the City's relatively inelastic sources of revenue and structural fiscal problem. Successful negotiation of a New Deal with the other orders of government has provided a step to closing the revenue gap. Nonetheless, the City's accumulated infrastructure rehabilitation and State of Good Repair backlog (conservatively estimated at over \$3 billion) remains a problem and continues to pose a fiscal challenge. To compensate for the shortfall in financial support from the federal and provincial governments since 1998, the City has exhausted its non-debt internal capital financing sources. This has resulted in increased reliance on debt, and a significant capital asset maintenance backlog.

Capital Budget by Category - Historical Comparison (1999–2006):

Table 8 below shows that State of Good Repair spending has been by far the largest capital expenditure category since amalgamation. Yet, the SOGR estimated backlog is significant. A number of staff and independent studies have confirmed that the City has a structural fiscal problem. Specifically, the studies indicate a sustainable source of revenue to fund the Capital Plan.

2006–2010 Recommended Capital Budget Preliminary Capital Plan
– Current and Future Year Projections:

Table 8 1999 - 2006 Tax Supported Capital Budget by Category (in \$Millions)								
Category	1999	2000	2001	2002	2003	2004	2005	2006 BAC Rec'd
Health & Safety				34	21	48	51	48
Legislated	20	96	105	68	75	75	66	59
State of Good Repair	897	541	695	599	682	571	647	860
Service Improvement	41	71	100	89	70	103	119	127
Growth	240	273	221	163	117	108	150	173
Total - Tax Supported	1,197	981	1,121	953	965	905	1,033	1,267

Future Year Projections refer to cash flows associated with project/sub-project proposals included in the capital plan. Current and Future Year Projections are the annual values of the cash flows required for the current year budget and planned future year capital work. As indicated in Table 9 below, the current and future year projections included in the 2006–2010 Budget Advisory Committee Recommended Capital Budget and Plan totals \$6.789 billion. (Note: TTC estimates to be confirmed).

Table 9 TOTAL PRELIMINARY CAPITAL PLAN 2006 - 2010 Current & Future Year Projections (in \$000)							
	Approved 2005	BAC Rec'd 2006	Capital Forecast				2006 - 2010
			2007	2008	2009	2010	
Citizen Centred Services - A	103,425	110,460	97,567	87,849	87,058	91,327	474,261
Citizen Centred Services - B	295,858	329,663	381,839	424,809	372,793	397,267	1,906,371
Internal Services	124,678	123,528	91,291	98,390	102,533	95,251	510,993
Other City Programs	19,822	22,982	34,706	25,503	15,019	11,319	109,529
Special Purpose Bodies	81,341	84,671	79,514	80,049	79,020	82,088	405,342
Total Tax Supported Programs (Excl. Transit & TPA)	625,124	671,304	684,917	716,600	656,423	677,252	3,406,496
GO Transit	19,437	20,000	20,000	20,300	18,400	15,200	93,900
Toronto Port Authority	3,000	3,000	3,000	3,000	1,700	1,700	12,400
Toronto Transit Commission - Sheppard Subway	16,981	122	1,500	1,050	(600)	2,000	4,072
Toronto Transit Commission (Excl. R.T.E.P.)	368,624	572,639	692,544	629,214	719,758	657,675	3,271,830
Total Tax Supported Programs (Incl. Transit & TPA)	1,033,166	1,267,065	1,401,961	1,370,164	1,395,681	1,353,827	6,788,698
Toronto Parking Authority	24,191	33,796	27,536	28,531	27,500	20,700	138,063
Total City	1,057,357	1,300,861	1,429,497	1,398,695	1,423,181	1,374,527	6,926,761

On average, capital expenditure forecast for Tax Supported Programs and ABCs is estimated at \$1.358 billion per year. This approximates an annual additional expenditure increase of more than \$91 million. Staff will continue to review the 2007–2010 Capital Plan and will report through Budget Advisory Committee, Policy and Finance (P and F) and Council by June 2006 with a 2007-2010 Capital Plan within Council approved guidelines.

Conclusions:

Approval of the 2006 BAC Recommended Tax Supported Capital Budget will result in the following future year commitments: \$841.987 million in 2007; \$437.986 million in 2008; \$279.025 million in 2009 and \$230.270 million in 2010, and \$222.981 million for the five years 2011 to 2015 for a total cost of \$3.279 billion, as outlined in Appendix 1(ii).

The 2006 Rate Supported Capital Budget includes the following estimated cash flows for the Toronto Parking Authority before carry-forward expenditures: \$33.796 million in gross capital expenditures in 2006 and \$0.400 million in 2007 for a total cost of \$34.196 million, as outlined in Appendix 1(ii).

The 2006 BAC Recommended Capital Budget addresses the City's Health and Safety, Legislated and State of Good Repair needs in an optimal way – given existing fiscal challenges. While priority was given to the three categories listed above, the capital budget also fulfils the short-term need for growth in strategic areas and for service expansion in key Program areas to accommodate demands and expectations of the public. Managing the City's debt burden without compromising the state of good repair of existing assets or the health and safety of its citizens has been a major consideration. Nevertheless, there continues to be a gap between spending needs as identified in program submissions, and affordable internal funding estimates. Essentially, this gap must be addressed within the next few years in order to ensure that the City's assets are maintained in a reasonable state of good repair and that maximum utility is derived from existing infrastructure and capital assets.

The 2006 BAC Recommended Capital Budget includes debt financing of \$492.485 million or about \$7.7 million above the debt guideline of \$485 million. It is anticipated that final adjustments to the TTC budget should result in a final 2006 recommended debt financing level of \$485 million. The present 2007–2010 Capital Plan is approximately \$784 million above the Council approved debt guideline. Given the time constraints in the 2006 capital budget process, it is recommended that staff be directed to report through Budget Advisory Committee, Policy and Finance Committee and Council by June 2006 with a 2007–2010 Capital Plan within Council approved guidelines.

The New Deal with the other orders of government paves the way towards resolution of the structural financial problem facing the City. It represents a good start. However, the City must continue to find additional predictable and sustainable funding tools to address the infrastructure deficit and to satisfy constituents' demand for growth.

Contact Names:

Josie La Vita, Director, Financial Planning Division, jlavita@toronto.on.ca, Tel. 416-397-4229

Bert Riviere, Manager, Financial Planning Division, briviere@toronto.on.ca; Tel. 416-397-4227

List of Attachments:

Appendix 1(i)	2006 Capital Budget and Future Year Commitments - Including 2005 Carry-forwards
Appendix 1(ii)	2006 Capital Budget and Future Year Commitments – Excluding 2005 Carry-forwards
Appendix 1(iii)	2006 Capital Budget and Future Year Commitments – New and Change in Scope Projects
Appendix 1 (iv)	2006 Capital Budget and Future Year Commitments–Previously Approved Projects
Appendix 1 (v)	2005 Carry-forwards by Program and Financing Sources
Appendix 2	2006Capital Budget by Financing Sources – Excluding 2005 Carry-forwards
Appendix 3	2006 Capital Budget Summary of Gross Expenditures by Program and Category – Excluding 2005 Carry-forwards
Appendix 4	2006 BAC Recommended Capital Budget and Future Year Commitments-Financing Sources by Year
Appendix 5	2006 Capital Budget and 2007–2015 Capital Program–Excluding 2005 Carry-forwards
Appendix 6	Additional Carry-forward Funding Adjustments for 2005 Previously Approved Projects
Appendix 7	Development Charge Funded Capital Projects by Ward
Appendix 8	Budget Advisory Committee Recommendations by Program
Appendix 9	Budget Advisory Committee Transmittal.



CITY OF TORONTO
2006 BAC Recommended Capital Budget
2006 Cash Flow & 2007 - 2015 Commitments (Including 2005 Carry Forwards)

Appendix 1(i)

	Total Cash Flow 2006-2015	Cash Flow					Financing Sources								
		2006	2007	2008	2009	2010	2011 to 2015	Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Capital from Current	Federal Subsidy	Other	Debt/Internal Sources
(5000s)															
Citizen Centred Services - A															
Children's Services	10,321	9,321	1,000	0	0	0	0	4,000	0	4,843	0	0	0	478	1,000
Court Services	9,400	2,600	4,800	2,000	0	0	0	0	0	9,400	0	0	0	0	0
Culture	13,579	10,363	3,216	0	0	0	0	110	0	1,105	150	0	525	3,085	8,604
Economic Development	8,821	6,306	2,515	0	0	0	0	0	0	0	0	0	0	3,007	5,814
Emergency Medical Services	10,735	8,257	2,378	100	0	0	0	472	0	0	0	0	0	0	10,263
Homes for the Aged	7,200	0	0	0	0	0	0	0	0	6,200	0	0	0	0	1,000
Parks, Forestry & Recreation	125,585	104,872	13,000	7,713	0	0	0	0	14,959	15,661	10,278	0	0	13,153	71,534
Shelter, Support & Housing Administration	17,552	8,952	3,840	912	2,024	912	912	0	81	0	0	0	137	3,085	14,249
Social Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Tourism	300	300	0	0	0	0	0	0	0	0	0	0	0	150	150
Department Total	203,493	158,171	30,749	10,725	2,024	912	912	4,582	15,040	37,209	10,428	0	662	22,958	112,614
Citizen Centred Services - B															
Business Support Services Division	1,659	1,659	0	0	0	0	0	0	0	350	0	0	0	112	1,197
City Planning Division	10,094	6,715	2,341	1,038	0	0	0	0	2,094	0	0	0	0	915	7,085
Cross Divisional Projects	7,610	5,002	2,608	0	0	0	0	0	0	0	0	0	0	1,260	6,350
Emergency Management Plan	570	570	0	0	0	0	0	0	0	0	0	0	0	0	570
Fire Services	20,434	11,094	6,125	3,215	0	0	0	1,343	2,350	1,541	0	0	5,206	0	9,994
Solid Waste Management	62,199	25,268	33,489	3,442	0	0	0	0	0	369	12,839	0	0	0	48,991
Transportation	385,523	276,633	62,259	37,901	8,730	0	0	0	74,512	8,900	0	100	0	48,110	253,901
Waterfront Revitalization	448,974	43,731	59,080	68,174	40,472	34,688	202,829	81	0	0	0	0	81	0	448,812
Department Total	937,063	370,672	165,902	113,770	49,202	34,688	202,829	1,424	78,856	11,160	12,839	100	5,287	50,397	776,900
Internal Services															
End of Lease/Sustainment	18,938	18,938	0	0	0	0	0	0	0	16,138	0	0	0	2,800	0
Facilities and Real Estate	73,157	42,147	21,359	7,399	1,707	545	0	0	0	0	0	1,918	0	0	71,239
Financial Services	11,761	6,298	3,522	805	1,136	0	0	0	0	612	0	0	0	5,046	6,103
Fleet Services	80,917	80,917	0	0	0	0	0	0	0	17,250	63,667	0	0	0	0
Human Resources	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Information Technology	44,700	10,835	5,659	4,402	4,754	4,240	14,810	0	0	0	1,122	0	0	1,363	42,215
Department Total	229,473	159,135	30,540	12,606	7,597	4,785	14,810	0	0	34,000	64,789	1,918	0	9,209	119,557
Other City Programs															
City Clerk's Office	5,326	3,796	1,210	60	68	62	130	0	0	315	1,086	0	0	0	3,925
Energy Retrofit Program	19,106	14,003	5,103	0	0	0	0	0	0	0	0	0	0	5,607	13,499
Nathan Phillips Square	550	550	0	0	0	0	0	0	0	0	0	0	0	0	550
Union Station	12,750	5,462	4,288	3,000	0	0	0	0	0	0	0	0	0	0	12,750
Yonge-Dundas Project	370	370	0	0	0	0	0	0	0	0	0	0	0	0	370
3-1-1 Project Management Office	26,887	8,235	15,486	2,966	0	0	0	0	0	0	0	0	0	1,511	25,176
Department Total	64,789	32,416	26,087	6,026	68	62	130	0	0	315	1,086	0	0	7,118	56,270
Total City Operations	1,434,818	720,394	253,278	143,127	58,891	40,447	218,681	6,006	93,996	82,684	89,142	2,018	5,949	89,682	1,065,341



CITY OF TORONTO
2006 BAC Recommended Capital Budget
2006 Cash Flow & 2007 - 2015 Commitments (Including 2005 Carry Forwards)

Appendix 1(i)

	Cash Flow						Financing Sources							
	2006	2007	2008	2009	2010	2011 to 2015	Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Capital from Current	Federal Subsidy	Other	Debt/Internal Sources
Total Cash Flow 2006-2015 (\$000s)														
Special Purpose Bodies & Other														
Exhibition Place	16,050	0	0	0	0	0	0	0	0	0	0	0	0	16,050
Toronto And Region Conservation Authority	6,000	0	0	0	0	0	0	0	3,000	0	0	0	0	3,000
Toronto Parking Enforcement Unit	1,934	0	0	0	0	0	0	0	0	434	0	0	0	1,500
Toronto Police Service	136,666	27,075	24,855	23,044	3,153	0	0	0	9,192	10,432	0	0	3,174	113,868
Toronto Public Health	3,250	297	303	0	0	0	538	0	0	0	0	0	120	2,592
Toronto Public Library	29,230	14,478	8,427	6,325	0	0	0	4,848	408	1,000	0	0	1,611	21,363
Toronto Zoo	17,107	7,254	6,593	3,260	0	0	0	0	0	0	0	0	2,000	15,107
Special Purpose Bodies & Other Total	210,237	106,905	42,392	34,743	3,153	0	538	4,848	12,600	11,866	0	0	6,905	173,489
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl. Transit & TPA)	1,645,055	827,299	295,670	177,570	43,600	218,681	6,544	98,844	95,284	101,008	2,018	5,949	96,587	1,238,821
Transit & TPA														
GO Transit	20,000	0	0	0	0	0	0	0	0	0	0	0	0	20,000
Toronto Port Authority	15,800	3,000	3,000	1,700	1,700	3,400	0	0	0	0	0	0	0	15,800
Toronto Transit Commission - Sheppard Subway	6,300	2,350	1,500	1,050	(600)	2,000	0	0	0	0	0	0	0	6,300
Toronto Transit Commission (Excl. R.T.E.P.)	1,748,154	541,817	256,066	195,990	182,970	900	619,458	8,675	0	0	0	536,906	51,440	531,675
Total Transit	1,790,254	595,761	260,116	197,090	186,670	4,300	619,458	8,675	0	0	0	536,906	51,440	573,775
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Incl. Transit & TPA)	3,435,309	1,423,060	841,987	437,986	230,270	222,981	626,002	107,519	95,284	101,008	2,018	542,855	148,027	1,812,596
RATE SUPPORTED PROGRAM														
Toronto Parking Authority	38,685	38,285	400	0	0	0	0	0	6,850	0	0	0	31,835	0
TOTAL RATE SUPPORTED CAPITAL PROGRAM	38,685	38,285	400	0	0	0	0	0	6,850	0	0	0	31,835	0
TOTAL CAPITAL PROGRAM	3,473,994	1,461,345	842,387	437,986	230,270	222,981	626,002	107,519	102,134	101,008	2,018	542,855	179,862	1,812,596



CITY OF TORONTO
2006 BAC Recommended Capital Budget
2006 Cash Flow & 2007 - 2015 Commitments (Excluding 2005 Carry Forwards)

Appendix 1(ii)

	Total Cash Flow 2006-2015	Cash Flow					Financing Sources									
		2006	2007	2008	2009	2010	2011 to 2015	Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Capital from Current	Federal Subsidy	Other	Debt/Internal Sources	
Citizens Centred Services - A Children's Services Court Services Culture Economic Development Emergency Medical Services Homes for the Aged Parks, Forestry & Recreation Shelter, Support & Housing Administration Social Services Tourism	7,238	6,238	1,000	0	0	0	0	4,000	0	2,238	0	0	0	0	1,000	
	9,400	2,600	4,800	2,000	0	0	0	0	0	9,400	0	0	0	0	0	
	11,993	8,777	3,216	0	0	0	0	100	0	855	150	0	525	2,905	7,458	
	7,549	5,034	2,515	0	0	0	0	0	0	0	0	0	0	2,371	5,178	
	7,938	5,034	2,378	100	0	0	0	472	0	0	0	0	0	0	7,126	
	5,000	0	0	0	0	0	0	0	0	5,000	0	0	0	0	0	
	92,298	71,585	13,000	7,713	0	0	0	0	10,298	11,366	10,278	0	0	7,678	52,678	
	14,386	5,786	3,840	912	2,024	912	912	0	81	0	0	137	977	13,191	13,191	
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	300	300	0	0	0	0	0	0	0	0	0	0	0	150	150	
	155,782	110,460	30,749	10,725	2,024	912	912	4,572	10,379	28,879	10,428	0	662	14,081	86,781	
	Citizens Centred Services - B Business Support Services Division City Planning Division Cross Divisional Projects Emergency Management Plan Fire Services Solid Waste Management Transportation Waterfront Revitalization	1,547	1,547	0	0	0	0	0	0	0	350	0	0	0	0	1,197
		7,852	4,473	2,241	1,038	0	0	0	0	1,386	0	0	0	0	635	6,466
5,882		3,274	2,608	0	0	0	0	0	0	0	0	0	0	0	5,247	
0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	
19,461		10,121	6,125	3,215	0	0	0	1,343	2,350	1,541	0	5,206	0	9,021	9,021	
57,770		20,839	33,489	3,442	0	0	0	0	0	369	12,839	0	0	0	44,562	
354,568		245,678	62,259	37,901	8,730	0	0	65,112	8,900	0	0	0	45,970	234,586	234,586	
448,974		43,731	59,080	68,174	40,472	34,688	202,329	81	0	0	0	81	0	448,812	448,812	
896,054		329,663	165,902	113,770	49,202	34,688	202,329	1,424	68,848	11,160	12,839	0	5,287	46,605	749,891	
Internal Services End of Lease/Sustainment Facilities and Real Estate Financial Services Fleet Services Human Resources Information Technology		16,138	16,138	0	0	0	0	0	0	0	16,138	0	0	0	0	0
		66,802	35,792	21,359	7,399	1,707	545	0	0	0	0	0	0	0	66,802	66,802
		9,646	4,183	3,522	865	1,136	0	0	0	612	0	0	0	2,931	6,103	6,103
		57,943	57,943	0	0	0	0	0	0	17,250	40,693	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	43,337	9,472	5,659	4,402	4,754	4,240	14,810	0	0	0	1,122	0	0	0	42,215	
	193,866	123,628	30,540	12,606	7,597	4,785	14,810	0	0	34,000	41,815	0	0	2,931	115,120	
	Other City Programs City Clerk's Office Energy Retrofit Program Nathan Phillips Square Union Station Yonge-Dundas Project	4,219	2,689	1,210	60	68	62	130	0	0	315	1,086	0	0	0	2,818
		14,285	9,182	5,103	0	0	0	0	0	0	0	0	0	0	3,611	10,674
		550	550	0	0	0	0	0	0	0	0	0	0	0	550	550
		11,005	3,717	4,288	3,000	0	0	0	0	0	0	0	0	0	11,005	11,005
		120	120	0	0	0	0	0	0	0	0	0	0	0	120	120
25,176		6,724	15,456	2,966	0	0	0	0	0	0	0	0	0	25,176	25,176	
55,355		22,987	26,087	6,026	68	62	130	0	0	315	1,086	0	0	3,611	50,343	
1,301,057		586,633	253,278	143,127	58,891	40,447	218,681	5,996	79,227	74,354	66,168	0	5,949	67,228	1,002,135	

Appendix 1(ii)



CITY OF TORONTO

2006 BAC Recommended Capital Budget

2006 Cash Flow & 2007 - 2015 Commitments (Excluding 2005 Carry Forwards)

	Cash Flow							Financing Sources							
	Total Cash Flow 2006-2015	2006	2007	2008	2009	2010	2011 to 2015	Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Capital from Current	Federal Subsidy	Other	Debt/Internal Sources
(\$000s)															
Special Purpose Bodies & Other															
Exhibition Place	15,161	15,161	0	0	0	0	0	0	0	0	0	0	0	0	15,161
Toronto And Region Conservation Authority	6,000	6,000	0	0	0	0	0	0	0	3,000	0	0	0	0	3,000
Toronto Parking Enforcement Unit	434	434	0	0	0	0	0	0	0	0	434	0	0	0	0
Toronto Police Service	120,477	42,350	27,075	24,855	23,044	3,153	0	0	0	0	10,432	0	0	0	110,045
Toronto Public Health	2,180	1,580	297	303	0	0	0	538	0	0	0	0	0	120	0
Toronto Public Library	28,398	13,646	8,427	6,325	0	0	0	0	4,617	316	1,000	0	0	1,211	21,254
Toronto Zoo	15,353	5,500	6,593	3,260	0	0	0	0	0	0	0	0	0	2,000	13,353
Special Purpose Bodies & Other Total	188,003	84,671	42,392	34,743	23,044	3,153	0	538	4,617	3,316	11,866	0	0	3,331	164,335
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl. Transit & TPA)	1,489,060	671,304	295,670	177,870	81,935	43,600	218,681	6,534	83,844	77,670	78,034	0	5,949	70,559	1,166,470
Transit & TPA															
GO Transit	20,000	20,000	0	0	0	0	0	0	0	0	0	0	0	0	20,000
Toronto Port Authority	15,800	3,000	3,000	3,000	1,700	1,700	3,400	0	0	0	0	0	0	0	15,800
Toronto Transit Commission - Sheppard Subway	6,300	2,350	1,500	1,050	(600)	2,000	0	0	0	0	0	0	0	0	6,300
Toronto Transit Commission (Excl. R.T.E.P.)	1,748,154	570,411	541,817	256,066	195,990	182,970	900	619,458	8,675	0	0	0	536,906	51,440	531,675
Total Transit	1,790,254	595,761	546,317	260,116	197,090	186,670	4,300	619,458	8,675	0	0	0	536,906	51,440	573,775
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Incl. Transit & TPA)	3,279,314	1,267,065	841,987	437,986	279,025	230,270	223,981	625,992	92,519	77,670	78,034	0	542,855	121,999	1,740,245
RATE SUPPORTED PROGRAM															
Toronto Parking Authority	34,196	33,796	400	0	0	0	0	0	0	5,600	0	0	0	28,596	0
TOTAL RATE SUPPORTED CAPITAL PROGRAM	34,196	33,796	400	0	0	0	0	0	0	5,600	0	0	0	28,596	0
TOTAL CAPITAL PROGRAM	3,313,510	1,300,861	842,387	437,986	279,025	230,270	223,981	625,992	92,519	83,270	78,034	0	542,855	150,595	1,740,245



CITY OF TORONTO
2006 BAC Recommended Capital Budget
2006 Cash Flow & 2007-2015 Commitments - New & Change in Scope Projects

Appendix I(iii)

	Total Cash Flow 2006-2015	Cash Flow						Financing Sources							
		2006	2007	2008	2009	2010	2011 to 2015	Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Capital from Current	Federal Subsidy	Other	Debt/Internal Sources
(000s)															
Citizen Centred Services - A															
Children's Services	6,500	5,500	1,000	0	0	0	0	4,000	0	1,500	0	0	0	0	1,000
Court Services	9,400	2,600	4,300	2,000	0	0	0	0	0	9,400	0	0	0	0	0
Culture	8,183	5,727	2,456	0	0	0	0	0	0	855	0	0	0	2,130	5,198
Economic Development	5,511	4,058	1,453	0	0	0	0	0	0	0	0	0	0	1,665	3,846
Emergency Medical Services	5,248	3,440	1,808	0	0	0	0	472	0	0	0	0	0	0	4,776
Homes for the Aged	5,000	5,000	0	0	0	0	0	0	0	5,000	0	0	0	0	0
Parks, Forestry & Recreation	63,431	48,649	9,850	4,932	0	0	0	0	4,700	11,366	0	0	0	5,060	42,305
Shelter, Support & Housing Administration	2,200	1,221	979	0	0	0	0	0	81	0	0	0	0	(126)	2,445
Social Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Tourism	300	300	0	0	0	0	0	0	0	0	0	0	0	150	150
Department Total	105,773	76,495	22,346	6,932	0	0	0	4,472	4,781	28,121	0	0	0	8,679	59,720
Citizen Centred Services - B															
Business Support Services Division	1,207	1,207	0	0	0	0	0	0	0	350	0	0	0	0	857
City Planning Division	3,549	2,849	700	0	0	0	0	0	795	0	0	0	0	0	2,754
Cross Divisional Projects	3,124	2,228	896	0	0	0	0	0	0	0	0	0	0	247	2,877
Emergency Management Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fire Services	9,981	4,869	3,241	1,871	0	0	0	1,343	0	1,541	0	0	3,781	0	3,316
Solid Waste Management	10,361	10,361	0	0	0	0	0	0	0	100	400	0	0	0	9,861
Transportation	278,059	198,430	56,529	17,500	5,600	0	0	0	51,435	8,900	0	0	0	45,970	171,754
Waterfront Revitalization	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Department Total	306,281	219,944	61,366	19,371	5,600	0	0	1,343	52,230	10,891	400	0	3,781	46,217	191,419
Internal Services															
End of Lease/Sustained	16,138	16,138	0	0	0	0	0	0	0	16,138	0	0	0	0	0
Facilities and Real Estate	31,487	17,283	11,756	1,378	545	545	0	0	0	0	0	0	0	0	31,487
Financial Services	1,226	438	583	205	0	0	0	0	0	0	0	0	0	0	1,226
Fleet Services	40,693	40,693	0	0	0	0	0	0	0	0	40,693	0	0	0	0
Human Resources	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Information Technology	19,367	5,739	3,761	3,202	2,375	1,460	2,810	0	0	0	1,122	0	0	0	18,245
Department Total	108,911	80,311	16,080	4,785	2,920	2,005	2,810	0	0	16,138	41,815	0	0	0	50,958
Other City Programs															
City Clerk's Office	1,811	1,281	210	60	68	62	130	0	0	315	1,086	0	0	0	410
Energy Retrofit Program	6,000	1,500	4,500	0	0	0	0	0	0	0	0	0	0	1,500	4,500
Nathan Phillips Square	550	550	0	0	0	0	0	0	0	0	0	0	0	0	550
Union Station	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Yonge-Dundas Project	120	120	0	0	0	0	0	0	0	0	0	0	0	0	120
3-1-1 Project Management Office	25,176	6,724	15,466	2,966	0	0	0	0	0	0	0	0	0	0	25,176
Department Total	33,657	10,175	20,196	3,026	68	62	130	0	0	315	1,086	0	0	1,500	30,756
Total City Operations	554,622	386,925	119,988	34,114	8,588	2,067	2,940	5,815	57,011	55,465	43,301	0	3,781	56,396	332,853

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CITY OF TORONTO
2006 BAC Recommended Capital Budget
2006 Cash Flow & 2007-2015 Commitments - New & Change in Scope Projects

	Cash Flow							Financing Sources							
	Total Cash Flow 2006-2015	2006	2007	2008	2009	2010	2011 to 2015	Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Capital from Current	Federal Subsidy	Other	Debt/Internal Sources
(\$000s)															
Special Purpose Bodies & Other															
Exhibition Place	15,125	15,125	0	0	0	0	0	0	0	0	0	0	0	0	15,125
Toronto And Region Conservation Authority	6,000	6,000	0	0	0	0	0	0	0	0	3,000	0	0	0	3,000
Toronto Parking Enforcement Unit	434	434	0	0	0	0	0	0	0	0	0	434	0	0	0
Toronto Police Service	26,320	19,567	4,693	1,560	500	0	0	0	0	0	0	10,432	0	0	15,888
Toronto Public Health	2,180	1,580	297	303	0	0	0	538	0	0	0	0	0	0	0
Toronto Public Library	9,533	4,668	2,392	2,473	0	0	0	0	296	0	1,000	0	0	1,211	7,026
Toronto Zoo	13,682	4,519	5,903	3,260	0	0	0	0	0	0	0	0	0	2,000	11,682
Special Purpose Bodies & Other Total	73,274	51,893	13,285	7,596	500	0	0	538	296	3,000	11,866	0	0	3,331	54,243
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl. Transit & TPA)	627,896	438,818	133,273	41,710	9,088	2,067	2,940	6,353	57,307	58,465	55,167	0		59,727	387,096
Transit & TPA															
GO Transit	20,000	20,000	0	0	0	0	0	0	0	0	0	0	0	0	20,000
Toronto Port Authority	15,800	3,000	3,000	3,000	1,700	1,700	3,400	0	0	0	0	0	0	0	15,800
Toronto Transit Commission - Sheppard Subway	6,178	2,228	1,500	1,050	(600)	2,000	0	0	0	0	0	0	0	0	6,178
Toronto Transit Commission (Excl. R.T.E.P.)	1,062,501	175,988	410,810	184,498	109,988	180,317	900	388,116	4,264	0	0	0	309,211	30,322	330,388
Total Transit	1,104,479	201,216	415,310	188,548	111,088	184,017	4,300	388,116	4,264	0	0	0	309,211	30,322	372,566
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Incl. Transit & TPA)	1,732,375	640,034	548,583	230,258	120,176	186,084	7,240	394,469	61,571	58,465	55,167	0	309,211	90,049	759,662
RATE SUPPORTED PROGRAM															
Toronto Parking Authority	29,954	29,554	400	0	0	0	0	0	0	5,600	0	0	0	24,354	0
TOTAL RATE SUPPORTED CAPITAL PROGRAM	29,954	29,554	400	0	0	0	0	0	0	5,600	0	0	0	24,354	0
TOTAL CAPITAL PROGRAM	1,762,329	669,588	548,983	230,258	120,176	186,084	7,240	394,469	61,571	64,065	55,167	0	309,211	114,403	759,662



CITY OF TORONTO

2006 BAC Recommended Capital Budget
2006 Cash Flow & 2007-2015 Commitments - Previously Approved Projects

Appendix 1(iv)

	Total Cash Flow 2006-2015	Cash Flow					Financing Sources								
		2006	2007	2008	2009	2010	2011 to 2015	Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Capital from Current	Federal Subsidy	Other	Debt/Internal Sources
Citizen Centred Services - A															
Children's Services	758	0	0	0	0	0	0	0	0	758	0	0	0	0	0
Court Services	3,810	760	0	0	0	0	0	100	0	0	150	0	525	775	2,560
Culture	2,038	976	1,062	0	0	0	0	0	0	0	0	0	0	706	1,332
Economic Development	2,350	1,680	570	100	0	0	0	0	0	0	0	0	0	0	2,350
Emergency Medical Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Homes for the Aged	28,867	22,936	3,150	2,781	0	0	0	0	5,598	0	10,278	0	0	2,618	10,773
Parks, Forestry & Recreation	12,186	4,565	2,861	912	2,024	912	912	0	0	0	0	0	137	1,303	10,746
Shelter, Support & Housing Administration	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Social Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Tourism	0	0	0	0	0	0	0	100	5,598	758	10,428	0	662	5,402	27,061
Department Total	50,009	33,965	8,403	3,793	2,024	912	912	100	5,598	758	10,428	0	662	5,402	27,061
Citizen Centred Services - B															
Business Support Services Division	340	0	0	0	0	0	0	0	0	0	0	0	0	0	340
City Planning Division	4,303	1,624	1,641	1,038	0	0	0	0	591	0	0	0	0	0	3,712
Cross Divisional Projects	2,758	1,046	1,712	0	0	0	0	0	0	0	0	0	0	388	2,770
Emergency Management Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fire Services	9,480	5,252	2,884	1,344	0	0	0	0	2,350	0	0	0	1,425	0	5,705
Solid Waste Management	47,409	10,478	33,489	3,442	0	0	0	0	269	0	12,439	0	0	0	34,701
Transportation	76,509	47,248	5,730	20,401	3,130	0	0	0	13,677	0	0	0	0	0	62,832
Waterfront Revitalization	448,974	43,711	59,080	68,174	40,472	34,688	202,829	81	0	0	0	0	81	0	448,812
Department Total	589,773	109,719	104,536	94,399	43,602	34,688	202,829	81	16,618	269	12,439	0	1,506	388	558,472
Internal Services															
End of Lease/Sustainment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Facilities and Real Estate	35,315	18,509	9,623	6,021	1,162	0	0	0	0	0	0	0	0	0	35,315
Financial Services	8,420	3,745	2,539	600	1,136	0	0	0	0	612	0	0	0	2,931	4,877
Fleet Services	17,250	17,250	0	0	0	0	0	0	0	17,250	0	0	0	0	0
Human Resources	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Information Technology	23,970	3,713	1,898	1,200	2,379	2,780	12,000	0	0	0	0	0	0	0	23,970
Department Total	84,955	43,217	14,460	7,821	4,677	2,780	12,000	0	0	17,862	0	0	0	2,931	64,162
Other City Programs															
City Clerk's Office	2,408	1,408	1,000	0	0	0	0	0	0	0	0	0	0	0	2,408
Energy Retrofit Program	8,285	7,682	603	0	0	0	0	0	0	0	0	0	0	2,111	6,174
Nathan Phillips Square	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Union Station	11,005	3,717	4,238	3,000	0	0	0	0	0	0	0	0	0	0	11,005
Yonge-Dundas Project	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3.1-1 Project Management Office	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Department Total	21,698	12,807	5,891	3,000	0	0	0	0	0	0	0	0	0	2,111	19,587
Total City Operations	746,435	199,708	133,290	109,013	50,303	38,380	215,741	181	22,216	18,889	22,867	0	2,168	10,832	609,382



CITY OF TORONTO

2006 BAC Recommended Capital Budget

2006 Cash Flow & 2007-2015 Commitments - Previously Approved Projects

Appendix 1(iv)

	Cash Flow						Financing Sources							
	2006	2007	2008	2009	2010	2011 to 2015	Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Capital from Current	Federal Subsidy	Other	Debt/Internal Sources
Total Cash Flow 2006-2015 (\$'000s)														
Special Purpose Bodies & Other	36	0	0	0	0	0	0	0	0	0	0	0	0	36
Exhibition Place	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Toronto And Region Conservation Authority	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Toronto Parking Enforcement Unit	22,783	22,382	23,295	22,544	3,153	0	0	0	0	0	0	0	0	94,157
Toronto Police Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Toronto Public Health	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Toronto Public Library	8,978	6,035	3,852	0	0	0	0	4,321	316	0	0	0	0	14,228
Toronto Zoo	981	690	0	0	0	0	0	0	0	0	0	0	0	1,671
Special Purpose Bodies & Other Total	32,778	29,107	27,147	22,544	3,153	0	0	4,321	316	0	0	0	0	110,092
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl. Transit & TPA)	232,486	162,397	136,160	72,847	41,533	215,741	181	26,537	19,205	22,867	0	2,168	10,832	779,374
Transit & TPA	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GO Transit	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Toronto Port Authority	122	0	0	0	0	0	0	0	0	0	0	0	0	122
Toronto Transit Commission - Sheppard Subway	394,423	131,007	71,568	86,002	2,653	0	231,342	4,411	0	0	0	227,695	21,118	201,087
Toronto Transit Commission (Excl. R.T.E.P.)	394,545	131,007	71,568	86,002	2,653	0	231,342	4,411	0	0	0	227,695	21,118	201,209
Total Transit	685,775	293,404	207,728	158,849	44,186	215,741	231,523	30,948	19,205	22,867	0	229,863	31,950	980,583
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Incl. Transit & TPA)	1,546,939	455,801	343,888	231,693	85,719	431,482	462,826	61,889	38,410	45,734	0	231,998	62,982	1,760,000
RATE SUPPORTED PROGRAM	4,242	0	0	0	0	0	0	0	0	0	0	0	4,242	0
Toronto Parking Authority	4,242	0	0	0	0	0	0	0	0	0	0	0	4,242	0
TOTAL RATE SUPPORTED CAPITAL PROGRAM	4,242	0	0	0	0	0	0	0	0	0	0	0	4,242	0
TOTAL CAPITAL PROGRAM	1,551,181	455,801	343,888	231,693	85,719	431,482	462,826	61,889	38,410	45,734	0	231,998	67,224	1,760,000

2005 Carry-forward (\$000s)	Prov. Sub. & Grants	Develop. Charges	Financing Sources					Debt/Internal Sources	
			Reserves	Reserve Funds	Capital from Current	Federal Subsidy	Other		
Citizen Centred Services - A									
Children's Services	3,063	0	0	2,585	0	0	0	478	0
Court Services	0	0	0	0	0	0	0	0	0
Culture	1,586	10	0	250	0	0	0	180	1,146
Economic Development	1,272	0	0	0	0	0	0	636	0
Emergency Medical Services	3,137	0	0	0	0	0	0	3,137	0
Homes for the Aged	2,200	0	0	1,200	0	0	0	0	1,000
Parks, Forestry & Recreation	33,287	0	4,661	4,295	0	0	0	5,475	18,856
Shelter, Support & Housing Administration	3,166	0	0	0	0	0	0	2,108	1,058
Social Services	0	0	0	0	0	0	0	0	0
Tourism	0	0	0	0	0	0	0	0	0
Department Total	47,711	10	4,661	8,330	0	0	0	8,877	25,833
Citizen Centred Services - B									
Business Support Services Division	112	0	0	0	0	0	0	112	0
City Planning Division	2,242	0	708	0	0	0	0	915	619
Cross Divisional Projects	1,728	0	0	0	0	0	0	625	1,103
Emergency Management Plan	570	0	0	0	0	0	0	0	570
Fire Services	973	0	0	0	0	0	0	0	973
Solid Waste Management	4,429	0	4,429	0	0	0	0	4,429	0
Transportation	30,955	0	9,400	0	0	100	0	2,140	19,315
Waterfront Revitalization	0	0	0	0	0	0	0	0	0
Department Total	41,009	0	10,108	0	0	100	0	3,792	27,009
Internal Services									
End of Lease/Sustainment	2,800	0	0	0	0	0	0	2,800	0
Facilities and Real Estate	6,355	0	0	0	0	1,918	0	0	4,437
Financial Services	2,115	0	0	0	0	0	0	2,115	0
Fleet Services	22,974	0	0	0	22,974	0	0	0	0
Human Resources	0	0	0	0	0	0	0	0	0
Information Technology	1,363	0	0	0	0	0	0	1,363	0
Department Total	35,607	0	0	0	22,974	1,918	0	6,278	4,437
Other City Programs									
City Clerk's Office	1,107	0	0	0	0	0	0	0	1,107
Energy Retrofit Program	4,821	0	0	0	0	0	0	1,996	2,825
Nathan Phillips Square	0	0	0	0	0	0	0	0	0
Union Station	1,745	0	0	0	0	0	0	0	1,745
Yonge-Dundas Project	250	0	0	0	0	0	0	0	250
3-1-1 Project Management Office	1,511	0	0	0	0	0	0	1,511	0
Department Total	9,434	0	0	0	0	0	0	3,507	5,927
Total City Operations	133,761	10	14,769	8,330	22,974	2,018	0	22,454	63,206



CITY OF TORONTO
2006 BAC Recommended Capital Budget
2005 Carry Forwards

Appendix 1(v)

	2005 Carry-forward	Financing Sources							Debt/Internal Sources
		Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Capital from Current	Federal Subsidy	Other	
(S000s)									
Citizen Centred Services - A									
Children's Services	3,063	0	0	2,585	0	0	0	478	0
Court Services	1,586	0	0	0	0	0	0	0	0
Culture	1,272	10	0	250	0	0	0	180	1,146
Economic Development	3,137	0	0	0	0	0	0	636	3,137
Emergency Medical Services	2,200	0	0	1,200	0	0	0	0	1,000
Homes for the Aged	33,287	0	4,661	4,295	0	0	0	5,475	18,856
Parks, Forestry & Recreation	3,166	0	0	0	0	0	0	2,108	1,058
Shelter, Support & Housing Administration	0	0	0	0	0	0	0	0	0
Social Services	0	0	0	0	0	0	0	0	0
Tourism	0	0	0	0	0	0	0	0	0
Department Total	47,711	10	4,661	8,330	0	0	0	8,877	25,833
Citizen Centred Services - B									
Business Support Services Division	112	0	0	0	0	0	0	112	0
City Planning Division	2,242	0	708	0	0	0	0	915	619
Cross Divisional Projects	1,728	0	0	0	0	0	0	625	1,103
Emergency Management Plan	570	0	0	0	0	0	0	0	570
Fire Services	973	0	0	0	0	0	0	0	973
Solid Waste Management	4,429	0	0	0	0	0	0	0	4,429
Transportation	30,955	0	9,400	0	0	100	0	2,140	19,315
Waterfront Revitalization	0	0	0	0	0	0	0	0	0
Department Total	41,009	0	10,108	0	0	100	0	3,792	27,009
Internal Services									
End of Lease/Sustainment	2,800	0	0	0	0	0	0	2,800	0
Facilities and Real Estate	6,355	0	0	0	0	1,918	0	0	4,437
Financial Services	2,115	0	0	0	0	0	0	2,115	0
Fleet Services	22,974	0	0	0	22,974	0	0	0	0
Human Resources	0	0	0	0	0	0	0	0	0
Information Technology	1,363	0	0	0	0	0	0	1,363	0
Department Total	35,607	0	0	0	22,974	1,918	0	6,278	4,437
Other City Programs									
City Clerk's Office	1,107	0	0	0	0	0	0	0	1,107
Energy Retrofit Program	4,821	0	0	0	0	0	0	1,996	2,825
Nathan Phillips Square	0	0	0	0	0	0	0	0	0
Union Station	1,745	0	0	0	0	0	0	0	1,745
Yonge-Dundas Project	250	0	0	0	0	0	0	0	250
3-1-1 Project Management Office	1,511	0	0	0	0	0	0	1,511	0
Department Total	9,434	0	0	0	0	0	0	3,507	5,927
total City Operations	133,761	10	14,769	8,330	22,974	2,018	0	22,454	63,206

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	2005 Carry-forward	Financing Sources							Debt/Internal Sources
		Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Capital from Current	Federal Subsidy	Other	
(S000s)									
Special Purpose Bodies & Other									
Exhibition Place	889	0	0	0	0	0	0	0	889
Toronto And Region Conservation Authority	0	0	0	0	0	0	0	0	0
Toronto Parking Enforcement Unit	1,500	0	0	0	0	0	0	0	1,500
Toronto Police Service	16,189	0	0	9,192	0	0	0	3,174	3,823
Toronto Public Health	1,070	0	0	0	0	0	0	0	1,070
Toronto Public Library	832	0	231	92	0	0	0	400	109
Toronto Zoo	1,754	0	0	0	0	0	0	0	1,754
Special Purpose Bodies & Other Total	22,234	0	231	9,284	0	0	0	3,574	9,145
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl. Transit & TPA)	155,995	10	15,000	17,614	22,974	2,018	0	26,028	72,351
Transit & TPA									
GO Transit	0	0	0	0	0	0	0	0	0
Toronto Port Authority	0	0	0	0	0	0	0	0	0
Toronto Transit Commission - Sheppard Subway	0	0	0	0	0	0	0	0	0
Toronto Transit Commission (Excl. R.T.E.P.)	0	0	0	0	0	0	0	0	0
Total Transit	0	0	0	0	0	0	0	0	0
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Incl. Transit & TPA)	155,995	10	15,000	17,614	22,974	2,018	0	26,028	72,351
RATE SUPPORTED PROGRAM									
Toronto Parking Authority	4,489	0	0	1,250	0	0	0	3,239	0
TOTAL RATE SUPPORTED CAPITAL PROGRAM	4,489	0	0	1,250	0	0	0	3,239	0
TOTAL CAPITAL PROGRAM	160,484	10	15,000	18,864	22,974	2,018	0	29,267	72,351



CITY OF TORONTO
2006 BAC Recommended Capital Budget
Excluding 2005 Carry Forwards

Appendix 2

	2006 Cash Flow	Financing Sources							Debt/Internal Sources
		Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Capital from Current	Federal Subsidy	Other	
((\$000s))									
Citizen Centred Services - A									
Children's Services	6,258	4,000	0	1,258	0	0	0	0	1,000
Court Services	2,600	0	0	2,600	0	0	0	0	0
Culture	8,777	100	0	680	0	0	525	2,155	5,317
Economic Development	5,034	0	0	0	0	0	0	1,542	3,492
Emergency Medical Services	5,120	472	0	0	0	0	0	0	4,648
Homes for the Aged	5,000	0	0	5,000	0	0	0	0	0
Parks, Forestry & Recreation	71,585	0	9,048	16,540	0	0	0	5,496	40,501
Shelter, Support & Housing Administration	5,786	0	67	0	0	0	137	425	5,157
Social Services	0	0	0	0	0	0	0	0	0
Tourism	300	0	0	0	0	0	0	150	150
Department Total	110,460	4,572	9,115	26,078	0	0	662	9,768	60,265
Citizen Centred Services - B									
Business Support Services Division	1,547	0	0	350	0	0	0	0	1,197
City Planning Division	4,473	0	672	0	0	0	0	0	3,801
Cross Divisional Projects	3,274	0	0	0	0	0	0	274	3,000
Emergency Management Plan	0	0	0	0	0	0	0	0	0
Fire Services	10,121	0	775	200	0	0	3,660	0	5,486
Solid Waste Management	20,839	0	0	6,309	669	0	0	0	13,861
Transportation	245,678	0	26,210	8,900	0	0	0	45,568	165,000
Waterfront Revitalization	43,731	81	0	0	0	0	81	0	43,569
Department Total	329,663	81	27,657	15,759	669	0	3,741	45,842	235,914
Internal Services									
End of Lease/Sustainment	16,138	0	0	16,138	0	0	0	0	0
Facilities and Real Estate	35,792	0	0	0	0	0	0	0	35,792
Financial Services	4,183	0	0	612	0	0	0	826	2,745
Fleet Services	57,943	0	0	0	57,943	0	0	0	0
Human Resources	0	0	0	0	0	0	0	0	0
Information Technology	9,472	0	0	0	1,022	0	0	0	8,450
Department Total	123,528	0	0	16,750	58,965	0	0	826	46,987
Other City Programs									
City Clerk's Office	2,689	0	0	315	556	0	0	0	1,818
Energy Retrofit Program	9,182	0	0	0	0	0	0	2,016	7,166
Nathan Phillips Square	550	0	0	0	0	0	0	0	550
Union Station	3,717	0	0	0	0	0	0	0	3,717
Yonge-Dundas Project	120	0	0	0	0	0	0	0	120
3-1-1 Project Management Office	6,724	0	0	0	0	0	0	0	6,724
Department Total	22,982	0	0	315	556	0	0	2,016	20,095
Total City Operations	586,633	4,653	36,772	58,902	60,190	0	4,403	58,452	363,261

Appendix 2



CITY OF TORONTO
2006 BAC Recommended Capital Budget
Excluding 2005 Carry Forwards

2006 Cash Flow	Financing Sources						
	Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Capital from Current	Federal Subsidy	Debt/Internal Sources
Special Purpose Bodies & Other							
Exhibition Place	0	0	0	0	0	0	15,161
Toronto And Region Conservation Authority	0	0	3,000	0	0	0	3,000
Toronto Parking Enforcement Unit	0	0	0	434	0	0	0
Toronto Police Service	0	0	0	10,432	0	0	31,918
Toronto Public Health	538	0	0	0	0	0	922
Toronto Public Library	0	1,271	164	1,000	0	0	10,000
Toronto Zoo	0	0	0	0	0	0	5,500
Special Purpose Bodies & Other Total	538	1,271	3,164	11,866	0	0	66,501
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl. Transit & TPA)	5,191	38,043	62,066	72,056	0	4,403	429,762
Transit & TPA							
GO Transit	0	0	0	0	0	0	20,000
Toronto Port Authority	0	0	0	0	0	0	3,000
Toronto Transit Commission - Sheppard Subway	0	0	0	0	0	0	2,350
Toronto Transit Commission (Excl. R.T.E.P.)	173,211	4,916	0	0	0	212,039	161,545
Total Transit	173,211	4,916	0	0	0	212,039	186,895
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Incl. Transit & TPA)	178,402	42,959	62,066	72,056	0	216,442	616,657
RATE SUPPORTED PROGRAM							
Toronto Parking Authority	0	0	5,600	0	0	0	0
TOTAL RATE SUPPORTED CAPITAL PROGRAM	0	0	5,600	0	0	0	0
TOTAL CAPITAL PROGRAM	178,402	42,959	67,666	72,056	0	216,442	616,657

Appendix 3



CITY OF TORONTO
2006 BAC Recommended Capital Budget
2006 Summary by Program by Category - Excluding 2005 Carry Forwards

	Health & Safety		Legislated		State of Good Repair		Service Improvement & Enhancement		Growth Related		Program Total	
	Gross	Debt/CFC	Gross	Debt/CFC	Gross	Debt/CFC	Gross	Debt/CFC	Gross	Debt/CFC	Gross	Debt/CFC
(\$000s)												
Citizen Centred Services - A												
Children's Services	5,000	1,000	0	0	0	0	1,258	0	0	0	6,258	1,000
Court Services	0	0	2,600	0	0	0	0	0	0	0	2,600	0
Culture	1,250	1,250	60	60	4,485	2,632	2,572	1,175	410	0	8,777	5,317
Economic Development	0	0	0	0	4,023	2,481	1,011	1,011	0	0	5,034	3,492
Emergency Medical Services	1,340	1,340	0	0	3,580	3,108	200	200	0	0	5,120	4,648
Homes for the Aged	2,000	0	0	0	3,000	0	0	0	0	0	5,000	0
Parks, Forestry & Recreation	1,843	35	301	150	34,308	29,805	32,104	10,432	3,029	79	71,885	40,501
Shelter, Support & Housing Administration	300	300	0	0	785	785	4,701	4,072	0	0	5,786	5,157
Social Services	0	0	0	0	0	0	300	150	0	0	300	150
Tourism	0	0	0	0	0	0	0	0	0	0	0	0
Department Total	11,733	3,925	2,961	210	50,181	38,811	42,146	17,240	3,439	79	110,460	60,285
Citizen Centred Services - B												
Business Support Services Division	0	0	150	150	0	0	1,397	1,047	0	0	1,547	1,197
City Planning Division	155	76	2,041	1,888	0	0	0	0	2,432	1,913	4,473	3,801
Cross Divisional Projects	0	0	0	0	1,984	1,789	1,135	1,135	0	0	3,274	3,000
Emergency Management Plan	0	0	0	0	0	0	0	0	0	0	0	0
Fire Services	480	480	5,173	1,513	2,718	2,718	0	0	1,750	775	10,121	5,486
Solid Waste Management	0	0	15,561	9,552	4,978	4,978	0	0	0	0	20,839	13,861
Transportation	7,690	4,196	0	0	142,390	138,556	12,095	8,758	83,503	13,690	245,678	165,000
Waterfront Revitalization	0	0	0	0	0	0	0	0	43,731	43,569	43,731	43,569
Department Total	8,325	4,752	23,225	13,193	152,070	147,172	14,637	10,940	131,416	59,947	339,663	235,914
Internal Services												
End of Lease/Sustainment	0	0	0	0	16,138	0	0	0	0	0	16,138	0
Facilities and Real Estate	22,533	22,533	6,980	6,980	2,223	2,223	4,056	4,056	0	0	35,792	35,792
Financial Services	0	0	127	127	335	335	3,721	2,283	0	0	4,183	2,745
Fleet Services	0	0	420	0	57,523	0	0	0	0	0	57,943	0
Human Resources	0	0	0	0	0	0	1,159	1,159	0	0	1,159	0
Information Technology	0	0	250	250	8,063	7,041	0	0	0	0	9,472	8,450
Department Total	22,533	22,533	7,777	7,257	84,282	9,599	8,936	7,498	0	0	123,528	46,987
Other City Programs												
City Clerk's Office	350	350	237	60	304	0	1,798	1,408	0	0	2,689	1,818
Energy Retrofit Program	750	563	1,500	1,125	0	0	6,932	5,478	0	0	9,182	7,166
Nathan Phillips Square	0	0	0	0	0	0	550	550	0	0	550	550
Union Station	3,717	3,717	0	0	0	0	0	0	0	0	3,717	3,717
Yonge-Dundas Project	120	120	0	0	0	0	6,724	6,724	0	0	6,724	6,724
3-1-1 Project Management Office	0	0	0	0	304	0	16,084	14,160	0	0	22,982	20,995
Department Total	4,937	4,750	1,737	1,185	286,837	195,582	81,713	49,838	134,855	60,926	586,633	363,361
Total City Operations	47,528	35,960	35,700	21,855	286,837	195,582	81,713	49,838	134,855	60,926	586,633	363,361



CITY OF TORONTO

2006 BAC Recommended Capital Budget
2006 Summary by Program by Category - Excluding 2005 Carry Forwards

	Health & Safety		Legislated		State of Good Repair		Service Improvement & Enhancement		Growth Related		Program Total	
	Gross	Debt/CFC	Gross	Debt/CFC	Gross	Debt/CFC	Gross	Debt/CFC	Gross	Debt/CFC	Gross	Debt/CFC
(5000s)												
Special Purpose Bodies & Other												
Exhibition Place	180	180	210	210	3,591	3,591	1,080	1,080	10,100	10,100	15,161	15,161
Toronto And Region Conservation Authority	0	0	0	0	5,607	2,607	393	393	0	0	6,000	3,000
Toronto Parking Enforcement Operations	0	0	0	0	434	0	0	0	0	0	434	0
Toronto Police Service	750	750	0	0	30,849	22,006	10,751	9,162	0	0	42,350	31,918
Toronto Public Health	0	0	1,280	742	0	0	300	180	0	0	1,580	922
Toronto Public Library	0	0	0	0	11,983	9,312	0	0	1,663	688	13,646	10,000
Toronto Zoo	0	0	96	96	2,664	2,664	2,740	2,740	0	0	5,500	5,500
Special Purpose Bodies & Other Total	930	930	1,586	1,048	55,128	40,180	15,264	13,555	11,763	10,788	84,671	66,501
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl. Transit & TPA)	48,458	36,890	37,286	22,903	341,965	235,762	96,977	63,993	146,618	70,814	671,304	439,762
Transit & TPA												
GO Transit	0	0	0	0	0	0	0	0	20,000	20,000	20,000	20,000
Toronto Port Authority	0	0	3,000	3,000	0	0	0	0	0	0	3,000	3,000
Toronto Transit Commission - Sheppard Subway	0	0	0	0	0	0	0	0	2,350	2,350	2,350	2,350
Toronto Transit Commission (Excl. R.T.E.P.)	0	0	18,554	5,246	517,953	146,713	30,337	8,578	3,567	1,008	570,411	161,545
Total Transit	0	0	21,554	8,246	517,953	146,713	30,337	8,578	25,917	23,358	595,761	186,895
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Incl. Transit & TPA)	48,458	36,890	58,840	31,149	859,918	382,475	127,314	71,971	172,535	94,172	1,367,065	616,657
RATE SUPPORTED PROGRAM												
Toronto Parking Authority	0	0	0	0	3,800	0	11,710	0	18,286	0	33,796	0
TOTAL RATE SUPPORTED CAPITAL PROGRAM	0	0	0	0	3,800	0	11,710	0	18,286	0	33,796	0
TOTAL CAPITAL PROGRAM	48,458	36,890	58,840	31,149	863,718	382,475	139,024	71,971	190,821	94,172	1,300,861	616,657

APPENDIX 4



CITY OF TORONTO
2006 BAC Recommended Capital Budget and Future Year Commitments - Financing Sources by Year
Financing Sources
Cash Flow (\$000s)

	Cash Flow						Total	Total
(\$000s)	2006	2007	2008	2009	2010	2011 to 2015	2006 to 2010	2006 to 2015
Total Previously Approved Projects (Excl. 2005 Carry Forward)	627,031							
Total New Projects	640,034							
Total Gross Expenditure (Excluding 2005 Carry Forward)	1,267,065							
Financing Sources								
Provincial/Federal Grants & Subsidies	9,594	1,641	1,248	70,038	0	0	82,521	82,521
Provincial Subsidy - TTC	173,211	205,387	105,127	0	65,695	0	549,420	549,420
Federal Subsidy - TTC	212,039	156,027	66,028	53,154	49,658	0	536,906	536,906
Development Charges	42,959	25,014	21,438	3,108	0	0	92,519	92,519
Reserves	72,056	210	60	168	62	130	72,556	72,686
Reserve Funds	62,066	17,743	3,209	0	0	0	83,018	83,018
Other	78,483	24,544	8,401	5,632	4,939	0	121,999	121,999
Capital From Current	124,172	124,172	124,172	124,172	109,916	222,851	606,604	829,455
Debt/Internal Sources	492,485	287,249	108,303	22,753	0	0	910,790	910,790
Total Financing	1,267,065	841,987	437,986	279,025	230,270	222,981	3,056,333	3,279,314

APPENDIX 3



CITY OF TORONTO
2006 BAC Recommended Capital Budget
2006 Capital Budget and 2007 - 2015 Capital Plan - Excluding 2005 Carry Forwards

	2005 Council Approved Capital Budget	2006 Gross Request	2006 Proposed Budget Gross	2006 BAC Recommended Gross	Future Year Commitments and Estimates				Program Total 2006 - 2010	Program Total 2010 - 2015	Program Total 2006 - 2015
					2007	2008	2009	2010			
((\$000s))											
Citizens Centred Services - A											
Children's Services	8,218	50,677	6,251	6,258	9,000	7,054	5,000	5,000	32,312	0	32,312
Court Services	0	2,600	2,600	2,600	4,800	2,000	0	0	9,400	0	9,400
Culture	6,671	10,535	6,972	8,777	8,925	4,870	5,900	5,075	33,207	65,065	98,572
Economic Development	5,515	6,537	5,021	5,034	5,380	5,323	5,041	5,029	25,807	42,347	68,154
Emergency Medical Services	6,616	5,120	5,120	5,120	6,348	7,812	7,869	7,168	34,517	14,185	48,702
Homes for the Aged	9,734	5,000	5,000	5,000	5,000	5,000	5,000	5,000	25,000	0	25,000
Parks, Forestry & Recreation	58,919	92,251	63,583	71,585	50,630	51,388	53,634	58,697	285,934	496,539	782,473
Shelter, Support & Housing Administration	5,347	8,015	6,165	5,786	5,939	4,362	4,534	5,278	25,899	9,277	35,176
Social Services	2,330	1,038	0	0	500	80	80	80	845	0	845
Tourism	75	300	300	300	500	80	80	80	1,040	425	1,465
Department Total	103,425	182,073	101,012	110,460	97,667	87,849	87,058	91,337	474,261	627,838	1,102,099
Citizens Centred Services - B											
Business Support Services Division	0	1,547	1,547	1,547	1,500	1,500	1,500	1,500	7,547	0	7,547
City Planning Division	7,554	5,034	4,473	4,473	5,466	5,451	5,330	5,337	26,057	30,150	56,207
Cross Divisional Projects	4,160	7,204	3,274	3,274	3,361	3,000	3,000	3,000	15,635	8,856	24,491
Emergency Management Plan	2,836	0	0	0	0	0	0	0	0	0	0
Fire Services	7,880	10,830	10,121	10,121	9,038	8,767	5,300	5,300	38,526	39,792	78,318
Solid Waste Management	28,424	25,746	20,839	20,839	63,448	57,013	21,384	33,849	196,533	105,586	302,119
Transportation	224,976	345,081	247,598	245,678	239,946	280,904	295,807	313,593	1,375,928	1,183,688	2,559,616
Waterfront Revitalization	20,023	43,731	43,731	43,731	59,080	68,174	40,472	34,688	246,145	202,829	448,974
Department Total	295,853	437,173	331,583	329,663	381,839	424,809	373,793	397,267	1,906,371	1,570,901	3,477,272
Internal Services											
End of Lease/Sustained	34,328	16,138	16,138	16,138	18,977	18,335	23,751	21,386	98,587	108,493	207,080
Facilities and Real Estate	34,655	35,000	35,792	35,792	35,620	35,643	35,666	35,328	178,049	58,401	236,450
Financial Services	3,153	4,980	4,183	4,183	6,352	5,555	5,456	2,550	24,096	10,455	34,551
Fleet Services	47,245	57,989	57,579	57,943	21,221	28,207	26,989	25,288	159,648	0	159,648
Human Resources	0	195	0	0	0	603	592	726	1,921	0	1,921
Information Technology	5,297	10,480	9,472	9,472	9,121	10,047	10,079	9,973	48,692	27,704	76,396
Department Total	124,678	124,782	123,164	123,528	91,291	98,390	103,533	95,251	510,993	205,653	716,646
Other City Programs											
City Clerk's Office	3,016	6,114	2,689	2,689	5,760	5,310	3,918	1,332	19,009	20,505	39,514
Energy Renovation Program	9,765	4,400	9,182	9,182	7,103	5,000	2,000	0	23,285	0	23,285
Nathan Phillips Square	0	550	550	550	1,500	4,650	4,650	4,650	16,000	0	16,000
Union Station	6,563	5,928	316	3,717	4,857	7,577	4,451	5,337	25,939	5,527	31,466
Yonge Dundas Project	478	120	120	120	0	0	0	0	120	0	120
Department Total	19,822	16,562	19,581	22,982	34,706	25,503	15,019	11,319	109,529	26,032	135,561
Total City Operations	543,783	760,509	575,340	586,633	606,403	636,651	577,403	595,164	3,001,154	2,439,424	5,440,578

APPENDIX 5



CITY OF TORONTO

2006 BAC Recommended Capital Budget

2006 Capital Budget and 2007 - 2015 Capital Plan - Excluding 2005 Carry Forwards

	2005 Council Approved Capital Budget	2006 Gross Request	2006 Proposed Budget Gross	2006 BAC Recommended Gross	Future Year Commitments and Estimates				Program Total 2006 - 2010	Program Total 2010 - 2015	Program Total 2006 - 2015
					2007	2008	2009	2010			
Special Purpose Bodies & Other											
Exhibition Place	5,530	5,995	15,125	15,161	6,325	7,060	8,650	6,500	43,676	5,475	49,151
Toronto And Region Conservation Authority	5,946	7,987	6,000	6,000	6,316	6,592	6,742	6,590	32,240	38,870	71,110
Toronto Parking Enforcement Operations	4,534	434	434	434	434	434	434	434	2,170	2,170	4,340
Toronto Police Service	44,254	45,615	42,350	42,350	39,783	40,034	40,059	40,033	202,259	112,103	314,362
Toronto Public Health	2,302	6,165	1,580	1,580	3,143	3,759	3,174	404	12,066	0	12,066
Toronto Public Library	13,716	17,055	12,646	13,646	15,323	16,520	13,881	15,127	74,497	99,314	173,811
Toronto Zoo	5,039	8,841	5,500	5,500	8,190	5,650	6,100	13,000	38,440	59,256	97,696
Special Purpose Bodies & Other Total	81,341	92,092	83,635	84,671	79,514	80,049	79,020	82,088	405,342	317,388	722,730
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl. Transit & TPA)	625,124	852,682	658,975	671,304	684,917	716,600	656,423	677,252	3,406,496	2,747,212	6,153,708
Transit & TPA											
GO Transit	19,437	21,700	20,000	20,000	20,000	20,300	18,400	15,200	93,900	16,700	110,600
Toronto Port Authority	3,000	3,000	3,000	3,000	3,000	3,000	1,700	1,700	12,400	3,400	15,800
Toronto Transit Commission - Sheppard Subway	16,981	122	122	122	1,500	1,050	(600)	2,000	4,072	0	4,072
Toronto Transit Commission (Excl. R.T.E.P.)	368,624	640,200	571,839	572,639	692,544	629,214	719,758	657,675	3,271,830	2,007,387	5,279,217
Total Transit	408,042	665,022	594,961	595,761	717,044	653,564	739,258	676,575	3,382,202	2,016,987	5,409,189
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Incl. Transit & TPA)	1,033,166	1,517,704	1,253,936	1,267,065	1,401,961	1,370,164	1,395,681	1,353,827	6,788,698	4,774,199	11,562,897
RATE SUPPORTED PROGRAM											
Toronto Parking Authority	24,191	31,796	33,796	33,796	27,536	28,531	27,500	20,700	138,063	0	138,063
TOTAL RATE SUPPORTED CAPITAL PROGRAM	24,191	31,796	33,796	33,796	27,536	28,531	27,500	20,700	138,063	0	138,063
TOTAL CAPITAL PROGRAM	1,057,357	1,549,500	1,287,732	1,300,861	1,429,497	1,398,695	1,423,181	1,374,527	6,926,761	4,774,199	11,700,960



2006 BAC Recommended Capital Budget
Technical Adjustments - Additional 2005 Carry Forwards (\$'000s)

Appendix 6(i)

Program / Project	Sub-Project	REVISE CARRY FORWARDS		\$ CHANGE	
		Gross	Debt	Gross	Debt
3-1-1 Project Management Office					
3-1-1 Service Page	#1 3-1-1 Service Page		99	0	99
KB Content Development	#1 KB Content Development		787	0	197
3-1-1 Total			886	0	296
Culture					
Collections Care---ACH000015	Conservation and Collections Facilities---7		20	20	5
Collections Care---ACH000015	Culture Collections Centre- Waterfront---40		60	60	(30)
Cultural Infrastructure Dev. ACH000010	Guild Revitalization---26		380	0	80
Cultural Infrastructure Dev. ACH000010	Public Art (King City underpass)---32		16	16	1
Cultural Infrastructure Dev. ACH000010	Public Art (2005)---34		45	45	25
Major Maintenance---ACH000016	Canstage- Capital Maintenance 2005-2012		57	57	11
Restoration ACH000012	Wychwood Car Barns Remediation 2005---60		200	190	100
Restoration ACH000012	Outdoor Public Art Maintenance---56		37	37	22
Restoration ACH000012	Don Valley Brickworks (2005)---6		78	78	18
Restoration ACH000012	Fort York 2005-2012-----58		14	14	14
Restoration ACH000012	Casa Loma Exterior Structural Restoration---50		250	200	250
Restoration ACH000012	Toddern Mills Museum and Art Centre---33		58	58	58
Restoration ACH000012	Morrish Store Restoration-----48		48	48	48
Sub-Total			1,263	823	602
Facilities & Real Estate					
FAC000063/Masonry and Concrete Rehabilitation	52/General sandstone masonry restoration & replacement-60 Queen St		250	250	250
FAC000106/Site Work	23/Implementation of new parking systems - Various Locations		15	15	15
FAC000449/BIP-Property Inventory	1/Property Inventory Development & Benchmarking -Various locations		310	500	310
FAC006179/Special Corporate Projects	1/Master Accommodation Plan - approved cash flow for 2005 - project		500	500	500
FAC006391/Environmental	13/BIP Project - Stage 2 - Phase 1 - SAP implementation -Various loca		190	190	190
FAC006392/Barrier Free/Equity	6/City Hall PCB Remediation -100 Queen St. W		8	8	8
FAC006392/Barrier Free/Equity	2/Signage Retrofit in Barrier Free work plan-Variou locations		3	3	3
FAC006392/Barrier Free/Equity	7/Carry out Barrier Free / Accessibility Audits, Essential Retrofit Work		80	80	80
FAC006393/Re-roofing	14/Signage Retrofit in Barrier Free work plan-Variou locations		8	8	8
FAC006393/Re-roofing	20/Re-roofing - phase i of iii -55 John St		150	150	150
FAC006394/Structural/Building Envelope	28/Re-roofing - phase I-40 College St		100	100	100
FAC006395/Mechanical/Electrical	54/Reconstruction of structural floor slab in main garage-843 Eastern A		44	44	44
FAC006395/Mechanical/Electrical	212/Variou loc-Mech and Elec Component Renewal		198	198	198
FAC006396/Sitework	217/Phased new A/C system & elec. upgrades-60 Queen Street W		289	289	1
FAC006396/Sitework	12/Retrofit new signage for Corporate facilities -Various locations		200	200	200
FAC006397/Renovations	38/Garage intermediate slab repairs-1530 Markham Rd		107	107	107
FAC006398/Capital Construction	51/100 Queen Street West -Main Fl Renov-needs ass		255	255	255
FAC006398/Capital Construction	10/NPS design competition-phase 11 additional funding		274	274	274
FAC006402/State of Good Repair - Police	8/Demolish office building -2696 Eglinton Ave West		443	443	443
	2/Mechanical and Electrical -30 Upjohn Road,75 Eglinton W & 40 Co		944	944	944
Sub-Total			4,368	2,450	4,080



2006 BAC Recommended Capital Budget

Technical Adjustments - Additional 2005 Carry Forwards (\$'000s)

Appendix 6(i)

Program / Project		Sub-Project	REVISE CARRY FORWARDS		\$ CHANGE	
			Gross	Debt	Gross	Debt
Financial Services						
I/Acc. Payable Process Improvements			85		85	85
I/E. Procurement			65		65	65
I/Time Entry System -Replacements			(95)		(95)	(95)
Sub-Total			55		55	55
Fleet Services						
Vehicle/Equipment Purchase - 2005			657	0	0	0
Vehicle/Equipment Purchase - 2005			3,494	0	0	(1,368)
Insurance Contingency - 2006			47	0	0	47
Vehicle/Equipment Purchases - 2005			128	0	0	46
Vehicle/Equipment Purchases - 2005			1,285	0	0	(141)
Vehicle/Equipment Purchase - 2005			3,494	0	0	(99)
Vehicle/Equipment Purchase - 2005			1,722	0	0	(840)
Vehicle/Equipment Purchase - 2005			176	0	0	176
Sub-Total			11,003	0	0	(2,207)
Information & Technology						
Application Response Monitoring			13	0	0	(79)
Telecom Management System			500	0	0	200
Sub-Total			513	0	0	121
Parks, Forestry & Recreation						
PKS000014 - Facility Components			163	0	0	163
PKS000014 - Facility Components			281	0	0	281
PKS000014 - Facility Components			18	0	0	18
PKS000014 - Facility Components			1,326	0	0	230
PKS000015 - Land Acquisition			50	0	0	(50)
PKS000015 - Land Acquisition			770	0	0	770
PKS000015 - Land Acquisition			425	0	0	(425)
PKS000016 - Outdoor Recreation			200	200	175	175
PKS000016 - Outdoor Recreation			95	95	10	10
PKS000016 - Outdoor Recreation			90	51	51	51
PKS000016 - Outdoor Recreation			90	51	90	51
PKS000016 - Outdoor Recreation			50	0	45	0
PKS000016 - Outdoor Recreation			130	77	(15)	0
PKS000016 - Outdoor Recreation			534	0	414	0
PKS000016 - Outdoor Recreation			697	697	597	697
PKS000016 - Outdoor Recreation			95	95	95	95
PKS000016 - Outdoor Recreation			960	510	460	0
PKS000016 - Outdoor Recreation			145	145	145	145
PKS000016 - Outdoor Recreation			310	310	(15)	(15)



2006 BAC Recommended Capital Budget

Technical Adjustments - Additional 2005 Carry Forwards (\$'000s)

Appendix 6(i)

Program / Project	Sub-Project	REVISE CARRY FORWARDS		\$ CHANGE	
		Gross	Debt	Gross	Debt
PKS000016 - Outdoor Recreation	286 - Outdoor Multi-sports complex - Nike Canada Ltd.	118	0	0	(132)
PKS000017 - Park Development	30 - Cawthra Square-North Area Irrigation,seats,plants	310	166	0	(15)
PKS000017 - Park Development	291 -Clarence Square - Redevelopment Phase 1	77	0	0	(5)
PKS000017 - Park Development	297 -Hupfield Park- Redevelopment	50	50	(25)	(25)
PKS000017 - Park Development	300 -McCowan District Park - New Development	652	0	0	652
PKS000017 - Park Development	305 -Rouge Marsh Park - Development	485	0	0	155
PKS000017 - Park Development	309 -Taylor Creek Starts at Victoria Park	35	35	35	35
PKS000017 - Park Development	317 -Old 31 Police Division - Park Development	0	0	0	(100)
PKS000017 - Park Development	318 -Pinery Trail Park - Development	139	77	0	139
PKS000017 - Park Development	334 -Massey Grove Park - Redevelopment, Phase 1	430	230	0	80
PKS000017 - Park Development	335 -Albion & Gihon Park Redevelopment	550	0	0	50
PKS000017 - Park Development	357 -CP PS Lead - Phase 1- FY2005 (TBP T74)	119	119	0	(381)
PKS000017 - Park Development	364 -CAMP (SGR) Parks Renaissance FY05	188	102	0	(10)
PKS000017 - Park Development	369 -Heron Park - Installation of Sewers	39	39	30	(30)
PKS000017 - Park Development	370 -High Park Children's Garden Kitchen	42	42	42	(11)
PKS000017 - Park Development	371 -High Park Children's Garden Repairs	630	0	0	42
PKS000017 - Park Development	374 -Harbourfront Park Development FY2005-06	1,045	800	0	(35)
PKS000017 - Park Development	377 -Wychwood Barns Phase Two - Site remediation	463	141	0	(55)
PKS000017 - Park Development	378 -Victoria Memorial Park Restoration	1,636	1,636	0	(25)
PKS000017 - Park Development	386 -Spring Grass Cutting Machines	865	865	1,136	1,136
PKS000017 - Park Development	387 -Tree Service Vehicles	80	0	865	865
PKS000017 - Park Development	447 -Hodgson Public School Greening Proposal	455	0	0	(80)
PKS000018 - Parking Lots & Tennis Courts	145 -CAMP (SGR) Parking Lots FY2005	470	0	0	355
PKS000018 - Parking Lots & Tennis Courts	147 -CAMP (SGR) Tennis Courts & Sports Pads FY05	335	179	0	320
PKS000019 - Playgrounds/Waterway	29 -Hanlan's Point - Wading Pool Conversion	199	0	335	335
PKS000019 - Playgrounds/Waterway	197 -Playground Reh- CSA Guideline FY03-05	305	166	0	(551)
PKS000019 - Playgrounds/Waterway	199 -Dunlop Park - Conversion of Wading Pool	275	204	5	5
PKS000019 - Playgrounds/Waterway	205 -Scarborough Bluffs Park - Waterplay	300	129	35	35
PKS000019 - Playgrounds/Waterway	217 -Cawthra Square - Wading Pool Conversion	310	310	0	(15)
PKS000019 - Playgrounds/Waterway	232 -Play Area Enhancements FY05	508	508	300	300
PKS000019 - Playgrounds/Waterway	76 -CAMP (SGR) Pool Indoors FY2005	1,234	1,234	264	264
PKS000020 - Pool	78 -CAMP (SGR) Pool Outdoors ODP FY05	1,057	1,057	734	734
PKS000020 - Pool	80 -Eblibcoke Olympium Roof Top Unit	380	380	414	414
PKS000020 - Pool	138 -Cummer Arena-Add 2 additional change rooms	237	200	380	380
PKS000021 - Arena	141 -Ted Reeve Bubble Required Capital Costs 2004/05/06	61	0	37	37
PKS000021 - Arena	145 -Scarborough Centennial Arena - Seating	95	95	50	50
PKS000021 - Arena	150 -CAMP (SGR) Arena Outdoors FY2005	1,839	1,839	45	45
PKS000021 - Arena	155 -CAMP (SGR) Arena Indoor FY2005	1,944	1,944	1,567	1,567
PKS000021 - Arena	200 -CAMP (SGR) Trails & Pathways FY05	816	816	885	885
PKS000022 - Trails & Pathways	203 -Little Avenue Memorial Park New Staircase	69	69	527	527
PKS000022 - Trails & Pathways	170 -City Wide Environmental Initiatives FY05	170	0	69	69
PKS000024 - Environmental Initiatives	172 -Tree Advocate Program-City Wide FY05	262	0	(440)	(440)
PKS000024 - Environmental Initiatives	176 -Erosion, Health & Safety, Asset Preservation FY05	521	0	262	262
PKS000024 - Environmental Initiatives	178 -Milne Hollow - Slope & Wetland Plantings FY2005	47	47	0	96
PKS000024 - Environmental Initiatives	179 -Sherwood Pk Erosion & Vegetative Management FY2005	65	65	27	27
PKS000026 - Special Facilities	82 -Civic Garden Centre Site Redevelopment	43	0	25	25
				43	43



2006 BAC Recommended Capital Budget
Technical Adjustments - Additional 2005 Carry Forwards (\$'000s)

Appendix 6(i)

Program / Project	Sub-Project	REVISE CARRY FORWARDS		\$ CHANGE	
		Gross	Debt	Gross	Debt
PKS0000026 - Special Facilities	86 - James Garden - Artificial Bowling Greens	237	128	237	128
PKS0000026 - Special Facilities	93 - CAMP (SGR) SF Buildings & Structures FY05	245	0	95	0
PKS0000026 - Special Facilities	97 - Allen Gardens Conservatory Plant Display	71	71	(4)	(4)
PKS0000026 - Special Facilities	98 - Centennial Park Conservatory - Heat system	469	469	44	44
PKS0000026 - Special Facilities	99 - Children's Teaching Conservatory - Shade System	65	65	65	65
PKS0000026 - Special Facilities	103 - Scarlett Woods GC-Irrigation System Upgrade	475	475	275	275
PKS0000026 - Special Facilities	105 - Cent Ski Centre Replace Poma/install tubing	270	0	270	0
PKS0000026 - Special Facilities	47 - South Elob CC - Gym & multi-purpose development	194	194	194	0
PKS023 - Community Centres	142 - North East Scarborough CC Study	120	0	120	0
PKS023 - Community Centres	160 - Thistletown CC - Building Rehab. Reno Air	298	69	98	69
PKS023 - Community Centres	169 - Jenner Jean-Marie CC-Add addition & New facility	190	190	15	15
PKS023 - Community Centres	182 - Edithvale CC - Design Phase	455	0	(25)	0
PKS023 - Community Centres	197 - CAMP (SGR) - Community Centre-FY05	1,327	1,327	734	734
PKS023 - Community Centres	199 - 61 Edgehill Road - Fire and Safety Code Work	9	9	(41)	(41)
PKS023 - Community Centres	202 - Scarborough Village CRC - Refit washrooms	35	35	35	35
Sub-Total		30,937	18,410	13,209	9,824
Toronto Public Health					
TPH906094 Public Health IT Plan	4 Toronto Community Health Inf System (TCHIS)	1,070	1,070	0	0
Sub-Total		1,070	1,070	0	0
Toronto Public Library					
LIB000193/Jane Sheppard	LIB000193-01 Jane Sheppard Lib Reconstructn	447	124	(21)	124
Sub-Total		447	124	(21)	124
Total		50,542	22,932	16,135	12,627



2006 BAC Recommended Capital Budget
Technical Adjustments - Additional 2004 & Prior Carry Forwards (\$'000s)

Appendix 6(ii)

Program / Project	Sub-Project	REVISE CARRY FORWARDS		\$ CHANGE	
		Gross	Debt	Gross	Debt
Culture					
ACH000012	Restoration		180		180
	Trinity Bedwood----43		180		180
Sub-Total					
Fleet Services					
FLT000475-5	Community Services-Fleet Replacement		68	0	68
FLT000475-6	Community Services-Fleet Replacement		204	0	204
FLT000477-1	Community Services-Fleet Replacement		79	0	79
FLT000477-2	Corporate Services-Fleet Replacement		27	0	27
FLT000477-4	Corporate Services-Fleet Replacement		53	0	53
FLT000477-5	Corporate Services-Fleet Replacement		216	0	216
FLT000477-6	Corporate Services-Fleet Replacement		287	0	287
FLT000478-6	Economic Development-Fleet Replacement		1,192	0	(480)
FLT000481-5	Urban Development Services-Fleet Replacement		111	0	111
FLT000482-2	WES-Solid Waste-Fleet Replacement		377	0	377
FLT000482-4	WES-Solid Waste-Fleet Replacement		855	0	63
FLT000482-5	WES-Solid Waste-Fleet Replacement		1,608	0	130
FLT000482-6	WES-Solid Waste-Fleet Replacement		228	0	(40)
FLT000483-5	WES-Technical Services Fleet Replacement		92	0	92
FLT000484-1	WES-Transportation-Fleet Replacement		175	0	(66)
FLT000484-5	WES-Transportation-Fleet Replacement		142	0	63
FLT000484-6	WES-Transportation-Fleet Replacement		1,348	0	(242)
FLT000485-2	WES-Water Services-Fleet Replacement		59	0	59
FLT000485-4	WES-Water Services-Fleet Replacement		1,497	0	(106)
FLT000485-5	WES-Water Services-Fleet Replacement		52	0	(92)
FLT000485-6	WES-Water Services-Fleet Replacement		1,372	0	(28)
FLT000486-5	WES-Ambulance-Fleet Replacement		22	0	22
FLT000487-5	WES-Fire-Fleet Replacement		1,532	0	1,532
FLT000487-6	WES-Fire-Fleet Replacement		2,980	0	(1,886)
FLT906023-5	Waste Water Services-Vehicle Replacement		1,388	0	(79)
Sub-Total			15,964	0	364



**2006 BAC Recommended Capital Budget
Technical Adjustments - Additional 2004 & Prior Carry Forwards (\$'000s)**

Appendix 6(ii)

Program / Project	Sub-Project	REVISE CARRY FORWARDS		\$ CHANGE	
		Gross	Debt	Gross	Debt
<u>Parks, Forestry & Recreation</u>					
PKS000015	Land Acquisition	570	0	570	0
PKS000015	Land Acquisition	280	0	280	0
PKS000016	Outdoor Recreation Centres	35	35	35	35
PKS000016	Outdoor Recreation Centres	131	0	131	0
PKS000016	Outdoor Recreation Centres	57	0	57	0
PKS000016	Outdoor Recreation Centres	197	0	197	0
PKS000016	Outdoor Recreation Centres	150	0	150	0
PKS000017	Park Development	50	0	50	0
PKS000017	Park Development	825	0	825	0
PKS000017	Park Development	50	0	50	0
PKS000017	Park Development	80	0	80	0
PKS000017	Park Development	2,361	0	2,361	0
PKS000017	Park Development	150	0	150	0
PKS000017	Park Development	176	0	176	0
PKS000017	Park Development	254	10	199	0
PKS000017	Park Development	172	0	(172)	0
PKS000017	Park Development	90	0	65	0
PKS000017	Park Development	200	0	15	0
PKS000017	Park Development	200	0	7	0
PKS000017	Park Development	45	0	45	0
PKS000017	Park Development	1,170	0	200	0
PKS000017	Park Development	164	0	26	0
PKS000017	Park Development	56	0	(7)	0
PKS000018	Parking Lots & Tennis Courts	555	0	15	0
PKS000020	Pools	143	0	143	0
PKS000020	Pools	200	0	200	0
PKS000021	Arena	1,309	0	59	0
PKS000022	Trails and Pathways	110	0	110	0
PKS000022	Trails and Pathways	48	0	48	0
PKS000022	Trails and Pathways	370	0	370	0
PKS000022	Trails and Pathways				



Program / Project		Sub-Project	REVISE CARRY FORWARDS		\$ CHANGE	
			Gross	Debt	Gross	Debt
PKS000024	Environmental Initiatives	145 - Milne Hollow Slope & Wetland Plantings FY 2004	79	0	79	0
PKS000024	Environmental Initiatives	168 - Installation of Drainage & grading Correction	102	0	(102)	0
PKS000026	Special Facilities	72 - CAMP (SGR) Special Facilities	260	0	260	0
PKS000026	Special Facilities	78 - Allan Gardens Conservatory Master Plan FY2004	114	0	114	0
PKS000026	Special Facilities	83 - Don Valley GC Replace Water Supply	120	0	120	0
PKS000026	Special Facilities	84 - High Park Lott Memorial Fountain	298	0	98	0
PKS000026	Special Facilities	92 - Allan Gardens Landscape Plan	146	0	146	0
PKS000026	Community Centres	71 - 40 Wabash Parkdale CC Demolition & Site Clean-up	405	0	225	0
PKS023	Community Centres	168 - Edithvale Community Centre Study (New)	56	0	37	0
PKS023	Community Centres	172 - CAMP (SGR) Community Centre 2004	202	0	202	0
PKS023	Community Centres	174 - Fountainhead Tennis Building - Study	58	0	(58)	0
PKS023	Community Centres	175 - Heron Park CRC New Transformer	114	0	114	0
PKS023	Community Centres	178 - North District CC - Can Tire site FY 2004	340	0	(72)	0
PKS023	Community Centres	180 - West Acres Senior Centre Emergency Vehicle Act	8	0	(8)	0
Sub-Total			12,500	45	5,962	35
Total			28,644	45	6,506	35



City of Toronto
2006 BAC Recommended Capital Budget
Development Charge Funded Projects by Ward

Appendix 7

Ward / Program	Project	Sub - Project	2006		2007 - 2010	
			Gross	DC	Gross	DC
<u>Davenport</u>						
Parks, Forestry & Recreation	Park Development	CP PS Lead - Phase Two (TBP T74)	500	0	2,600	750
Toronto Public Library	Bloor/Gladstone District Library		1,663	975	3,449	2,846
Toronto Public Library	Dufferin/St.Clair Neighbourhood Library Renovation	Dufferin/St.Clair Neighbourhood Library Renovation	119	104	2,329	0
Sub-Total			2,282	1,079	8,378	3,596
<u>Don Valley East</u>						
Parks, Forestry & Recreation	Arena	Victoria Village Arena Additional Community Space	1,300	490	0	0
Sub-Total			1,300	490	0	0
<u>Don Valley West</u>						
Parks, Forestry & Recreation	Community Centres	Jenner Jean-Marie CC-Addl & New Facility construct	4,908	2,000	1,982	0
Transportation	Leaside Bridge	Leaside Bridge - History 2005	12,200	3,600	0	0
Sub-Total			17,108	5,600	1,982	0
<u>Eatonville Centre</u>						
Parks, Forestry & Recreation	Park Development	West Deane Park-Reno Washrm, Path & Ball Lights	50	50	0	0
Sub-Total			50	50	0	0
<u>Etobicoke Lakeshore</u>						
Parks, Forestry & Recreation	Arena	Queensway New Fieldhouse	100	0	1,700	500
Parks, Forestry & Recreation	Community Centres	South Etob CC-Gym & multi-purpose development	1,748	576	0	0
Parks, Forestry & Recreation	Community Centres	South Etobicoke CC - Small Office and Storage Room	87	18	0	0
Parks, Forestry & Recreation	Land Acquisition	Legal Fees for W/District Land Expropriation	280	280	0	0
Sub-Total			2,215	874	1,700	500
<u>Etobicoke North</u>						
Parks, Forestry & Recreation	Environmental Initiatives	Humber Arboretum Nature Centre Construction	200	142	0	0
Sub-Total			200	142	0	0
<u>Parkdale High Park</u>						
Parks, Forestry & Recreation	Special Facilities	High Park Lott Memorial Fountain	298	110	0	0
Toronto Public Library	Jane/Dundas Neighbourhood Library Renovation	Jane/Dundas Neighbourhood Library Renovation	128	113	2,536	0
Sub-Total			426	223	2,536	0



City of Toronto
2006 BAC Recommended Capital Budget
Development Charge Funded Projects by Ward

Appendix 7

Ward / Program	Project	Sub - Project	2006		2007 - 2010	
			Gross	DC	Gross	DC
Scarborough Southwest						
Parks, Forestry & Recreation	Park Development	McCowan District Park - New Development	339	339	0	0
	Park Development	McCowan District Park Phase two	750	300	0	0
Sub-Total			1,089	639	0	0
Scarborough Agincourt						
Transportation	Ellesmere, Warden - Kennedy	Ellesmere, Warden - Kennedy	4,700	2,500	3,635	1,817
	Steeles/Kennedy Grade Separation	Steeles/Kennedy Grade Separation	500	500	25,200	12,600
Sub-Total			5,200	3,000	28,835	14,417
Scarborough East						
Parks, Forestry & Recreation	Community Centres	Heron Park CRC - New transformer	114	114	0	0
Parks, Forestry & Recreation	Park Development	Port Union - Village Common Site Development	825	825	0	0
Parks, Forestry & Recreation	Park Development	Port Union Village - Bill Hancox	339	339	0	0
Parks, Forestry & Recreation	Park Development	Rouge Marsh Park - Development	1,170	1,170	0	0
Sub-Total			2,448	2,448	0	0
Scarborough Rouge River						
Parks, Forestry & Recreation	Parking Lots and Tennis Courts	Agincourt CRC - Parking Lot Rehab	555	555	0	0
Transportation	Morningside Avenue/Finch Avenue Grade Separation	Morningside Ave./Finch Ave. Grade Separation	7,500	3,750	7,500	3,750
Transportation	Morningside Avenue/Finch Avenue Grade Separation	Morningside Ave/Finch Ave Grade Sep. - History 2005	3,150	1,575	0	0
Sub-Total			11,205	5,880	7,500	3,750
Trinity Spadina						
Transportation	Construction of Underpass - Railway Lands	Construction of Underpass - Railway Lands	2,300	2,300	12,700	12,700
Transportation	Dufferin Street Jog Elimination	Dufferin Street Jog Elimination - History	6,000	1,920	16,671	5,382
Sub-Total			8,300	4,220	29,371	18,082
Willowdale						
Fire	Station C (Sheppard Ave between Leslie/Bayview)	Station C (Sheppard Ave between Leslie/Bayview)	1,550	775	3,150	1,575
Parks, Forestry & Recreation	Community Centres	Edithvale Community Centre study (New)	56	56	0	0
Parks, Forestry & Recreation	Community Centres	North District CC - Can-Tire Site FY2004	340	201	0	0
Shelter, Support & Housing Administration	SHORT TERM SHELTER ACCOMMODATION	EVAS YOUTH 2006	0	0	640	14
Sub-Total			1,946	1,032	3,790	1,589



City of Toronto
2006 BAC Recommended Capital Budget
Development Charge Funded Projects by Ward

Appendix 7

Ward / Program	Project	Sub - Project	2006		2007 - 2010	
			Gross	DC	Gross	DC
York Centre						
Toronto Public Library	Jane Sheppard Neighbourhood Library Reconstruction	Jane Sheppard Neighbourhood Library Reconstruction	0	0	1,482	500
Transportation	Keele/Wilson	Keele/Wilson	1,000	500	0	0
Sub-Total			1,000	500	1,482	500
York West						
City Planning	DEVELOPMENT CHARGE FUNDED STUDIES	YORK UNIVERSITY SECONDARY PLAN REVIEW	50	27	0	0
Sub-Total			50	27	0	0
City Wide						
City Planning	Development Charge Funded Studies	Environmental Assessment Transit Studies 2006	250	166	0	0
City Planning	Development Charge Funded Studies	Growth Studies (2006)	60	32	300	159
City Planning	Development Charge Funded Studies	Avenue Studies 2006	210	139	0	0
City Planning	Development Charge Funded Studies	ENVIRONMENTAL ASSESSMENTS RE-TRANSP. STRATEG	83	55	0	0
City Planning	Intensification & Tall Building Location	Intensification & Tall Building Location Analysis	150	100	300	199
City Planning	New Zoning By-Law	NEW ZONING BY-LAW 2005 - 2007	1,151	153	2,679	356
City Planning	Community Centres	CAMP(SGR) - Community Centre 2004	202	202	0	0
Parks, Forestry & Recreation	Facility Components	Investigation and Pre-Engineering FY2006	100	50	0	0
Parks, Forestry & Recreation	Facility Components	Various Bldgs & Parks-Accessibility Prog. FY2006	1,000	500	0	0
Parks, Forestry & Recreation	Outdoor Recreation Centres	North District Sports Fields Upgrades	131	131	0	0
Parks, Forestry & Recreation	Outdoor Recreation Centres	Skateboard Parks City Wide FY2006	500	250	0	0
Parks, Forestry & Recreation	Park Development	Master Planning (Pre-Eng)-Parks FY2006	200	100	0	0
Parks, Forestry & Recreation	Trails & Pathways	Toronto Bike Plan - CW Expansion (TBP) FY2006	500	250	0	0
Parks, Forestry & Recreation	717 BROADVIEW	Development Charge Funding Allocation	67	67	0	0
Shelter, Support & Housing Administration	Funding Allocation Status 5	Funds Allocation - \$2- Service Imp.	4,916	4,916	3,759	3,759
Toronto Transit Commission	Multi-branch Minor Reno Program 2006	Multi-branch Minor Reno Program 2006	1,710	79	0	0
Toronto Public Library	Advanced Traffic Signal Control	Advanced Traffic Signal Control	1,700	1,275	0	0
Transportation	Engineering Studies	Engineering Studies	1,150	400	0	0
Transportation	Gardiner from DYP to 427	Gardiner DVP to 427	5,934	434	2,600	0
Transportation	Growth Related Capital Works	City Wide Development Related	2,000	2,000	0	0
Transportation	Leslie / Sheppard	Leslie Sheppard - History 2005	1,200	1,200	0	0
Transportation	New Traffic Control Signals / Devices	New Traffic Control Signals / Devices	2,460	1,957	290	217
Transportation	Safety and Operational Improvements	Safety and Operational Improvements	500	250	0	0
Transportation	Signal Major Modifications	Signal Major Modifications	1,650	1,537	430	323
Transportation	Traffic Control - RESCU	Traffic Control - RESCU	683	512	2,817	2,113
Sub-Total			28,507	16,755	13,175	7,126
Grand Total			83,326	42,950	98,749	49,560

No.	Appendix 9(A) (Capital Budget) Reports Recommended for Adoption by the Budget Advisory Committee
	CITIZEN CENTRED SERVICES – A
	3-1-1 Customer Service Strategy
(1)	(November 9, 2005) from the Administration Committee, entitled “3-1-1 Customer Service Strategy: 2006 Capital Budget Request and 2007/8 Projected Budget Estimates”
	CITIZEN CENTRED SERVICES – B
	Fire Services
(2)	(July 18, 2005) from Fareed M. Amin, Deputy City Manager, entitled “Transfer of the Corporate Emergency Management Capital Program”
	INTERNAL SERVICES
	Facilities and Real Estate
(3)	(November 8, 2005) from the Administration Committee and Planning and Transportation Committee, entitled “Framework for Nathan Phillips Square Design Competition and Capital Funding Forecast for Project Implementation”
	OTHER CITY PROGRAMS
	Energy Retrofit Program
(4)	(October 26, 2005) from the Deputy City Manager and Chief Financial Officer, entitled “Energy Retrofit Program Status and Request for Additional Funding”

(Communication dated November 9, 2005, addressed to the
Budget Advisory Committee from the Administration Committee)

Recommendation:

The Administration Committee recommended to the Budget Advisory Committee and Policy and Finance Committee that Council adopt the staff recommendations in the Recommendations Section of the report (October 24, 2005) from the 3-1-1 Deputy City Manager, as amended, by adding the following new Recommendation (7) and renumbering the remaining recommendations accordingly:

- “(7) the 3-1-1 Lead Deputy City Manager be requested to report quarterly to the e-City Committee on the implementation of the 3-1-1 Customer Service Strategy, including any proposed harmonization of business practices or service standards; and”.

Background:

The Administration Committee on November 7, 2005 considered the following:

- (i) report (October 24, 2005) from the 3-1-1 Deputy City Manager advising that Council directed that the findings and recommendations of the 3-1-1 Council-Staff Working Group (CSWG) be reported to the Budget Advisory Committee during the 2006 Capital and Operating Budget processes. The review, analysis and rationale of the CSWG in selecting its recommended 3-1-1 Service Model are presented along with CSWG recommendations respecting the 3-1-1 Implementation Plan and its associated 2006 Capital Budget. The projected 2007 and 2008 capital budget requirements for the 3-1-1 Customer Service Strategy are also identified.

Recommendations:

It is recommended that:

- (1) implementation of the different features of the 3-1-1 Customer Service Strategy be phased-in to optimize use of existing City resources and build early public confidence in 3-1-1 services;
- (2) approval be given to the CSWG recommended Scenario 3 Service Model detailed in Appendix 3;
- (3) 2006 capital funding for the 3-1-1 Customer Service Strategy detailed in Appendix 4 be approved in the amount of:
 - (a) \$2.464 million to retrofit Metro Hall Council Chamber for the 3-1-1 Contact Centre facility;
 - (b) \$2.116 million for conversion of existing and non-documented content into easily searched, electronic form, and reviews of current business processes that will be initiated directly from the 3-1-1 operation in the future;
 - (c) \$0.500 million to develop the new self serve, service order function on the 3-1-1 service page on the City web site;
 - (d) \$0.4218 million for the preliminary development of the 3-1-1 core technology infrastructure;
 - (e) \$0.927 million for preliminary electronic integration of existing service order systems with the 3-1-1 Contact Centre system;
 - (f) \$0.100 million to design and develop training courses on technical and customer service skills for assigned 3-1-1 staff;

- (g) \$0.015 million for 3-1-1 communications purposes; and
 - (h) \$0.180 million to obtain full-time Privacy Consultant services to conduct privacy impact assessments for the 3-1-1 initiative;
 - (4) the 3-1-1 Lead Deputy City Manager be directed to report on the lessons learned from the Contact Centre launch according to pre-determined success criteria;
 - (5) the 3-1-1 Lead Deputy City Manager identify a future working partnership of Council, senior staff, and 3-1-1 Contact Centre staff, to provide performance management oversight on 3-1-1/divisional service request outcomes and to monitor and recommend service improvements;
 - (6) the 3-1-1 Lead Deputy City Manager in consultation with the Mayor and Council-Staff Working Group (CSWG), report to Council by December 2005 on whether, or in what capacity, the CSWG should be continued given completion of its current mandate; and
 - (7) the appropriate City officials be authorized and directed to take the necessary action to give effect thereto.
- (ii) communication (December 6, 2004) from the City Clerk advising that City Council on November 30, December 1 and 2, 2004, referred Consolidated Clause 24 in Administration Committee Report 9, entitled “Improved Service to the Public through Introduction of ‘3-1-1’ (All Wards)” back to the Administration Committee for further consideration; and
- (iii) communication (October 31, 2005) from the e-City Committee recommending that the Administration Committee recommend to the Budget Advisory Committee and the Policy and Finance Committee that City Council adopt the staff recommendations in the Recommendations Section of the report (October 24, 2005) from the 3-1-1 Lead Deputy City Manager, as amended by adding the following new recommendation (7) and renumbering the remaining recommendation accordingly:
- “(7) the 3-1-1 Lead Deputy City Manager be requested to report quarterly to the e-City Committee on the implementation of the 3-1-1 Customer Service Strategy including any proposed harmonization of business practices or service standards; and”.

(Report dated October 24, 2005 from the 3-1-1 Deputy City Manager addressed to the e-City Committee and Administration Committee)

Purpose:

Council directed that the findings and recommendations of the 3-1-1 Council-Staff Working Group (CSWG) be reported to the Budget Advisory Committee during the 2006 Capital and Operating Budget processes. The review, analysis and rationale of the CSWG in selecting its recommended 3-1-1 Service Model are presented along with CSWG recommendations

respecting the 3-1-1 Implementation Plan and its associated 2006 capital budget. The projected 2007 and 2008 capital budget requirements for the 3-1-1 Customer Service Strategy are also identified.

Financial Implications and Impact Statement:

The CSWG was directed to recommend implementation priorities, a preferred model to phase-in different service features, and associated 2005, 2006, 2007 and 2008 budgets for the approved 3-1-1 Customer Service Strategy. Council has already approved CSWG recommended 2005 capital funding in the amount of \$1.737 million for preliminary 3-1-1 preparation, and 2005 Operating Budget funding of \$0.503 million for the 3-1-1 Project Management Office.

Approval of this report will result in an additional 2006 capital funding requirement of \$6.724 million, and future commitments of \$15.4849 million for 2007 and \$2.9657 million for 2008 respectively. Capital funding requirements for 2006 and future commitments for 2007 and 2008 are included in the 2006 Proposed Corporate Capital Budget as a part of the 2006 Capital Budget process.

Similarly, the 2006 Operating Budget requirement for the 3-1-1 Project Management Office is to be considered in the 2006 Proposed Corporate Operating Budget as a part of the 2006 Operating Budget process.

The Deputy City Manager and Chief Financial Officer has reviewed this report and concurs with the financial impact statement.

Recommendations:

It is recommended that:

- (1) implementation of the different features of the 3-1-1 Customer Service Strategy be phased-in to optimize use of existing City resources and build early public confidence in 3-1-1 services;
- (2) approval be given to the CSWG recommended Scenario 3 Service Model detailed in Appendix 3;
- (3) 2006 capital funding for the 3-1-1 Customer Service Strategy detailed in Appendix 4 be approved in the amount of:
 - (a) \$2.464 million to retrofit Metro Hall Council Chamber for the 3-1-1 Contact Centre facility;
 - (b) \$2.116 million for conversion of existing and non-documented content into easily searched, electronic form, and reviews of current business processes that will be initiated directly from the 3-1-1 operation in the future;
 - (c) \$0.500 million to develop the new self serve, service order function on the 3-1-1 service page on the City web site;

- (d) \$0.4218 million for the preliminary development of the 3-1-1 core technology infrastructure;
 - (e) \$0.927 million for preliminary electronic integration of existing service order systems with the 3-1-1 Contact Centre system;
 - (f) \$0.100 million to design and develop training courses on technical and customer service skills for assigned 3-1-1 staff;
 - (g) \$0.015 million for 3-1-1 communications purposes; and
 - (h) \$0.180 million to obtain full-time Privacy Consultant services to conduct privacy impact assessments for the 3-1-1 initiative;
- (4) the 3-1-1 Lead Deputy City Manager be directed to report on the lessons learned from the Contact Centre launch according to pre-determined success criteria;
 - (5) the 3-1-1 Lead Deputy City Manager identify a future working partnership of Council, senior staff, and 3-1-1 Contact Centre staff, to provide performance management oversight on 3-1-1/divisional service request outcomes and to monitor and recommend service improvements;
 - (6) the 3-1-1 Lead Deputy City Manager in consultation with the Mayor and Council-Staff Working Group (CSWG), report to Council by December 2005 on whether, or in what capacity, the CSWG should be continued given completion of its current mandate; and
 - (7) the appropriate City officials be authorized and directed to take the necessary action to give effect thereto.

Background:

(a) The Approved 3-1-1 Customer Service Strategy

Council adopted the report entitled “3-1-1 Customer Service Strategy” as amended at its meeting of September 28, 29 and 30, 2004. The report described a single 3-1-1 access contact point and integrated (telephone, e-mail/fax, web and counter) service delivery model for customer service across all divisions. Significant service improvements for the public were adopted including:

- a single 3-1-1 telephone number and e-mail address to the City;
- inquiries to the 3-1-1 Contact Centre operation answered by staff on a 24/7 basis;
- an easily accessed, well-designed 3-1-1 service page on the City web site where the public can access all on-line services and request services on a 24/7 basis;
- more self-serve, user friendly options on the telephone/web site/at counters;
- highly trained, customer friendly staff to resolve issues or find the right person to do so;
- fewer transfers to staff external to the 3-1-1 Contact Centre;
- ability to submit a service request or inquiry in-person, on the phone or on-line;

- ability for the public and staff to initiate, look up, and track the status of service requests electronically, and provision to be made for similar Council Member office ability;
- ability to tell the public when City staff will respond to their request and what will be done;
- less voice mail and voice menus;
- requests are answered in a timely manner regardless of which access channel was used; and
- information provided on all 3-1-1 channels is consistent, accurate and up-to-date.

Council directed the Chief Administrative Officer (now the City Manager) to report on a phased-in 3-1-1 implementation plan. The report entitled, "Improved Service to the Public through the Introduction of 3-1-1", was considered by Council at its meeting of November 30, December 1 and 2, 2004. Council referred the report back to the Administration Committee and, among other recommendations:

- established a 3-1-1 Council-Staff Working Group (CSWG) to recommend through the e-City and Administration Committees, the 3-1-1 implementation phases and associated budget; and
- requested the CAO in conjunction with the CSWG to submit a preliminary budget request in early 2005 for 3-1-1 project phases and associated capital, operating and consulting costs.

(b) Summary of 3-1-1 Budget Approvals to-Date:

(i) 2005 3-1-1 Operating Budget:

Initial 3-1-1 CSWG recommendations to the Budget Advisory Committee (BAC) on January 31, 2005 were for 3-1-1 Project Management Office operating funds in the amount of \$503,102.00. CSWG concurrently removed capital funds from the 3-1-1 preliminary budget estimates for a Parks automated work order system, TMMS forestry system upgrade, and a forestry call centre, and recommended their addition to the capital budget of the Parks and Recreation division. All of these budget recommendations, among others, were adopted by Council at its Special Meeting of February 21, 22, 23, 24, 25, 28 and March 1, 2005.

(ii) 2005 3-1-1 Capital Budget:

At its Special Meeting in February and March 2005, Council recommended that the Chief Administrative Officer report to Council on CSWG recommendations for 3-1-1 capital requirements in 2005 and 2006 before the end of the second quarter of 2005. In the report entitled, "3-1-1 Customer Service Strategy: 2005 Capital Budget Request and 2006/2007 Capital Budget Progress Report", the CSWG recommended 2005 capital funding in the amount of \$1.687 million to implement 3-1-1 preparatory activities as follow:

- \$0.325 million to design and plan a 3-1-1 call centre facility located in the former Council Chamber at Metro Hall;

- \$0.817 million to assist all service divisions in front-end content development and business reviews related to capital infrastructure;
- \$0.360 million for an Information Architect to design the knowledge base for use by all 3-1-1 customer service teams and future direct use by the public;
- \$0.085 million for two technology procurement consultants to assist with criteria development and fairness monitoring, respectively; and
- \$0.100 million to design a 3-1-1 web page for easy access by the public to on-line services and to place service requests on a 24/7 basis.

At its meeting of July 19, 20, 21 and 26, 2005, Council adopted those recommendations among others, contained in Clause 26 of Administration Committee Report 6, as amended. Council further amended the report by approving an additional \$0.0505 million in funding for independent project plan validation. This resulted in a total 3-1-1 approved 2005 Capital budget of \$1.737 million.

Council directed that the future 2006 capital budget request include funding for the retrofitting of Metro Hall Council Chamber, and also directed the Council-Staff Working Group to report to the BAC during the 2006 Capital and Operating Budget processes on:

- Adjustments to implementation phase activities in the approved 3-1-1 design;
- A final 2006 capital budget request for the 3-1-1 initiative;
- 3-1-1 capital requirements for 2007 and future years; and
- 3-1-1 2006 and 2007 operating budget impacts.

Accordingly, this report requests a 2006 Capital Budget for the 3-1-1 Customer Service Strategy and presents the projected capital budget request for 2007 and 2008. The work, rationale, and analysis performed by the CSWG in collaboration with the 3-1-1 Project Management Office to recommend the 3-1-1 Service Model for implementation is also described.

Comments:

The 3-1-1 Customer Service Strategy will transform service delivery, efficiency, and effectiveness that result in:

- A “no wrong door” service to the public;
- Quick, accurate information for Council on ward activity; and
- Full service transaction data to better inform the allocation of resources;

(a) City of Toronto Context:

The City of Toronto serves a population of over 2.5 million people in forty-four municipal wards. There are over 40 divisions having a workforce of approximately 33,000 full-time equivalent positions. City agencies, boards and commissions have

another 14,000 staff, approximately. About 8 percent (2,700) of the division-based staff respond to the public on the telephone, over the counter, or by e-mail, fax, or mail, as part of their regular duties. Each week, there are over 250,000 City web site visits, 45,000 people visit City counter locations, and the City processes approximately 170,000 calls and self-serve applications. Nine formal call centre teams provide specific menus of City services. The Social Services call centre functions as an intake and assessment unit for individuals seeking social assistance. Seven of the call centres (Tax and Water, Public Health, Court Services, Real Estate Customer Support, 'EDCT' Administration and Support, 'WES' Customer Support, and Parking Tags) provide specialized services. And, Access Toronto is the corporate-wide, general inquiry line for the City.

The public must search through more than 400 published City numbers listed in the Bell Canada Blue Pages and City web pages in order to make an inquiry or place a service request. While Access Toronto serves as the City's general information line, calls often must be transferred to another divisional inquiry line for service. This is because the City lacks one corporate-wide system that stores all City program information and scripts, or is able to initiate and track customer service requests. The City currently does not have the full capacity to generate accurate compliance reports on performance. Many of the City's customer service processes represent pre-amalgamation practices in that they are manual or unharmonized.

(b) Overview of the Council-Staff Working Group:

The Council-Staff Working Group (CSWG) was established to recommend 3-1-1 project implementation priorities, an implementation model for 3-1-1 services, and associated budget requirements. To-date, Council has approved 2005 operating and capital funding for 3-1-1 preparatory planning and design activities as recommended by the CSWG. In collaboration with the 3-1-1 Project Management Office (PMO), CSWG has conducted extensive analysis and assessment of current City systems, functions and performance. It has also reviewed potential City technology features, applications, and capability appropriate to the size and scope of the City. Furthermore, CSWG has documented its findings respecting best practice including that a phased in 3-1-1 implementation manages risks most effectively, and that other 3-1-1 jurisdictions recommend a "soft launch" (i.e., limited advertising).

Further detail on the CSWG purpose, membership, mandate, objectives and assessment activities since its inception in January 2005 is attached as Appendix 1.

CSWG Recommendations on 3-1-1 Service Model Implementation:

The CSWG focused on analysing, linking and synthesizing findings/data on City service standards, divisional states of readiness for 3-1-1, and associated budgetary priorities. It was recognized that either interim or long-term strategies are possible for 3-1-1 implementation depending on the extent of 3-1-1 Contact Centre integration with back-end (divisional) Work Order systems. Accordingly, CSWG asked 3-1-1 PMO staff to report on the following four Service Model options inclusive of operational, financial, and divisional 3-1-1 readiness details:

- Service Model 1: Consolidated 3-1-1 Contact Centre initially for General Inquiries only;
- Service Model 2: Consolidated 3-1-1 Contact Centre for General Inquiries and all service order requests for Solid Waste Management, Transportation, Toronto Water, and Forestry;
- Service Model 3: Consolidated 3-1-1 Contact Centre for General Inquiries and all service order requests for Solid Waste Management, Transportation, Toronto Water, Forestry and Municipal Licensing and Standards; and
- Service Model 4: Consolidated 3-1-1 Contact Centre for General Inquiries and all service order requests for Solid Waste Management, Transportation, Toronto Water, Forestry, Municipal Licensing and Standards, Parks and Recreation, and Revenue Services.

To determine the state of readiness of City divisions for 3-1-1 Service Model implementation, the PMO team conducted evaluation over several months that required:

- Research on other 3-1-1 municipalities, their challenges, and risk mitigation plans;
- Development of a City service standard inventory (standards, response times, tracking method, status categories tracked, and report types);
- Evaluation of current City work order systems based upon tracking capability;
- Assessment of existing service content, and divisional gap analysis; and
- Best practices on information and content management in the City

(a) Summary of Divisional Readiness Findings:

Each contributing division was evaluated on its state of 3-1-1 readiness based upon 15 criteria in three major areas: knowledge base content, service order readiness and transfer readiness. The divisions rated as the teams most ready to participate in full 3-1-1 implementation were Solid Waste Management, Transportation Services, and Toronto Water. They performed very strongly in 10 of 15 categories. Given their high state of readiness, the 3-1-1 PMO will work closely with those divisions in 2005 to address their content gaps as a priority. Toronto Public Health rated very strongly on content development, service order readiness, and the capacity to report accurate status information. The divisions of Municipal Licensing and Standards, and Parks and Recreation, require considerable development in electronic tracking capacity, transfer readiness or information management in order to achieve 3-1-1 readiness.

(b) Critical Divisional Activities to Prepare for 3-1-1 Implementation:

- Divisions will be required to convert all documented/ non-documented content into easily searched electronic form;
- Divisions will be required to develop/enhance their formal information management plan within a prescribed timeframe, ensuring accurate status information on service requests;

- Divisions will be required to review their customer service functions to ensure the right staffing levels, transfer protocols, and training to 3-1-1 operational team standards;
- Selected divisions will be conducting formal business process reviews to identify efficiencies and improve reporting mechanisms; and
- Changes will be required to reporting of status procedures so that updates are recorded within a prescribed timeframe after completion of all, or a specified stage, of a request.

Detailed findings on the overall state of readiness of City divisions in areas critical to 3-1-1 implementation are contained in Appendix 2.

(c) CSWG Implementation Recommendations:

CSWG 3-1-1 implementation recommendations are based on criteria to assess divisional readiness for implementation, examining and reducing the original 3-1-1 budget estimates, ensuring the use of current City staff to mitigate costs, and other critical factors. Some major enhancements of the 3-1-1 model will not be visible to the public, but will still involve intensive, City business transformation. This requires significant 3-1-1 planning, design and start-up activities that were commenced during 2005 and will continue to the end of 2006. Accordingly, CSWG has determined that a phased-in implementation over several years will best mitigate risk factors.

It is, therefore, recommended that implementation of the different features of the 3-1-1 Customer Service Strategy be phased-in to optimize use of existing City resources and build early public confidence in 3-1-1 services. In addition, based on its assessment of service volume, currently documented content, service order readiness and transfer readiness, CSWG is recommending that approval be given to the Scenario 3 recommended Service Model detailed in Appendix 3.

The CSWG approved Service Model is characterized by:

- 3-1-1 service page having service order request capability;
- 3-1-1 Contact Centre that:
 - Provides general inquiry information;
 - Accepts and tracks service order requests for Solid Waste Management, Transportation, Toronto Water, Forestry and Municipal Licensing and Standards;
 - Consolidates several call centre general inquiry functions including Access Toronto;
 - Provides a single published number for easy public access;
 - Reduces transfers since 3-1-1 call-takers will answer 70 percent of calls at point of first contact;
- Access to the 3-1-1 knowledge base by Council members to assist with constituent inquiries;
- Initiation and electronic tracking of specific 3-1-1 service order requests by Council members on behalf of their constituents;

- Ward activity reporting; and
- Improved divisional information management.

CSWG Recommended 2006 Capital Budget for 3-1-1:

The original 3-1-1 capital budget estimate tabled at Council in November 2004 totalled \$46.8 million. Unlike the CSWG recommended Service Model, the original model assumed a consolidated contact centre providing a full menu of service order requests from all City divisions that provide front-line service to the public. The CSWG has selected 5 divisions to be included in their approved 3-1-1 Service Model and recommended the costs considered necessary for implementation. As a result, the CSWG total 3-1-1 budget estimate is nearly \$20.0 million less than original estimates. CSWG is recommending an estimated total 3-1-1 capital budget of \$26.9 million, and the operating budget is to be considered in the 2006 Proposed Corporate Operating Budget as a part of the 2006 Operating Budget process.

Appendix 4 presents the recommended 2006 and projected 2007 and 2008 capital budget breakdown details for the 3-1-1 Service Model approved by the CSWG. Each function contained in the recommended 2006 capital budget is described below along with the rationale for CSWG recommendations.

(a) 3-1-1 Contact Centre Facility:

Council approved the use of the former Council Chamber at Metro Hall for the 3-1-1 Contact Centre based on extensive assessment and rigorous criteria. Conversion of the Metro Hall Council Chamber (MHCC) for the 3-1-1 call centre is the most suitable and least expensive option and has operating costs about 60 percent less than other options. Capital funding in 2005 was approved for the design and planning of the MHCC retrofit.

A 3-1-1 Contact Centre Facility Plan and Design is in place that also allows for re-conversion of the MHCC to its original state. The design will be complete by early 2006, and construction will commence in mid-summer for completion by the end of 2006. Council directed that the recommended 3-1-1 capital budget for 2006 include the construction costs for the 3-1-1 Contact Centre. Accordingly, CSWG is recommending that 2006 capital funding in the amount of \$2.464 million be approved to retrofit MHCC and construct the 3-1-1 Contact Centre facility.

In 2007, capital funding of \$1.520 million is required for the remaining construction work, furniture and staff moves from other City locations.

(b) Content Documentation/Conversion and Business Process Reviews:

The usefulness of the 3-1-1 knowledge base depends on the quantity and quality of service and program content from all of the divisions contained in it. The documentation process is very labour intensive and must begin well in advance of 3-1-1 implementation to the public. Consolidation of internal inquiry lines

requires specific service menus in order to reduce and add precision to call transfers. The same work will be required to consolidate e-mail addresses listed on the City web site. Staff must also identify comprehensive service lists and service standards for the 3-1-1 menu. Information across multiple repositories must be managed, integrated, and organized into electronic form in order to be searched easily by the 3-1-1 team. At present, there are significant gaps in documented content across all divisions including many of those identified as having a high state of 3-1-1 readiness as described in [Appendix 2 (a)]. This is consistent with the experience of other 3-1-1 municipalities in North America.

Business transformation is required to achieve the approved 3-1-1 Customer Service Strategy. The City is placing a strong emphasis on extensive business process reviews and re-engineering in all impacted divisions to modernize services and precisely diagnose problem areas. A future operating model for 3-1-1 must also be developed to identify shared service processes and partnerships with field operations. At present, response time standards and performance standards may vary significantly among programs within a single division as described in [Appendix 2 (b)]. Status information collected in the 3-1-1 system will be used to better allocate resources, diagnose service problems at source, and ensure consistent status reporting and job logging. A Business Process Review Specialist will train 3-1-1 functional teams, and divisional BPR leads on standard BPR methodology.

CSWG is recommending that 2006 capital funding in the amount of \$2.116 million be approved for critical knowledge base service content documentation and to initiate business processes reviews for impacted divisions. In 2007, capital funding of \$1.2525 million is required to complete outstanding reviews of Works business processes and implement identified changes prior to the 3-1-1 launch. In 2008, capital funding of \$0.318 million is required to complete the required business process reviews for Municipal Licensing and Standards prior to technology integration.

(c) 3-1-1 Web Service Page:

The new 3-1-1 service page will provide easy, streamlined access for the public to all City on-line services (e.g., parking permit renewals, parking ticket payments, and parks and recreation registrations). The 3-1-1 service page will be akin to a virtual counter service of one-stop shopping. The public will no longer have to search through the web site to find on-line services. American municipalities have found that the introduction of 3-1-1 on-line services has improved their overall capacity to process inquiries on a 24/7 basis and it allows municipalities to focus limited staff resources on more complex public inquiries.

The public will be able to e-mail inquiries to the 3-1-1 e-mail address for the City and expect a timely response. They will be able to request service through new self-serve options on the 3-1-1 service page and look up the status of their requests electronically.

CSWG is recommending that 2006 capital funding in the amount of \$0.500 million be approved for design and development of the 3-1-1 self serve service order function on the service page. In 2007, capital funding of \$0.7965 million is required to complete the technical installations, and finalize the design elements prior to launch.

(d) Core Technology Infrastructure and Service Order System Integration:

Discussion of the 3-1-1 technology capital budget must remain at a high-level since a large proportion of the total 3-1-1 budget will be for new technology installations and integration. The details must be kept confidential in order to avoid compromising the forthcoming technology Request for Proposal (RFP). Also, 3-1-1 business requirements for the new service model must be finalized to inform the 3-1-1 Technology RFP to be issued in 2006. Detailed analysis will reduce the risk of acquiring the wrong technology for the re-engineered procedures to meet new City needs and centralized call volumes. Technology infrastructure development work is commencing on 3-1-1 consolidated service access for the City web service page, central and specialized telephone service, and installation of automated service order systems.

A strong 3-1-1 model is highly dependent upon a well-designed physical space and effective use of technology. Capital investment is required for a new Service Quality Management system linked electronically to existing work order systems. Significant technology infrastructure development required to prepare for 3-1-1 service launches includes:

- Service Quality Management system;
- Computer/Telephony Integration;
- scripting functions to provide consistent responses and that indicate when to transfer calls;
- coding of types of service calls received to better track reasons/location of transfers;
- call listening features for quality assurance and to support employee coaching;
- E-mail management system to improve response quality/times and track request status;
- electronic linkages to existing service order systems;
- electronically issued "dockets" to track service requests/work orders;
- Staff Scheduling/Workforce Management system;
- centralized reporting systems; and
- privacy enhancing functions.

Once the outcome of the Technology RFP is known, any budget refinements will be presented for Council approval. The Core Technology budget estimate has been reduced by \$1.1 million since July 2005 due to CSWG removing Information Management infrastructure costs. In addition, CSWG reduced the number of licenses originally requested by divisions. Therefore, CSWG is recommending that 2006 capital funding in the amount of \$0.4218 million be

approved for initial 3-1-1 core technology acquisition. CSWG is also recommending that 2007 capital funding in the amount of \$10.754 million and 2008 capital funding in the amount of \$2.3177 million be approved to build and complete all technology infrastructure requirements.

In addition, CSWG is recommending 2006 capital funding in the amount of \$.927 million to initiate integration between the new 3-1-1 system and former WES service order systems. CSWG is recommending a 2007 capital request of \$.500 million to complete the WES integration and initiate further integration work with the MLS service order system. The CSWG is recommending a 2008 capital request of \$.280 million to complete the work for the MLS integration.

(e) Human Resource Strategy:

3-1-1 job profiles must reflect critical customer service skills and qualifications. Human Resources staff will be working closely with CUPE Local 79, TCEU 416 and the 3-1-1 PMO to develop new job descriptions for the 3-1-1 team and finalize the 3-1-1 organizational structure. The call-taker team will be drawn from existing, full-time-equivalent positions in City customer service teams. Emphasis will be placed on creating ongoing career and training opportunities and strong staff retention rates. It is a primary goal of the City to ensure positive work satisfaction for the 3-1-1 teams and specialists.

Preparatory work will be undertaken well in advance of the late 2007 soft launch of the consolidated 3-1-1 Contact Centre as documented in the "Human Resource Plan, 3-1-1 Implementation, The People Plan". The 3-1-1 HR strategy lists detailed activities and steps covering HR speciality areas such as health and safety, ergonomics, job evaluation, and labour relations. Each of the following major components possesses their own plan:

- HR Communications Plan;
- Staffing and Workforce Transition Plan;
- Labour Relations Plan;
- Compensation Plan;
- Training Plan; and
- Change Management Plan.

An Integrated HR Plan is in place to co-ordinate HR project teams and to link with the 3-1-1 PMO and 3-1-1 Steering Committee. Risks have been pre-identified and union representatives will be engaged early to resolve potential jurisdictional or employee matters, such as working hours. It is anticipated that intensive technical and customer service training for 3-1-1 Contact Centre and operations staff will include team-building, motivational and coaching elements.

CSWG is recommending that 2006 capital funding in the amount of \$0.100 million be approved to design and develop training courses on technical and customer service skills for 3-1-1 staff. In 2007, capital funding of

\$0.397 million is required to fully train all 3-1-1 staff prior to moving to the 3-1-1 operation.

(f) Communication Strategy:

Formal communications will be timed to co-ordinate with 3-1-1 project milestones. This will require Corporate Communications, Human Resources, Labour Relations, and the 3-1-1 Corporate Project Lead, to take a co-ordinated approach to 3-1-1 communications planning and implementation. In particular, linkage with HR communication initiatives may require very specific messages. In contrast, communication with the public may involve a very broad range of 3-1-1 marketing and education activities.

Initial 3-1-1 communications will focus on general updates to staff, inter-departmental involvement, and the Mayor and Members of Council. At later stages, it is anticipated that internal communications may be directed specifically to affected staff groups and/or with reference to Human Resource communication initiatives. The Corporate Communications division has developed a Communication Plan to handle a wide range of 3-1-1 messages. Official spokespersons have already been identified. The Plan will include methods and means to address the expectations of various stakeholders such as the general public, residents and non-residents, Council members, Union representatives, other governments, City staff, and the media.

The CSWG agreed that 3-1-1 implementation using a preliminary “soft launch” (limited advertising) is preferable based on lessons learned from other 3-1-1 cities. Accordingly, CSWG is recommending that 2006 capital funding in the amount of \$0.015 million be approved for 3-1-1 communications purposes that arise. In 2007, capital funding of \$0.085 million is required for the preliminary communication strategy to support the public launch of 3-1-1 in early 2008. The CSWG is recommending a small 2008 capital request of \$.050 million for special promotional events.

(g) Privacy Impact Assessment:

Council has directed staff to conduct privacy impact assessments (PIA) on all new systems prior to launch. This is because under the *Municipal Freedom of Information and Protection of Privacy Act*, the City is required to inform citizens of:

- What information the City is collecting;
- How the information is to be used by the City; and
- Who/what parties will use the information;

Full PIAs can identify what information it is possible to collect from the 3-1-1 system while protecting personal information appropriately. This ensures that proper permission, use and disclosure procedures for the public are in place. In this manner, expensive and legal risks associated with having to later interject

process and system re-design can be avoided. PIA builds public confidence in City efforts to respect privacy while delivering responsive service.

Therefore, CSWG is recommending that 2006 capital funding in the amount of \$0.180 million be approved to obtain full-time Privacy Consultant services for the 3-1-1 initiative. In 2007, capital funding of \$0.180 million is required to complete outstanding privacy impact assessments to ensure compliance with Council directives.

3-1-1 Project Governance, Due Diligence and Accountability:

Project governance consists of processes and structures designed to ensure thorough project management, due diligence, and accountability to Council. The 3-1-1 initiative is described below in terms of its project compliance processes, the parties assigned responsibilities, its organizational structure, and the corporate checks and balances being established.

(a) 3-1-1 Project and Management Plans:

The 3-1-1 Project (the “Project”) will conform to formal project management practices. It will apply the tools and processes identified by the Corporate Project Management Initiative. Where resources are not available through that source, the 3-1-1 Project Management Office (PMO) will research and develop appropriate materials. The Project Management Plan of the 3-1-1 PMO consists of a Project Charter, Work Breakdown Structure, Critical Path Schedule, and Management Plans including:

- Scope/Change Management;
- Risk Management;
- Issues Management;
- Quality (Assurance) Management;
- Financial/Cost Tracking Management;
- Procurement Management;
- Human Resources/Labour Relations Management; and
- Communication Management.

The Project Plan is a formal document. It will reflect project adherence to all City management control and compliance procedures based on consultation with Internal Audit and Finance. The Project will be subject to regular reviews against prescribed milestones, quality assurance on the adequacy and cost effectiveness of project controls, and a formal approval process for changes and critical decisions. The 3-1-1 Project Plan may also be subject to a validation process conducted by an external, independent party.

The Project and its subsequent phases will be organized and managed in accordance with accepted project management practices. Accordingly, project management tools, processes and procedures used to manage the Project include, but are not limited to:

- Scope Management/Change Control Plan;
- Adherence to Project Plans;
- Status Reports;
- Status Meetings;
- Formal Meeting Agendas and Minutes;
- Issues Management Plan;
- Financial Management Plan;
- Deliverable and Document Standards;
- Quality Management Plan;
- Human Resource Management Plan; and
- Risk Management Plan.

An overall project charter and sub-charters are in place for the Project based upon the Council decisions in July 2005. At each new phase, the PMO will update the Project Charter to reflect newly approved deliverables and recommendations from CSWG and Council. In addition, sub-charters form part of the overall Project Management Plan and Project Charter. The purpose of sub-charters is to delegate limited authority to manage scope, time, cost and quality for a sub-section of the overall Project phase. Sub-charters will be created when the management of the deliverables is within a specific division. The PMO will manage all cross-divisional deliverables, but not sub-charters.

(b) 3-1-1 Project Governance Structure and Accountability:

Key 3-1-1 project governance roles and responsibilities not detailed on the Table below include:

(i) 3-1-1 Project Management Office (PMO):

The role of the PMO is to support the approved Customer Service Strategy through the planning, development and design of a permanent 3-1-1 operation. The approved PMO has full-time staff to provide a focal point for the discipline of project management and to support the City transition to a permanent 3-1-1 operation as follow:

- Corporate Lead (3-1-1 Project Director);
- Quality Assurance Lead (QA Lead);
- Policy/Procedure Lead (P/P Lead);
- Business Process Review Lead (BPR Lead);
- Two Subject Expert Leads (SE Leads);
- Financial Lead (F Lead) as required; and
- Two Administrative Support positions (AS).

(ii) 3-1-1 Project Management Team:

All assigned leads from the Work Package and the Sub-Project Charters comprise the Project Management Team. Each lead is responsible for the development of their own work package (WP) or sub-charter, project plan

and delivery of their specific milestones. All team members are required to report regularly to the 3-1-1 PMO on their progress.

(iii) 3-1-1 Resource Team:

Divisional representatives with subject matter expertise will provide advice and opinions on a specific matter under review by the 3-1-1 PMO. Their relationship is consultative to advance the quality of project products. In addition, active and long-term participation by union representatives on 3-1-1 advisory teams is necessary to achieve many of the best practices of other jurisdictions.

(iv) External Stakeholder Advisory Group

An external advisory group will be formed to include membership from 2-1-1, 9-1-1, Toronto Transit Commission and other appropriate agencies, boards and commissions. 3-1-1 PMO will consult with these groups on an ongoing basis to gain lessons learned from their initiatives, coordination of services and communications where appropriate and to ensure that they are well-informed on activities that could potentially impact their daily operations.

Organizational Unit	How are they affected, or how are they participating?
City Manager's Office	<u>Executive Sponsor Role</u> : City Manager performs this role due to the City-wide scope and impact of the 3-1-1 Project.
Deputy City Manager's Office	<u>Lead Deputy City Manager</u> : 3-1-1 Lead Deputy will assume overall responsibility for the budget of the 3-1-1 Project Management Office (PMO). Accordingly, responsibility for overall project delivery is directly within the Deputy City Manager's portfolio. <u>Project Director Role</u> : The 3-1-1 Corporate Lead functions as Project Director in the 3-1-1 PMO and is responsible for day-to-day Project Management, and internal/external project direction and activities.
Union Representatives (Locals 416, 79, COTAPSAI)	<u>Project Stakeholder</u> : Union Representatives will participate in forums and on advisory teams as required (e.g., Facility, and Training Advisory Teams).
All Divisions	<u>Project Stakeholder</u> : All City divisions will have content that is required for the Knowledge Base.
Corporate Communication	<u>Project Participant</u> : Responsible for developing the On-line Service page.
Divisions with Customer Service Interface	<u>Project Participant</u> : Specific divisions will have responsibility for partnership work with the 3-1-1 operation
Corporate Information and Technology	<u>Project Participant</u> : Corporate IT is responsible for the creation and evaluation of the Technical RFP, and oversight for the installation of the technology.

Organizational Unit	How are they affected, or how are they participating?
Corporate Facilities and Real Estate	<u>Project Participant</u> : Facilities and Real Estate is responsible for the Design and construction of the Contact Centre facilities

Executive Sponsor: Ultimate authority for providing approvals.

Participant: Active member on the Project Structure for decision making or consultation.

Stakeholder: Provides information/advice and receives communication on project status.

Appendix 5 contains details on the 3-1-1 Project Governance Roles and Responsibilities.

(c) Future 3-1-1 Project Accountability and Service Performance:

The CSWG in a successful collaboration with the 3-1-1 PMO, developed the 3-1-1 Service Model, implementation phases, divisional readiness and other critical information. The CSWG has now completed the mandate that it was given by Council. As described, there are many checks and balances built into the 3-1-1 Project to ensure ongoing due diligence, regular status reporting, and seeking the appropriate approvals from senior management and Council.

CSWG has identified that the future implementation of the Project requires that significant attention be paid to solutions and the management of risk. They have also identified steps to be taken following the 3-1-1 launch including full reporting on any continuing risks and the lessons learned from the Project. It is, therefore, recommended that the 3-1-1 Lead Deputy City Manager be directed to report on the lessons learned from the Contact Centre launch according to pre-determined success criteria.

There are two primary areas of improvement that 3-1-1 is intended to produce, one external and one internal. These are, respectively, service improvements seen and experienced by the public, as well as improved accountability and performance within City operations. Similar to the City of Baltimore, the CSWG is very interested in establishing a formal body comprised of Councillors, senior staff and dedicated 3-1-1 data analysts, to provide future oversight on 3-1-1 statistics and performance management. Suggested roles that would follow the launch of the consolidated 3-1-1 Contact Centre include:

- Regular meetings to review 3-1-1 generated management reports that track service order results and response times;
- Monitoring, troubleshooting, and recommending improvements to service response standards and processes; and
- Assessing divisional statistics such as productivity and service request completion rates.

It is, therefore, recommended that the 3-1-1 Lead Deputy City Manager identify a future working partnership of Council, senior staff, and 3-1-1 Contact Centre staff, to provide performance management oversight on 3-1-1/divisional service request outcomes and to monitor and recommend service improvements.

The CSWG has expressed an interest in performing a role in 3-1-1 implementation of significant operational project milestones that lay immediately ahead. The CSWG will be considering appropriate options for their future role in the project in the next few weeks. It is, therefore, recommended that the 3-1-1 Deputy City Manager in consultation with the Mayor and the CSWG, report to Council by December 2005 on whether, or in what capacity, the CSWG should be continued given completion of its current mandate.

Conclusion:

Following its approval of the 3-1-1 Customer Service Strategy in September 2004, the City of Toronto Council established a 3-1-1 Council-Staff Working Group (CSWG) to recommend an appropriate Service Model, implementation plan, and associated operating and capital budgets. In this report, 3-1-1 benefits and service improvements for the public are reviewed, as are the critical components required to move City services in this new direction. The 3-1-1 Service Model will transform the City's service orientation to a citizen-centred approach with expanded public accessibility to information and services.

For the 2005 year, Council approved the CSWG operating budget recommendation of \$0.503 million to establish a 3-1-1 Project Management Office (PMO), as well as \$1.737 million in capital funding to implement 3-1-1 preparatory activities including:

- design and planning of a consolidated 3-1-1 contact centre facility;
- assisting all 3-1-1 service divisions in front-end content development and business reviews related to capital infrastructure;
- design of the knowledge base for use by 3-1-1 customer service teams and, later, the public;
- expertise for criteria development and fairness monitoring of the Technology RFP; and
- design of a web 3-1-1 Service Page to improve access to on-line services and offer service request features on a 24/7 basis.

CSWG undertook extensive analysis and assessment of current City systems, functions, performance, divisional state of readiness to implement 3-1-1, and potential customer service models. As a result, the CSWG is recommending a Service Model consisting of a consolidated 3-1-1 Contact Centre with the capacity to address City general inquiries and all service order requests for the divisions of Solid Waste Management, Transportation, Toronto Water, Forestry and Municipal Licensing and Standards.

When fully implemented, the new 3-1-1 service will establish the City as a municipal centre of excellence. Specifically, 3-1-1 will result in improved access and services designed from the perspective of the public. It will provide new electronic capacity to track the full customer service experience and make it easier for staff and Council members to resolve problems on behalf of the public when they occur.

To complete 3-1-1 preparatory activities and meet project implementation milestones, the CSWG is now recommending the required 2006 Capital Budget and the projected 2007 and 2008 Capital Budgets. Activities covered by the budget during 2006 will include the 3-1-1 Contact Centre retrofit and construction, completion of business process reviews to build the critical and

essential 3-1-1 knowledge base and, design and development of the self-serve service order function on the 3-1-1 web Service Page. Funding for the initial development of the significant core technology infrastructure required to prepare for future 3-1-1 service launches is also being recommended. It is important that processes and structures are designed in collaboration with the 3-1-1 PMO, the 3-1-1 Project Management Team, the 3-1-1 Resource Team, and the External Stakeholder Advisory Group and result in a fully integrated and accountable 3-1-1 implementation.

Contact Names:

Colleen Bell, Manager, Corporate Client Services Initiative, Executive Management Division, City Manager's Office, and 3-1-1 Corporate Lead, 3-1-1 Project Management Office, Office of the Deputy City Manager, Tel: 416-392-8374, E-mail: cbell@toronto.ca

Laurie McQueen, Sr. Corporate Management and Policy Consultant, Corporate and Strategic Policy Division, City Manager's Office, and 3-1-1 Policy Lead, 3-1-1 Project Management Office, Office of the Deputy City Manager, Tel: 416-392-8995, E-mail: lmcqueen@toronto.ca

Appendix 1

The 3-1-1 Council-Staff Working Group

(I) CSWG Purpose, Membership and Mandate:

(a) CSWG Reporting Authority:

The 3-1-1 Council-Staff Working Group (CSWG) is a time-limited, advisory body established to undertake specific tasks that support the e-City Committee. The CSWG reports to the e-City Committee that has as its mandate to review, co-ordinate and make recommendations pertaining to corporate-wide information and technology services including 3-1-1 technology and on-line customer service initiatives.

(b) CSWG Membership Composition:

3-1-1 Council-Staff Working Group membership is as follows:

- Councillor Milczyn, Chair of the e-City Committee;
- Councillor Del Grande, appointed by the e-City Committee;
- Councillors Ashton, Balkissoon, Cowbourne, Minnan-Wong, Stintz and Watson, each appointed by one of the Standing Committees of Council;
- Mayor's Office representative;
- Shirley Hoy, City Manager;
- Sue Corke, 3-1-1 Deputy City Manager;
- Colleen Bell, 3-1-1 Corporate Lead;

- John Davies, Executive Director, Corporate Information and Technology;
and
- Laurie McQueen, 3-1-1 Policy Lead.

Councillor Balkissoon was elected by the CSWG as Chair and Councillor Minnan-Wong as Co-Chair. The City Manager previously filled the role as senior management lead and Executive Sponsor, but delegated that role to Sue Corke, Deputy City Manager. Ms. Corke attends CSWG meetings and is responsible for overall 3-1-1 program management based on her interest and previous experience in implementing customer service initiatives at the Province of Ontario.

(c) Summary of CSWG Mandate:

In summary, the mandate of the CSWG is to make recommendations on implementing the 3-1-1 Council-approved project design for corporate-wide customer service improvements. To this end, CSWG has reviewed and recommended on the:

- Proposed components of each 3-1-1 implementation phase;
- Costs for each phase;
- Activities and resources needed from each division to identify and monitor front-line service standards;
- Preparedness of all divisions for a 3-1-1 system;
- Incorporation of multi-lingual 3-1-1 features; and
- Accessibility options for disabled persons in the development of 3-1-1 services.

(d) CSWG Meetings to-date:

The CSWG has met more than 20 times since January 2005. In addition, most CSWG members have participated in tours and site visits to 3-1-1 cities in the United States (Baltimore in February 2005 and Miami-Dade County in March 2005). CSWG members also attended demonstrations of internal City operations such as the WES call and dispatch centre and work order systems located at Ellesmere Yard, and a presentation by Access Toronto. CSWG members also attended seminars on topics of relevance such as e-Government, and a Vendor Information Session hosted by an independent industry association (ITAC) in July 2005.

(II) CSWG Objectives and Assessment Activities:

(a) CSWG Objectives:

The CSWG has undertaken significant and productive work since January 2005. Valuable progress has been made to successfully implement the approved 3-1-1 customer service strategy by recommending a 3-1-1 Service Model and budget for each of 2005, 2006, and 2007. From its inception, the CSWG has been focused and clear on stating that its objectives for a 3-1-1 system are to ensure:

- better customer service is provided at the best value for the public;
- 3-1-1 budget submissions are kept separate from other costs that should be a regular part of service improvements by City operations (e.g. developing service standards);
- 3-1-1 management tools measure productivity, percentage of times that teams meet established performance standards and accountability for each service requests from receipt to completion;
- Councillors obtain view/read capability for 3-1-1 service requests, status and outcomes in their respective wards to fully address public needs and priorities;
- systems that can remain unchanged for now are identified while planning occurs for their later integration with an advanced 3-1-1 system;
- 3-1-1 service benefits and costs are fully justifiable and understood by the public; and
- original estimates for the 3-1-1 budget are reviewed and reduced where appropriate.

Recommendations by CSWG to the Budget Advisory Committee are consistent with these objectives. The CSWG has removed divisional systems upgrades, work order system developments, and secondary call-taker consolidations from the original 3-1-1 capital budget request submitted by the former Executive Management Team. CSWG maintains such customer and operating service improvements should be budgeted by divisions irrespective of the 3-1-1 project. CSWG thus distinguishes divisional 3-1-1 preparation from divisional 3-1-1 readiness.

(b) Summary of CSWG Assessment Activities:

Extensive activity has been undertaken by CSWG to-date in collaboration with the 3-1-1 Project Management Office (PMO). Specifically, a wide range of detailed data, information, and analysis has been reviewed for all areas of 3-1-1 priority. CSWG is basing its recommendations for a detailed 3-1-1 project implementation plan and capital budget requests for 2005, 2006 and 2007, on findings from the following areas of focus:

- examining (confidential) consultant reports on how to improve service using new technology that included design aspects relevant to 3-1-1 customer service like:
 - assessing City call centre operations and technology;
 - assessing City systems, functions and performance vis-à-vis best practices;
 - types of features, applications, and capability appropriate for City services;
 - analysis of best applications (i.e., prescribed responses for inquiries/requests);
 - systems requirements to achieve integration with existing City technology;

- business cases supporting possible service improvement through new technology;
 - recommendations for an implementation strategy for new technologies;
 - attending demonstrations of current City stand-alone, work order systems;
 - reviewing detailed surveys on 3-1-1 technology, response times and efficiencies gained, design/systems validation, best practices, operations, costs and lessons learned (from the least sophisticated to those with an extensive knowledge base and high-level electronic service request tracking);
 - visiting the City of Baltimore renowned for its service request system, ability to track team performances in meeting specified service standards, improving their resource allocations, deploying staff more effectively, and being accountable to the public;
 - visiting the County of Miami-Dade (closest to the proposed Toronto model) that transformed service by improving their business processes, building a comprehensive knowledge base for 3-1-1 staff (reduces transfers to other teams and precisely tracks service requests), consolidating the contact centre at one location, and linking electronically to one work order system to get service order requests to field crews faster;
 - examining City call centre operations, and web site services including contact volume, transfers to other teams, response standards, and current operating costs;
 - assessing other matters related to the 3-1-1 City model including:
 - identification of all City services with direct contact with the public;
 - types of information and service requests received (by call centres, e-mail, web);
 - cost-benefits of a consolidated versus decentralized call centre facility;
 - review of transfer requirements (Level 2 teams of coordinated divisional specialists for highly technical, personal, or confidential requests);
 - examining the proposed City technology by category and service components; and
 - examining original 3-1-1 capital budget estimates in detail for each function.
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Appendix 2

Detailed Findings on Divisional Readiness for 3-1-1 Implementation

To determine the state of readiness of City divisions to support 3-1-1 implementation, the 3-1-1 Project Management Office (PMO) team focused upon those divisions that would contribute significant content for the knowledge base and would process a high volume of service order requests. The use of different terminology and definitions made clear comparisons between the divisions a challenge. The PMO conducted its evaluation over several months and required the development and review of many source documents.

Each contributing division was evaluated on its state of 3-1-1 readiness based upon 15 criteria in three critical 3-1-1 areas: knowledge base content, service order readiness and transfer readiness. The divisions rated as the teams most ready to participate in full 3-1-1 implementation were Solid Waste Management, Transportation Services, and Toronto Water. They performed very strongly in 10 of 15 categories. Toronto Public Health also rated very strongly on content development, service order readiness, and the capacity to report accurate status information. The other two key divisions of Municipal Licensing and Standards, and Parks and Recreation, require considerable development in either electronic tracking capacity, transfer readiness or information management.

(a) Knowledge Base Content:

A critical success factor for 3-1-1 implementation is the ability of staff to access well-organized content in easily searched electronic form as a tool to respond to public inquiries. At present, there are significant gaps in documented content across all divisions including many identified as having a high state of 3-1-1 readiness. Corporate Communications and Toronto Public Health are the only two divisions that have electronic information repositories. The remaining divisions store content in hard-copy binders subject to up-dates as required. In many cases, there is a reliance on long-term experienced staff to impart to the public information that is not formally documented. There are currently inconsistencies in staff responses within the same unit due to lack of documented content. Content development will be a major undertaking for the contributing divisions. The 3-1-1 Project Management Office will be putting plans in place to address content gaps in priority divisions.

(b) Service Standards:

All contributing divisions were able to provide an inventory of their legislated, divisional and informal service standards and response times. Most have very clear response times while a few have response times based upon a range (e.g., it will take 4-6 months for the issue to be resolved due to backlogs). Few divisions had service standards that are still under development.

Many service standards vary by season and the time of day or week. As one example, sod restoration may be requested after a water main repair. If the request is received in July, it will be addressed promptly. If the request is initiated in November, the request will logically be deferred to an appropriate time in the spring. Some services have

cross-jurisdictional responsibilities and are not actually considered completed fully by the public until their provincial counterpart has fulfilled their duties. This poses a communication challenge as the public does not differentiate between levels of government and will usually return to their first point of contact for status information.

Service standards are set and measured for specific service areas. Divisions do not have a universal response time for multiple service areas (e.g., not all Transportation service requests are to be completed within five working days). Furthermore, response times for specific service areas also vary by districts where the service levels have not been harmonized.

(c) Tracking and Reporting:

The contributing divisions are using a combination of electronic tracking and manual monitoring. There is a minority of situations where there is no formal monitoring conducted at all. The three former WES divisions have the most robust reporting capability. The status of their individual service requests can be monitored according to three to four categories, namely, Open, Investigated, Scheduled or Closed. These divisions have the capability to produce aggregate compliance reports in response to customized requests, but compliance reporting as a standard procedure would require additional programming. Their service order systems also have the functionality to identify duplicate service order requests through an automated prompt or initiated by staff, which is a key consideration for early 3-1-1 implementation. Other City divisions do not have automated prompts or electronic functionality to identify duplicate service order requests. The former WES divisions have also been working on improving their audit trails for each service order request in each of their systems, but this component remains under development.

The remaining divisions often measure status categories simply as open or closed. Status information in some cases can only be reported on a manual basis. Forestry Services in the Parks and Recreation Division is able to measure on four status types because the information is collected electronically in the TMMS system. However, the remaining service areas in Parks and Recreation are on manual monitoring procedures.

(d) Information Management:

The priority of all divisions is always focused on the actual resolution of service order requests on the behalf of the public. Historically, completion of work has always taken precedence over the reporting of its status. The contributing divisions do not have strictly enforced policies and standards in place that prescribe timeframes for status information on individual requests to be updated in their systems. This gap impacts the City's capacity to be able to generate accurate reports on compliance measurements and to communicate current status outcomes to the public. Work may have been completed for several weeks while the current status in the system will indicate that it is yet to be done. Toronto Public Health and Toronto Water both have wireless pilots in place that allow their crews and inspection teams to enter status information electronically from the field. The accuracy of their status information has improved significantly since the start of those projects.

Divisions also define their status categories differently depending on the service area. The category “Completed” can mean that a formal inspection has taken place but the original complaint may not resolved. In other cases, “Completed” means that the work is done and the complaint has been fully resolved. Also, some divisions measure request stages more precisely than others (e.g., terms such as “Scheduled” or “Investigated” as opposed to the less precise term “Open”). Consistency in status definition must be considered on a corporate-wide basis so that the 3-1-1 call-takers can easily explain status information to the public regardless of the type of request. The inability to report electronically on compliance benchmarks with current information affects teams’ ability to project improved response standards in the short-term. Compliance baselines need to be established before further improvements can be identified. Baselines will be identified and information plans developed through the business process reviews.

(e) Transfer Readiness:

The public will measure the 3-1-1 service experience in its entirety, not just at the first point of contact. The City has reviewed the lessons learned from the City of Los Angeles who focused on improving “the second point of contact” or transfer as well as the first. Their public’s satisfaction levels with 3-1-1 improved once the transfer experience was addressed appropriately through training and reconfiguration of existing teams.

Not all of the divisions are currently supported by formal call centre operations with cross-trained staff. Municipal Licensing and Standards does not have a call centre. Municipal Licensing and Standards is planning to restructure their telephone services to better support required transfers. Many divisions have already begun to reduce the number of inquiry lines and have started to consolidate customer service staff in cross-trained models of service delivery. Revenue Services and Toronto Public Health have established excellent best practices in this area.

Appendix 3

Comparison of 3-1-1 Service Model Scenarios 1 - 4

Comparison of 3-1-1 model options

	OPTION 1	OPTION 2	OPTION 3	OPTION 4
Service Description	General inquiry information for the entire City will be provided by 3-1-1 (5 Million calls annually) and at all 6 civic centre locations	General inquiry information for the entire City will be provided by 3-1-1 (5 Million calls annually)	General inquiry information for the entire City will be provided by 3-1-1 (5 Million calls annually)	General inquiry information for the entire City will be provided by 3-1-1 (5 Million calls annually)

Comparison of 3-1-1 model options

	OPTION 1	OPTION 2	OPTION 3	OPTION 4
		All service order requests for Solid Waste Management, Transportation, Toronto Water and Forestry will be initiated by the 3-1-1 team (approx. 250,000 annually)	All service order requests for Solid Waste Management, Transportation, Toronto Water and Forestry and Municipal Licensing and Standards can be initiated and tracked by 3-1-1 (approx. 286,000 annually)	All service order requests for Solid Waste Management, Transportation, Toronto Water and Forestry, Municipal Licensing and Standards, Parks and Recreation and Revenue Services can be initiated and tracked by 3-1-1 (approx. 401,000 annually)
Features	consolidated call centre	consolidated call centre	consolidated call centre	consolidated call centre
	on-line service page	on-line service page with order request function	on-line service page with order request function	on-line service page with order request function
	knowledge base access for 3-1-1 and Members of Council	knowledge base access for 3-1-1 and Members of Council	knowledge base access for 3-1-1 and Members of Council	knowledge base access for 3-1-1 and Members of Council
		service requests tracking electronically for 3-1-1 and Members of Council	service requests tracking electronically for 3-1-1 and Members of Council	service requests tracking electronically for 3-1-1 and Members of Council
Cost – 2005-8	\$20.1 M	\$25.7 M	\$26.9 M	\$33.2 M
Service Improvements	Over 400 published telephone numbers are collapsed to one published	Over 400 published telephone numbers are collapsed to one published number	Over 400 published telephone numbers are collapsed to one published number	Over 400 published telephone numbers are collapsed to one published number

Comparison of 3-1-1 model options

OPTION 1	OPTION 2	OPTION 3	OPTION 4
number for easy access for the public	for easy access for the public	for easy access for the public	for easy access for the public
The public will be able to access City information directly from the 3-1-1 team instead of searching for the right number or being transferred	The public will be able to access City information directly from the 3-1-1 team instead of searching for the right number or being transferred	The public will be able to access City information directly from the 3-1-1 team instead of searching for the right number or being transferred	The public will be able to access City information directly from the 3-1-1 team instead of searching for the right number or being transferred
The public will be able to access all on-line services on the 3-1-1 service page	The public will be able to access all on-line services on the 3-1-1 service page	The public will be able to access all on-line services on the 3-1-1 service page	The public will be able to access all on-line services on the 3-1-1 service page
	The public will be able to initiate their own service requests on-line and track status on the 3-1-1 service page All service order requests for Solid Waste Management, Transportation, Toronto Water and Forestry can be initiated and tracked on behalf of the public by 3-1-1	The public will be able to initiate their own service requests on-line and track status on the 3-1-1 service page All service order requests for Solid Waste Management, Transportation, Toronto Water Forestry and Municipal Licensing and Standards can be initiated and tracked on behalf of the public by 3-1-1	The public will be able to initiate their own service requests on-line and track status on the 3-1-1 service page All service order requests for Solid Waste Management, Transportation, Toronto Water, Forestry, Municipal Licensing and Standards, Parks and Recreation Revenue Services can be initiated and tracked on behalf of the public by 3-1-1

Comparison of 3-1-1 model options

	OPTION 1	OPTION 2	OPTION 3	OPTION 4
		Members of Council will be able to initiate and track service order requests for Solid Waste Management, Transportation, Toronto Water and Forestry on behalf of their constituents	Members of Council will be able to initiate and track service order requests for Solid Waste Management, Transportation, Toronto Water, Forestry and Municipal Licensing and Standards on behalf of their constituents	Members of Council will be able to initiate and track service order requests for Solid Waste Management, Transportation, Toronto Water, Forestry, Municipal Licensing and Standards, Parks and Recreation and Revenue Services on behalf of their constituents
Internal Efficiencies	Consolidation of several call centre general inquiry functions including Access Toronto	Consolidation of several call centre general inquiry functions including Access Toronto	Consolidation of several call centre general inquiry functions including Access Toronto	Consolidation of several call centre general inquiry functions including Access Toronto
	Reduced call transfers	Reduced call transfers	Reduced call transfers	Reduced call transfers
	Electronic email management	Electronic email management	Electronic email management	Electronic email management
		Electronic tracking of service order requests from end to end	Electronic tracking of service order requests from end to end	Electronic tracking of service order requests from end to end
		Compliance to standard reports	Compliance to standard reports	Compliance to standard reports
		Ward activity reports	Ward activity reports	Ward activity reports

Comparison of 3-1-1 model options

	OPTION 1	OPTION 2	OPTION 3	OPTION 4
		Improved information management in divisions	Improved information management in divisions	Improved information management in divisions
Project Risk	Low-Medium. Technology installation straightforward. No work order system integration required.	Low-Medium. Technology installation and integration will be managed through a phased-in approach. Experienced technical teams supporting mature systems.	Very high. Extensive work would have to be undertaken to re-engineer processes and upgrade the current licensing system or migrate to IBMS for MLS.	Very high. The project scope is very broad with a wide range of system and process maturity in the individual divisions.
Potential for Efficiencies and/or Savings	Fewer transfers Better utilization of staff resources	Fewer transfers Better utilization of staff resources	Fewer transfers Better utilization of staff resources	Fewer transfers Better utilization of staff resources
		Reviews of all impacted service order processes will help to identify operational efficiencies, streamlined processes and compliance reporting requirements as part of the analysis.	Reviews of all impacted service order processes will help to identify operational efficiencies, streamlined processes and compliance reporting requirements as part of the analysis.	Reviews of all impacted service order processes will help to identify operational efficiencies, streamlined processes and compliance reporting requirements as part of the analysis.

Appendix 4

Functional Breakdown of 3-1-1 Service Model Capital Budget Cashflow 2005 – 2007

Function	2005 Cash-flow	2006 Cash-flow	2007 Cash-flow	2008 Cash-flow	Total
KB Content Development and BPR	\$817,000	\$2,116,200	\$1,252,500	\$318,000	\$4,503,700
Facility Retrofit	\$325,000	\$2,464,100	\$1,519,600	\$0	\$4,308,700
3-1-1 Service Page	\$100,000	\$500,000	\$796,500	\$0	\$1,396,500
Information Architect	\$360,000	\$0	\$0	\$0	\$360,000
S/O System Integration	\$0	\$927,000	\$500,000	\$280,000	\$1,707,000
Core Technology	\$0	\$421,880	\$10,754,380	\$2,317,740	\$13,494,000
Training	\$0	\$100,000	\$397,000	\$0	\$497,000
Communications	\$0	\$15,000	\$85,000	\$50,000	\$150,000
RFP Expertise	\$135,000	\$0	\$0	\$0	\$135,000
Privacy Impact Assessment	\$0	\$180,000	\$180,000	\$0	\$360,000
Totals	\$1,737,000	\$6,724,180	\$15,484,980	\$2,965,740	\$26,911,900

KB: Knowledge Base
BPR: Business Process Review
S/O: Service Order
RFP: Request for Proposal

Appendix 5

3-1-1 Project Governance: Roles and Responsibilities

(1) Deputy City Manager: 3-1-1 Designated Executive Sponsor

Project sponsors are executive or senior managers having a prime interest in the outcome of a project since the results will have a direct impact on the operations for which the project sponsor is responsible. Given the City-wide operating impact of the 3-1-1 project, it is appropriate that the City Manager have the role of Executive Sponsor. The 3-1-1 Project Management Office (PMO) budget originally was within the Office of the City Manager as a special addition. With the assignment of the 3-1-1 Program Management role to the Office of the 3-1-1 Lead Deputy City Manager in May 2005, the overall PMO budget accountability has been transferred accordingly.

(2) 3-1-1 Steering Committee:

The City Manager, all Deputy City Managers, the Chief Corporate Officer, the Executive Director of Human Resources, the Executive Director of Information and Technology are members of the Steering Committee. The committee provides high-level guidance and establishes a common vision for the project and scope to be covered. They will also be responsible for setting and managing expectations of the senior management team and setting the standards by which the project will be measured. Provide input, set priorities and approve scope for the initiative. They will analyze and make timely decisions on changes proposed by the project team and commit the required resources to the project. They will review and approve project work and progress through key milestones, take initiative to proactively identify and mitigate project risks and be ultimately responsible for the success of the project.

(3) Corporate Lead: 3-1-1 Project Director:

The Corporate Lead as 3-1-1 Project Director was assigned by the Executive Sponsor and will continue to have a direct reporting relationship to that position as required. Day-to-day reporting of the Corporate Lead will be to the Lead DCM. The Corporate Lead is responsible for the day-to-day management of the project and for all internal/external aspects of the project.

(4) 3-1-1 Project Management Office (PMO):

The role of the PMO is to support the approved strategy through the planning, development and design of a permanent 3-1-1 operation. The 3-1-1 Project Management Office is comprised of the Corporate Lead (3-1-1 Project Director), Quality Assurance Lead (QA Lead), Policy/Procedure Lead (P/P Lead), Business Process Review Lead (BPR Lead), two Subject Expert Leads (SE Leads), Financial Lead (F Lead) as required, and two Administrative Support positions (AS).

Team members are now fully dedicated to the 3-1-1 project with the exception of the Financial Lead (available later as required), the Policy/Procedures Lead (currently 75 percent to the PMO), the BPR Lead (later project stage), and one Administrative

Support position (later project stage). Irrespective of any ongoing Divisional affiliations, all 3-1-1 PMO members will report to the Corporate Lead on their assigned 3-1-1 matters.

(5) 3-1-1 Project Management Team:

All assigned leads from the Work Package and the Sub-Project Charters comprise the Project Management Team. Each lead is responsible for the development of their work package (WP) or sub-charter, project plan and delivery of their specific milestones. All team members are required to report regularly on the progress of their sub-projects/WP to the 3-1-1 PMO.

(6) 3-1-1 Resource Team:

Cross-divisional representatives with subject matter expertise will provide advice and give opinions on a specific matter under review by the Project Management Team or 3-1-1 PMO. Their relationship is consultative in nature for the purposes of advancing the quality of project products.

(Consolidated Clause in Administration Committee Report 9, which was considered by City Council on November 30, December 1 and 2, 2004, entitled “Improved Service to the Public through Introduction of “3-1-1” (All Wards)”.)

City Council on November 30, December 1 and 2, 2004, referred this Clause back to the Administration Committee for further consideration.

Council also adopted the following:

“That:

- (1) a Councillor-Staff Working Group be struck with respect to 3-1-1, consisting of the Chair of the e-City Committee, one additional member of the e-City Committee and one member of each Standing Committee to be appointed by the Standing Committees;
- (2) the communication (undated) from Councillor Chow, entitled ‘Assessment of Multilingual Services Provided by the City of Toronto’, be referred to the Councillor-Staff Working Group on 3-1-1;
- (3) the following motion be referred to the Councillor-Staff Working Group on 3-1-1:

Moved by Councillor Minnan-Wong:

‘That City Council support the principle of a centralized call centre to City information and services’;

- (4) the Chief Administrative Officer, in conjunction with the Councillor-Staff Working Group on 3-1-1, be requested to submit a preliminary report, if necessary, in January 2005 for budget purposes, to the Administration Committee, through the e-City Committee, providing comprehensive details on the project layout of the components of each phase of the 3-1-1 initiative, with a detailed analysis of the costing of each phase, inclusive of Capital, Operating and consulting costs, and the resources needed from each Department to provide better front-line service standards and to investigate and include accessibility options for disabled people in the development of 3-1-1; and
- (5) the Chief Administrative Officer be requested to:
 - (a) submit, to the Administration Committee, a summary listing of the preparedness of all departments for a 3-1-1 system; and
 - (b) report to the Administration Committee on options on how to improve existing versus business services.”

Council also considered additional material, which is noted at the end of this Clause.

The Administration Committee:

- (A) submits the following staff Recommendations 1, 2 and 3 to City Council without recommendation:

“It is recommended that:

- (1) the introduction of a Toronto “3-1-1” customer service model be phased-in over the next three years to successfully manage each phase of implementation, build early public confidence in the service, and allow for sufficient time to complete internal business process reviews;
- (2) the “3-1-1” improved customer services contained in Appendix “A”, be implemented by a Phase One launch of the “3-1-1” Service Gateway on the City Web site in December, 2005; a Phase Two launch of the expanded services to be provided by telephone in June, 2006 and, a Phase Three enhancement of “3-1-1” programs and services by December 2007 as Council may direct for implementation;
- (3) an external validation process on the “3-1-1” project plan and transition steps be implemented at a cost not to exceed \$60,000;”;

(B) recommends that City Council:

- (i) delete the following Staff Recommendation 4:
 - “(4) the amount of \$0.835 million be submitted for pre-approval for “3-1-1” business transformation and infrastructure development start-up activities in order to meet the Phase 1 launch of “3-1-1” Service Gateway on the Web site by December 2005;”;
- (ii) adopt Staff Recommendations 5, 7 and 9:
 - “(5) the consolidated 2005, 2006 and 2007 estimated “3-1-1” capital budget requests outlined in Appendix “B” and the 2005 and 2006 estimated “3-1-1” operating budget requests outlined in Appendix “C” be forwarded to the Budget Advisory Committee for consideration;
 - (7) the Chief Administrative Officer report back to Council by the end of 2006 following the implementation of the “3-1-1” consolidated call centre on potential efficiencies and savings;
 - (9) the appropriate City officials be authorized and directed to take the necessary action to give effect thereto.”;
- (iii) adopt Staff Recommendation 6, subject to funds being available in subsequent years:
 - “(6) the Chief Administrative Officer report to Council on any amendments to the 2005, 2006 and 2007 “3-1-1” capital and the 2005 and 2006 Operating Budgets that impact on the introduction of the “3-1-1” service;”;
- (iv) request the Chief Administrative Officer to consider and identify to Council ways to improve the current web site and find ways to make it easier to use without the expenditure of funds set out in this report; and
- (v) request the Chief Administrative Officer to give consideration to improving and advertising the Access Toronto number more extensively so as to encourage greater use of this service by the public.

Action taken by the Committee:

The Administration Committee:

- (1) requested that the report of the external consultant be submitted to City Council, subject to any confidentiality issues; and
- (2) received the report (November 8, 2004) from the Chief Administrative Officer regarding the Canadian Radio-television and Telecommunications Commission decision to approve the “3-1-1” telephone code for non-emergency municipal services and to which staff

Recommendation (8) in the report (November 3, 2004) from the Chief Administrative Officer refers.

A joint meeting of the Administration Committee and the e-City Committee was scheduled for 2:10 p.m. during the meeting of the Administration Committee. At 2:25 p.m. the joint meeting convened. However, the Works Committee was meeting at the same time as the Administration Committee and because some of the members of e-City Committee are also members of the Works Committee, it was not possible to maintain quorum long enough to continue the joint meeting. Consequently, the Administration Committee and e-City Committee referred the matter back to the Administration Committee for consideration and report to City Council.

The Administration Committee submits the report (November 3, 2004) from the Chief Administrative Officer.

Purpose:

This report outlines the next steps for the introduction of the “3-1-1” (non-emergency) service delivery strategy previously approved by Council. “3-1-1” will simplify public access to City services through a single gateway over the telephone and on the City Web site, using modernized, streamlined service processes, and by implementing an electronic tracking system to monitor all customer service requests from receipt to completion. Implementation over a three-year period will mitigate risk factors and allow maximum use of existing City resources, and minimize new resources required to introduce the full “3-1-1” service model.

Financial Implications and Impact Statement:

Capital investment to City systems is required to transform service delivery efficiency and effectiveness. A single, integrated “3-1-1” service model will provide “no wrong door” service to the public, quick, accurate information for Council on ward activity, and full service transaction data to better inform the allocation of resources. This will require a fundamental change toward a “customer first” orientation in service culture, operations and delivery.

Capital funding in the amount of \$46.809 million will be required for the total project; over the years 2005 to 2007. This includes start up costs of \$13.034 million (2005); service enhancement costs of \$26.524 million in (2006) and \$7.251 million in (2007). A pre-approval request has been submitted with the Corporate Pre-Approval Request Report in the amount of \$0.835 million. In addition, operating costs for the initiative will be \$1,636 million in 2005 and \$5.149 million for 2006.

The Chief Financial Officer and Treasurer has reviewed this report and concurs with the financial impact statement.

Recommendations:

It is recommended that:

- (1) the introduction of a Toronto “3-1-1” customer service model be phased-in over the next three years to successfully manage each phase of implementation, build early public

- confidence in the service, and allow for sufficient time to complete internal business process reviews;
- (2) the “3-1-1” improved customer services contained in Appendix “A”, be implemented by a Phase One launch of the “3-1-1” Service Gateway on the City Web site in December, 2005; a Phase Two launch of the expanded services to be provided by telephone in June, 2006 and, a Phase Three enhancement of “3-1-1” programs and services by December 2007 as Council may direct for implementation;
 - (3) an external validation process on the “3-1-1” project plan and transition steps be implemented at a cost not to exceed \$60,000;
 - (4) the amount of \$0.835 million be submitted for pre-approval for “3-1-1” business transformation and infrastructure development start-up activities in order to meet the Phase 1 launch of “3-1-1” Service Gateway on the Web site by December 2005;
 - (5) the consolidated 2005, 2006 and 2007 estimated “3-1-1” capital budget requests outlined in Appendix “B” and the 2005 and 2006 estimated “3-1-1” operating budget requests outlined in Appendix “C” be forwarded to the Budget Advisory Committee for consideration;
 - (6) the Chief Administrative Officer report to Council on any amendments to the 2005, 2006 and 2007 “3-1-1” capital and the 2005 and 2006 operating budgets that impact on the introduction of the “3-1-1” service;
 - (7) the Chief Administrative Officer report back to Council by the end of 2006 following the implementation of the “3-1-1” consolidated call centre on potential efficiencies and savings;
 - (8) the Chief Administrative Officer report to Council on the outcome of the Canadian Telecommunications and Radio-Television Commission (CRTC) “3-1-1” decision; and
 - (9) the appropriate City officials be authorized and directed to take the necessary action to give effect thereto.

Background:

Council adopted the CAO report entitled “3-1-1” Customer Service Strategy” at its meeting on September 28, 29 and 30, 2004, as amended by the e-City Committee and as further amended and recommended by the Administration Committee at its meeting of September 8, 2004. The report described a single (“3-1-1”) telephone number, e-mail, and internet access contact point and integrated service delivery model for customer service across all City departments. Accordingly, the Chief Administrative Officer in conjunction with the Commissioners was directed to report to Council on a phased-in implementation plan to address strategy success factors and associated costs for inclusion in the 2005 budget submission.

In addition, the CAO was directed to report on ensuring that:

- Members of Council can track service request information;
- the “3-1-1” brand and service delivery is coordinated with neighbouring municipalities; and
- membership of the “3-1-1” Steering Committee includes the Mayor, or his designate.

This report outlines the steps proposed to achieve a successful “3-1-1” service delivery model. Challenges (including CRTC issues), benefits, project management structure, capital and operating budgets, and the proposed “3-1-1” organization are presented.

Comments:

1.0 Summary of Service Demand and Need for Corporate-wide “3-1-1” Implementation:

The City of Toronto serves a population of over 2.5 million people in forty-four municipal wards. Service to the public is provided through six departments with an active permanent and part-time workforce of approximately 33,000 full-time equivalent positions, as well as a number of agencies, boards and commissions for a total of nearly 47,000 staff. Approximately 8 percent (2,700) of departmental staff currently respond to the public either on the telephone, over the counter, or by e-mail, fax, mail, as part of their regular duties. Each week, there are more than 250,000 City Web site visits and 45,000 people visit City counter locations. Also weekly, the City processes approximately 170,000 calls over 251 inquiry lines and self-serve applications. There are nine formal call centre teams providing specific menus of City services. The Social Services call centre functions as an intake and assessment unit for individuals seeking social assistance. There are seven call centres in departments (Tax and Water, Public Health, Court Services, Real Estate Customer Support, EDCT Administration and Support, WES Customer Support, and Parking Tags) providing specialized services. Access Toronto is the corporate general inquiry line for the City.

Currently, the public has to search through 251 City inquiry lines listed in the Bell Canada Blue Pages or City Web pages in order to make an inquiry or place a service request. While Access Toronto serves as the City’s general information line, calls often must be transferred to another departmental inquiry line for service. This is because the City lacks one corporate-wide system that stores all City program information and scripts; and to initiate and track customer service requests. The City does not currently have the capacity to generate management reports tracking services from request to completion for analysis. Many of the City’s customer service processes are still unharmonized, manual and represent pre-amalgamation practices.

2.0 “3-1-1” as the Foundation and Catalyst for Service and Management Excellence”:

The “3-1-1” model of service delivery improves how the public accesses City services and how services are provided to the public. It will help to establish Toronto as a municipal centre of excellence. A fully implemented, comprehensive “3-1-1” service contributes to resolving ward issues and enhances the City image due to:

- access and services are designed from the perspective of the public;
- there is new electronic capacity to track the full customer service experience which will make it easier for staff to resolve problems on behalf of the public when they occur;
- consistent and clear service standards for service response times and staff responsibilities;
- priority-setting based on improved information about demand and service needs;
- resource allocation that reflects service priorities; and
- enhanced collaboration with related government areas and community information centres.

2.1 Overview of the Proposed “3-1-1” Service Model:

In its most simple terms, the proposed “3-1-1” service model is based on providing telephone callers, counter customers, or internet users, comprehensive, easy access to:

- general information on all City services and activities;
- requests for service/complaints; and
- self-serve or assisted service orders/transactions.

Telephone calls will only be transferred by the first “3-1-1” call-taker to staff specialists in departments when the:

- initial call-taker is unable to resolve the citizen’s request (estimated at only 30 percent of calls);
- caller requests a service that is not available through initial “3-1-1”;
- inquiry is of a medical, counseling, confidential or personal information nature;
- request requires specific technical expertise and/or interpretation; and
- call involves information privacy or legislative restrictions.

Similarly, the public will be able to access all City on-line services through a “3-1-1” one-stop access for service. The public will be able to e-mail all of their inquiries through one “3-1-1” e-mail address for the City and expect a timely response. The public will eventually be able to request service in a new self-serve option on the “3-1-1” service portal and look up the status of their requests electronically.

2.2 Tailoring Customer Service Through “3-1-1” to Meet Demand:

In contrast to current City operations, “3-1-1” creates a “no wrong door” approach because it focuses on the needs of the public. They will no longer require an understanding of how each area of the City works to access services. The introduction of “3-1-1” will better organize public services in Toronto. This includes making it easy and consistent for the public to find and use services irrespective of the method of access they choose (namely, telephone, internet, in person, e-mail, fax, or mail).

- The “3-1-1” service model will be the ability to track service order requests from receipt to completion through a Customer Service Request tracking system.

3.0 Findings on Successful “3-1-1” Implementation:

At present, seven of the ten largest American cities have implemented a “3-1-1” customer service strategy to better serve their constituents. Cities such as Chicago, New York and Baltimore have all taken a phased-in approach to implementation. This has been a deliberate choice in order to build early public confidence in “3-1-1” services, and allow for appropriate business process reviews to take place. In addition, most “3-1-1” cities have undertaken pre-testing for the technology. This ensures that systems problems are resolved before going public. This also permits time to fully train staff and give them experience in their new functions.

For example, the City of Baltimore implemented an in-house tracking system for service requests and orders in June 2000, a general inquiry service in March 2002, and an on-line option in May 2003. Similarly, the City of Chicago has been implementing new services and features for its “3-1-1” service over a five year period. Even municipalities with smaller operations, such as Halton Region, have taken a gradual approach over five years or longer. In this manner, each of the cities allowed adequate time to make the required internal adjustments (e.g., monitoring, reporting, service level agreements, resource allocation, training, staff performance, etc.).

An assessment of the project risks in Toronto was undertaken by Corporate Information and Technology and the CAO’s Office. Project schedules, cost, quality assurance, facility and equipment supports, and desired customer service improvement outcomes were reviewed. The potential risk factors identified include:

- insufficient analysis of current business processes to improve future service ;
- rushed development of business requirements for the Request for Proposal that could lead to inappropriate vendor selection;
- the potential need for extensive customization of systems requiring additional time;
- competing internal demands for City resources;
- inadequate time for strong staff training;
- service menu would be far more limited in an earlier launch; therefore negatively impacting public confidence in the new service;
- lack of full compliance with privacy legislation (system, cost and credibility impacts); and
- incomplete due diligence, testing, project design, facility renovations, and operations.

It was recognized that a balance was required between the need to achieve “3-1-1” customer service benefits as soon as possible, and the need to ensure that the City assumes only a moderate level of risk. Significant work and time is required for City programs and services to develop the content for the “knowledge base” that staff would be using to respond to inquiries.

There are, however, significant customer service improvements that can be offered to the public before full operation of the “3-1-1” telephone portion of service delivery. Launching a “3-1-1” service portal on the City Web site in late 2005 will provide

significant benefits to the public. Service Ontario recently launched the provincial version of the proposed “3-1-1” service portal for municipal services.

It is, therefore, recommended that the introduction of a Toronto “3-1-1” customer service model be phased-in over the next three years to successfully manage the scope of the strategy, build early public confidence in the service, and allow for appropriate internal business process reviews to take place.

4.0 “3-1-1” Service Changes and Benefits: What the Public Will See:

The introduction of “3-1-1” at the City of Toronto will include six major, inter-dependent components as follow:

- (a) modernize how the public requests information and service from the City of Toronto through establishment of a single telephone point of contact where staff are equipped to respond to information requests and service orders (completion target June, 2006);
- (b) build a new “3-1-1” service portal on the City Web site to provide an easy one-stop access for the public and improve public use of on-line services (completion target December, 2005);
- (c) build an extensive, electronic knowledge base of information for “3-1-1” staff to use when responding to information and service requests about all city services and programs to ensure consistent, accurate answers every time for the public (completion target June, 2006);
- (d) consolidate existing staff resources to better respond to “3-1-1” enquiries and provide service 24 hours a day, 7 days a week (completion target June, 2006);
- (e) create a Customer Service Request system linked electronically to existing work order systems to collect and track information about service demands, response times and results to plan and direct resources where they will have the greatest impact on public services (completion target June, 2006); and
- (f) expand, add, or enhance “3-1-1” services as Council may direct for implementation beyond June of 2006.

Implementation of each component is subject to Council approval based on reviews of how service is delivered, provision of adequate budget, staff training and other factors. Not every major enhancement of the “3-1-1” model will be visible to the public, but will still involve intensive, City business transformation (such as determining response time standards for specific requests).

It is, therefore, recommended that the “3-1-1” customer service improvements contained in Appendix “A”, be implemented beginning with a Phase One launch of the “3-1-1” service portal on the City Web site in December, 2005, followed by a Phase Two launch of enhanced services provided over the telephone in June, 2006. A Phase Three

expansion of “3-1-1” programs and services after June, 2006 may be considered by Council for future implementation.

4.1 Phase One: Year 2005 “3-1-1” Service Portal on the City Web Site:

The new service portal will provide easy, streamlined access for the public to existing and new “3-1-1” on-line services. The “3-1-1” service portal will be akin to a virtual counter service of one-stop shopping. The public will not longer have to search through the Web site to find these services and the one-stop access approach to improve public use. American municipalities have found that the introduction of “3-1-1” on-line services has improved their overall capacity to process inquiries on a 24/7 basis and has been a complementary service to their “3-1-1” staff-supported telephone service. The implementation of on-line services allows municipalities to focus limited staff resources on more complex public inquiries.

A summary of the benefits and new features of the improved service access on the City web site follows:

By December 2005:

- easy, one-stop access to “3-1-1” on-line services;
- on-line services re-designed to be more user friendly; and
- better use of less expensive on-line services by the public.

By September 2006:

- a single, simple “3-1-1” e-mail address for the public to use for all inquiries;
- the public does not have to know how the City is organized to find the right e-mail address; and
- “3-1-1” staff will ensure that all e-mail requests requiring additional expertise, are transferred for response to the right staff every time with a timely response back to the public.

4.2 Phase Two: Year 2006 Modernized Telephone Service:

In June 2006, a consolidation of several call centre services including Access Toronto will result in the launch of one centralized call centre operation to be launched with the following features:

- a single, simple telephone number (“3-1-1” versus 251 City inquiry lines);
- 24/7 access to all City, non-emergency information and services;
- 24/7 electronic access to service order status information for Water and Wastewater, Transportation Services and Waste Management services;
- more inquiries will be resolved on the first call;
- accurate information, precise transfers due to the staff using a new, sophisticated knowledge base;
- consistent complaint handling standards;
- monitored progress on transactions from start to finish;

- fairness and equitable treatment for all callers/users;
- well-trained staff; and
- clearly articulated service standards on all services for citizens.

Starting in June 2006, the public will only have to make one call to “3-1-1” staff to request and check the status of service order requests for the following services:

(a) Water and Wastewater:

- blocked sewer service line;
- locate sewer line ;
- sewer service line, tree root reimbursement drain grant ;
- water service line, turn on ; and
- water service line, fix leak ;

(b) Solid Waste Management:

- white goods (appliance) pick-up appointments;
- garbage not picked-up;
- mail-out of collection calendar;
- yard waste not picked-up; and
- re-cycling not picked-up;

(c) Transportation Services:

- miscellaneous snow issues (road, laneway, sidewalk, etc.) ;
- inoperable street lighting;
- roadway pot hole ;
- damaged sidewalks; and
- blocked/flooding catch basins.

There will also be significant City infrastructure development completed for the June, 2006 launch including:

- fully-trained “3-1-1” call centre and specialized teams;
- centralized call centre facility to meet 24/7 operational needs;
- electronic linkages to existing service order systems;
- inter-departmental service level agreements; and
- development of a “3-1-1” strategy for the election year.

4.3 Phase Three: Additional Service Enhancements after June 2006:

Pending the success of the June 2006 launch, service enhancements are being considered for a Phase Three and include:

- installation of new automated work order systems for Parks and Recreation divisions; and

- further expansion of the “3-1-1” electronic service order menu to include Urban Development Services and Parks and Recreation services.

By June 2007, the “3-1-1” team will be able to electronically generate and track the status on the following additional services:

- property standards and maintenance inquiries;
- business, trades and taxicab licensing;
- vending, boulevard, café and patio permits; and
- taxicab driver training courses.

By December 2007, the following enhancements will be implemented:

- electronic service orders for Parks and Recreation services generated directly by “3-1-1” staff ;
- new “mixed menus” of staff supported services and self-serve Interactive Voice Response (IVR);
- enhancement of electronically-issued “dockets” to track service requests/work orders; and
- possible expansion of consolidated service counters.

5.0 “3-1-1” Service Performance and Accountability Changes: What Council Will See:

Members of Council will also benefit from the implementation of the “3-1-1” service model. First, the “3-1-1” service model will improve problem solving within City wards. It is intended that Councillors will have the capability from their office computers to look up and track the status of service requests in their ward electronically. The extent of access to “3-1-1” information by Council members will be dependent on provisions of the *Municipal Freedom of Information and the Protection of Privacy Act*. The City Clerk will be reporting further on this matter. An Access and Privacy consultant will be retained to provide ongoing advice on “3-1-1” access and privacy issues.

Second, Council will also receive improved information to determine service priorities and resource allocation. This is because a fully implemented “3-1-1” model will result in consistent policies, procedures and response standards across City operations. Such reporting is a powerful management tool that allows precise evaluation of service efficiency and effectiveness. Furthermore, the “3-1-1” system promotes greater precision in forecasting for field service delivery levels and staffing requirements. Improvements arising from service re-engineering will be identified and any efficiencies will be reported to Council.

Third, the “3-1-1” service model will enhance City working relationships with other governments and organizations given its “no wrong door” approach. When fully operational, it will complement other n11 call centres (e.g., the “3-1-1” service model will coordinate non-emergency City information in the event of a major incident or disaster). This will contribute to public safety avoiding potential duplication and providing better response and operational efficiencies. Many general service calls will be received from members of the public who do not distinguish among governments. It is

expected that the City “3-1-1” system will lead to increased collaboration with the provincial and federal governments to resolve public inquiries.

Fourth, “3-1-1” will enhance the image of the City and the work of elected officials due to improved public access, better service delivery and accountability, and ongoing culture and business process improvements. The implementation of “3-1-1” services can significantly contribute to staff pride taken in delivering quality service to the public.

6.0 City of Toronto Customer Service Initiatives To-Date:

The 2003 *Citizens First 3* report included results and feedback from the Toronto public and confirmed the following critical finding, “Service quality shapes citizens’ confidence in their governments.” This is consistent with the Strategic Plan approved by the new City of Toronto in 1998, which identified service excellence as a critical City goal. In August 2000, Council adopted a series of City directions to deliver high quality public services:

- evaluate City services to ensure they are effective, efficient and relevant;
- make “service” the motto and establish service standards and levels in all City programs;
- establish a “no wrong door” policy for coordinated public access to services/information;
- enhance the environmental performance of City operations; and
- nurture innovation and best practices.”

A corporate-wide Customer Service Improvement Initiative led by the CAO’s Office was formed with representation from all departments in 2001. This led to a number of successful pilot projects to further the City’s goal of “no wrong door” services including new on-line services and a consolidated customer service counter at York Civic Centre supported by cross-trained staff. In May 2003, an inter-departmental design team began to plan for an integrated call centre focused on improved public access and service response. This initiative was based on the *Citizens First* survey reports that found telephone services were rated by the public as providing low caller satisfaction. In Toronto, the telephone was cited as the preferred access method but respondents were even less satisfied than the national average with the service.

In March 2004, the City began to identify opportunities for customer service improvements using new technology. External consultants were retained to conduct an extensive environmental scan of current processes and applications, and to identify legislative restrictions and business requirements. Second, research on areas critical to designing “3-1-1” customer service access to City services was commenced and reports were completed including the following information:

- assessment of current call centre operations and technology;
- assessment of current City systems, functions and performance against industry best practices;
- potential features, applications, and capability for size and scope required by the City;

- analysis of best script applications (i.e., that provide prescribed inquiry answers);
- integration requirements with existing City technology;
- business cases to support possible service improvements enabled by new technology; and
- recommendations for an implementation strategy for new technologies to support the strategy.

Third, a competitive call will be issued to acquire technology solutions supporting the “3-1-1” customer service strategy if Council approves its implementation. Technology acquisitions will involve purchasing new telephony solutions and related system applications for a centralized call centre operation linked electronically to existing work order systems.

6.1 Preparing for “3-1-1” Implementation:

The following major tasks and activities are being refined or are under development.

- a list of services and steps (“scripts” and “transfers”) to address queries or self-service;
- establishment of corporate standards for inquiry/request documentation and tracking;
- establishment of corporate standards for all information posted on the City “3-1-1” service portal on the Web site;
- guidelines on archiving material, multi-lingual services, and access and privacy issues;
- criteria/procedures for best practice and quality assurance based on customer expectations;
- a comprehensive Human Resource Plan for staff re-allocation and training;
- detailed plans and standards for information technology and application;
- a comprehensive Communication Plan to promote “3-1-1” awareness;
- role in supplementing the City’s emergency plan; and
- coordination with 9-1-1, 2-1-1, and non-emergency police services.

Other significant “3-1-1” implementation activities and plans involve project management, an external/internal communications strategy, inter-municipal collaboration, and planning the future organizational model as described below.

(a) “3-1-1” Project Management:

The “3-1-1” initiative will conform to formal project management practices. The project will have a corporate project charter with sub-charters developed for project components. It will be subject to regular audits and reviews against prescribed milestones, quality assurance on the adequacy and cost effectiveness of project controls, and a formal approval process for changes and critical decisions. An organizational chart for the Project Management Office to support the City transition to a permanent “3-1-1” operation, is contained in Appendix “D”. Project Governance roles and responsibilities are contained in Appendix “E”.

It is recommended that the Chief Administrative Officer institute a validation process for the “3-1-1” project plan, business process review approach, and transition steps.

(b) Public Consultation on “3-1-1” Service Design:

Members of Council and staff have identified the need to hear from the public on how to make “3-1-1” services effective. Consultation assists to ensure that proposals are focused and targeted more precisely to address service problems. The “3-1-1” implementation team in collaboration with the e-City Committee will present the high-level design to the public for comments in the spring of 2005. These consultations will be coordinated by the “3-1-1” project management office in partnership with Corporate Communications and public consultation units of the City.

(c) Co-ordination with Greater Toronto Area Municipalities:

As directed by Council, the Chief Administrative Officer will recommend how to coordinate early exposure and information about “3-1-1” service delivery with neighbouring municipalities. For example, a joint presentation on “3-1-1” service delivery models was made by City of Toronto and Regional Municipality of Halton staff to the Greater Toronto Area Mayors and Chairs group. That group and municipal staff groups meet regularly and are likely forums for ongoing inter-municipal “3-1-1” progress up-dates and issues identification.

(d) Proposed 2006 “3-1-1” Organization Model:

The Cities of New York, Chicago and Los Angeles all designed new organizational structures for their “3-1-1” operations. In the start-up phase, existing employees were supplemented by temporary staff to meet initial increased demand. The City of Toronto is adopting this best practice and recommending that a new “3-1-1” division be created. The design proposes that the centralized group of “3-1-1” call-takers be located in one large call centre facility. Appropriate space will need to be leased and renovated to accommodate the dedicated “3-1-1” facility. Second-response specialized teams for transferred calls needing specific technical, medical or counseling expertise will be consolidated in existing business units. Where appropriate, consolidation of specialized teams will also occur at operational sites in 2007/08.

Appendix “F” shows the proposed 2006 operating model for “3-1-1” after its public launch. It identifies the proposed staffing requirements for call-takers (most being re-allocations of current positions), administrative support for a 24/7 operation, and information specialists required to maintain current and accurate content in the knowledge base on an ongoing basis. The staffing levels are based on early projections of call volumes that may require further adjustment. This is based on the experience of American “3-1-1” municipalities which all had call increases during implementation due to increased public awareness of the service and the ongoing introduction of new services.

Accordingly, the City will monitor call volumes during 2006 and beyond to identify demand changes and whether response times are compromised. The proposed structure will be further refined by the Human Resources team in 2005.

7.0 “3-1-1” Budget Request Rationale 2005-2007:

7.1 Request for “3-1-1” Pre-Approved Capital Budget:

The total 2005 pre-approved capital budget request is \$0.835 million for project start-up and staffing during January and February 2005. This will cover the cost of internal back-fills for project managers and business analysts required to conduct business process reviews, develop the competitive call to be issued in spring 2005, and to begin planning for the implementation of new work order systems. This request represents work to be undertaken in the CAO’s Office, Works and Emergency Services, Urban Development Services, Economic Development Culture, and Tourism, Finance, Corporate Information and Technology, Corporate Communications, Public Health, Human Resources and Clerk’s divisions.

(a) Business Transformation:

To achieve the full “3-1-1” service model, a review of business processes for all identified “3-1-1” services is necessary. All steps in a service process must be properly identified and supporting scripts developed to be used by “3-1-1” staff. The content, scripts and service standards identified through business process reviews will be inputted into a new electronic knowledge base. The information in the “3-1-1” knowledge base will be used by “3-1-1” staff to respond to requests and confirm response standards for the public requesting service. From a management perspective, the tracking information collected in the “3-1-1” system can be used to better allocate resources, diagnose service problems at the appropriate source, and ensure consistency in status reporting and logging of jobs completed. The knowledge base is a critical tool for staff to use to provide consistent and accurate information to the public via the telephone, e-mail, internet, fax, and counter services.

Obtaining content from departments to develop the knowledge base is very labour intensive. It must begin well in advance of “3-1-1” implementation to the public. A detailed assessment will be required to reduce the number of internal inquiry lines and assign specific service menus to those numbers. Consolidation of lines will improve the precision of call transfers so that the public is not continually bounced from staff to staff. The same work will be required to consolidate e-mail addresses listed on the City Web site. Staff will have to identify comprehensive service lists, service standards for the “3-1-1” menu. In Parks and Recreation, for example, significant work will have to be undertaken immediately to develop business requirements, review current processes and identify new methods of delivery to support automated service order systems for four divisions in time for a December 2006 installation and December 2007 integration with the “3-1-1” system.

(b) Infrastructure Development:

“3-1-1” business requirements for the new service model must be developed and finalized by February, 2005 for a competitive call for new technology to be issued in early spring 2005. Detailed analysis will reduce the risk of acquiring the wrong technology for the re-engineered procedures to meet new City needs and centralized call volumes. To achieve the quality, tracking and accountability measures and outcomes that are central to the “3-1-1” service model, represents a massive undertaking. In addition to the business transformation work, infrastructure development work must also commence as soon as possible to achieve the “3-1-1” planned launches by phases in December, 2005 (consolidated service access on City Web site), June, 2006 (central and specialized telephone service), and installation of automated service order systems (such as Parks and Recreation scheduled for 2007).

The following work needs to commence on January 1, 2005:

- dedication of staff resources from various City areas to prepare the business requirements specifications and required functionality for the new technology competitive call;
- hiring of information architects to design the organization of all information for the “3-1-1” knowledge base; and
- dedication of Web design staff to design the new service portal and to modernize and simplify existing City on-line applications.

It is, therefore, recommended that the amount of \$0.835 million be approved for “3-1-1” business transformation and infrastructure development start-up activities in 2005.

7.2 Proposed Operating and Capital Budget Request 2005, 2006 and 2007:

The consolidated capital requests for 2005, 2006 and 2007 are contained in Appendix “B” of this report. The consolidated operating requests for 2005 and 2006 are contained in Appendix “C” of this report.

7.2.1 Start Up and Service Enhancement Costs:

Funds in the amount of \$46.809 million over three years will be required for the capital component of the “3-1-1” initiative. Capital cash flow requirements are as follows: \$13.034 million in 2005; \$26.524 million in 2006; \$7.251 million in 2007. The key deliverables for this budget are full departmental business process reviews of all “3-1-1” services; the development of the electronic knowledge base infrastructure, content and scripts from all departments; privacy impact assessments on the “3-1-1” system; installation of a new “3-1-1” customer relationship management system; electronic linkage between the new “3-1-1” technology and existing service order systems; installation of a new work order system for Parks and Recreation operations; human resource strategy and implementation; staff training; implementation of a new “3-1-1” service portal on the City web site; consolidated facility operation; and development of a quality assurance program.

Successful “3-1-1” service quality management will require the following capabilities:

- development of a sophisticated, electronic knowledge base that enables staff to efficiently search and retrieve information on behalf of the public;
- scripting functions to provide consistent responses for staff to use and to prescribe when to transfer calls;
- coding of types of service calls received to better track reasons/location of transfers;
- call listening features for quality assurance and to support employee coaching;
- electronic overflow strategy to manage unplanned large volumes of calls;
- e-mail management system to improve response quality/times and track request status;
- centralized reporting systems; and
- privacy enhancing functions.

Reduction or elimination of specific parts of the “3-1-1” budget request will compromise the overall capacity of the operation by limiting the potential functionality and benefits of the system, and detracting from long-term service improvement. It is recommended that the consolidated 2005, 2006 and 2007 estimated “3-1-1” capital budget requests outlined in Appendix “B” and 2005 and 2006 Operating Budget request outlined in Appendix “C” of this report be forwarded to the Budget Advisory Committee for consideration. It is also recommended that the Chief Administrative Officer report to Council on any amendments to the 2005, 2006 and 2007 “3-1-1” capital and 2005 and 2006 Operating Budgets that impact on the introduction of the “3-1-1” service.

7.2.2 Operating Costs for the “3-1-1” Operation:

“3-1-1” job profiles must reflect critical customer service skills and qualifications. Human Resources staff will be working closely with CUPE Local 79, TCEU 416 and the CAO’s Office to develop new positions for the “3-1-1” team and finalize the organizational structure. The “3-1-1” call-taker team will be drawn from current full-time-equivalent positions (excluding cost-shared Social Services customer support staff) in customer service teams within the departments. Emphasis will be placed on career and training opportunities and positive work satisfaction for the “3-1-1” teams and specialized teams within business units to build strong staff retention rates. This work is being undertaken in 2005 to be ready for the June 2006 Phase 2 launch of the consolidated call centre.

7.3 Potential “3-1-1” Cost-Savings and Efficiencies:

Research findings from American “3-1-1” municipalities has shown that there are potential cost savings to be achieved after full implementation of the service in a number of areas. The City’s implementation plan has a very strong focus on extensive business process reviews and re-engineering in all departments to modernize our services and precisely diagnose areas for improvement. The plan also gives priority to upfront capital investments in electronic tracking systems for all services from start to finish to more precisely address problem areas. After full implementation of their tracking system, the City of Baltimore reported savings of \$13.2 million in the first year following installation. This included a saving of \$361,000 in overtime costs in their Solid Waste Management Department and the generation of an additional \$175,000 from citations for illegal dumping. The City of Chicago’s Department of Buildings saved \$600,000 in 2002 by avoiding duplicate “no heat” calls largely achieved through the consolidation of their internal inquiry lines and e-mail addresses.

It is recommended that the Chief Administrative Officer report back to Council by the end of 2006 following the implementation of the “3-1-1” consolidated call centre on potential efficiencies and savings.

7.4 Distinguishing the TELS Project from the “3-1-1” Project:

TELS (Technology End of Lease Strategy) is a capital project to replace the City’s leased, obsolete desktop computers and back-end server infrastructure. It is a “state of good repair” initiative to support all current City functions. TELS will replace the desktops of current staff including call-takers at various City call centres and counters. The call-taker desktops and monitors provided by TELS will become part of a future “3-1-1” function and related units in departments. The TELS and “3-1-1” projects are independent of one another in terms of purpose, budgets and implementation schedules (TELS will be largely completed prior to “3-1-1” implementation). Accordingly, there is no duplication between the two projects.

8.0 Canadian Telecommunications and Radio-Television Commission (CRTC) Application:

There are several critical matters respecting an application made to the CRTC that could effect the schedule, scope, or cost of the “3-1-1” project. A joint application for a designated “3-1-1” number was submitted to the CRTC on October 31, 2003 by Toronto, Calgary, the Region of Halifax, Gatineau, and the Region of Halton. Consultation with all telecommunication carriers and the joint applicants was completed on January 30, 2004, but four issues are outstanding:

- (a) Joint applicant cities specified a Notice period to telecommunications carriers of three (3) months in order to re-program routing switches for “3-1-1” purposes, but the carriers responded with a request for six (6) months;

- (b) Joint applicant cities (based on the 2-1-1 CRTC Decision 2001-475) recommended that switch re-programming costs be borne by the carriers on an incremental basis, but the carriers recommended the costs be borne by either the respective cities, or “3-1-1” users;
- (c) Activation, advertisement and launch of a “3-1-1” number requires applicants to honour the Notice period that will be prescribed by the CRTC upon application approval; and
- (d) If the competing application (from a government body) for the “3-1-1” number is approved rather than the prior application by municipalities (and their additional request for approval), alternatives will need to be sought at a cost to the joint applicants.

It is, therefore, recommended that the Chief Administrative Officer report back to Council on the “3-1-1” decision of the Canadian Telecommunications and Radio-Television Commission (CRTC) and any impact on the project timelines and costs as soon as it is known.

Conclusion:

The purpose of this report is to recommend the next steps for implementation of a “3-1-1” type of service model and the associated costs. The benefits and service improvements for the public are described in detail. The critical components required to move City services in this new direction are identified. This new customer service model for the City will transform the current City service orientation to a citizen-centred approach with expanded public accessibility to information and services.

Contact:

Colleen Bell, Manager, Corporate Client Services Initiative
Executive Management Division, Chief Administrator’s Office
Tel: 416-392-8374, Fax: 416-392-1827, E-mail: cbell@toronto.ca

Laurie McQueen, Senior Corporate Management & Policy Consultant
Corporate & Strategic Policy, Chief Administrator’s Office
Tel: 416-392-8995 Fax: 416-696-3645
E-mail: lmcqueen@toronto.ca

Appendix "A"

Phased Schedule of Project Deliverables Service Improvements for the Public		
Current Situation	"3-1-1" Solution	Launch Date
City Web Site <ul style="list-style-type: none"> - the public has complained that on-line services are difficult to find on the City Web site - the public does not know the menu of on-line services available - the public finds many applications difficult to use 	"3-1-1" Service Portal <ul style="list-style-type: none"> - create one-stop access for all on-line services on the Web site that is quick to find - make all current and new on-line services available through the "3-1-1" service portal - re-design applications to make them user friendly 	December 2005
Telephone Services <ul style="list-style-type: none"> - there are 251 inquiry lines that the public has to search - very limited 24/7 access to service information - too many transfers - transfers to the wrong team - the public has to know how the City works to get service - the public cannot easily get status information on their service order requests 	"3-1-1" Single Telephone Gateway <ul style="list-style-type: none"> - publish one number for all City services that is easy to remember - access to all City information 24/7 - build the "3-1-1" service menu so that more inquiries can be resolved in one call - staff are trained to transfer to the right team every time - staff navigate the system on behalf of the public - "3-1-1" staff will be able to check the status of Works and Emergency service orders electronically on behalf of the public in one call 	June 2006
E-mail Services <ul style="list-style-type: none"> - the public has complained that there are too many e-mail addresses - the public does not always get a response to their inquiries - the public does not always get the right information - the public cannot always get an answer on the status of their e-mail request 	"3-1-1" Single E-Mail Gateway <ul style="list-style-type: none"> - publish one "3-1-1" e-mail address on the City "3-1-1" service portal for all inquiries - "3-1-1" staff will always respond within a published response time - "3-1-1" staff will ensure that correct information is always provided in a timely manner - "3-1-1" staff will be able to track all e-mails to the City address on behalf of the public and advise of status 	September 2006
Lack of Information on Service Order Requests <ul style="list-style-type: none"> - The public cannot get quick status information on Municipal 	"3-1-1" Service Enhancements <ul style="list-style-type: none"> - "3-1-1" staff will be able to check the status of Municipal Licensing and Standards service orders 	June 2007

Phased Schedule of Project Deliverables Service Improvements for the Public		
Current Situation	"3-1-1" Solution	Launch Date
Licensing and Standards and Parks and Recreation Service Orders without being transferred	<ul style="list-style-type: none">electronically on behalf of the public in one call- "3-1-1" staff will be able to check the status of Parks and Recreation service orders electronically on behalf of the public in one call- public to track their own service requests	December 2007

APPENDIX "B"

3-1-1 CAPITAL CASHFLOW SUMMARY

CASHFLOW \$000's				
	2005	2006	2007	2005 - 2007
CORPORATE SERVICES - Infrastructure				
City Clerks	130.0	120.0	120.0	370.0
Information & Technology	4,957.0	11,177.0	2,905.0	19,039.0
Facilities & Real Estate - Infrastructure	1,508.0	3,068.0	-	4,576.0
Corporate Communication	1,310.0	3,453.5		4,763.5
Human Resources	47.0	305.0	22.0	374.0
Total Corporate Services Infrastructure	7,952.0	18,123.5	3,047.0	29,122.5
SII	240.0	240.0	-	480.0
Total Corporate Services programs	240.0	240.0	-	480.0
Total Corporate Services	8,192.0	18,363.5	3,047.0	29,602.5
OTHER PROGRAM COSTS				
Community & Neighbourhood Svcs	-	736.1	537.2	1,273.3
Finance	1,018.0	2,152.0	325.0	3,495.0
Works & Emergency Services*	1,359.0	1,379.0	1,425.0	4,163.0
Urban Development Services	683.0	1,317.0	699.5	2,699.5
Economic Development Culture & Tourism	1,354.0	2,576.5	1,217.0	5,147.5
Public Health	428.0	-	-	428.0
Total Other Programs	4,842.0	8,160.6	4,203.7	17,206.3
TOTAL CASHFLOW ESTIMATE	13,034.0	26,524.1	7,250.7	46,808.8

APPENDIX "C"

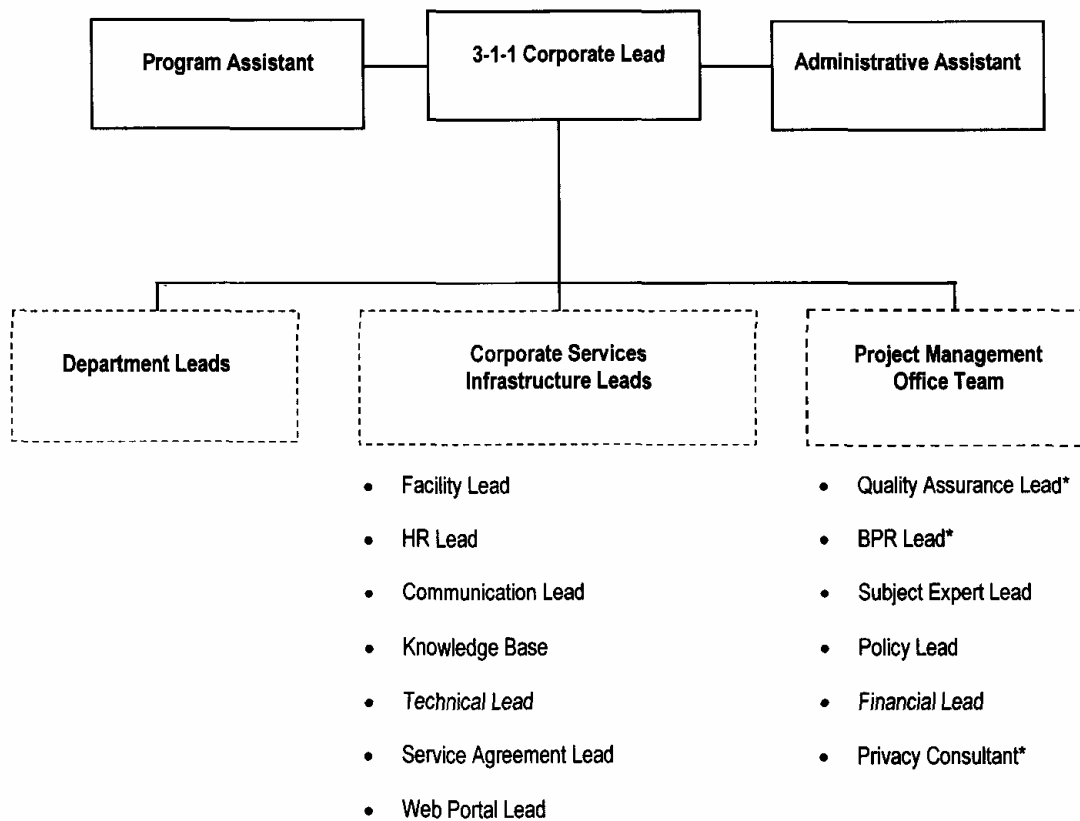
3-1-1 OPERATING CASHFLOW SUMMARY

	CASHFLOW \$000's	
	2005	2006
CHIEF ADMINISTRATOR'S OFFICE		
CAO Office: 3-1-1 Project Office	672.9	276.4
3-1-1 Operational Team and Funding*	12.8	1,988.2
CORPORATE SERVICES		
Corporate Services Infrastructure	837.0	771.0
Total Corporate Services	1,522.7	3,035.6
OTHER PROGRAM COSTS		
Community & Neighbourhood Svcs	-	176.0
Finance	-	320.0
Works & Emergency Services**	-	276.9
Urban Development Services	-	209.4
Economic Development Culture & Tourism	113.4	1,130.6
Public Health	-	-
Total Other Programs	113.4	2,112.9
TOTAL CASHFLOW ESTIMATE	1,636.1	5,148.5

* final organizational location to be identified as part of the administrative review

Appendix "D"

**3-1-1 PROJECT MANAGEMENT OFFICE
Transition Team**



Note:

* *External Resource*

Appendix “E”

Project Governance Model: Roles and Responsibilities

(1) “3-1-1” Steering Committee:

The Mayor or his designate, the Chief Administrative Officer, all Commissioners, the Executive Director of Human Resources, the Executive Director of Information and Technology and the Presidents of CUPE Local 79 and TCEU Local 416, are members of the Steering Committee to:

- Oversee project timelines, scope and work plan as approved by Council;
- Monitor overall progress to ensure that the project will meet stated objectives on time and within budget;
- Identify issues of concern for the public, staff and Members of Council for resolution;
- Request clarification of business priorities that impact project phasing; and
- Meet at prescribed times.

(2) Project Champion and Executive Sponsor:

The Chief Administrative Officer is the Project Champion and Executive Sponsor for the “3-1-1” initiative with responsibility for overall implementation success as follows:

- Champion the “3-1-1” initiative throughout the City administration;
- Provide overall project approach and direction;
- Secure project funding;
- Approve project changes that involve scope or budget;
- Review and approve deliverables where required, including final sign-off;
- Resolve critical issues as required;
- Promote the involvement of areas related to the project (internal and external);
- Review and approve change and management requests that have no impact on scope, budget or schedule of the project, but may affect programs;
- Chair the Steering Committee; and
- Communicate to the Steering Committee and Corporate Lead about issues/events with potential “3-1-1” project impact.

(3) Lead Commissioner:

The Lead Commissioner is the Sponsor for the “3-1-1” Infrastructure team and will be responsible for the delivery of all deliverables associated with those functions. The “3-1-1” Infrastructure team is comprised of functional leads for each of the following project components: “3-1-1” facility, information and privacy issues, human resource strategy, communications strategy, knowledge-base development, technology strategy, service level agreement templates and process, and Web portal. The Lead Commissioner has roles as follow:

- Sponsor of the Infrastructure team;
- Responsible for the overall success of infrastructure development and implementation;
- Review and approve deliverables where required, including signoff;
- Assist in the resolution of critical issues;
- Promote the involvement of the Corporate Service areas related to the project;
- Review and approve change and issue management requests from the Infrastructure team that have no impact on scope, budget or schedule of the project but may affect other components;
- Chair the Infrastructure team; and
- Communicate to the Steering Committee, Project Champion, Departmental Commissioners and the Corporate Lead about upcoming corporate divisional issues/events that may have impacts on “3-1-1” infrastructure plans.

(4) Departmental Commissioners:

Each Departmental Commissioner is the Sponsor for their “3-1-1” Business Transformation team and will be responsible for the delivery of all critical milestones associated with those project components. Their responsibilities include:

- Sponsor for their respective “3-1-1” departmental team;
- Responsible for the overall success of their “3-1-1” implementation plan;
- Review and approve departmental deliverables where required, including signoff;
- Assist in the resolution of critical issues;
- Promote the involvement of all related service and functional areas within their department;
- Review and approve change and issue management requests from their “3-1-1” team that have no impact on scope, budget or schedule of the project but may affect other components;
- Chair their respective “3-1-1” department team; and
- Communicate to the Steering Committee, Project Champion, Lead Commissioner, other Departmental Commissioners and the Corporate Lead about upcoming corporate divisional issues/events that may have impacts on their “3-1-1” implementation plan.

(5) Corporate “3-1-1” Lead:

The Corporate “3-1-1” Lead is responsible for the overall management of the project and is accountable for all internal/external aspects of the project as follows:

- Responsible for the delivery of the overall project, quality results and sign-off;
- Responsible for communication of status/progress to Steering Committee, Executive Sponsor and the Executive Management Team and for relevant information and direction to the project team members and other stakeholders;
- Conduct regular project status meetings with Executive Sponsor;
- Collaborate with Executive Sponsor on approvals of change and issue management requests that have no impact on scope, budget or schedule of the project but may affect services;

- Escalate issues and concerns to the executive sponsor for resolution;
- Manage overall project charter and plans;
- Monitor overall budget;
- Acquire and manage resources, defines roles and responsibilities, coaching and mentoring of team members and provide feedback to management on team member contributions; and
- Manage the identification and mitigation of risks and issues, escalates as appropriate.

(6) Project Management and Transition Office:

The role of the project management and transition office is to support the strategy for a permanent “3-1-1” operation. The project management office in the CAO’s Office will be comprised of the “3-1-1” Corporate Lead, Business Process Review Lead, Quality Assurance Project Lead, Policy Lead, Subject-expert Leads (2), Financial Lead, Administrative Assistant, and Program Assistant. Team members report to the “3-1-1” Corporate Lead and will be fully dedicated to the project in order to:

- Provide leadership, direction, guidance, advice and support on project deliverables and, for ensuring deliverables are in compliance with project management standards; and
- Provide recommendations, guidance, advice and support to the Corporate Lead on all matters related to the organization of the project plan and work assignments; communication of protocols, standards and procedures; inclusion/exclusion of deliverables in managing scope; and be responsible for assigned functional deliverables and the facilitation of assigned teams.

This team will be specifically assigned to lead the development of the following:

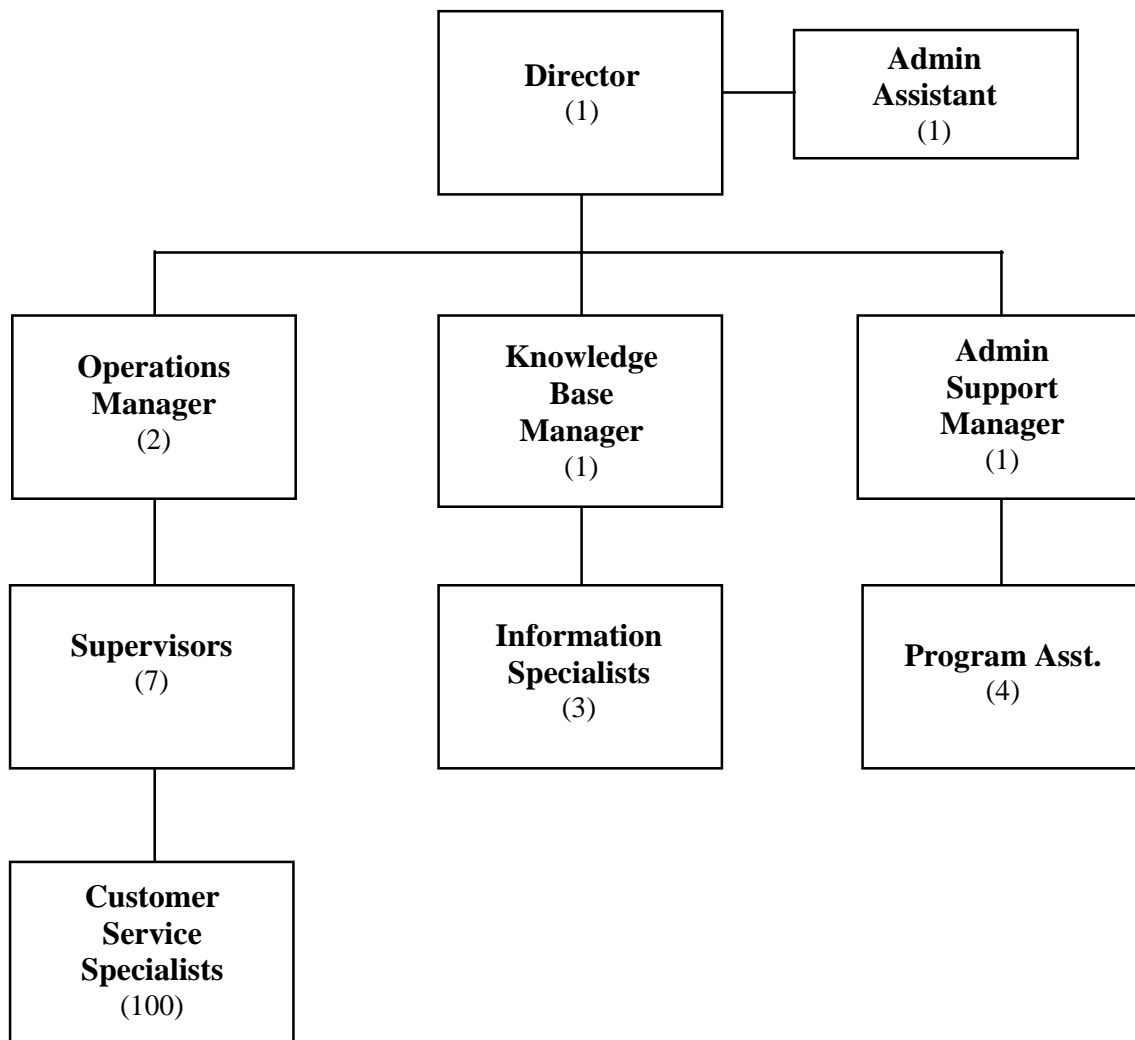
- The project charter, plan and work breakdown packages;
- Specialized components of the project plan;
- Development of process and corporate plan to assist departments in their consolidation of internal inquiry lines and later e-mail addresses;
- Development of “3-1-1” service menu and process for script development;
- Harmonization of all call centre operations;
- Development of corporate quality assurance program for all call centres;
- “3-1-1” emergency role/business continuity planning; and
- Development of efficiency benchmarks and implementation of electronic management tools in the “3-1-1” operation.

(7) Implementation Team:

All assigned leads from the Infrastructure and Business Transformation departmental teams comprise the core Implementation Team. Each lead is responsible for the development of their own sub-charter, project plan and delivery of their specific milestones. Each team member is required to report regularly on the progress of their sub-projects to the “3-1-1” Corporate Lead and their respective Commissioner.

Appendix “F”

**PROPOSED 3-1-1 OPERATIONAL MODEL
December 31, 2006**



Notes:

Supervisor to Staff Ratio: 1:14

Total: 120

The Administration Committee also submits the report (November 8, 2004) from the Chief Administrative Officer:

Purpose:

To report to Council on the recent Canadian Radio-television and Telecommunications Commission (CRTC) decision to approve the "3-1-1" three-digit dialing code for access to non-emergency municipal government services.

Financial Implications and Impact Statement:

If "3-1-1" were to be implemented, the CRTC identified the costs to be borne by the respective parties. Specifically, in a municipality implementing "3-1-1", the CRTC determined that the telephone service providers themselves should bear the costs for basic implementation of "3-1-1" service in their networks given the far-reaching benefits of the service to the public. In addition, the CRTC stated that a public awareness campaign is essential for the understanding of the public about "3-1-1" services, as well as to minimize confusion with emergency and other non-emergency services ("9-1-1" and "2-1-1"). The CRTC determined that the costs for an effective public awareness campaign should be borne by every municipality that implements "3-1-1". These costs have been included in the budget request for "3-1-1" at the City of Toronto.

Recommendation:

This report is for the information of Council.

Background:

The CAO report titled, Improved Service to the Public through Introduction of "3-1-1", is being considered on November 9, 2004 at a joint meeting of the Administration Committee and the e-City Committee. One of the recommendations requires the CAO to report to Council on the outcome of the CRTC decision on a request to designate "3-1-1" for municipal use. On November 5, 2004 the CRTC announced its decision on the assignment of "3-1-1". Accordingly, this information report to Council addresses the aforementioned recommendation.

Comments:

On November 5, 2004 the Canadian Radio-television and Telecommunications Commission (CRTC) approved the joint application made in October, 2003 by the cities of Calgary, Gatineau, Montreal and Toronto, and the Regions of Halifax and Halton, for the assignment of the 3-1-1 number for access to non-emergency municipal government services.

In explaining its decision, the CRTC stated that "3-1-1" offers benefits of great public interest:

- recognition that municipal government is closest to the people;
- recognition that 80 percent of people live in urban centres;
- value for taxes since 3-1-1 will help use resources effectively and improve accountability;

- improved public access and service by consolidating telephone services into one number; and
- reducing demand on 9-1-1 emergency lines (from inappropriate non-emergency calls).

As part of its decision, the CRTC stipulated the following requirements:

- each municipality wishing to implement 3-1-1 must give 6 months notice (minimum) to the telephone service providers (TSPs) in their respective municipalities;
- basic implementation costs of 3-1-1 services in TSP networks must be borne by the TSPs;
- a municipality implementing 3-1-1 service, will promote awareness of it for the public; and
- each municipality implementing 3-1-1 will bear the cost of a public awareness campaign.

Conclusion:

This report informs Council of a recent CRTC decision to designate “3-1-1” for the use of non-emergency municipal services as requested by several cities across Canada in the fall of 2003.

Contact:

Colleen Bell, Manager, Corporate Client Services Initiative
Executive Management Division, Chief Administrator’s Office
Tel: 416-392-8374 Fax: 416-392-1827
E-mail: cbell@toronto.ca

(News Release (November 5, 2004), attached to the report (November 8, 2004) from the Chief Administrative Officer, is on file in the City Clerk’s Office, City Hall.)

The Chief Administrative Officer gave a PowerPoint presentation.

The following members of the e-City Committee were present during discussion of this matter:

- Councillor P. Milczyn (Chair);
 - Councillor A. Giambrone; and
 - Councillor J. Pitfield.
-

City Council - November 30, December 1 and 2, 2004

Council also considered the following:

Communication (undated) from Councillor Olivia Chow, Trinity-Spadina:

Assessment of Multilingual Services Provided by City of Toronto

Recommendation 1:

It is recommended that translation services be incorporated in the implementation of Toronto's 3-1-1 customer service program.

Recommendation 2:

It is recommended that 3-1-1 staff, City Departments, and ABCs be made aware of the availability of translation services. Furthermore, how to handle non-English callers.

Rationale and Issues:

Currently, some Departments and ABCs are unaware that they offer translation services. Not only is this impeding the ability of non-English speakers to gain information from the City, but it is also a waste of the City's money which pays for these services. In addition, the staff should be trained to be courteous with non-English speakers and to take it upon themselves to determine the spoken language of the caller. The staff could initiate this by naming certain languages such as Chinese, Portuguese, Spanish, etc. This would indicate to the caller that the staff is inquiring after her/his spoken language.

Recommendation 3:

It is recommended that upon transferring calls from the 3-1-1 line to other departments, the translation service also be transferred.

Rationale and Issues:

Currently, when Access Toronto transfers non-English speakers to another Department or ABC, the translation service is disconnected and not transferred. As such, the caller must go through the entire process of informing the operator that s/he does not speak English and remain on the line for some time to again be connected to the translation services. This current method is inefficient and confusing to both the caller and the operator. By transferring the translation services, the translator could inform the operator of the caller's concerns, thus reducing the inconvenience for both the caller and the operator. Furthermore, this would mean that all Departments and ABCs would have access to translation services.

Recommendation 4:

It is recommended that during the time of transfer to translation services music be played in the background to indicate that the call is being transferred.

Rationale and Issues:

Currently, upon being transferred to translation services, there is no sound in the background. A caller could perceive this as being disconnected. Thus, to eliminate this confusion, it would be best to play music in the background.

Recommendation 5:

It is recommended that since the City is to create one-stop access for all on-line services on the Web through the “3-1-1” service portal, key translated documents be made available through this website.

Rationale and Issues:

Currently, a limited number of documents have been translated. There are no translated documents in regard to parking, limited information on garbage and TTC. Thus, key important documents, such as those on parking, garbage and recycling and TTC, should be translated. Furthermore, any new important documents should also be translated in an on-going basis.

Recommendation 6:

It is recommended that the City provide a brochure on the procedures of calling the 3-1-1 number for non-English speakers. This brochure should include a step-by-step explanation. It should then be posted on the 3-1-1 website.

Cost:

The cost is quite limited if incorporated within Toronto’s “3-1-1” customer service program. In general, this report recommends that translation services offered by the City should be advertised, key City documents should be translated and made widely available, and staff be adequately trained to handle non-English speaking callers. Overall, the estimated cost would be no more than \$1,000.

Summary of Assessment of Phone Services:

The following is a list of City Departments and ABCs that provide translation services (the list was provided by the Multilingual Services Assistant, Ms. Brigida Bautista):

Departments:

Chief Administrator’s Office
Councillor’s Offices
Community and Neighbourhood Services
Corporate Services
Economic Development, Culture and Tourism
Finance
Office of the Mayor
Urban Development Services
Works and Emergency Services

ABCs

Exhibition Place
Toronto Police Services Board
Toronto Parking Authority
Toronto Transit Commission
Toronto Public Library Board
Toronto Zoo

The majority of the above departments and ABCs were called. It was discovered that the majority were unaware that they could offer translation services to callers.

An Account of translation services provided:

Solid Waste Management Services:

Solid Waste Management Services, a division of the Works and Emergency Services Department, is aware of the availability of translation services. The following is an account of what proceeded upon calling the Department:

When calling the number 416-338-2010 (Solid Waste Management):

- there is an extensive list of options announced in English;
- the caller has to wait for approximately three minutes before the options are finished and the operator comes on line;
- with the operator, the caller must indicate that he/she does not speak English, then he/she must state her/his spoken language;
- the operator will announce in English that the call will be connected to a translator;
- during the connection period, which is quite long, there is no background sound (e.g., music), but merely dead air;
- when finally connected to Multilingual services after a few minutes, there will be a conference call between the translator, the operator and the caller;
- the translator interprets the caller's questions to the operator and the operator's answers to the caller; and
- when called after office hours, there is a message in English indicating that services are available only from 8:30-6:00 p.m.

Access Toronto:

Access Toronto also provides translation services for general inquiries. The following account demonstrates their service quality:

Steps when calling Access Toronto:

- (1) when calling 416-338-0338, you are immediately connected to an operator;
- (2) caller must indicate that he/she does not speak English. Some operators are unaware that translation services are provided. However, those who are aware will ask in English the caller's spoken language;
- (3) the operator then informs caller, in English, that the call will be transferred to a translating service;
- (4) the caller is put on hold for a long period (from our experience, the wait lasted for almost 10 minutes); however, the operator might come on the line every few minutes to assure the caller that the call is being processed. There is dead air while the call is being transferred; and
- (5) once the transfer has been successful, there is a three-way conversation between the operator, the caller, and the translator. The translation is quite adequate.

Notes on Access Toronto:

- (1) Although Access Toronto transfers calls to other Departments, these Departments themselves many not have translating services, or are not aware that the service is at their disposal.
- (2) Scenario: If a non-English speaking person calls Access Toronto, s/he will be connected to a translator, but if the nature of her/his question is such that s/he requires to be transferred to another department, the translating services cannot be transferred to be used by the other department. Hence, if the department itself does not use translating services, the caller is helpless.

The aforementioned accounts are exemplary of common problems encountered when calling Departments and ABCs. The following points summarize the problems:

- when calling a department or ABC, there is no indication that multilingual services are provided. If the provision is indicated (i.e. on a menu of an automated answering service) it is usually at the end of the menu and also announced in English;
- the quality and knowledge of the operators were not consistent and often inadequate in regards to availability of translation services. Hence, even if the caller indicates his/her inability to speak English, the operator often was unaware of how to proceed;
- the operator may not be able to correctly identify the language needed; and
- when being transferred to the translation services, there was often a long period of dead silence.

Summary of On-line Translation of Documents/Pamphlets:

The most frequently asked questions by individuals refer to parking, waste management, the TTC, and emergency services. The following is a summary of the translated brochures for the respective organizations:

Parking and emergency services do not offer any multilingual documents on line.

Access Toronto provides “Our City Guide” (a publication offering basic information about city services), “We Open City Doors” (on line publication that provides information about the different services that Access Toronto offers within the City of Toronto), and “Self-guided tours” of City Hall in various non-English languages.

TTC provides basic on line multilingual information on safety, how to pay for a ride, how to use transfers, etc. It does not provide information about fares, schedules, and routes.

Solid Waste Management Services, a division of Works and Emergency Services, provides limited general information on what the green bin program, garbage and recycling. On the translated brochures, it is written that for more information, the caller should call 338-0338 (the Solid Waste Management number, which does provide translation services).

Conclusions:

My findings show that there are serious discrepancies between operators at the Departments within the city, and this inconsistency can cause a great deal of confusion, especially for new immigrants to the city. The quality, the knowledge and the accessibility of the services have been assessed and recommendations provided.

The new 311 number (for non-emergency municipal services, such as a dangerous pothole, broken water main, missing manhole cover, stray dog, noise and graffiti – access to non-emergency municipal services) would be a good place to implement a multilingual service for the whole city whereby inquiries can be addressed promptly and efficiently through this one service.

A number that already exists, 211 (for community services, such as how to find a daycare spot, home care for a sick senior or help for abused women) does utilize the language line and/or operators who speak a certain language at the call centre for inquiries made in a language other than English or French.

Knowledge can be drawn from policies and programs of other cities and countries. For example, in Vancouver, there are brochures available for the citizens to find out exactly what services are available in other languages other than the two official languages of Canada. However, such brochures must be translated, if feasible, it would be quite useful in Toronto and they can be distributed through Community Services and made available at, for example, OHIP offices since all new immigrants must visit OHIP offices for obtaining health cards.

In Australia the Centrelink program, a government agency which provides a range of Commonwealth services, has combined the federal, state and municipal level and directs the call to Customer Service Centres located throughout Australia. It offers translation services in various languages and the website offers translation of key government documents. It has centralized the system and the departments offering translation services to make the system more efficient and accessible. Such centralization would be useful in Toronto and one way of doing so would be the continuation of translation services from Access Toronto to transferred departments.

In New York City there is a Language Services Unit that translates official NYCHA documents and provides interpreter services to residents and applicants with limited English-speaking abilities to ensure equal access to information and services. Language Services calls upon close to 180 NYCHA volunteers who speak 43 different languages. However, the www.toronto.ca website provides a more extensive translation of documents.

Communication (November 24, 2004) from Anne McLaughlin, submitted by Councillor Milczyn, Etobicoke-Lakeshore.

(Communication dated October 31, 2005 addressed to the
Administration Committee from the e-City Committee)

Recommendations:

The e-City Committee recommended that the Administration Committee recommend to the Budget Advisory Committee and the Policy and Finance Committee that City Council adopt the staff recommendations in the Recommendations Section of the report (October 24, 2005) from the 3-1-1 Lead Deputy City Manager, as amended by adding the following new recommendation (7) and renumbering the remaining recommendation accordingly:

- “(7) the 3-1-1 Lead Deputy City Manager be requested to report quarterly to the e-City Committee on the implementation of the 3-1-1 Customer Service Strategy including any proposed harmonization of business practices or service standards; and”

Background:

The e-City Committee on October 31, 2005, considered a report (October 24, 2005) from the 3-1-1 Lead Deputy City Manager, advising that Council directed that the findings and recommendations of the 3-1-1 Council-Staff Working Group (CSWG) be reported to the Budget Advisory Committee during the 2006 Capital and Operating Budget processes. The review, analysis and rationale of the CSWG in selecting its recommended 3-1-1 Service Model are presented along with CSWG recommendations respecting the 3-1-1 Implementation Plan and its associated 2006 Capital Budget. The projected 2007 and 2008 Capital Budget requirements for the 3-1-1 Customer Service Strategy are also identified.

Recommendations:

It is recommended that:

- (1) implementation of the different features of the 3-1-1 Customer Service Strategy be phased-in to optimize use of existing City resources and build early public confidence in 3-1-1 services;
- (2) approval be given to the CSWG recommended Scenario 3 Service Model detailed in Appendix 3;
- (3) 2006 capital funding for the 3-1-1 Customer Service Strategy detailed in Appendix 4 be approved in the amount of:
 - (a) \$2.464 million to retrofit Metro Hall Council Chamber for the 3-1-1 Contact Centre facility;

- (b) \$2.116 million for conversion of existing and non-documented content into easily searched, electronic form, and reviews of current business processes that will be initiated directly from the 3-1-1 operation in the future;
 - (c) \$0.500 million to develop the new self serve, service order function on the 3-1-1 service page on the City web site;
 - (d) \$0.4218 million for the preliminary development of the 3-1-1 core technology infrastructure;
 - (e) \$0.927 million for preliminary electronic integration of existing service order systems with the 3-1-1 Contact Centre system;
 - (f) \$0.100 million to design and develop training courses on technical and customer service skills for assigned 3-1-1 staff;
 - (g) \$0.015 million for 3-1-1 communications purposes; and
 - (h) \$0.180 million to obtain full-time Privacy Consultant services to conduct privacy impact assessments for the 3-1-1 initiative;
- (4) the 3-1-1 Lead Deputy City Manager be directed to report on the lessons learned from the Contact Centre launch according to pre-determined success criteria;
 - (5) the 3-1-1 Lead Deputy City Manager identify a future working partnership of Council, senior staff, and 3-1-1 Contact Centre staff, to provide performance management oversight on 3-1-1/divisional service request outcomes and to monitor and recommend service improvements;
 - (6) the 3-1-1 Lead Deputy City Manager in consultation with the Mayor and Council-Staff Working Group (CSWG), report to Council by December 2005 on whether, or in what capacity, the CSWG should be continued given completion of its current mandate; and
 - (7) the appropriate City officials be authorized and directed to take the necessary action to give effect thereto.

(Report dated July 18, 2005, addressed to the
Community Services Committee from
Fareed M. Amin, Deputy City Manager)

Purpose:

To recommend the close-out of completed Emergency Management projects and transfer of the HUSAR Facility project in the Corporate Emergency Management Capital Program to the Fire Services Capital Program.

Financial Implications and Impact Statement:

There are no financial implications arising from this report.

Recommendations:

It is recommended that:

- (1) the actuals and budget for capital project CPM003 HUSAR/CBRN Facility be transferred from the Corporate Emergency Management Program to the Fire Services Capital Program;
- (2) the remaining projects within the Corporate Emergency Management Capital Program be closed in 2006, subject to any carry forward requirements necessary to complete the projects; and
- (3) this report be forwarded to the Budget Advisory Committee for consideration during the 2006 Capital Budget process.

Background:

In 2002, a three-year project was approved by Council to address emergency preparedness issues. As part of this initiative, a Corporate Emergency Management Capital Program was established to provide for capital requirements such as HUSAR (Heavy Urban Search and Rescue) and CBRN (Chemical, Biological, Radiological and Nuclear).

Council approved the following recommendation as part of the 2005 Emergency Management Capital Budget:

“The Acting Commissioner of Works and Emergency Services and the Chief Financial Officer and Treasurer, report back to the Budget Advisory Committee, prior to the 2006 budget process, on a proposal to transfer the entire Emergency Management Plan capital budget to the appropriate program areas within the former Works and Emergency Services Department.”

Comments:

Attachment 1 summarizes the capital projects under the Corporate Emergency Management Program and the recommended action for each project. As indicated, it is recommended that the HUSAR/CBRN Facility capital project be transferred to the Fire Services Capital Program. The remaining projects will be essentially complete by year-end 2005 and can be closed out, subject to carry forward requirements.

The HUSAR/CBRN Facility project will create a new building of 12,700 square feet as a base of operations for the Toronto HUSAR Taskforce on existing lands at the Toronto Fire Services, Special Operations Training Centre, 200 Bermondsey Road. Since the project is managed by Fire Services, it is appropriate that this project be transferred to the Fire Services Capital Program.

Conclusions:

This report recommends the transfer of the HUSAR/CBRN Facility project from the Corporate Emergency Management Plan capital budget to the Fire Services Capital Program. The remaining projects within the Corporate Emergency Management Capital Program will be completed and can be closed out in 2006, subject to carry forward requirements.

Contact Name:

Paul Chenery, Senior Budget and Operations Analyst, Support Services, Tel: 416-392-8966, Fax: 416-397-1485, E-mail: pchenery@toronto.ca

Attachment 1:

Corporate Emergency Management Capital Program
Project List/Recommended Action

Project	Description	2005 Budget (\$000s)	Recommended Action
CPM0001	Chemical, Biological, Radiological and Nuclear (CBRN)	0	Close project. Sufficient funding exists in CBRN Operating Budget
CPM002	Emergency Operations Centre Phase 3 Upgrades	112	Close project in 2006, subject to carry forward requirements
CPM003	HUSAR/CBRN Facility	1,593	Transfer project to Fire Services Capital Program
CPM004	Emergency Back-up Systems	1,993	Close project in 2006, subject to carry forward requirements
CPM005	Emergency Operations Centre Phase 4 Upgrades	106	Close project in 2006, subject to carry forward requirements
	Total Budget	3,804	

(Communication dated November 8, 2005, addressed to the Budget Advisory Committee from the Administration Committee and the Planning and Transportation Committee.)

Recommendation:

The Administration Committee and the Planning and Transportation Committee recommended to the Budget Advisory Committee and Policy and Finance Committee that:

- (1) City Council adopt the staff recommendations in the Recommendations Section of the report (October 26, 2005) from the Deputy City Manager and Chief Financial Officer as amended to provide that \$16 million be recommended for the state of good repair for Nathan Phillips Square, and any additional expenditures for enhancements be conditional on other sources of funding from private/public partnerships or other levels of government;
- (2) the architect Viljo Revell be appropriately recognized in Nathan Phillips Square;
- (3) the recommendations in the recommendations section of the communication (November 2, 2005) from the Roundtable on a Beautiful City be referred to the Deputy City Manager and Chief Financial Officer for report directly to City Council when this matter is considered; and
- (4) under no circumstances should the name “Nathan Phillips Square” be changed.

Background:

At a joint meeting on November 7, 2005, the Administration Committee and the Planning and Transportation Committee considered the following:

- (i) report (October 26, 2005) from the Deputy City Manager and Chief Financial Officer outlining relevant issues for the design competition to revitalize Nathan Phillips Square (NPS), providing capital funding forecast to implement the Square’s revitalization and seeking approval of the design competition framework.

Recommendations:

It is recommended that:

- (1) City Council endorse the guiding principles for the Nathan Phillips Square design competition outlined in Appendix “B” of this report;
- (2) the heritage context and site issues and opportunities discussed in Appendices “E” and “F” of this report be approved as the framework for the Nathan Phillips Square design competition;
- (3) City Council endorse a two-stage competition process for the Nathan Phillips Square design competition as outlined in Appendix I of this report;
- (4) this report be forwarded to the Budget Advisory Committee for consideration as a part of the 2006-2010 Corporate Capital Budget;
- (5) the Chief Corporate Officer, in consultation with other relevant City divisions, report back to City Council for its consideration of the winning design and design team to be selected by the design competition jury;

- (6) the Chief Corporate Officer, in consultation with other relevant City divisions, report back to City Council in the fall 2006 on management and financial structures to govern the ongoing management and funding of Nathan Phillips Square in a coordinated manner; and
 - (7) the appropriate City officials be authorized and directed to take the necessary action to give effect thereto.
- (ii) communication (November 2, 2005) from the Chair, Roundtable on a Beautiful City advising that the Roundtable on a Beautiful City on November 1, 2005, requested the Chair to forward the following recommendations to the Joint Meeting of the Planning and Transportation Committee and the Administration Committee for consideration on Monday, November 7, 2005:
- (1) that, subject to the balance of the recommendations listed below, that City Council support the renewal of Nathan Phillips Square in general accordance with the principles for restoration and enhancement outlined in the report (October 26, 2005) from the Deputy City Manager and Chief Financial Officer, and allocate an appropriate budget to ensure the effective implementation of the adopted plan and design for the renewal;
 - (2) that a Management Board or Committee of Stewards be established immediately, chaired by a Member of City Council, and in advance of efforts to renew Nathan Phillips Square, to review and provide advice on the ongoing maintenance and activities on Nathan Phillips Square, with a view to restoring its dignity, and providing ongoing stewardship. Such a Management Board would represent a broad range of community interest, including individuals with a strong sense of the history of the Square, its design origins, as well as its future potential;
- this Management Board would also act as a resource for reviewing the Terms of Reference for the renewal of the Square, to provide a forum in which interested parties can keep abreast of developments related to the renewal of the Square, for providing support to the jury established for selection of the winning design, and for ensuring that the selected design is effectively implemented;
- (3) that the Terms of Reference for the renewal be developed further to expand upon those elements of the Square that are to be 'restored or renewed', rather than 'transformed', so that it is clear to all competitors what the limits of change are, and so that the competitors are aware of the expanded activities envisaged by the City through renewal. In general terms, the area with the elevated walkways is to be restored and renewed, while the area outside of the elevated walkways may be subject to a more significant transformation and that this territory include the roof podium, the zone along Bay Street, Queen Street, the entire west side of the Square, as well as the rear section of City Hall, along Hagerman Street. The existing elevated walkways would generally form the transition between the areas of restoration and renewal and transformation;

- (4) that particular attention be paid to the history of “The Ward”, i.e. the precinct in and around City Hall, and elements be incorporated into the project to illustrate and reflect the history of The Ward and its environs; and
- (5) that the two stage design competition process outlined in the report (October 26, 2005) from the Deputy City Manager and Chief Financial Officer, be supported based on the following comments and possible adjustments:
 - (a) that while this project will combine both areas of renewal and transformation, and includes significant technical challenges, that it is in the public interest to support a limited design competition process rather than a conventional RFP process. That while we would expect that design solutions within the area of the elevated walkways would be similar amongst all of the competitors (based on preliminary Terms of Reference and Heritage Report), that the programmatic renewal of the elevated walkways, the potential re-positioning of the Peace Garden, the placement and design of the proposed stage, the enhancement of the PATH system, the transformation of the substantial areas of existing soft landscape and the relationship of the Square to all adjacent streetscapes and Osgoode Hall, provides sufficient programmatic scope as to warrant the range of design consideration which is the intended outcome of a design competition;
 - (b) that the first stage proponents include both an architect and a landscape architect on each team. That while design teams should be encouraged to include a broad multi-disciplinary approach in the first stage, this will be subject to the realities of the number of available specialist consultants, in areas such as heritage and transportation. Therefore, team composition could be subject to jury review and adjustment prior to confirmation of second stage team selection;
 - (c) that requirements for the first stage submission be limited in nature, but sufficient to allow the competition jury (and not a committee comprised of City staff), in consultation with the Management Board, to select from three to five teams to proceed to the second stage;
 - (d) that the jury be of the highest caliber and include strong local representation;
 - (e) that second stage proponents be required to attend a briefing session at the beginning of this stage, organized by the professional advisor and City staff, intended to provide competitors with a detailed review of program requirements, existing site conditions and constraints (including approaches to the first parking level), a presentation by the City’s Heritage Consultant, and other matters critical and relevant to the renewal of the Square;

- (f) that an exhibition of the second stage finalists be organized and that all second stage competitors be asked to present their work in a public forum, prior to the final jury selection;
 - (g) that the design competition potentially include consideration of additional building programs (e.g., meeting space, childcare) on the third floor of City Hall, as well as the possible re-opening of the rooftop observatory;
 - (h) that competitors be directed to consider the staging and phasing possibilities of the work with regard to the practicalities of implementation and capital costs required; and
 - (i) that the project demonstrate best practices with regard to sustainable design;
- (iii) communication (November 3, 2005) from Michael P. Nevin;
 - (iv) communication (November 4, 2005) from Sybil Wa, Diamond and Schmitt Architects Incorporated;
 - (v) communication (November 7, 2005) from Catherine Nasmith, Vice President, Architectural Conservancy of Ontario; and
 - (vi) briefing note headed “Questions and Answers” (October 20, 2005) submitted by Facilities and Real Estate Division.

The Director, Business and Strategic Innovation, Facilities and Real Estate Division gave a powerpoint presentation.

The following persons addressed the joint meeting:

- Joe Lobko, Joe Lobko Architect Inc.;
- Christopher James Hope, Hiroshima Day Coalition and submitted a written brief;
- Michael P. Nevin, Member, Hiroshima Day Coalition;
- John Phillips and submitted a written brief; and
- Michael Rosenberg.

(Report dated October 26, 2005, addressed to the
Administration Committee and the Planning and Transportation Committee
from the Deputy City Manager and Chief Financial Officer)

Purpose:

This report outlines relevant issues for the design competition to revitalize Nathan Phillips Square (NPS), provides capital funding forecast to implement the Square’s revitalization and seeks approval of the design competition framework.

Financial Implications and Impact Statement:

Capital funding of approximately \$40 million will be required to implement the final design that will be selected by a multi-disciplinary jury and approved by City Council. Spending will be distributed over a five year period, with initial expenditures in late 2006 and 2007 focused on detailed design work, followed by approximately three years of construction activity.

For 2006, funding in the amount of \$0.550 million has been requested as part of 2006 Proposed Capital Budget. This report requests approval of a future year capital plan for 2007 to 2010 totalling \$39.450 million, with the projected cash flow required as follows:

2007 (\$Millions)	2008 (\$Millions)	2009 (\$Millions)	2010 (\$Millions)	Total Cost (\$Millions)
1.50	16.00	15.55	6.40	39.45

The above estimates are based on preliminary analysis ahead of the actual selection and award of the winning design for the redevelopment of the Square. These estimates will be revised and updated as appropriate in 2006 when authorization will be sought for the implementation of the winning design. Also, it should be noted that approximately \$16 million is related to state of good repair (maintenance and rehabilitation) capital works and an estimated \$23 million related to enhancements to the Square.

The Deputy City Manager and Chief Financial Officer has reviewed this report and concurs with the financial impact statement.

Recommendations:

It is recommended that:

- (1) City Council endorse the guiding principles for the Nathan Phillips Square design competition outlined in Appendix “B” of this report;
- (2) the heritage context and site issues and opportunities discussed in Appendices “E” and “F” of this report be approved as the framework for the Nathan Phillips Square design competition;
- (3) City Council endorse a two-stage competition process for the Nathan Phillips Square design competition as outlined in Appendix I of this report;
- (4) this report be forwarded to the Budget Advisory Committee for consideration as a part of the 2006-2010 Corporate Capital Budget;
- (5) the Chief Corporate Officer, in consultation with other relevant City divisions, report back to City Council for its consideration of the winning design and design team to be selected by the design competition jury;

- (6) the Chief Corporate Officer, in consultation with other relevant City divisions, report back to City Council in the fall 2006 on management and financial structures to govern the ongoing management and funding of Nathan Phillips Square in a coordinated manner; and
- (7) the appropriate City officials be authorized and directed to take the necessary action to give effect thereto.

Background:

At its meeting held on December 14, 15 and 16, 1999, City Council adopted as amended Clause 2 of Administration Committee Report 8, entitled “Civic Spaces Associated with Civic Centres”, recommending, among other things, that Council confirm the use of Nathan Phillips Square as the City’s premier civic square and event venue and approve funds in the amount of \$500,000 in 2000 for a design competition for the redesign and redevelopment of Nathan Phillips Square, and that terms of reference for the design competition be presented to Council for approval.

Planning for a design competition to revitalize the Square began in 2000 after City Council approved capital funding of \$500,000.00 for this initiative. Although some initial work had been undertaken by City staff, the competition was postponed by City Council in 2001 due to the City’s budgetary pressures at that time.

During the 2004 budget approval process, City Council revived and re-endorsed the competition in recognition of the need to revitalize the Square to meet its role as the City’s premier public space and civic gathering place. Funding totalling \$557,000.00 (\$283,000.00 in 2004 and \$274,000.00 for 2005) was approved for Facilities and Real Estate to plan and deliver the design competition.

Comments:

- (1) Rationale for the Design Competition:

A major revitalization effort that encompasses the full expanse of Nathan Phillips Square—a total of over 12 acres bounded by Queen Street, Hagerman Street, Bay Street, and Osgoode Hall is needed to ensure that the Square achieves its full potential (see site plan in Appendix “A”). Particular attention is needed to areas that have been underdeveloped and underutilized since the Square was originally designed and developed.

The Square is not merely defined by the four acre area that is surrounded by the colonnade/elevated walkways. It covers an additional nine acres of exterior space, including the podium roof top of City Hall, the elevated walkways, the at-grade areas located east, west, north and south of the walkways and surrounding City Hall. Consideration must be given to better integrate all elements of the Square.

Several design issues have existed since the Square opened in 1965. Some of these issues can be attributed to lack of clarity in the terms of reference of the original 1957 to 1958 design competition. This situation led to some areas and features of the Square being inadequately planned. Other problems were caused by significant changes to architect Viljo Revell's original design made between the approval of his winning design and the completion of construction. These design shortcomings have been discussed and studied by the City at various times over the past 40 years, including making several unfulfilled attempts at holding open design competitions to deal with them.

The embedded design problems have been aggravated over the years by the pressures of increased and diverse uses on the Square, add-on features, some facility closures, and inadequate maintenance. The Square needs to be revitalized to increase its ability to meet the needs of people - residents, day-users, tourists, performers, dignitaries and others-who make the Square alive and a vital part of the city's lifestyle.

(2.) Guiding Principles for the Design Competition:

A set of guiding principles as outlined in Appendix "B" of this report has been developed for the design competition to provide a comprehensive context and vision for the revitalization of the Square.

(3) Project Organizational Structure, Work Plan and Schedule:

The organizational structure, work plan and schedule for the design competition were finalized in February 2005. As currently scheduled, a winning design for the revitalization of NPS will be selected by June 2006, with a recommendation for approval by City Council at its meeting scheduled for July 25 to 27, 2006.

3.1 Organizational Structure:

An Interdivisional Project Working Group was created in January 2005 to develop the work plan, coordinate the public consultation process, review policy issues, draft the terms and conditions for the competition and oversee the competition process. The Group includes standing representation from Facilities and Real Estate, City Planning (including Urban Design and Heritage Preservation Services), Economic Development, Culture and Tourism (Special Events), Parks, Forestry and Recreation and Corporate Communications divisions.

A Senior Project Steering Committee representing senior staff from these divisions provides corporate-wide leadership for the project.

Staff are assisted by several advisors retained by Facilities and Real Estate, including Carruthers, Shaw and Partners, Architects as the overall professional advisor for the competition, Lura Consulting to assist in conducting the extensive public consultations, and Fournier, Gersovitz, Moss and Associates, Architects as the heritage advisor for the project.

3.2 Work Plan and Schedule:

The work plan consists of six phases as highlighted below. The first three phases, namely project start-up, public consultations and competition preparation, are now complete.

Phase 1	Project Start-Up - develop project organizational structure, work plan and schedule - develop communications strategy	Jan. – Feb./05	Complete
Phase 2	Public Consultations - identify key internal and external stakeholders - conduct extensive stakeholder and public consultations to identify issues and needs for Square	Mar. – Jun./05	Complete
Phase 3	Competition Preparation - finalize needs assessment for Square - develop performance criteria for competition and preliminary construction cost estimates - determine technical and logistical details of conducting competition - draft design competition brief	Jul. – Sept./05	Complete
Phase 4	Approval of Design Competition Framework and Preliminary Budget Allocation - report to City Council for approval of design competition framework and multi-year capital budget forecast	Oct. – Dec./05	Underway
Phase 5	Launch Design Competition - launch two-stage competition, with final step being selection of winning design and design team by expert jury	Feb. – Jun./06	Pending
Phase 6	City Council Approval of Winning Design - report to City Council with recommendations to award winning design and design team and reaffirm multi-year capital budget forecast	Jul./06	Pending

(4) Public Consultations Overview:

To help inform and define the needs for the Square in preparation for the design competition, an extensive public consultation process designed to identify, develop and fine-tune the public's views and creative ideas about the Square took place between March and June 2005. Lura Consulting along with City staff conducted an inclusive public consultation process to provide Torontonians an opportunity to express their visions and ideas for a renewed and restored Square. Lura's report, "Community Voices - Perspectives on Nathan Phillips Square's Renewal" dated September, 2005 attached as Appendix "C", discusses the public consultation activities undertaken, which included

individual external stakeholder interviews, four focus group sessions, two public information workshops, an all-day community creative workshop, and a town hall.

4.1 Community Vision and Values:

The report from Lura Consulting states that “from the very beginning of the consultation process, it was clear that a number of key vision elements and guiding principles resonated with stakeholders and the public. The Square should include:

- (a) a social gathering, multi-purpose and beautiful democratic space;
- (b) a place with a safe, inviting and welcoming atmosphere to all Torontonians and visitors to the Square;
- (c) the Square should remain the “heart” of the City, a gateway to Toronto, and the front door to City Hall;
- (d) it should be accessible to all users, through improved connections and flow to surrounding areas;
- (e) allow flexibility in the design of the Square’s features;
- (f) a showcase for talent for all of Toronto’s cultures through events, art, and icons;
- (g) preservation of the original design intent and dignity; and as a unique historic place;
- (h) reflecting Toronto as a healthy and green city;
- (i) an international destination, a “Mecca” for tourists, which reflects and promotes other areas of the City;
- (j) celebrate the history of the space – through art, information, and plaques; and
- (k) a Square that keeps pace with the evolution of the surrounding area.”

4.2 Summary of Issues Identified:

Participants attending the public consultations identified a variety of issues. The Lura report summarized these issues under four general themes:

Special Events, Features, Facilities and Services

Suggestions (sometimes contradictory) were made regarding appropriate, year-round programming, suitable staging facilities, the orientation of the reflecting pool and arches, the upgrade or removal of the canteen building and positioning of other features to more adequately serve the needs of the public. Participants tended to agree that it is necessary

to have more adequate services on the Square including food services, tourism information, shade facilities and bicycling infrastructure.

Walkways:

Three schools of thought emerged regarding the treatment of the walkways. There were to: (a) keep the walkways unchanged; (b) improve and use the walkways, and (c) remove some or all of the walkways structure. Most of the ideas focused on improving and using the walkways appropriately, and included many creative ideas for programming. Appropriate usage of the City Hall Podium Level was also repeatedly identified as a priority.

Pathways, Connections, Access and Frontage:

There was nearly unanimous support to improve accessibility and connections between the Square and neighbouring areas and streets. Improving lighting, better accessibility for disabled persons, and additional connections to the PATH and the subway system were thought to be minimum requirements. Many other creative ideas for treating each façade of the Square were also discussed.

Landscape, Peace Garden and Sculptures:

Two main views emerged from the public consultation process on these features. The first suggests that the Square should be maintained as a clear, uncluttered space for public gathering, while the second suggests that it should become a softer, more park-like setting. In keeping with this dichotomy, divergent opinions also surfaced regarding the Peace Garden and Sculpture features. Many participants felt that the Peace Garden should be moved to a more appropriate site on the Square's periphery, while some felt very strongly that the Peace Garden should be maintained or enhanced in its current location. Several suggestions for the enjoyment of public art within the Square were also presented.

4.3 Consultations with the Roundtable on a Beautiful City:

The Roundtable on a Beautiful City identified the Nathan Phillips Square Design Competition as one of the projects that should receive priority by the City, having toured the site and reviewed the conditions and needs of the Square at its meeting on May 30, 2005.

On October 20, 2005, the Roundtable's Sub-Committee on City Processes, Standards and Practices held a consultation session with selected stakeholders from the design community to focus on the approach to the competition's terms of reference and the competition process. Discussion covered various aspects of the competition, including eligibility criteria, submission processes, site issues, and the need for ongoing management and sustainable funding for proper upkeep of the Square.

5. Revitalization to Keep Pace with Area Developments:

When the City Hall complex was planned in the 1950s, it was to serve as the catalyst for vibrant new development in the downtown core. Since the opening of City Hall and the Square in 1965, the surrounding area has grown and changed dramatically. City Hall and the Square have become the centre of a vital and busy mixed-use district in the heart of downtown Toronto. The area has attracted - and continues to attract - a variety of new buildings and uses such as commercial offices, retail shopping, cultural and institutional facilities, hotels and a growing number of high density residential buildings, which have contributed greatly to the Square's vitality and popularity.

Without major renewal, the City's main plaza will lag behind its neighbours in terms of attractiveness and functionality. It is time to revitalize and upgrade the 40-year old Square to keep pace with the surrounding growth.

6. Heritage Context:

Toronto City Hall was designated in 1991 for architectural and historical reasons under the provisions of the *Ontario Heritage Act* (By-law 147-91). The property covered by the designation by-law extends from the east face of Osgoode Hall to the west side of Bay Street, and from the north side of Queen Street to the south side of Hagerman Street. The reasons for designation of the property are described in the designation by-law as the heritage attributes of the property. Any proposed alterations affecting the heritage attributes require the approval of City Council. The heritage attributes described in the designation by-law that are exterior to the City Hall building and within the open space defined as part of this design competition are the following:

- (a) podium roof and ceremonial ramp leading to it from Nathan Phillip Square;
- (b) colonnaded, elevated walkways defining the boundaries of the square proper;
- (c) reflecting pool with three concrete arches and fountains;
- (d) two flat-roofed service buildings west of the reflecting pool;
- (e) "the Archer" by sculptor Henry Moore;
- (f) low level plantings along the Queen Street frontage of the property; and
- (g) the Peace Garden.

By its nature, a designation summarizes. It does not attempt to provide in-depth analysis of any characteristics of the individual heritage attributes. The revitalization of Nathan Phillips Square may have some impact on some of the attributes. The latitudes for change are addressed below on the proposed areas and elements of the Square to be considered in the competition. Competitors will be required to demonstrate that any proposed intervention that would affect the heritage attributes would not compromise the integrity of the original design.

The firm Fournier, Gersovitz, Moss and Associates Architects, the heritage advisor for the design competition, prepared a report, entitled "Nathan Phillips Square Design Competition: Findings-Heritage Issues Report", October 2005, which summarized the heritage features and issues pertaining to the Square, including issues raised by

participants attending an external heritage stakeholders workshop. A copy of the report is attached in Appendix “D”.

7. Site Issues and Opportunities for the Competition:

Four categories were developed to highlight the site issues and opportunities for the competition and identify the features of the Square that can be modified through the competition, as well as those that cannot be changed. These four categories that are discussed in detail in Appendix “F” attached are:

Built Elements
Connections, Access and Landscaping
Public Events and Outdoor Performance Facilities
General Items

In summary, the following features of the Square cannot be modified through the design competition:

- (a) the reflecting pool/skating rink and the Freedom Arches, including the design, shape, size, or location;
- (b) the location of “The Archer” sculpture in front of City Hall; and
- (c) the grid pattern inherent to the design of the precast concrete pavers on the Square.

The intent is allow the design competition to propose modifications to several features of the Square, as follows:

- (a) Built Elements
 - (i) the City Hall podium roof will be included in the competition as an area that would benefit greatly from improvements to enliven the space and enhance its relationship to the rest of the Square and City Hall;
 - (ii) changes to the elevated walkways, such as adding materials and finishes to improve the physical appearance and functionality of the walkways will be permitted;
 - (iii) proposals to relocate the Peace Garden to another appropriate area on the Square will be considered as long as the key components of the Peace Garden are retained and equivalent or better landscape design is provided;
 - (iv) changes to the canteen/rink building containing the public washrooms can be proposed, including removing it and replacing it with a building of different configuration;
 - (v) competitors will be permitted to propose changes to the children’s playground in keeping with requirements of the Canadian Standards Association;

- (vi) proposals will be considered for food service facilities along the south end and elsewhere on the Square;
- (vii) competitors should include space for a tourism/visitor information centre in their design proposals for the Square;
- (viii) competitors will be permitted to relocate existing sculptures (except for the Archer), plaques, monuments and memorials elsewhere on the Square. New public art installations may be submitted as part of design submissions, but this will not be a mandatory requirement;
- (ix) while the Speaker's Corner is currently rarely used for its intended purpose, solutions to improve its visibility and usability may be proposed; and
- (x) the chess tables may be relocated elsewhere on the Square if redesign proposals for the Square preclude retaining the chess tables in their current location.

(b) Connections, Access and Landscaping:

- (i) it is a requirement that the Square be a pedestrian only zone, except for special access for maintenance, delivery/loading and emergency vehicles;
- (ii) competitors will be encouraged to propose streetscape design modifications to Bay Street, Queen Street, Hagerman Street and Osgoode Lane to enhance pedestrian access to the Square;
- (iii) competitors will be encouraged to redesign the landscaped areas to the north of the Canteen building, and along the western area of the Square adjoining Osgoode Hall;
- (iv) competitors will be encouraged to address accessibility issues affecting the Square so that the Square is fully accessible;
- (v) the design competition will seek solutions that provide more appropriate entry to City Hall from the PATH system consistent with the rest of the system;
- (vi) competitors must meet the City's requirements for emergency access to the Square and City Hall. Options for relocating the existing loading/delivery areas will be encouraged. For tour bus parking, a bus lay-by/ short term parking at the side or back of the building may be considered, perhaps with a widened sidewalk and weather protection;

(c) Public Events and Outdoor Performance Facilities:

- (i) the design competition must consider the provision of an improved stage/performance facility and the related infrastructure requirements for the

Square, such as loading space, loading access, temporary loading vehicle parking, equipment lock-up space, dressing/changing rooms, washrooms, a green room, office space and front of house controls;

- (ii) competitors will be encouraged to make use, to the extent possible, of the first level of the underground parking garage, to accommodate the stage and infrastructure required to service the stage area;
- (d) General Items:
 - (i) the design competition will seek solutions to increase architectural lighting on the Square in order to improve safety and enhance the night time appearance of the Square;
 - (ii) competitors will be urged to incorporate measures in their design proposals to address the need for additional exterior shade on the Square;
 - (iii) competitors will be required to propose design prototypes for new street furniture for the Square;
 - (iv) it is proposed that the design competition identify appropriate solutions for waste collection and recycling on the Square;
 - (v) the design competition will encourage the provision of improved bicycle access and bicycle parking facilities on the Square;
 - (vi) competitors will be required to propose adequate storage space at grade or below grade to support the ongoing needs of the Square;
 - (vii) it is proposed that the design competition identify new signage design concepts for the Square, in accordance with the City's signage guidelines; and
 - (viii) competitors will need to provide improved snow removal and storage plans for the Square.

8. The Two Stage Competition Process:

As discussed in Appendix I attached, the design competition will be open and conducted in two stages. A document commonly referred to as the competition brief or the competition guidelines will be released to participants when the competition is launched. The document will include detailed information about the two stage competition process and schedule; submission requirements for Stage I design and experience statements; design submission requirements for Stage II; roles and responsibilities of the design competition Professional Advisor, Stage I Evaluation Committee and Stage II Technical Advisory Committee; and the jury composition, responsibilities and adjudication procedures.

9. Budget Requirements:

Capital funding estimated in the amount of \$40 million dollars is required to invest in much-needed physical and landscaping improvements to the Square, based on the parameters for the design competition outlined in this report. As identified in the table below, spending will be cash flowed over a five-year period from 2006 to 2010, with initial expenditures in late 2006 and 2007 focused on detailed design work based on the winning design, followed by approximately three years of construction activity.

2006 (\$Millions)	2007 (\$Millions)	2008 (\$Millions)	2009 (\$Millions)	2010 (\$Millions)	Total Cost (\$Millions)
0.55	1.50	16.00	15.55	6.40	40.00

The above estimates are based on preliminary analysis ahead of the actual selection and award of the winning design for the redevelopment of the square. These estimates will be revised and updated as appropriate in 2006 when authorization will be sought for the implementation of the winning design.

The cost estimates for rehabilitating the Square were developed by an external cost consultant working with the Professional Advisor for the competition, who determined that an expenditure of approximately \$16 million of the \$40 million required for the project will be needed to meet the City's capital state of good repair, maintenance and rehabilitation requirements for the Square in the coming years. The much needed repairs include:

- (a) upgrading exterior lighting;
- (b) creating waste collection and recycling and snow storage areas;
- (c) improving accessibility features;
- (d) installing new security systems;
- (e) rebuilding exterior exit stairs to the parking garage;
- (f) maintenance of existing artwork;
- (g) creating a permanent location for the Christmas tree and upgrading electrical services for the Cavalcade of Lights lighting systems;
- (h) substantially rebuilding the walkway surfaces, walls, soffits, lighting and signage;
- (i) upgrading the City Hall podium roof;
- (j) installing new public washrooms;
- (k) renovating the skate changing room and pool/rink equipment storage space;
- (l) improving general storage space, including space for the Zamboni;
- (m) mechanical and electrical upgrades to the Square and related buildings;
- (n) installing new utility panels for power and water on the Square;
- (o) installing fibre optic cabling distribution;
- (p) upgrading the reflecting pool/rink equipment; and
- (q) reinforcing structural systems in some areas to increase loading capacity.

The other \$23 million expenditure is estimated for enhancements to the requirements for the Square listed above, and for other improvements to the Square, which will be identified through the design competition, including:

(a) Vehicular Access:

- (i) relocating the vehicular access lane for the Square;
- (ii) creating an improved special vehicle delivery, loading and parking area at grade;
- (iii) accommodating tour bus parking;
- (iv) reconfiguring the Bay Street access ramp to improve pedestrian access on the Square;

(b) Landscaping:

- (i) relocating and enhancing the Peace Garden;
- (ii) providing significant improvements to the landscaping along the Queen Street and Bay Street frontages of the site;
- (iii) redesigning the landscaped area along the western side of the Square;
- (iv) improving and potentially relocating the landscaped area north of the Canteen Building;
- (v) relocating the children's playground elsewhere on the site (if necessary) and replacing the equipment;

(c) Pedestrian Access:

- (i) increasing pedestrian areas on the Square, including new paved and landscaped surfaces;
- (ii) upgrading pedestrian crosswalk paving surfaces at major street intersections surrounding the site;
- (iii) adding new shading amenities on the Square;

(d) Stage Facility:

- (i) installing a new stage facility, including allowing for below-grade space in the parking garage for back-of-house functions, an elevator, mechanical/electrical equipment and washrooms;

(e) Food Services:

- (i) creating new food service facilities on the Square;

(f) Tourism Information Services:

- (i) providing a facility for tourism/visitor information services;

(g) General Items:

- (i) installing new street furniture;
- (ii) improving bicycle access and parking;
- (iii) improving signage on the Square;
- (iv) improving the below grade PATH system connection to City Hall;

- (v) incorporating sustainable design features; and
- (vi) modifying the at-grade exhaust shaft system for the west parking garage.

Nathan Phillips Square at over 12 acres in size is a large site. It is significantly larger than Dundas Square, which is less than one acre in size. The design competition will provide a comprehensive design framework and vision to guide the renewal of the Square, instead of proceeding with the improvements in a piecemeal way.

10. Management of the Square:

Facilities and Real Estate, in conjunction with other affected divisions will be undertaking a review of the current management responsibilities for the Square. A report will be submitted to City Council in the fall 2006 reviewing and recommending new management and financial structures for the Square. New structures are needed to ensure that proper ongoing decision-making processes and funding are in place to protect the investment that will be made in renewing the Square, along with ensuring that maintenance, security, custodial care and other arrangements are effectively coordinated to meet the ongoing program requirements of the Square.

11. Conclusions:

Pursuant to City Council's approval and direction through the 2004 budget process to proceed with a design competition for the revitalization of Nathan Phillips Square, City staff have completed broad internal, external stakeholder and public consultations and professional assessments to define the extent and nature of the renewal effort needed for the Square.

The results of the consultations indicate strong support for a major revitalization effort for the 12+ acres of the Square to ensure that it achieves its full potential as Toronto's premier civic square and event venue. The Square needs to be revitalized to increase its attractiveness to people-residents, day-users, tourists, performers, dignitaries and others—who make the Square alive and a vital part of the city's lifestyle.

Design competition guiding principles to provide a comprehensive context and vision for the revitalization of the Square, and the treatment of areas and features that need attention in the revitalization process are proposed. Any proposed alterations affecting the heritage attributes will require the approval of City Council, and competitors will be required to demonstrate that any proposed intervention that would affect the heritage attributes would not compromise the integrity of the original design.

Capital funding estimated in the amount of \$40 million will need to be invested to implement the winning design concept to revitalize the Square, which will be chosen by a multi-disciplinary jury and approved by City Council. Spending will be distributed over a five year period, with initial expenditures in late 2006 and 2007 focused on detailed design work, followed by approximately three years of construction activity.

Contact Names:

Jodie Parmar, Director, Business and Strategic Innovation, Facilities & Real Estate Division, Tel: 416-338-1295, Fax: 416-392-4828, E-Mail: jparmar1@toronto.ca;

Jaye Robinson, Director, Special Events, Economic Development, Tourism and Culture Division, Tel: 416-395-7310, Fax: 416-395-0278, E-Mail: jrobinso@toronto.ca.

(A copy of Appendices, entitled: “Appendix “A” – Nathan Phillips Square Site Plan; Appendix “B” Guiding Principles for Nathan Phillips Square Design Competition; Appendix “C” –Report “Community Voices – Perspectives on Nathan Phillips Square’s Renewal”, Lura Consulting, September 2005; Appendix “D” - “Nathan Phillips Square Design Competition: Findings – Heritage Issues Report”, Fournier, Gersovitz, Moss and Associates Architects, October 2005; Appendix “E: - Nathan Phillips Square Heritage Context; Appendix “F” Site Issues and Opportunities for Nathan Phillips Square Design Competition; Appendix “G” July 27, 2005 Letter from Richard Nelson, Co-Chair, Toronto Pedestrian Committee, “Toronto Pedestrian Committee Views on Nathan Phillips Square Design Competition”; Appendix “H” - Nathan Phillips Square Accessibility Issues Identified by City Staff and Appendix “I” - Nathan Phillips Square Design Competition – Two Stage Competition Process”, attached to the foregoing report were forwarded to all Members of Council with the November 14, 2005 agenda of the Budget Advisory Committee and copies thereof are also on file in the Office of the City Clerk.)

Appendix 9(B)

Reports Recommended by the Budget Advisory Committee
to be Received Containing Recommendations

Fire Services:

- (1) Report (September 12, 2005) from Fareed Amin, Deputy City Manager, seeking authority to increase the 2005 Approved Capital Budget for Fire Services to create a new project for the purchase of HUSAR equipment.

Recommendations:

It is recommended that:

- (1) the approved 2005 Capital funding for Fire Services be increased by \$1,910,000.00 to create a new project for the purchase of HUSAR equipment, with an offsetting 75 percent Federal funding contribution of \$1,432,500.00, resulting in an overall increase in City debt of \$477,500.00;
- (2) the required cash flow will be \$1,336,400.00 gross and \$334,100.00 net in 2005 and \$573,600.00 gross and \$143,400.00 net in 2006, since the JEPP grant spans the period April 1, 2005 to March 31, 2006 to reflect the Federal fiscal year;

- (3) the HUSAR building project-CPM003 2005 under the Emergency Management Capital Program cash flow estimate of \$1,400,000.00 gross and \$350,000.00 net be deferred to 2006 and be contingent on receiving confirmation of Federal JEPP funding; and
- (4) an on-going Capital project be created in the Fire Services program beginning in 2007 for the replacement of HUSAR equipment at an amount of \$400,000.00 annually and that the funding be conditional upon the continued 75 percent cost-sharing of the program by the Federal government through the Joint Emergency Preparedness Program (JEPP).

Transportation Services:

- (2) Communication (September 14, 2005) from the Works Committee, entitled “Toronto Bike Plan – Three-Year Implementation Strategy (All Wards)”, advising that the Committee on September 14, 2005 concurred in the staff recommendation in the Recommendations Section of the report from Deputy City Manager, Fareed Amin, subject to amending the Appendix A – Transportation Services 2006 Proposed Bikeway Projects, attached to the report, by adding the following bike lanes for consideration during the 2006 budget process:

- Pharmacy Avenue between Danforth Avenue and Eglinton Avenue; and
- Rosemount Avenue and Rogers Road, which are parallel alternate routes to St. Clair Avenue West, Oakwood Road and Christie Street, due to the significant community support and pending redesign of St. Clair Avenue West;

and in so doing forwards the report to the Economic Development and Parks Committee, the Planning and Transportation Committee and the Budget Advisory Committee for consideration during the review of the 2006 Operating and Capital Budgets of Transportation Services, Parks, Forestry and Recreation Division and City Planning.

Administration Committee Transmittal:

- (3) Communication (November 9, 2005) from the Administration Committee, entitled “2006 Capital Budget”.

Recommendation:

The Administration Committee recommends to the Budget Advisory Committee that Council:

- (A) adopt the following City Manager, Deputy City Manager and Chief Financial Officer proposed 2006 Capital Budgets in the Analyst Briefing Notes under the purview of the Administration Committee;

Internal Services:

- Financial Services;
- Office of the Treasurer;
- Office of the Chief Financial Officer;
- Facilities and Real Estate;

- Fleet Services;
- Information and Technology;

City Manager:

- Human Resources;

Other City Programs:

- City Clerk's Office;
- Court Services;
- End of Lease Strategy;
- Energy Retrofit Program;
- Union Station;
- 3-1-1 Customer Service Strategy; and

- (B) adopt the staff recommendations in the Recommendations Section of the report (October 26, 2005) from the Deputy City Manager and Chief Financial Officer on the Energy Retrofit Program and request for additional funding.

Community Services Committee Transmittal

- (4) (November 8, 2005) from the Community Services Committee, entitled "2006-2010 Capital Budgets – Community Services Committee".

Recommendations:

The Community Services Committee reviewed the 2006-2015 Capital Programs under its purview and recommended to the Budget Advisory Committee that City Council:

- (1) Children's Services:

- (a) adopt the recommendations contained in the Analyst's Briefing Notes pertaining to the 2006-2015 Capital Program for Children's Services;

- (2) Homes for the Aged:

- (a) adopt the recommendations contained in the Analyst's Briefing Notes pertaining to the 2006-2015 Capital Program for Homes for the Aged conditional on additional comments provided by a sub-committee of the Community Services Committee whose comments will be forwarded directly to the Budget Advisory Committee; and
- (b) request the Province of Ontario to fund 100 percent of the capital portion of the Homes for the Aged budget of \$25 million over five years;

- (3) Shelter, Support and Housing Administration:

- (a) adopt the recommendations contained in the Analyst's Briefing Notes pertaining to the 2006-2015 Capital Program for Shelter, Support and

Housing Administration conditional on additional comments provided by a sub-committee of the Community Services Committee whose comments will be forwarded directly to the Budget Advisory Committee; and

- (b) request the Province of Ontario to pay 100 percent of the \$21.6 million needed and restore the historical funding arrangement prior to amalgamation;
- (4) Social Services:
 - (a) adopt the recommendations contained in the Analyst's Briefing Notes pertaining to the 2006-2015 Capital Program for Social Services;
- (5) Emergency Management Plan:
 - (a) adopt the recommendations contained in the Analyst's Briefing Notes pertaining to the 2006-2015 Capital Program for the Emergency Management Plan;
- (6) Emergency Medical Services:
 - (a) adopt the recommendations contained in the Analyst's Briefing Notes pertaining to the 2006-2015 Capital Program for Emergency Medical Services; and
- (7) Fire Services:
 - (a) adopt the recommendations contained in the Analyst's Briefing Notes pertaining to the 2006-2015 Capital Program for Fire Services.

Economic Development and Parks Committee Transmittal:

- (5) Communication (November 10, 2005) from the Economic Development and Parks Committee, entitled "2006 Capital Budget Economic Development and Parks Committee".

Recommendations:

The Economic Development and Parks Committee, at its meeting on November 9 2005, reviewed the 2006-2010 Capital Budgets under its purview, and recommended to the Budget Advisory Committee:

I. Yonge-Dundas Square:

The adoption of the Capital Recommendations contained in the Analyst Briefing Notes for Yonge-Dundas Square.

II. Economic Development:

The adoption of the Capital Recommendations contained in the Analyst Briefing Notes for the Economic Development Division.

III. Culture:

The adoption of the Capital Recommendations contained in the Analyst Briefing Notes for the Culture Division.

IV. Tourism:

The adoption of the Capital Recommendations contained in the Analyst Briefing Notes for the Tourism Division.

V. Parks, Forestry and Recreation:

The adoption of the Capital Recommendations contained in the Analyst Briefing Notes for the Parks, Forestry and Recreation Division.

Planning and Transportation Committee Transmittal

- (6) Communication (November 8, 2005) from the Planning and Transportation Committee, entitled “2006 Capital Budget Planning and Transportation Committee”.

Recommendations:

The Planning and Transportation Committee reviewed the 2006-2010 Capital Budgets under its purview, and recommended to the Budget Advisory Committee:

I. Business Support Services:

The adoption of the Capital Recommendations contained in the Analyst Briefing Notes pertaining to the 2006-2010 Capital Budget for Business Support Services.

II. City Planning:

The adoption of the Capital Recommendations contained in the Analyst Briefing Notes pertaining to the 2006-2010 Capital Budget for City Planning.

III. Waterfront Revitalization Secretariat:

The adoption of the Capital Recommendations contained in the Analyst Briefing Notes pertaining to the 2006-2010 Capital Budget for Business Support Services.

Works Committee Transmittal:

- (7) Communication (November 10, 2005) from the Works Committee, entitled “2006-2015 Capital Programs – Works Committee”.

Recommendations:

The Works Committee on November 8 and 9, 2005, recommended to the Budget Advisory Committee that City Council:

(1) Solid Waste Management Services:

- (a) adopt the recommendations contained in the Analyst Briefing Notes pertaining to the 2006-2015 Capital Program for Solid Waste Management Services; subject to amending the 2006 Capital Program to accommodate an expenditure of \$160,000.00 for the purchase of approximately 8,800 green bins for free distribution to residents; that this expenditure be accommodated within the existing 2006 proposed Capital Budget cash flow of \$25.268 million for Solid Waste Management Services by deferring \$160,000.00 from the 2006 cash flow to 2007 in the Capital Project, CSW004-Waste Diversion Facilities; and further that this action be subject to the approval of an additional associated operating impact of \$70,000.00, which will be considered as a new and enhanced service item in the 2006 Operating Budget for Solid Waste Management Services and in the event that the new/enhanced service is not approved the 2006 Capital deferral be reversed;

(2) Transportation Services:

- (a) adopt the recommendations contained in the Analyst Briefing Notes pertaining to the 2006-2015 Capital Programs for Transportation Services; subject to amending the 2006 Capital Program:
- (a) by transferring \$500,000.00 from the Steeles Avenue East/Kennedy Road Grade Separation Project to the Cycling Infrastructure Project; and also
- (b) by increasing the 2006 net cash flow of \$2.2 million for the Cycling Infrastructure Project in the amount of \$300,000.00, and that this funding be offset by a corresponding reduction in the 2006 net cash flow for the Ellesmere, Warden-Kennedy project; and
- (c) that the Bloor Street Transformation Project include measures to greatly enhance bicycle safety, such as the Gomberg Memorial Bloor Street bike lane, and that this be accommodated within the current project; and

(3) Cross-Divisional Projects:

- (a) adopt the recommendations contained in the Analyst Briefing Notes pertaining to the 2006-2015 Capital Program for Cross Divisional Projects.

Toronto Public Health:

- (8) Communication (July 18, 2005) from the Board of Health, entitled “Toronto Public Health 2006-2010 Capital Plan and Budget Submission”.

Recommendations:

The Board of Health on July 11, 2005, recommended to the Budget Advisory Committee that:

- (1) the 2006 – 2010 Toronto Public Health Capital Plan and Budget totalling \$19,032.2 thousand as detailed in Appendix 1, “Toronto Public Health 2006-2010 Capital Budget and Plan” be endorsed;
 - (2) ten new Information and Technology and six new Facilities sub-projects with a total project cost of \$19,032.2 thousand and 2006 cash flow of \$6,165.0 thousand and future year commitments of \$5,615.4 thousand for 2007, \$4,074.8 thousand for 2008, \$2,849.0 thousand for 2009, and \$328.0 thousand for 2010, be approved;
 - (3) one previously approved project with a carry forward cash flow from 2005 to 2006 totalling \$1,070.0 thousand be approved;
 - (4) an amount of \$134.2 thousand be contributed to the Public Health Efficiency Reserve Fund for five years starting in 2007 for the purpose of offsetting the cost of the Animal Services On-line Licence Renewal project; and
 - (5) the operating impacts of \$414.4 thousand for 2006, \$593.6 thousand for 2007, \$562.5 thousand for 2008, \$42.2 thousand for 2009, and \$657.1 thousand for 2010, totalling \$2,269.8 thousand as detailed in Appendix 2, “Toronto Public Health 2006 – 2010 Operating Impact of Capital” within the overall scope of Toronto Public Health 2006 and future years’ operating budget submissions be approved.
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Appendix 9(C)
2006 Capital Briefing Notes

Citizen Centred Services – A:

Culture:

- (1) EDPC November 9th Requests:

Emergency Medical Services

- (2) Public Access Defibrillation:

Parks, Forestry and Recreation:

- (3) Response to Questions Posed at the Budget Advisory Committee Meeting of 17 November 2005.

Citizen Centred Services - B

Business Support Services:

- (4) Business Support Services Division Issues Referred to 2006 Capital Budget

City Planning:

- (5) Proposed 2006 Civic Improvement Capital Projects and Project Selection Criteria

Fire Services:

- (6) 2756 Old Leslie Street.

Transportation Services:

- (7) Capital Budget Adjustments to BAC Wrap-up.

Internal Services:

End of Lease/Sustainment:

- (8) Colour Printers/Photocopiers.

Fleet Services:

- (9) Carry Forward Requests

Other City Programs:

Energy Retrofit Program:

- (10) Energy Saving Estimates.

Special Purpose Bodies:

Toronto Police Service:

- (11) Toronto Police Service 2006-2015 Capital Program – Response to City Analyst Briefing Notes

Toronto Zoo:

- (12) North Zoo Site Redevelopment; and
- (13) Application of OMERS Savings to the Toronto Zoo's Capital and Operating Budgets.

Appendix 9(D)

Reports and Communications received by
the Budget Advisory Committee

Culture

- (1) Copy of submission from Joe Gill, Friends of Fort York, to the Economic Development and Parks Committee meeting on November 9, 2005, which was endorsed by the Economic Development and Parks Committee and referred to staff for report to the Budget Advisory Committee.
- (2) Communication (November 7, 2005) from David G. Wallett, General Manager, St. Lawrence Centre for the Arts, regarding the St. Lawrence Centre for the Arts renewal project, which was endorsed by the Economic Development and Parks Committee and referred to staff for report to the Budget Advisory Committee.

Economic Development

- (3) Communication (October 6, 2005) from the City Clerk, advising that City Council on September 28, 29 and 30, 2005, adopted, as amended, Report 8, Clause 8 of the Economic Development and Parks Committee, and directed that a copy of the Clause be forwarded to the Budget Advisory Committee for consideration during the 2006 budget process.

- (4) Report (November 14, 2005) from Sue Corke, Deputy City Manager, reporting as requested by the Economic Development and Parks Committee on November 9, 2005, on adding an additional \$12,500.00 to the Economic Development Capital Budget for 2006 to allow for consideration of a Façade Improvement Grant for 335 Yonge Street within the Downtown Yonge Business Improvement Area (BIA).

Parks, Forestry and Recreation

- (5) Communication (October 13, 2005) from Councillor Jane Pitfield, Ward 26 Don Valley West, requesting that the Committee adopt the Parks, Forestry and Recreation's 2006 Capital Budget Request for the Jenner Jean-Marie Community Centre expansion.
- (6) Report (November 17, 2005) from the General Manager of Parks, Forestry and Recreation, reporting as requested by the Economic Development and Parks Committee on November 9, 2005, providing comments and added detail on capital budget items.

Shelter, Support and Housing Administration

- (7) Communication (November 16, 2005) from Councillor Jane Pitfield, Co-Chair, Homeless and Socially Isolated Committee, regarding the Community Services Budget.

Transportation Services

- (8) Communication (November 4, 2005) from the Policy and Finance Committee and the Budget Advisory Committee, entitled "2006-2010 Capital Budget and Preliminary Plan", forwarding motions for consideration during the 2006 Capital Budget process.

Toronto Transit Commission

- (9) Communication (September 20, 2005) from the Policy and Finance Committee advising that the Policy and Finance Committee, on September 20, 2005, referred the communication (September 2, 2005) from the General Secretary, Toronto Transit Commission, respecting Procurement Authorization – Reserved Transit Lanes on St. Clair Avenue West (Phase One) to the Budget Advisory Committee for consideration during the 2006 Capital Budget process.

The Policy and Finance Committee also submits the report (November 23, 2005) from the Deputy City Manager and Chief Financial Officer, entitled "Authorization to enter into Agreement with the Federal and Provincial Governments to receive funding under the Canada Strategic Infrastructure Fund (CSIF)".

Purpose:

This report recommends Council approval to enter into an agreement for CSIF funding for Toronto Transit Commission (TTC) Strategic Capital Projects throughout 2004-2005 to 2008-2009 in accordance with the Memorandum of Understanding entered into in December 2004 with the Federal and Provincial Governments.

Financial Implications and Impact Statement:

The Canada-Ontario-Toronto-TTC Canada Strategic Infrastructure Fund Agreement (the “Agreement”) for the Toronto Transit Commission Strategic Capital Projects provides tripartite funding over a 5-Year period for TTC’s state of good repair; ridership growth; subway expansion programs as set out in the TTC’s ten-year program; and towards an integrated fare ticketing system for the Greater Toronto Area. The total eligible costs for the projects are estimated to be \$1.05 billion, of which Canada and Ontario will each contributing up to \$350 million. The City of Toronto will also contribute up to \$350 million — together with any additional amounts required to complete the project.

Recommendations:

It is recommended that:

- (1) the Mayor, the Deputy City Manager and Chief Financial Officer and the City Clerk be authorized to execute the Canada-Ontario-Toronto-TTC Canada Strategic Infrastructure Fund Agreement between the City of Toronto, the TTC, Her Majesty in Right of Ontario and Her Majesty in Right of Canada in accordance with the terms described herein; and
- (2) the appropriate City officials be authorized and directed to take the necessary action to give effect thereto.

Background:

A \$2 billion Canada Strategic Infrastructure Fund (the “Fund”) was first announced in the 2001 Federal Budget to accommodate the needs of large-scale infrastructure projects for which funding was considered beyond the scope and capacity of existing programs delivered by provinces, territories and municipalities. An additional \$2 billion was set-aside for this Fund in the 2003 Federal Budget.

On March 30, 2004, Mayor David Miller, together with the Right Honourable Paul Martin, Prime Minister of Canada, and Ontario Premier Dalton McGuinty announced a \$1.05 billion funding package for: (a) modernizing and expanding bus, streetcar and subway services through the (a) acquisition of new vehicles and through improvements such as dedicated transit rights-of-way, transit priority measures, and subway improvements; and (b) investments in new technologies to support the TTC’s transition to new, lower emission buses and the TTC’s participation in an integrated fare system for all GTA transit users.

On December 15, 2004, the City, the Province and the Federal Government entered into a Memorandum of Understanding (the “MOU”) with respect to the \$1.05 billion funding package. The MOU requires that a formal agreement be entered into between the parties to formalize this funding arrangement.

Comments:

The Agreement for the Toronto Transit Commission Strategic Capital Projects is currently being negotiated based on the Memorandum of Understanding (MOU) signed in 2004.

The MOU outlined a commitment for Canada, Ontario and the City of Toronto to work together on strategic capital projects for the TTC. It included a reaffirmation of the \$1.05 billion funding commitment for purchasing new subway cars and buses, extending the useful life of streetcars, undertaking subway and streetcar improvements, and dedicating transit rights-of-way to support transit priority and Bus Rapid Transit (“BRT”) routes.

The terms and conditions of the MOU will be incorporated into the Agreement that will replace the MOU.

The Agreement covers a five-year period spanning 2004-2005 to 2008-2009. Terms of the Agreement include: project financing conditions for contributions by Canada and Ontario whereby (a) each order of government agrees to pay up to one-third of total eligible costs up to a total of \$350 million; (b) acknowledged by the City of Toronto and the TTC that other contributions by Canada will not be used to fund in whole or part any project covered under CSIF (referred to as “stacking”); (c) payment of funds are conditional upon successful environmental assessments in accordance with federal and provincial legislation; and (d) contract awards are transparent, competitive and consistent with money for value principles.

The Agreement is expected to be completed by year-end and will be brought forward to Council when finalized.

Conclusions:

The Deputy City Manager and Chief Financial Officer, with appropriate staff and in consultation with the Toronto Transit Commission, is currently negotiating a finalized Agreement related to CSIF funding related to Toronto Transit Commission (TTC) Strategic Capital Projects.

Authorization from Council is required for the Mayor, the Deputy City Manager and Chief Financial Officer, and the City Clerk on behalf of the City to enter into the Agreement for the period 2004-2005 to 2008-2009.

Contact:

John Di Lallo, Manager, Financial Planning
416-397-4207, jdillalo@toronto.ca

Bill Praamsma, Senior Financial Analyst, 416-397-4530, bpraams@toronto.ca

The Policy and Finance Committee also submits the report (November 28, 2005) from the General Manager, Parks, Forestry and Recreation, entitled “Ravine and Watercourse Remediation and Renewal, (All Wards).

Purpose:

To report, as directed by the Budget Advisory Committee, to the Policy and Finance Committee on ways and means of managing and maintaining ravines and watercourses.

Financial Implications and Impact Statement:

If Council approves the implementation of the ravine and watercourse management plan, there will be both Capital and Operating budget impacts as follows:

Parks, Forestry and Recreation: The FY2006 Capital Budget will increase by \$0.600M gross and net; and the Operating Budget will be impacted by adding \$1.19 M in FY2006 and \$0.111M in FY2007.

Toronto Water: The base budget of Toronto Water includes resources that respond to watercourse clean-up issues. There are no dedicated work teams to perform these activities. If the necessary funding is provided to the Parks, Forestry and Recreation Division it is proposed that these resources be coordinated through the Parks, Forestry and Recreation Division. Toronto Water would continue to fund these resources through the interdepartmental charge process. If funding is not provided to establish the interdivisional team approach, Toronto Water will continue these activities to the level provided in the base Operating Budget.

The Deputy City Manager and Chief Financial Officer has reviewed this report and concurs with the financial impact statement.

Recommendation:

It is recommended that this report be received for information.

Background:

The Budget Advisory Committee requested a report from Toronto Water and Parks, Forestry and Recreation for the November 29, 2005 Policy and Finance Committee meeting on the ways and means of achieving ravines, forestry and watercourse remediation and renewal as part of the 2006 Capital Budget approval process without impacting the Operating Budget. Staff have interpreted this motion to mean the establishment of a program of maintenance and management practices that will result in the proactive and co-ordinated removal of debris and waste from city-owned ravines and watercourses and reduction in the amount of illegal dumping currently occurring.

Parks, Forestry and Recreation staff has discussed the contents of this report with Toronto Water and Municipal Licensing and Standards staff and the three Divisions concur with the content and recommendations of the report.

Comments:

During spring 2005, Parks, Forestry and Recreation, Toronto Water and Municipal Licensing and Standards recognized that there was a lack of clarity of responsibility and resources to clean up ravines and watercourses in the City of Toronto. As part of the Clean and Beautiful initiative, these Divisions established an interdivisional team, to develop a program to address the issue of illegal dumping and ravine and watercourse maintenance.

In order to undertake a proactive and comprehensive maintenance and prevention program without sacrificing existing service levels, staff from Parks, Forestry and Recreation, Municipal Licensing and Standards, Toronto Water, and Solid Waste determined that additional resources and specific skill sets are required to deal with this highly visible and complex area of operations. To establish inter-divisional crews to undertake this service in the long term, requests for necessary operating and capital funding were submitted as part of the Clean and Beautiful budget. Establishment of the program is pending final budget approval.

The crews would be capable of providing one-stop removals in both water and on land city-wide, while understanding and taking into account the operational requirements of maintaining water flow, protecting the ravine and associated forest protection. Support from the additional Municipal Licensing and Standards by-law enforcement staff would provide an opportunity to reduce illegal dumping and therein reduce the amount of maintenance required.

Budget Implications:

Parks, Forestry and Recreation requested \$0.600M in Capital to provide the necessary vehicles to support the inter-divisional teams. The Capital funding would provide specialized vehicles (4x4 Pick-ups with winches, Haul Aalls and Boom Dump-Stake trucks) capable of hauling debris of all sizes from the ravines and watercourses. New additions to the fleet can only be added through the Capital Budget.

If this program is to be initiated, there is a requirement for Operating funding. There would be an Operating Budget impact of \$1.19 M in FY2006 and \$0.111 M in FY2007 if the Committee concurs with this initiative. The Operating Budget provides funding both for clean up and prevention as outlined in “Our Common Grounds”.

In terms of clean up, two inter-divisional crews dedicated to ravine and watercourse maintenance comprising of staff from Parks, Forestry and Recreation, Toronto Water and Municipal Licensing and Standards would be established to provide one-stop comprehensive ravine and water-course maintenance and prevention of illegal dumping.

Prevention of illegal littering and dumping in ravines and watercourses is an important piece of the entire program. To support the by-law enforcement officers, Parks, Forestry and Recreation would provide three teams of seasonal “Park Rangers” who would also patrol the system to educate users on the impact illegal dumping has on the ravines and watercourses.

Toronto Water staff currently respond to clean-up issues within watercourses, largely in response to protecting Toronto Water infrastructure. While a dedicated team does not exist to undertake these activities, an equivalent staff resource complement could be reassigned to this team should funding for the Parks, Forestry and Recreation Division be approved.

Municipal Licensing and Standards has submitted a separate request for \$467,500 under the Clean and Beautiful City budget for five additional by-law enforcement officers to support this program and the Integrated Enforcement Team.

Although everyone agrees there is a need for the service, Parks, Forestry and Recreation does not have staff nor equipment to initiate the ravine and watercourse management without impacting the Operating Budget.

Conclusions:

The establishment of this program will require an increase of \$1.19 M in FY2006 Operating, \$0.111M in FY2007 Operating and \$0.600M net to the FY2006 Capital Budget for Parks, Forestry and Recreation.

Contacts:

Mike Schreiner, Manager of Capital Projects, Telephone: 416-392-8453, E-Mail: mschrein@toronto.ca

Neil R. Zaph, Director of Strategic Services, Telephone: 416-395-6065, E-Mail: nzaph@toronto.ca

The Policy and Finance Committee also submits the report (November 24, 2005) from Fareed Amin, Deputy City Manager, entitled “Request to Transfer Provincial Grant to Reserve Fund Account:

Purpose:

The purpose of this report is to notify Council of a one-time \$1.0 million Ontario Fire Services’ Grant and to obtain the authority to increase the 2005 Fleet Replacement Capital budget for Fire Vehicles by \$800,000 to purchase two pumpers with the Provincial Grant money by making a contribution to the Fire Services’ Vehicle Reserve Fund.

Financial Implications and Impact Statement:

Fire is requesting the authority to spend an unbudgeted \$1.0 million in 2005 and 2006 against funds in the same amount from an Ontario Fire Service Grant received from the Office of the Ontario Fire Marshal. There is no net impact to the City. An amount of \$800 thousand would be directed to vehicle replacement. The amount would be contributed to Fire’s Fleet Replacement reserve and used to purchase the next two pumpers due for replacement in Fire’s ageing fleet, at \$400 thousand each. The purchases would flow through capital account CFL014-06 – Fire Fleet Replacement 2005. The remaining \$200 thousand would be used to fund 50 percent of the cost for fitness equipment in Fire Stations with the other 50 percent being contributed by Local 3888. Currently, the \$1.0 million in Provincial revenue is posted in a newly created account FR0047 - Ontario Fire Services Grant.

The arrangements for cost-sharing the fitness equipment with Local 3888 will not be in place before the beginning of 2006. It is recommended that \$200 thousand of the provincial grant be deferred to 2006 to allow Fire Services to complete the transaction before March 31, 2006, which is the end of the Provincial 2005/2006 budget year.

The Ontario Fire Marshal's Office has concurred with the proposed spending of the one-time grant money. The conditions set by the Province for the grant were that the expenditures were to be for new items and were not to offset budgeted and planned spending by the cities.

The Deputy City Manager and Chief Financial Officer has reviewed this report and concurs with the financial impact statement.

Recommendations:

It is recommended that:

- (1) an amount of \$800,000 be transferred from Fire Services' operating account FR0047 to Fire Services' Fleet Reserve account to secure the funds for two new Pumpers, valued at \$400,000 each;
- (2) the Corporate Fleet capital budget account CFL014-06 Fire Fleet be increased by \$800,000 in 2005; and
- (3) an amount of \$200,000 of the Ontario Fire Services' grant be deferred to 2006 to be used to offset the purchase of fitness equipment for fire stations.

Background:

In March 2005, the Government of Ontario announced a program that would provide \$30 million in funding to the Ontario Fire Services in the form of the Ontario Fire Service Grant. The aim of the grant was to support improvements in three areas: training, fire operations equipment and firefighter safety, and fire prevention and public education. The City of Toronto received one million dollars from this program.

Comments:

In April 2005, Toronto Fire Services received a grant from the Province of Ontario in the amount of one million dollars. This was the City's share of a one-time \$30 million funding program for municipal fire departments to assist in furthering their need for equipment, training and education materials.

The Ontario Fire Services' Grant represents the first time that the government has provided funding assistance to municipalities in this way to support fire services. The main focus of the funding program was on supporting communities in fire service education and training opportunities for fiscal year 2005/2006, with priority on establishing the infrastructure necessary for ongoing education and training. The amount of funding directed towards each municipality was based on population.

Toronto Fire Services is developing training facilities with a significant portion of capital funding being directed towards these projects since amalgamation. The funding granted to Toronto Fire Services was determined to be better directed towards the purchase of equipment. Given the significant funding pressures on the City, the reserve fund for replacement of fire vehicles has not met requirements over the past few years. Approximately 25 percent of Toronto

Fire Services' fleet continues to be in excess of 15-years old. In consultation with staff from the Office of the Fire Marshal, Toronto Fire Services was granted permission to use the bulk of the grant towards equipment purchases, namely two pumper vehicles, at a cost of \$400,000 each, for a total of \$800,000. These two additional pumpers have been added onto an existing purchase requisition and are expected to be delivered in 2006. It is now necessary for the Fire Services to transfer \$800,000 of the original \$1 million to the vehicle reserve account to ensure the funding remains available at the time payment is required.

The additional \$200,000 provided by the grant is being used for the purchase of fitness equipment in fire stations across the City, on the basis of a 50/50 funding scenario with the members of Local 3888. This program has been developed in conjunction with the Association executive to ensure that maximum benefit can be obtained from this funding.

Conclusions:

Toronto Fire Services has received one million dollars as part of a \$30 million Provincial one-time grant program to assist Ontario Fire Services to better protect Ontario residents. Approval is requested to transfer \$800,000 of this funding to the Fire Services' vehicle reserve account to ensure its availability for the purchase of two pumper vehicles expected to be delivered in 2006.

Contact:

William A. Stewart, Fire Chief and General Manager
Telephone: 416-338-9061, Fax: 416-338-9060
Email: wstewart@toronto.ca

The Policy and Finance Committee also submits the communication (November 29, 2005) from the Board of Health, entitled "Dog and Cat Licensing Strategy":

Recommendation:

The Board of Health recommended to the Policy and Finance Committee and the Budget Advisory Committee, that the 2006 Toronto Public Health Capital Budget be increased by \$1.071 million for the development of an on-line license application and renewal system and that this cost be repaid over a ten year period from increased revenues as a result of the licensing strategy.

Action taken by the Board of Health:

The Board of Health:

- (1) approved in principle the staff recommendations contained in the Recommendations Section of the report (November 14, 2005) from the Medical Officer of Health, with Recommendation (3) being amended to read as follows:

- “(3) the Board of Health reconfirm its recommendation to the Policy and Finance Committee and the Budget Advisory Committee, that the 2006 Toronto Public Health Capital Budget be increased by \$1.071 million for the development of an on-line license application and renewal system and that this cost be repaid over a ten year period from increased revenues as a result of the licensing strategy;”;
- (2) adopted a further recommendation, as follows:
- “That an additional category be included in the schedule of fees in order to be able to accept donations.”;
- (3) referred this matter back to the Chair and the Vice-Chair of the Board of Health, to review the implementation strategy in consultation with Medical Officer of Health, the City Manager and the Auditor General, and report back as soon as possible to the Board of Health; and
- (4) requested the Medical Officer of Health to:
- (a) write again, on behalf of the Board of Health, to the Attorney General and the Premier, requesting funding for the cost of implementing the *Dog Owner's Liability Act* in the City of Toronto;
 - (b) include the following, when reporting back on this matter:
 - (i) how additional resources raised through the enhanced licensing of cats and dogs could be allocated towards increased neutering and spaying services in the City of Toronto; and
 - (ii) further options for the licensing rates for senior residents on fixed incomes.

Background:

The Board of Health on November 28, 2005, considered the attached report (November 14, 2005) from the Medical Officer of Health, outlining a revenue generation strategy for enhancing the level of animal services in Toronto by increasing the proportion of dogs and cats which are licensed as required by the City's Municipal Code.

Recommendations:

It is recommended that:

- (1) the Medical Officer of Health be authorized to initiate the licensing strategy outlined in this report to increase the proportion of licensed dogs and cats in the City of Toronto;
- (2) the revenue raised through the implementation of the licensing strategy be used first to fund the expenditures required to implement the strategy and repay the capital project

debt, and any further revenues beyond this be used to improve the delivery of animal services to the public, subject to approval by the Board of Health and City Council through the annual budget process;

- (3) the Board of Health reconfirm its recommendation to the Budget Advisory Committee and Policy and Finance Committee, that the 2006 TPH Capital Budget be increased by \$671.2 thousand for the development of an on-line license application and renewal system and that this cost be repaid over a five year period from increased revenues as a result of the licensing strategy;
- (4) the Board of Health recommend to Budget Advisory Committee that the 2006 TPH Operating Budget be increased by \$550.0 thousand in expenditures and \$550.0 thousand in revenue with an additional annualization cost in 2007 for salaries and benefits of \$530.0 thousand gross and \$0.0 net to support the licensing strategy;
- (5) the Medical Officer of Health report to the Board of Health and the Budget Advisory Committee, annually on animal service levels and performance, including progress of the implementation of the licensing strategy prior to the submission of the TPH Operating Budget;
- (6) any year end deficit resulting from the licensing strategy initiative be reported to the Board of Health and Budget Advisory Committee and funded from within the Toronto Public Health approved budget for 2006 and beyond;
- (7) this report be referred to the Budget Advisory Committee through Policy and Finance Committee, for consideration in the 2006 budget process; and
- (8) the appropriate City officials be authorized and directed to take the necessary action to give effect thereto.

The Board of Health also considered a communication (November 24, 2005) from Tim Trow, President, Toronto Humane Society.

The following persons appeared before the Board of Health:

- Linda Pitney, who also filed a written submission;
- Heidi Yerashotis, Homeless Cat Rescue; and
- Darin Jackson, Canadian Union of Public Employees, Local 416

(Report dated November 14, 2005, addressed to the Board of Health
from Dr. David McKeown, Medical Officer of Health.)

Purpose:

To outline a revenue generation strategy for enhancing the level of animal services in Toronto by increasing the proportion of dogs and cats which are licensed as required by the City's Municipal Code.

Financial Implications and Impact Statement:

The recommended approach for the Dog and Cat Licensing Strategy provides for all implementation costs of the strategy, including capital costs, and future animal services enhancements to be recovered through the forecast generation of licensing revenues. It is assumed that the revenue generated by this plan will offset expenditures with no net operating budget impact for Public Health in 2006 and beyond. However, the strategy requires 2006 capital costs of \$671.2 thousand.

In 2006, the operating cost for the licensing strategy is projected at \$550.0 thousand, which will be offset by increased revenues of \$550.0 thousand. Seven new permanent positions will be created in 2006, starting in April, with total salaries plus benefits of \$280.0 thousand and a 2007 annualized cost for the seven positions of \$530.0 thousand.

The following table summarizes the projected expenditures for 2006-2010.

Toronto Animal Services
Dog and Cat Licensing Strategy
Estimated Incremental Revenues and Expenditures 2006 – 2010 (\$000's)

Expenditures	2006	2007	2008	2009	2010
Capital Budget Costs	671.2				
Operating Budget Costs					
Salaries & Benefits	285.0	1,035.0	600.0	710.0	175.0
Operating Costs	251.5	614.1	549.1	764.1	374.1
Sub-total - Operating Costs	536.5	1,649.1	1,149.1	1,474.1	549.1
Debt Repayment(1)	13.5	150.9	150.9	150.9	150.9
Revenues	550.0	1,800.0	1,300.0	1,625.0	700.0
Net Operating Cost to City	0	0	0	0	0
Positions (net new FTEs)	7.0	16.4	10.0	7.0	2.0

(1) A final debt repayment of \$150.9 thousand will be required in 2011.

Capital costs of \$671.2 thousand are required in 2006 to develop a web based on-line license application and renewal system. This request was submitted by the Board of Health as part of Toronto Public Health's 2006 Capital Budget Proposal. The costs are not included in the 2006 Proposed Capital Budget, currently being considered by the Budget Advisory Committee. This report recommends that the upfront costs of \$671.2 thousand be repaid over five years from the annual licensing revenue generation.

The license targets and revenue assumptions for 2006 to 2010 are estimates only, based upon comparisons with other municipalities in Canada with licensing initiatives, for the percent of licenses issued versus the potential market. If in 2006, the additional revenues forecasted do not materialize, an operating budget pressure of up to \$550.0 thousand would result and future repayment of capital would need to be funded. It is recommended that any projected year-end deficit resulting from this initiative be reported to the Board of Health and Budget Advisory Committee, and that the capital contribution and any operating deficits be funded from within Toronto Public Health (TPH) under-spending for 2006 and beyond.

The on-going annual operating costs for this initiative would be subject to future year budget processes and reviews.

The Deputy City Manager/Chief Financial Officer has reviewed this report and concurs with the financial impact statement.

Recommendations:

It is recommended that:

- (1) the Medical Officer of Health be authorized to initiate the licensing strategy outlined in this report to increase the proportion of licensed dogs and cats in the City of Toronto;
- (2) the revenue raised through the implementation of the licensing strategy be used first to fund the expenditures required to implement the strategy and repay the capital project debt, and any further revenues beyond this be used to improve the delivery of animal services to the public, subject to approval by the Board of Health and City Council through the annual budget process;
- (3) the Board of Health reconfirm its recommendation to the Budget Advisory Committee and Policy and Finance Committee, that the 2006 TPH Capital Budget be increased by \$671.2 thousand for the development of an on-line license application and renewal system and that this cost be repaid over a five year period from increased revenues as a result of the licensing strategy;
- (4) the Board of Health recommend to Budget Advisory Committee that the 2006 TPH Operating Budget be increased by \$550.0 thousand in expenditures and \$550.0 thousand in revenue with an additional annualization cost in 2007 for salaries and benefits of \$530.0 thousand gross and \$0.0 net to support the licensing strategy;
- (5) the Medical Officer of Health report to the Board of Health and the Budget Advisory Committee, annually on animal service levels and performance, including progress of the implementation of the licensing strategy prior to the submission of the TPH Operating Budget;
- (6) any year end deficit resulting from the licensing strategy initiative be reported to the Board of Health and Budget Advisory Committee and funded from within the Toronto Public Health approved budget for 2006 and beyond;

- (7) this report be referred to the Budget Advisory Committee through Policy and Finance Committee, for consideration in the 2006 budget process; and
- (8) the appropriate City officials be authorized and directed to take the necessary action to give effect thereto.

Background:

At its meeting of January 17, 2005, the Toronto Board of Health directed the Medical Officer of Health to develop a strategy for increasing revenues in Toronto Animal Services (TAS). The primary impetus for this directive is:

- (a) recent changes to provincial legislation (The Dog Owners' Liability Act), which have significant resource implications for animal services (see Item #12 of the January 17, 2005 meeting of the Toronto Board of Health); and
- (b) continued public demand for animal services that exceed the current capacity of TAS.

Comments:

Introduction:

The core mandate of TAS is to promote public safety through responsible pet ownership. TAS is responsible for the provision of animal sheltering services, public education and enforcement of the City's animal control by-law.

As currently staffed and resourced, TAS is constrained in its ability to provide public education activities and enforce the by-law. TAS has only one Animal Care and Control Officer and a budget of \$27.0 thousand to educate 2.5 million people about safety in interacting with animals, and to educate the owners of the City's approximately 500,000 dogs and cats about responsible pet ownership. In comparison the City of Calgary, which is often cited as a model for animal control services, has three full-time positions dedicated to public education and a supporting budget of \$200.0 thousand for a much smaller human and pet population.

To carry out field activities and enforce the animal control by-law, TAS has approximately one field Animal Care and Control Officer for every 85,000 people living in Toronto. In comparison, the City of Calgary has approximately one field officer for every 45,000 people, the City of Edmonton has one field officer for every 40,000 people and the City of Winnipeg has one field officer for every 50,000 people. In order to address current enforcement demands and the increased demands resulting from changes to the Dog Owners' Liability Act, TAS needs to substantially increase the number of field officers from 30 to 60.

The licensing of dogs and cats provides important community health and safety benefits, including:

- (1) quicker and more frequent re-unification of lost pets with their owners, reducing animal stress and health and safety risks;

- (2) reduced sheltering needs and lower euthanasia rates due to the increased proportion of lost pets re-united with their owners;
- (3) improved ability to plan and deliver animal services because the size, type and location of the dog and cat population will be known;
- (4) improved ability to enforce City by-laws because owners can be identified and held accountable for the behaviour of their animal; and
- (5) improved ability to identify patterns of animal related problems through information linked with the animal's license.

The licensing of dogs and cats also offers a significant opportunity for increasing revenues, which can be used to fund improved service. While the City's bylaws require dogs and cats to be licensed, it is estimated that only 10 percent of Toronto's approximately 250,000 dogs and four percent of the approximately 250,000 cats are currently licensed. In 2006, the proposed levels of licensing (13 percent of dogs and three percent of cats) are forecasted to generate an additional \$550.0 thousand in revenues.

In comparison, the City of Calgary estimates that 85 percent of the dogs in its city are licensed generating over \$3.3 million annually to fund the delivery of Calgary's animal services. In Winnipeg, where the percentage of licensed dogs has been increased from six percent to 60 percent over the last five years, the annual revenues from licenses are over \$700,000.

Utilizing the experiences of these and other Canadian municipalities, this report recommends a strategy for increasing the number of licensed dogs and cats. It is anticipated that by December 2010, implementation of this licensing strategy will generate an estimated \$6.0 million in revenues. These additional revenues will cover the implementation costs of the strategy and also provide for improved animal services to the public without further funding from property taxes.

Experiences of other Canadian Municipalities:

Most Canadian municipalities require pet owners to license their dogs, while fewer require cat licensing. However, municipalities differ significantly in their enforcement of these requirements. The following Canadian municipalities were identified as having a large percentage of licensed pets and/or having had recent success in increasing the proportion of licensed dogs and/or cats:

- (1) the City of Calgary where approximately 85 percent of the dog population is licensed;
- (2) the City of Winnipeg where approximately 60 percent of dogs are licensed and the number licensed dogs was increased ten fold over five years;
- (3) the City of London where approximately 70 percent of dogs and 15 percent of cats are licensed and the number of licensed cats was doubled in two years; and
- (4) the City of Edmonton where approximately 45 percent of dogs and 30 percent of cats are licensed and where nearly 30,000 cats were licensed in a six month period

Through discussions and meetings with staff from these four municipalities a number of common themes emerged for potential application to a licensing strategy for the City of Toronto. Based on their experiences:

- (a) approximately one-third of pet owners will license their pets when informed of the benefits and requirement;
- (b) another one-third of pet owners will license their pets when they understand the benefits and when it becomes clear that the municipality will be enforcing license requirements; and
- (c) the remaining one-third of pet owners will avoid licensing their pet until caught. This group requires more proactive enforcement.

While all the examined municipalities have different political, civic and operating environments, their experiences in licensing pets suggest that the key elements of a licensing strategy should be:

- (i) clear commitment from City Council to the licensing of dogs and cats, reflected in the adoption of a zero tolerance policy for unlicensed pets;
- (ii) significant expenditure of resources on marketing the benefits of, and requirement for, pet licensing;
- (iii) an initial public education message about the value of licensing followed by an early shift to a message that it is required by law to license pets;
- (iv) increased enforcement of licensing requirements; and
- (v) improved capacity of the animal services agency to provide customer service and handle the increased volume of license applications and renewals.

The City of Winnipeg experience, which of the examined municipalities is the closest to the situation found in Toronto, used a strategy that included these major components and increased the number of licensed dogs from around 4,000 to over 40,000 in five years. This represents approximately 60 percent of the city's estimated dog population.

The City of Calgary, which is often identified as a model for municipal animal services, did increase the number of licensed dogs to 70 percent in two years, but they made use of a methodology that is no longer available and which the Director of Toronto's Corporate Access and Privacy Office has advised breaks privacy and confidentiality rules.

The City of London estimates that 70 percent of its dog population is licensed but it has been at this rate for some time and their experiences in maintaining this rate of licensing are more relevant to the development of a strategy for Toronto.

It is important to note that Calgary and Winnipeg already had optimal staffing levels with approximately one field officer to every 45,000 residents before they initiated their licensing strategies. This contributed significantly to the success of their efforts and is a key difference between these cities and Toronto.

Licensing Cats:

The experience of other Canadian municipalities suggests that a strategy incorporating the elements described above will likely be successful in increasing the proportion of licensed dogs. However, the licensing of cats presents different challenges. Only the City of Edmonton, where about 30 percent of the cat population was licensed within six months, has had some success.

Achieving this dramatic increase was not the result of a deliberate strategy but rather occurred because of the media attention generated over what was seen as a very controversial decision of the Edmonton City Council to license cats. Staff from the City of Edmonton believe that the publicity generated through the on going media coverage of the decision caused roughly one-third of the cat owning population to license their cats once they became aware of the requirement and benefits. Since the initial licensing policy was adopted in 2000 the proportion of licensed cats in Edmonton has been maintained but not increased.

While it is apparently more difficult to get people to license their cats, there are community health and safety reasons for making the effort. Both the City of Calgary and City of Winnipeg are currently considering implementing a requirement to license cats. Cats which pose a risk to public safety are rare, but the number of stray cats in most municipalities, including Toronto, is increasing. Licensing offers one tool to address this issue and it is for this reason that Edmonton recently introduced cat licensing and Calgary and Winnipeg are considering it.

Proposed Multi-Year Licensing Strategy:

The following proposed licensing strategy is modeled on the experiences of the municipalities examined and consists of five main components:

- (1) Project Management (2006 to 2009);
- (2) Marketing and Public Education – Your Pet’s License is a Free Ride Home;
- (3) Management of License Applications and Renewals;
- (4) Enhanced Enforcement of the Licensing Requirement of the Animal Control Bylaw; and
- (5) Regular Monitoring and Performance Reporting.

While the proposed strategy is modeled on the best practices of the municipalities examined, it is important to note that these municipalities were already at optimal staffing levels when they started efforts to increase the number of licensed pets. They all had approximately one field officer to every 45,000 residents, which is very different from Toronto which currently has one field officer for every 85,000 residents. As licensing revenues increase, it is imperative to the

success of the strategy that those revenues be invested back into the delivery of animal services to sustain and further improve licensing compliance rates and improve field services.

(1) Project Management (2006 to 2009):

The early years of the strategy are critical and require dedicated resources to support implementation. A full time project manager will provide the support necessary to implement the strategy and build the necessary relationships with the media, other City services, external business partners and community stakeholders.

The Project Manager's responsibilities will include:

- (a) developing and implementing components of the strategy and all marketing efforts;
- (b) managing all staff hired or assigned to work on the licensing strategy;
- (c) building a relationship and partnership with the media, other city services, external business partners and community stakeholders; and
- (d) developing and delivering any training required by TAS staff to implement the licensing strategy.

After three years, the licensing strategy will be part of the day to day operations of TAS and the Project Manager's term will end. At that time, responsibility for ongoing implementation of different components of the strategy will be assigned to a supervisor hired to continue its coordination as well as overseeing public education.

(2) Marketing and Public Education – Your Pet's License is a Free Ride Home:

In both the City of Calgary and Winnipeg, marketing is a critical aspect of licensing activities and public education is an essential component of animal services. In Calgary, three staff are dedicated to marketing and public education activities and an annual budget of \$200.0 thousand supports those activities. In Winnipeg, most staff members have some responsibility for public education and almost \$100.0 thousand is spent each year to support these efforts. In comparison, TAS currently has one staff person dedicated to public education with a supporting budget of only \$27.0 thousand.

Both London and Winnipeg have had success with hiring a team of temporary staff for a 16 to 20 week period to attend community events, go door to door identifying residences with pets, following up on lapsed renewals and informing people of the benefit and requirement to license their pet. Using this approach, the City of London more than doubled the number of licensed cats in two years.

To increase the number of licensed pets the City of Toronto must dramatically increase its efforts to market the benefits and requirement of licensing. The proposed marketing and public education component of the licensing strategy consists of utilizing a percentage of the forecasted revenues to:

- (a) increase the funds available to support marketing and public education activities;
- (b) hire a team of seasonal staff early in the strategy to work on educating the public by creating a visible presence for TAS at community events, in city parks, and going door-to-door in selected neighbourhoods; and
- (c) increase TAS's permanent complement of public education staff by one Supervisor, with training in education, to design and set up programs and four field officers (one per community council district) to deliver the programs. The Supervisor would assume the Project Manager's responsibilities for developing and implementing all marketing and public education activities associated with the licensing strategy in 2009.

A summary of the types of marketing activities that will be implemented during the first three years of the strategy is attached to this report in Appendix A.

(3) Management of License Applications and Renewals:

All of the examined municipalities indicated that it must be easy and quick for people to obtain a license and renew that license. Calgary, Edmonton and London all offer license renewal through their municipal web-site and in Calgary it is estimated that close to 80 percent of the renewals are now done this way. All of the examined municipalities to some degree make use of external partners, such as veterinarians and pet stores, to provide license applications and in some instances, sell licenses.

TAS currently makes it very easy for people to license their pet. Licenses can be obtained in person at any animal shelter or civic centre, by mail, or by telephone. In the West Region (Etobicoke) only, the public can also obtain a license from a number of veterinarians and pet stores.

As the number of licensed pets increases, TAS will need to increase its capacity to handle license applications and renewals. This will involve:

- (a) increasing the number of permanent staff to administer the licensing process as volumes increase;
- (b) developing partnerships with external agencies, such as veterinarians and pet stores to provide license applications to new pet owners and potentially sell licenses;
- (c) developing in 2006, in partnership with the City's eCity initiative, the capacity for on-line license applications and renewals; and
- (d) investing in improved financial control systems and procedures.

(4) Enhanced Enforcement of the Licensing Requirement of the Animal Control Bylaw:

While it is expected that a large percentage of people will willingly license their pets once they become aware of the benefits and requirements, all of the examined municipalities emphasized that there must be strong enforcement to back up the marketing campaign. People must know that there is a penalty for not licensing their pet.

Both the City of Calgary and City of Winnipeg have adopted a zero tolerance policy for unlicensed animals, meaning if someone is found with an unlicensed pet (that cannot be reasonably explained or justified), they receive a fine. There is no grace period, where a person found with an unlicensed pet can acquire a license without penalty. Furthermore, in Winnipeg, if a person has not paid their fine, the Province of Manitoba will not renew their driver's license.

TAS is currently significantly limited in its ability to provide animal control field services, which includes following up on by-law complaints and infractions, such as unlicensed pets. In order to support the licensing strategy with meaningful enforcement, the complement of Animal Care and Control Officers should be gradually increased to levels seen in other Canadian municipalities, with funding to come from increased licensing revenues. Based on the experience of other jurisdictions, a target level of one Animal Care and Control Officer for every 45,000 population is appropriate.

(5) Regular Monitoring and Performance Reporting:

Both the City of Winnipeg and City of London prepare detailed annual reports summarizing the activities of the animal control services for the year and comparing it with past years. The City of Edmonton and City of Calgary have in the past conducted surveys to determine pet populations and assess resident's views on the value of licensing and the services they provide.

There are no recent accurate data on the size and breed distribution of Toronto's dog and cat population. The information used to plan this licensing strategy was based on the surveys done in Edmonton and Calgary. To help in the design and implementation of the strategy, a survey should be done on a regular basis. The survey will also serve as an opportunity for TAS to assess public attitudes toward animal services and satisfaction with services received.

Starting in 2008 and approximately every three years thereafter, TAS should conduct a survey of residents to help estimate the total animal population and assess resident's satisfaction with animal services.

It is recommended that the Medical Officer of Health prior to development of the TAS annual operating budget report annually to the Board of Health and the Budget Advisory Committee on animal service levels and performance, including the implementation of the licensing strategy, so that the affect of increased revenues and plans for animal services for the coming year can be addressed.

Annual License and Revenue Targets for 2006 to 2010:

The City of Toronto's animal control by-law currently requires both dog and cat owners to license their pets. The recommended licensing strategy includes increasing the proportion of both dogs and cats which are licensed, but recognizes that there is a greater need to license dogs for community health and safety reasons and that it is more difficult to get people to license cats. Therefore the first five years of the recommended strategy will focus primarily on increasing the number of licensed dogs.

Based on the experiences of the municipalities examined and taking into consideration the fact that these municipalities had higher per capita staffing and budget levels than currently exists in Toronto, it is forecast that it will take five full years to generate enough revenue to bring TAS to optimal service levels while funding the licensing strategy from license revenues.

Table 1 and Figure 1 present the license targets and forecast revenues for the first five years of the licensing strategy.

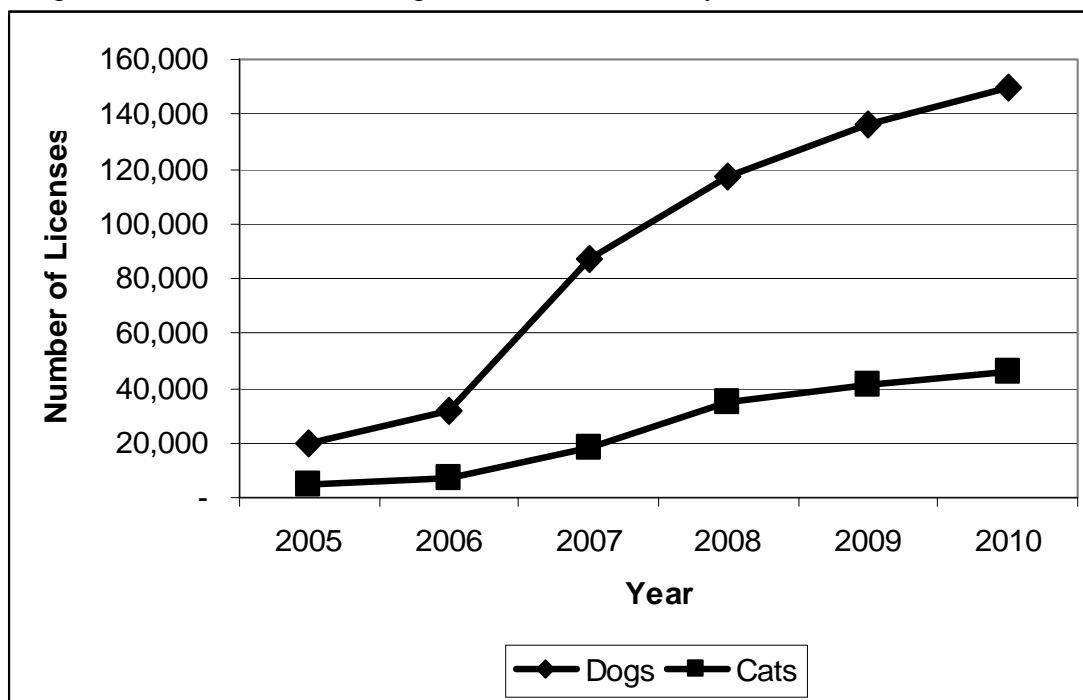
Table 1: Annual License Targets and Revenues, 2005 to 2010, City of Toronto

Year	Number of licensed dogs by year end	Percentage of estimated total dog population licensed	Number of licensed cats by year end	Percentage of estimated total cat population licensed	Forecast revenue (in millions)
2005(1)	20,000	7%	4,500	2%	\$0.55
2006	32,000	13%	7,500	3%	\$1.1
2007	87,000	35%	18,000	7%	\$2.9
2008	117,000	47%	35,000	14%	\$4.2
2009(2)	136,000	54%	41,000	16%	\$5.8
2010	150,000	60%	45,000	18%	\$6.5

- (1) There are 9,300 dogs and 4,600 cats which had lifetime tags at the time of amalgamation and have been grandfathered by TAS. There is no annual license fee for these pets and they have been removed from the license targets.

- (2) It is assumed that license fees will change as identified in Table 2 in 2009.

Figure 1: Annual License Targets, 2006 to 2010, City of Toronto



In the preparation of the targets presented in Table 1 and Figure 1, the following assumptions are made:

- (1) there will be a relatively large increase in the number of licensed pets in the first two years (2006-07) of the licensing strategy reflecting the experiences of other municipalities that approximately 1/3 of the dog owning population will license their dogs once they become aware of the benefits and need;
- (2) given the difficulties experienced by other municipalities in licensing cats, the targeted increase in the number of licensed cats is more incremental and moderate than it is for dogs;
- (3) given the time required due to City administrative and financial processes, the licensing strategy will be formally launched in May 2006;
- (4) there is approximately one dog and one cat for every ten people living in Toronto;
- (5) the dog and cat population will increase relative to the forecast increase in the City's population;
- (6) the proportion of dogs and cats found in each license category will remain relatively consistent over the forecast period; and

- (7) reflecting increases in the cost of inflation and a desire to encourage people to sterilize their pets, the license fee schedule will change roughly every three to four years with the first change to occur in early 2009 as shown in Table 2.

Table 2: Assumed Changes to License Fees in 2009, City of Toronto

License Type	Fee for License by Year			
	2005		2009	
	Dogs	Cats	Dogs	Cats
Altered and with a microchip	\$20	\$10	\$25	\$10
Altered	\$25	\$15	\$30	\$15
Unaltered and with a microchip	\$35	\$15	\$40	\$30
Unaltered	\$60	\$50	\$65	\$55
Senior owned – altered with or without a microchip	\$20	\$10	\$25	\$10
Senior owned – unaltered and with a microchip	\$25	\$15	\$40	\$30

Note: Altered is defined as pets that have been neutered or spayed.

Expected Licensing Strategy Activities and Service Improvements, 2006 to 2010:

The license targets and revenue forecasts will be updated annually and the allocation of the revenues will be detailed every year as part of the budget process. Table 3 provides an illustration of how the license revenues will be allocated in support of the licensing strategy and to improve animal service levels in the community. Table 4 outlines the type of activities that should occur over the next five years, if annual license targets and revenue forecasts are met.

Table 3: Allocation of Projected Licensing Revenues, 2006 to 2010, City of Toronto

Year	Projected Increase in Revenues (over the \$550.0 thousand generated in 2005)	Expenditures (\$ in 000's)					
		Project Mgmt	Marketing & Surveys	Public Education staff	Enforcement (new ACCOs, tools & equipment)	Managing Licenses & Renewals (staff & online systems)	Shelter Services (staff, tools) & Admin Support
2006	\$550.0	\$75.0	\$200.0	\$0.0	\$255.0	\$20.0	\$0.0
2007	\$2,350.0	\$100.0	\$600.0	\$80.0	\$1,140.0	\$330.0	\$100.0
2008	\$3,650.0	\$100.0	\$855.0	\$100.0	\$1,550.0	\$745.0	\$300.0
2009	\$5,250.0	\$25.0	\$400.0	\$500.0	\$2,650.0	\$1,175.0	\$500.0
2010	\$5,950.0	\$0.0	\$450.0	\$500.0	\$3,325.0	\$875.0	\$800.0

Table 4: Expected License Strategy Activities and Animal Service Improvements, 2006 to 2010, City of Toronto

Year	Licensing Strategy	Service Improvements
2006	<ul style="list-style-type: none"> • hire Project Manager by April • strategy launch in May • marketing in Spring/Summer of benefits and need to license • hire 6 ACCOs in June/July to support the strategy • development of an on-line license application and renewal system 	
2007	<ul style="list-style-type: none"> • extensive marketing in Spring/Summer • hire team of 14 seasonal staff for Spring/Summer to promote licensing at community events and go door-to-door in selected neighbourhoods • increase the number of license clerks to handle the increased volume of licenses • official launch of the on-line license application and renewal system early in 2007 	<ul style="list-style-type: none"> • increase the number of public education ACCOs • increase the number of field ACCOs and shift focus of the ACCOs hired in 2006 from licensing only to full field service • new equipment and vehicles for increased number of field ACCOs • invest in improvements in the City's animal shelter services
2008	<ul style="list-style-type: none"> • marketing message shifts from benefits to advising residents that the City is moving to zero tolerance for unlicensed pets (a two month amnesty may be offered) • hire a team of 14 seasonal staff for Spring/Summer • increase the number of license clerks to handle increased volume of licenses 	<ul style="list-style-type: none"> • first customer survey • increase the number of field ACCOs (increase in the FTE complement in 2005 by an additional 12 to 15 FTEs by 2008) • implement, in conjunction with licensing strategy marketing, a zero tolerance approach for unlicensed pets. • invest in improvements in the City's animal shelter services
2009	<ul style="list-style-type: none"> • evaluate whether to utilize a team of seasonal staff again • ongoing marketing – messaging and techniques may change as a result of customer survey completed in 2008 • increase the number of license clerks to handle increased volume of licenses • management of the licensing strategy is shifted from the Project Manager to dedicated management in TAS 	<ul style="list-style-type: none"> • increase the number of public education ACCOs to desired complement of 5 FTEs. • Increase the number of field ACCOs • new equipment and vehicles for increased number of field and public education ACCOs • invest in improvements in the City's animal shelter services • service revisions identified and implemented as a result of customer survey completed in 2008

Year	Licensing Strategy	Service Improvements
2010	<ul style="list-style-type: none"> ongoing marketing increased enforcement supported by increased number of field ACCOs 	<ul style="list-style-type: none"> increase the number of field ACCOs (the FTE complement should be doubled from 2005 and represent about 1 field ACCO for every 45,000 residents) invest in remote computer systems for the field officers allowing access to TAS's databases invest in improvements in the City's animal shelter services

2006 Expenditures:

In 2006, the licensing strategy requires the creation of seven new positions. These include one Project Manager hired by the end of the first quarter to set up the project and implement initial marketing that should double the number of licensed pets, and hiring an additional six Animal Care and Control Officers in July to support the licensing strategy. The estimated salary and benefits cost for these new positions in 2006 is \$280.0 thousand. The annualized salaries plus benefits cost for these positions in 2007 will be \$530.0 thousand.

In 2006, an additional \$270.0 thousand is required for marketing and promotion activities, operating costs and one time costs associated with setting up the new staff positions.

Table 5 summarizes the expenditures totaling \$550.0 thousand for 2006.

Table 5: Expenditures in 2006 for the Licensing Strategy

Permanent positions		Comments
• Project Manager	One	75% - expected to start April '06
• ACCO 1	Six	50% - expected to start July '06
Total	Seven	
Expenditures		Comments
• Salaries & Benefits	\$285,000	The annualized cost for the seven new positions in 2007 will be \$530,000.
• Marketing & Promotion	\$200,000	
• Operating costs	\$ 20,600	For example, training, administrative overhead.
• One-time costs	\$ 30,900	For example, office set-up, computers, equipment
• Repayment to capital (on-line system)	\$ 13,500	
Total	\$550,000	

Conclusions:

The City of Toronto Animal Services does not have the capacity to address current and growing service demands. A review of four Canadian municipalities found that there is significant potential to increase revenues by licensing dogs and cats and with those revenues provide the resources necessary to address identified service gaps.

Requiring dog and cat owners to license their pets has been a requirement of Chapter 349 of the City's Municipal Code since July 1999 and was also a requirement in the pre-amalgamation municipalities. Dog and cat licensing offer a number of benefits both for pet owners and for public health and safety.

Other Canadian municipalities have successfully increased the number of licensed pets and by doing so derived these community health and safety benefits while supporting the delivery of animal control services that meet the needs of their community. The City of Toronto can achieve similar benefits by implementing a multi-year Licensing Strategy that includes significant marketing and public education, increased resources for managing licensing applications and renewals, and increased enforcement.

Although the proposed Licensing Strategy is modeled on the best practices of other Canadian municipalities, a key difference between those municipalities and Toronto is that they were already at optimal staffing levels when they initiated efforts to increase the number of licensed pets. Therefore the success of Toronto's Licensing Strategy depends on ensuring that increased licensing revenues are invested to support the licensing strategy and to improve animal services, particularly public education and enforcement.

In the first year (2006) of the Licensing Strategy outlined in this report, it is estimated that an additional \$550.0 thousand in revenues can be generated through the sale of licenses. The expenditures required to achieve this increase in pet licensing will be fully funded through the additional revenues generated. Beginning in 2007, further increases in licensing revenues can be used to start to address service gaps as well as support ongoing implementation of the licensing strategy. Decisions on the level of licensing revenues anticipated and the allocation of those revenues will be made annually as part of the operating budget process.

Based on the experiences of the examined municipalities, successful implementation over the long-term of the Licensing Strategy requires clear and consistent enforcement. To back up efforts to market the benefits of licensing pets and encouraging people to license their pets, the City should adopt a zero tolerance policy with respect to licensing enforcement.

While the Licensing Strategy outlined in this report provides a guideline for future activities, the Board of Health will be required to review every year, as part of the budget process, a proposed business case for the activities in the coming year. The Medical Officer of Health should provide an annual report on animal services for the past year, including implementation of the licensing strategy and comparisons with past years.

Contacts:

Ron de Burger, Director, Healthy Environments

Tel: 416-338-7953, Fax: 416-392-0713

E-mail: rdeburg@toronto.ca

Eletta Purdy, City-wide Manager, Animal Services

Tel: 416-338-1476, Fax: 416-338-6670

E-mail: eapurdy@toronto.ca

List of Attachments:

Appendix A – TAS Licensing Strategy, Potential Marketing Activities, 2006 to 2008

Appendix A

TAS Licensing Strategy, Potential Marketing Activities, 2006 to 2008

Potential key messages:

- (i) License Me! It is my ticket home.
- (ii) License fees go back into the delivery of animal services and the care of animals.
- (iii) A license tag is required by law.

Potential marketing focus:

Initial focus will be on the 1/3 of the pet owning population that will probably license their pet once they become aware of the benefits and bylaw requirements. Eventually, while maintaining the message about the benefits a stronger emphasis will be placed on the bylaw requirement and the fact that there is a fine for failing to license your pet.

May offer a one or two month amnesty period in late 2007 or early 2008 where people can license their pet and no fine will be levied before beginning to more stringently enforce the license requirements of the bylaw.

Potential activities and timing:

- (1) high profile launch of the licensing strategy – May/June 2006;
- (2) insert in the City's water bills (450,000 inserts) – March/June 2006, 2007 and 2008;
- (3) advertising on City bus shelters – May 2006, 2007 and 2008;
- (4) advertising in the interior of TTC vehicles – 4 weeks in the Spring 2006, 2007 and 2008;
- (5) production and distribution of 11x17 posters to veterinarians, pet stores, kennels, pet groomers, city facilities, etc.;
- (6) ongoing advertising in City publications, such as, the Parks and Recreation Fun Guide and the Toronto Public Library's newsletter Online;
- (7) ongoing advertising in ethnic, neighbourhood and city-wide newspapers;

- (8) advertising on the boards of City owned and operated recreation arenas in the Fall 2006, 2007 and 2008;
- (9) advertising at movie theatres;
- (10) hiring of 10 permanent Animal Care and Control Officers and one Supervisor in 2006 and 2007, who will be primarily focused in those two years on supporting the Licensing Strategy by attending community events and going door-to-door;
- (11) hiring 10 to 20 seasonal staff for 20 weeks to provide a presence for TAS in City Parks, community events, and go door-to-door in selected neighbourhoods in 2007 and 2008;
- (12) offer of an amnesty from the fine for unlicensed pets in late 2007 or early 2008 before beginning to more strictly enforce the license requirements of the Animal Control Bylaw;
- (13) making licence applications widely available through veterinarians, pet stores, kennels, pet groomers, city facilities, members of council and city bylaw officers;
- (14) increased public education activities in 2007 and 2008 with hire of an additional full time Public Education Animal Care and Control Officer. Will result in increased presence in schools and promotion of need to license pets;
- (15) partnering with appropriate existing city events and activities, such as the Environment Days;
- (16) establishment of a stronger rapport with local media than what exists today;
- (17) annual or bi-annual community open house at the animal shelters; and
- (18) exploration of potential partnerships with high profile spokespersons and local organizations.

The Policy and Finance Committee also submits a report (November 28, 2005) from the Chief Planner and Executive Director, City Planning Division, entitled “Request for Funding for the Caledonia/Castlefield Design Charette (Ward 15 – Eglinton-Lawrence)”:

Purpose:

This report responds to a request from the November 22, 2005 Policy & Finance Committee to prioritize projects seeking to draw from the Development Charges, Development related Studies Reserve Account and submit a report to the November 29, 2005 meeting of the Policy and Finance Committee.

Financial Implications and Impact Statement:

There are no financial implications resulting from the adoption of this report.

Recommendation:

It is recommended that this report be received.

Background:

The 2005 Capital Budget for Urban Development Services (City Planning Division) included an allocation of \$20,000. to conduct a Design Charrette in the Design and Décor district located in Ward 15.

The responses to the RFP (Request for Proposal) yielded costs considerably higher than the amount budgeted and the contract was not awarded.

On November 22, 2005, Policy and Finance Committee adopted a motion which among other matters “requested the Chief Planner and Executive Director, City Planning to prioritize the projects seeking to draw from the Development Charges, Development related Studies Reserve Account and submit a report thereon on November 29, 2005 meeting of the Policy and Finance.

Comments:

City Planning staff have carefully reviewed the proposed 2006 Capital Budget for City Planning with a view to increasing the allocation for the Design and Décor district Charrette. In staff’s view, a reallocation of a sufficient amount to fund the study would require the cancellation of another project in our work plan.

Unless net new funding is made available, through an increase in the City Planning debt target, City Planning will not be able to undertake the project.

Conclusions:

The RFP process for the Design and Décor district indicates that the current budget is insufficient to commence the project. Re-allocation of funds would require the cancellation of some other project currently proposed in the 2006 Capital Budget submission.

Should certain projects come in under budget resulting in capital funding becoming available in-year, staff could report back on possible re-allocation of funds to the Design and Décor project.

Contact:

Ted Tyndorf, Chief Planner and Executive Director, City Planning Division
Tel: (416) 392-8772, Fax: (416) 392-8115, ttyndor@toronto.ca

The Policy and Finance Committee also submits the communication (November 28, 2005) from the General Secretary, Toronto Transit Commission, respecting the 2006-2010 TTC Capital Program and 10 Year Capital Forecast:

At its meeting on Monday, November 28, 2005, the Commission considered the attached report entitled, “2006-2010 TTC Capital Program and 10-Year Capital Forecast.”

The Commission approved the Recommendation contained in the report, as listed below:

“It is recommended that the Commission:

- (1) approve the 2006 Capital Program in the amount of \$589.296 million as described in this report (and summarized in Appendix A) and the accompanying documents:

- TTC 2006-2010 Capital Program Overview; and
 - TTC 2006-2010 Capital Program (Blue Books);
- (2) approve the 2006-2010 Capital Program in the amount of \$3.672 billion as shown in this report and the accompanying documents;
 - (3) approve the 10-Year Capital Forecast in the amount of \$5.734 billion as shown in this report and the accompanying documents;
 - (4) consider this report in concert with the following:
 - (a) the TTC 2006 TTC Operating Budget;
 - (b) the TTC 2006 Wheel-Trans Operating Budget;
 - (c) the TTC 2006 Departmental Goals and Objectives; and
 - (d) the TTC 2006 Organization Charts;
 - (5) request the City Chief Financial Officer/Deputy City Manager to confirm that City Transportation has budgeted for City costs associated with the St. Clair right-of-way project; failing which, the TTC will include the City costs for this project (\$20 million) in the TTC budget subject to a corresponding increase in City debt target funding to the TTC's Capital Program;
 - (6) forward this report to the City of Toronto for Council approval of the 2006-2010 Capital Program and approval of the 10 year forecast;
 - (7) receive the City of Toronto Analyst Briefing notes (Appendix B), which include a series of recommended changes to the TTC 2006-2010 Capital Budget as described in the section entitled, "City Recommendations" starting on page 4 of this report. These changes, together with draft Budget Advisory Committee recommendations (Appendix C), will be considered by the Policy and Finance Committee on November 24;
 - (8) forward this report to the Ontario Ministry of Transportation, the Honourable Harinder Takhar, the Ontario Ministry of Public Infrastructure Renewal, the Honourable David Caplan, and to the Ontario Ministry of Finance, the Honourable Dwight Duncan for information; and
 - (9) forward this report to the Minister of Transportation of Canada, the Honourable Jean-C. Lapierre and to the Minister of State (Infrastructure and Communities), the Honourable John Ferguson Godfrey, for information."

The Commission also approved the following motions:

- (1) That the Commission reaffirm \$375,000 for design for station modernization and up to \$500,000 for the Toronto Community Foundation's station renovation program in each 2006, 2007, and 2008, conditional on private funds on a one for three basis (noting that 1/4 is city funded with 3/4 coming from other sources).

- (2) Whereas it is important to continue with property investigations and related engineering support to further define property interests, and respond to more detailed enquiries in response to EA recommendations.

Whereas it is important to commence geotechnical and environmental investigations along the recommended alignment and station locations; and

Whereas it is important to establish a terms of reference for the Federal Environmental Screening Report in the event that the Canadian Environmental Assessment Act (CEAA) requirements are triggered by federal contributions to the Spadina Subway Extension project.

Therefore be it resolved that:

- (1) The Commission recommend approval for an increase of \$1.3 million to the Toronto Transit Commission's Preliminary 2006-2010 Capital Budget to reflect reallocation of expenditures from the "below the line" Spadina Subway Extension project found in the TTC 2006-2010 Capital Program submission to allow TTC staff to:
- (a) continue with property investigations and related engineering support to further define property interests and to respond to more detailed enquiries in response to the EA recommendations;
 - (b) commence geotechnical and environmental investigations along the recommended alignment and station locations; and
 - (c) establish a terms of reference for the Federal Environmental Screening Report in the event that the Canadian Environmental Assessment Act (CEAA) requirements are triggered by Federal contributions to the Spadina Subway Extension project; and
- (2) the Ontario Ministry of Public Infrastructure Renewal, the Regional Municipality of York and all other participating stakeholders recognize these costs as part of the formal cost share agreement to be developed respecting the Spadina Subway Extension project.

The foregoing is forwarded to the City Policy and Finance Committee for consideration and approval at its meeting on Tuesday, November 29, 2005.

The Policy and Finance Committee also submits the communication (November 28, 2005) from the General Manager, Toronto Transit Commission, respecting the St. Clair Streetcar Project: Budget Update.

At its meeting on Monday, November 28, 2005, the Commission considered a report entitled, "St. Clair Streetcar Project: Budget Update."

The Commission adopted the Recommendation contained in the report, as listed below:

“It is recommended that the Commission:

- (1) receive this report for information, noting that:
 - (i) in a September 13, 2004 report to the Commission, TTC staff stated that the cost of the St. Clair Streetcar Project would be in the range of \$55 to \$65 million, depending on the cost of required property acquisitions, the details of final design, and the magnitude of civil works required;
 - (ii) that report explained that these costs would cover the construction and implementation of new reserved streetcar lanes on St. Clair Avenue, installing new centre-pole overhead wiring, installing new streetcar platforms and shelters, widening and improving major intersections to accommodate new, bigger platforms and new left-turn lanes for traffic, acquiring property as required, replacing and upgrading traffic signals, undertaking improvements to the condition of St. Clair Avenue, improving the appearance of local landmarks and streetscapes, and other related City-building initiatives, all of which are enumerated in this report;
 - (iii) the currently-projected final costs (EFC) for these aspects of the project, which are those contained in the original environmental assessment report, remain at \$65 million;
 - (iv) there are additional costs which are being incurred as a result of the judicial review of the project imposed by Save Our St. Clair (SOS). These additional costs, which are entirely attributable to the disruption to the project caused by the judicial review, were not originally foreseen or budgeted for, and include legal costs, construction contract penalties resulting from the court order to stop work, delay-related inflation, the cost of mitigating construction disruption at Yonge/St. Clair, and the additional costs of replacing streetcars with buses for a longer-than-planned period of time. These externally-driven costs, estimated at \$2.7 million (mostly delay-related inflation) are over and above the originally-budgeted EFC for the project;
 - (v) the St. Clair Streetcar Project budget never included money for the project’s planned new off-street parking facilities because the Toronto Parking Authority, which would build these new lots, is a self-financing agency of the City of Toronto which funds its capital program independently using revenues from its parking lot operations;
 - (vi) the full cost of the St. Clair Streetcar Project is now included in the TTC’s capital program as a result of the budget approach recommended by the Budget Advisory Committee, at its meeting of November 17, 2005, to transfer the City’s original \$20 million share of the project costs to the TTC in order to allow for single-agency cost accounting;

- (vii) there are four additional discretionary features which were not included in the original environmental assessment recommendations nor in the original budget, but which would contribute significantly to creating an attractive pedestrian, retailing, and urban environment which, in turn, would contribute to Toronto's "Beautiful City" campaign. These are:
- re-paving the entire surface of St. Clair Avenue West, from Yonge Street to Gunn's Road, in order to create an improved travel corridor and enhanced appearance (approximate additional cost = \$5 million);
 - re-constructing all of the sidewalks over this same section of St. Clair Avenue to create a unified urban design and improved appearance of the pedestrian and open spaces (approximate additional cost = \$3 million);
 - re-locating all hydro wires over this section of St. Clair Avenue underground in order to reduce visual clutter on the street (approximate additional cost = \$15 million); and
 - replacing all regular street lighting and poles (a portion of which is substandard) with new, improved decorative lighting (approximate additional cost = \$7 million);

Incorporation of any of these discretionary features would require the approval of additional funding for this project, which would be over and above the original EFC and current budget for the project; and

- (2) Forward this report to the City of Toronto Budget Advisory Committee and Policy and Finance Committee."

The foregoing is forwarded to the City Policy and Finance Committee for consideration at its meeting on Tuesday, November 29, 2005 in conjunction with the review of the TTC's 2006-2010 Capital Program and 10-Year Capital Forecast.

(A copy of the TTC report, entitled "St. Clair Streetcar Project: Budget Update" was distributed to Members of the Policy and Finance Committee on November 29, 2005, and a copy thereof is also on file in the Office of the City Clerk, City Hall.)

The Policy and Finance Committee also submits the report (November 15, 2005) from the General Manager, Toronto Water, addressed to the Budget Advisory Committee, entitled "2006 Capital Project Deferral Options to Support Stormwater Related Initiatives".

Purpose:

To respond to a request from the Works Committee to report to the Budget Advisory Committee on options to defer \$5 million from the proposed 2006 Toronto Water Capital Budget to allow for funding to support tree planting and the Land Acquisition for Source Water Protection Reserve.

Financial Implications and Impact Statement:

If project deferrals are supported, there will be no financial implication in 2006 to the Capital Budget, however, water rates would have to increase beyond the rate increases projected for 2007-2015 (listed in the “2006 Water and Wastewater Rate Increase and Rate Projections for 2007-2015”) unless adjustments to project cashflow and schedules are made through future Capital Budget submissions.

Further, the operating implications of additional tree planting on the Parks and Forestry and Recreation Division has not been quantified in this report.

Recommendation:

It is recommended that this report be received for information.

Background:

At its meeting of November 8 and 9, 2005, the Works Committee, in considering Toronto Water’s recommended 2006-2015 Capital Program, requested the Acting General Manager of Toronto Water to report to the Budget Advisory Committee on offsets that could accommodate the following projects within the 2006 Toronto Water Capital Budget:

- (a) \$3 million for tree planting for stormwater reduction; and
- (b) an additional \$2 million contribution to the Land Acquisition for Source Water Protection Reserve.

Notwithstanding the above, it should be noted that the Contribution Policy specific to the Land Acquisition for Source Water Protection Reserve, as approved by Council at their meeting of July 19, 20, 21 and 26, 2005, precludes a contribution to the reserve while the Toronto Water Stabilization Reserve is below its target level. Currently, the reserve balance is projected to have a balance of \$9.5 million, considered to be well below the \$35 million target. Further, the Contribution Policy requires contributions to the reserve to be approved by City Council during the annual budget review process.

Comments:

Toronto Water’s recommended 2006-2015 Capital Budget reflects project priorities and cashflows necessary to support the goals of Council, comply with regulatory requirements, protect the environment and support the infrastructure renewal needs of the Division, while meeting new and emerging demands identified in the Toronto Water’s 2005 Multi-Year Business Plan, in a fiscally responsible way. As such, there are no programs that can be removed from the budget without a negative impact on Toronto Water’s ability to meet these objectives. Further, deferral of projects in 2006 will result in corresponding impacts on other project schedules and cashflow requirements in subsequent years which will have to be addressed in future Capital Budget submissions.

The recommended 2006-2015 Capital Budget has been reviewed to identify projects that can be delayed without impacting the City's ability to meet its regulatory compliance requirements, health and safety requirements, contractual obligations such as the York Region Agreement and commitments to state-of-good repair where the accumulated infrastructure renewal backlog is estimated in excess of \$700 million.

The following summarizes projects that could be considered for deferral, their corresponding 2006 cash flow (net of GST), and the impacts of deferrals.

Ashbridges Bay Wastewater Treatment Plant Landscaping
2006 Cashflow Request - \$654,000

A 2003 report on landscaping at the Ashbridges Bay WWTP identified a 10-year plan of multiple projects requiring funding in the order of \$15.6 million. Consideration could be given to deferring the 2006 funding with the impact of delaying the initiation of design of landscaping upgrades and subsequent implementation of the 10-year landscape plan.

Ashbridges Bay Wastewater Treatment Process Control System
2006 Cashflow Request - \$1,911,000

The Works Best Practices program identified that operational savings could be realized through the computerization and automation of operations at the water and wastewater facilities. Approximately \$1 million could be deferred from the 2006 Capital Budget, however, operational cost savings would be deferred as well.

Humber Bay Wastewater Treatment Plant Odour Controls
2006 Cashflow Request - \$953,000

The 2006 Capital Budget includes the necessary cash flow to initiate multi-year upgrades to the raw sewage area of the plant, including odour control measures. While the plant upgrades are required for state of good repair, consideration could be given to deferring the odour control component of this project in the amount of approximately \$400,000. This would result in delays in the resolution of odour issues at the facility, long recognized as a problem in the local community.

R.C Harris Water Filtration Plant Building Masonry Repairs
2006 Cashflow Request - \$3,419,000

Funding has been identified in the 2006 Capital Budget to repair and upgrade the masonry on the exterior of the water filtration plant in keeping with the historical nature of the facility. The preparation of specifications for refurbishment has been initiated and tendering was anticipated for early in 2006. If completion of building refurbishment to current standards was delayed until 2007, then approximately \$1.5 million could be deferred from the 2006 Capital Budget.

Transmission System Facilities

2006 Cashflow Request - \$1,521,000

The 2006 Capital Budget includes provisions for a multi-year project to repair and upgrade booster pumping stations and storage facilities in the distribution system to current standards. Deferral of approximately \$1 million in 2006 would result in extending the project completion beyond the 5-year forecast.

Transmission Process Optimization

2006 Cashflow Request - \$3,328,000

The City of Toronto and York Region Joint Optimization Study indicated that development of an optimization program for water supply pumping could significantly reduce pumping requirements and lower energy costs, which becomes increasingly important as hydro rates continue to rise. Delay of project initiation until later in 2006 could result in a deferral of \$1.5 million in cashflow. This will however also delay the realization of operational cost savings of approximately \$5 million per year.

Water Service Repair Program (“On Demand” Component)

2006 Cashflow Request - \$12,315,000

Toronto Water’s commitment on the Water Service Repair Program is to respond to a customer’s request to replace a substandard (lead, galvanized or low flow) water service within 12 months of Toronto Water receiving the request. If the committed response time was increased, then approximately \$2 million could be deferred from this program. However, this deferral would create a backlog and impact response times on subsequent years of the program as well.

Emery Creek Stormwater Pond

2006 Cashflow Request - \$2,767,000

This project has been identified as a priority stormwater management project within the Humber River watershed, directed at improving water quality conditions within Emery Creek, a subwatershed of the Humber River. A Class Environmental Assessment was initiated for this project in the early 1990’s and construction of the facility is expected to be initiated in 2006. Deferral of project initiation to later in the year could reduce cashflow requirements by \$1 million. This deferral, however, will result in a delay in realizing the surface water quality improvements expected and may result in a loss of credibility from the public in the City’s commitment to the implementation of the Wet Weather Flow Management Master Plan.

Stormwater Management Facility Environmental Assessments

2006 Cashflow Request - \$4,592,000

The 2006 Capital Budget includes funds for a number of Class Environmental Assessments (EAs), identified in the WWFMMP, most of which are identified as stormwater management and combined sewer overflow control projects directed at improving water quality conditions along the waterfront. Postponing the implementation of some of these projects such as the Etobicoke Waterfront Stormwater Management Class EA, the Scarborough Waterfront Combined Sewer Overflow Class EA and the Bonar Creek Stormwater Management Class EA could defer

approximately \$1.2 million but will also result in a delay in realizing water quality improvements along the waterfront. It may also result in a loss of credibility from the public in the City's commitment to the implementation of the Wet Weather Flow Management Master Plan.

Conclusions:

A number of projects have been identified for consideration, to support an expenditure of \$3 million for tree planting and \$2 million to the land acquisition for source water protection reserve. However, projects deferred for implementation in 2006 will result in further escalations in the projected water rate increases in subsequent years, unless adjustments to project cashflow and schedules are made through future Capital Budget submissions.

Contact:

Lee Anne Jones, P.Eng.
Manager, Capital Programming and
Facilities Asset Planning
Toronto Water
Tel: (416) 338-2840
Fax: (416) 338-2828
E-mail: ljones@toronto.ca

Michael D'Andrea, P. Eng.,
Director, Water Infrastructure Management
Toronto Water
Tel: (416) 397-4631
Fax: (416) 338-2828
E-mail: mdandre@toronto.ca

The Policy and Finance Committee submits the report (October 20, 2005) from the General Manager, Transportation Services, addressed to the Works Committee, entitled "2006 Cycling Infrastructure Funding Options":

Purpose:

To respond to a request from the Works Committee for a report on funding options for cycling infrastructure projects in 2006.

Financial Implications and Impact Statement:

There are no immediate financial implications resulting from the adoption of this report.

Recommendation:

It is recommended that this report be forwarded to the Budget Advisory Committee for consideration during the review of the Transportation Services 2006 Capital Budget.

Background:

The Works Committee, at its meeting on September 14, 2005, considered a report by the Deputy City Manager, entitled "Toronto Bike Plan – Three-Year Implementation Strategy", which outlined a strategy for accelerating the Bike Plan, including \$3.0 million for proposed cycling infrastructure projects within the Transportation Services 2006 Capital Budget. The Works Committee requested, among other things, that the General Manager, Transportation Services submit a report to the Works Committee and the Budget Advisory Committee providing options

that include a \$4.5 million budget allocation for cycling infrastructure as part of the Transportation Services 2006 budget process.

Comments:

In response to a request by the Works Committee to accelerate implementation of the Bike Plan, the August 25, 2005 report, entitled “Toronto Bike Plan – Three-Year Implementation Strategy”, presented a list of cycling infrastructure projects totalling \$3.0 million for consideration as part of the Transportation Services 2006 Capital Budget. Appendix B contains the \$3.0 million cycling infrastructure project list, as amended by the Works Committee at its meeting on September 14, 2005.

In order to comply with the corporate affordability guidelines issued by Finance, the Transportation Services 2006 Capital Budget request for cycling infrastructure is being advanced at the 2005 level, which is \$2.2 million. Appendix A contains the list of proposed 2006 cycling infrastructure projects which can be accommodated within the \$2.2 million budget envelope.

As requested by the Works Committee at its meeting on September 14, 2005, Appendix C contains a list of proposed cycling infrastructure projects which could be accommodated within the \$4.5 million funding option proposed by the Toronto Cycling Committee.

As described in the Bike Plan implementation strategy report, the \$3.0 million proposed project list for 2006 was dependant on a corresponding increase in staff resources to undertake planning, design, public consultation, project management and installation. New staff positions would be funded through the Capital Budget, with the staffing level dependant on the number of funded bikeway projects. Given that it will take a few months following budget approval to hire and train new staff, the \$3.0 million funding option could be achievable in 2006. However, the delivery of a \$4.5 million program in 2006 would be a challenge.

Conclusions:

The Transportation Services 2006 Capital Budget request for cycling infrastructure is being advanced at the 2005 level (\$2.2 million) to meet the corporate affordability guidelines. This report also presents program options for budget allocations of \$3.0 million and \$4.5 million in 2006 as requested by the Works Committee. Transportation Services remains committed to delivering an accelerated cycling infrastructure program in 2006 if additional funds are approved by City Council.

List of Attachments:

Appendix A – 2006 Proposed Bikeway Projects - \$2.2 Million Capital Funding
Appendix B – 2006 Proposed Bikeway Projects - \$3.0 Million Capital Funding
Appendix C – 2006 Proposed Bikeway Projects - \$4.5 Million Capital Funding

Appendix A

Transportation Services - 2006 Proposed Bikeway Projects - \$2.2 Million Capital Funding

Bike Lanes				
District	Name	Between	Ward	Km
Toronto and East York	Annette	Dundas to Jane	13, 14	2.5
	Yonge	Queens Quay to Front	28	0.6
	Carlaw	Riverdale to Colgate	30	1.0
	Logan	Gerrard to Dundas	30	0.4
Etobicoke York	Norseman	Royal York to Kipling	5	2.0
	Stephen	The Queensway to Berry	5	0.8
	Rogers	Kane to Oakwood	17	2.3
	Rathburn	East Mall to Renforth	3	1.3
North York	Elmridge - Roselawn	east of Allen to Salinas	15	1.0
Scarborough	Pharmacy	Gatineau Trail to Ellesmere	37	3.4
	Pharmacy	Danforth to Eglinton	35	3.9
	Galloway	Guildwood to Lawrence	43	1.9

Trails

District	Name	Activity	Ward	Km
North York	Finch HC - Black Creek to East Don	Design	8, 10, 23, 24	12
North York	Finch HC - Keele to Dufferin	Installation	8	2
Scarborough	Kingston Rd. - 401 Ramp to Rouge Park	Installation	44	0.8

Appendix B

Transportation Services - 2006 Proposed Bikeway Projects - \$3.0 Million Capital Funding

Bike Lanes				
District	Name	Between	Ward	Km
Toronto & East York	Annette	Dundas to Jane	13, 14	2.5
	Yonge	Queens Quay to Front	28	0.6
	Carlaw	Riverdale to Colgate	30	1.0
	Logan	Gerrard to Dundas	30	0.4
	Wellesley	Queens Park to Parliament	27,28	2.0
Etobicoke York	Norseman	Royal York to Kipling	5	2.0
	Stephen	The Queensway to Berry	5	0.8
	Rogers	Kane to Oakwood	17	2.3
	Mill	Rathburn to Bloor	3	2.0
	Rathburn	East Mall to Renforth	3	1.3
	Centennial Park	Eglinton Path to Rathburn	3	1.2
North York	Elmridge - Roselawn	east of Allen to Salinas	15	1.0
Scarborough	Pharmacy	Gatineau Trail to Ellesmere	37	3.4
	Pharmacy	Danforth to Eglinton	35	3.9
	Orton Park	Ellesmere to Lawrence	43	2.1
	Galloway	Guildwood to Lawrence	43	1.9

Trails

District	Name	Activity	Ward	Km
North York	Finch HC - Black Creek to East Don	Design	8, 10, 23, 24	12
North York	Finch HC - Keele to Dufferin	Installation	8	2
Scarborough	Kingston Rd. - 401 Ramp to Rouge Park	Installation	44	0.8
Toronto & East York	Greenwood Yard Trail Connector	Installation	30	0.4
Scarborough	CP Scarborough Rail Spur	Design	42	3.5
Scarborough	Gatineau HC - upgrade Victoria Park to Kennedy	Design	37	4.2

Crossings

District	Name	Activity	Ward
Etobicoke York – North York	Bentworth North Park underpass	Design	12, 15

Appendix C

Transportation Services - 2006 Proposed Bikeway Projects - \$4.5 Million Capital Funding

Bike Lanes				
District	Name	Between	Ward	Km
Toronto & East York	Annette	Dundas to Jane	13, 14	2.5
	Yonge	Queens Quay to Front	28	0.6
	Carlaw	Riverdale to Colgate	30	1.0
	Logan	Gerrard to Dundas	30	0.4
	Wellesley	Queens Park to Parliament	27,28	2.0
Etobicoke York	Norseman	Royal York to Kipling	5	2.0
	Stephen	The Queensway to Berry	5	0.8
	Rogers	Kane to Oakwood	17	2.3
	Mill	Rathburn to Bloor	3	2.0
	Rathburn	East Mall to Renforth	3	1.3
	Centennial Park	Eglinton Path to Rathburn	3	1.2
	Renforth	Eglinton to Bloor	3	4.3
North York	Elmridge - Roselawn	east of Allen to Salinas	15	1.0
Scarborough	Pharmacy	Gatineau Trail to Ellesmere	37	3.4
	Pharmacy	Danforth to Eglinton	35	3.9
	Orton Park	Ellesmere to Lawrence	43	2.1
	Galloway	Guildwood to Lawrence	43	1.9
	Conlins	Sheppard to Military Trail	44, 42	2.7
	Nuggett	McCowan to Neilson	41, 42	3.7

Trails

District	Name	Activity	Ward	Km
North York	Finch HC - Black Creek to East Don	Design	8, 10, 23, 24	12
North York	Finch HC - Keele to Dufferin	Installation	8	2
Scarborough	Kingston Rd. - 401 Ramp to Rouge Park	Installation	44	0.8
Toronto & East York	Greenwood Yard Trail Connector	Installation	30	0.4
Scarborough	CP Scarborough Rail Spur	Design	42	3.5
Scarborough	Gatineau HC - upgrade Victoria Park to Kennedy	Design	37	4.2
Scarborough	Gatineau HC - Kennedy to Ellesmere	Design	37, 38, 43	6.3
North York and Scarborough	Finch HC - East Don to Birchmount	Design	24, 39	5.7

Transportation Services - 2006 Proposed Bikeway Projects - \$4.5 Million Capital Funding				
Etobicoke York	Eglinton West Path - Royal York to Scarlett	Installation	4	1.2
Crossings				
District	Name	Activity	Ward	
Etobicoke York – North York	Bentworth North Park underpass	Design	12, 15	

Contact:

Daniel Egan, Manager, Pedestrian and Cycling Infrastructure, Transportation Services Division
Tel: (416) 392-9065/Fax: (416) 392-4808

The Policy and Finance Committee also considered the following:

- (i) communication (October 31, 2005) from the North York Community Council advising that the North York Community Council on October 18, 2005, referred the following motion by Councillor Moscoe to the Budget Advisory Committee and the Policy and Finance Committee for consideration:

“WHEREAS the area surrounding the intersection of Caledonia Road and Castlefield Avenue is redeveloping as a highly desirable destination for design and décor shopping, but has done so on a largely incremental/ad hoc basis; and

WHEREAS the emergence of this design and décor district has resulted in pressures on existing infrastructure and building fabrics, as well as creating a tremendous opportunity to develop an appropriate urban design structure to solidify the unique retail character of this area; and

WHEREAS City Council approved funding through the 2005 Budget Process for a design charrette for the Caledonia/Castlefield Design Décor District (CCDDD); and

WHEREAS the City issued a Request for Proposal on June 15, 2005 and a revised Request for Proposal on September 14, 2005 for consulting services to assist the City with this work; and

WHEREAS on both occasions all responses to these Request for Proposals came in over budget; and

WHEREAS undertaking this work still has significant value to the Caledonia/Castlefield Design Décor District (CCDDD) and the surrounding community;

THEREFORE BE IT RESOLVED THAT the 2005 funds allocated for the Caledonia/Castlefield Design Décor District charrette be carried over into the 2006 Budget for the City Planning Division and that an additional \$20,000 be added to the 2006 City Planning Budget for this charrette”;

- (ii) communication (October 28, 2005) from Councillor Howard Moscoe recommending that the additional amount of \$20,000 for the Design District Charette be funded from the Development Charges – Development related studies reserve account;
- (iii) communication (November 23, 2005) from the Policy and Finance Committee and the Budget Advisory Committee advising that the Committees met jointly on November 23, 2005 to hear deputations respecting the 2006 Capital Budget; and
- (iv) document prepared by the Finance Division entitled “City of Toronto 2006 – 2010 BAC Recommended Capital Budget and Preliminary Plan Adjustments – Additional Adjustments made at BAC meeting of November 24, 2005.

City Council – December 8, 9 and 12, 2005

Council also considered the following:

- *Communication (December 6, 2005) from Mayor Miller and Councillor Soknacki, Chair, Budget Advisory Committee [Communication 2(a)].*

Re: Framework for the (1) 2006 Capital and Operating Budgets for Toronto Water, (2) 2006 Water and Wastewater Rate Increase and Rate Projections for 2007-2015, and (3) 2006 Budget Advisory Recommended Capital Budget and 2007-2010 Preliminary Capital Plan

This report is in response to the request from the Policy and Finance Committee that the Mayor and Chair of the Budget Advisory Committee prepare a framework for the consideration of budget-related business at the December 8 and 9, 2005 City Council Meeting.

We recommend:

1. That the order of business for this meeting be:

- (a) *consideration and voting on this report immediately prior to the consideration of the clauses*
- (b) *presentation by staff (the Deputy City Manager and Chief Financial Officer and General Manager, Toronto Water) on the 2006 Recommended Capital Budget, including the 2006 Recommended Water Capital and Operating Budget and 2006 Water Rate, followed by questions of staff from Members of Council on the presentations only*
- (c) *determination of program budgets to be held for consideration and approval of those budgets not held*

Toronto Water Budgets

- (d) *questions and debate on Capital and Operating Budgets for Toronto Water (Clause 1)*
- (e) *voting on the Capital and Operating Budgets for Toronto Water immediately after all motions have been made on these budgets*

Water and Wastewater Rate

- (f) *questions and debate on the Water and Wastewater Rate Increase and Rate Projections (Clause 2)*
- (g) *voting on the Water and Wastewater Rate Increase and Rate Projections (Clause 2) immediately after all motions have been made on this matter*

Capital Budget

- (h) *questions and debate on outstanding program Capital budgets*
- (i) *voting on each program Capital budget immediately after all motions have been made on each respective program Capital budget*

General Budget Matters

- (j) *debate on general budget matters only that are not program-specific, and include process issues and recommendations 1 to 12 in the 2006 capital budget (Clause 3)*
- (k) *voting on motions which apply to general matters only*

2. *That Council agrees to these principles for the consideration of the budgets (Clauses 1-3) at this meeting:*

- (a) *Any revisions to the 2006 Capital Budget, as recommended by the Policy & Finance Committee cannot exceed the \$350 million Council-approved new debt guideline.*
- (b) *that if any further capital expenditure increase is proposed, the resolution must also include (i) an offsetting capital project funded by debt or (ii) an available non-debt funding source (i.e. reserves) for the purpose of offsetting that expenditure. If the resolution does not contain such a funding source, then the resolution is deemed not to be in order. Favourable variances are deemed not to be an appropriate funding source.*

- (c) *if funds from one capital program budget are to be used to offset or fund another capital program budget(s), Members must hold all such budgets open and move their motions on the affected budgets during consideration of the first of these program budgets. When all motions have been voted on for the first affected program budget, that budget shall be closed. The other affected program budgets shall be adjusted accordingly and remain open except as it relates to the actions of Council on the first (now closed) program budget.*
- (d) *Motions proposing a shift in the funding source from tax-supported to rate-supported or conversely, are not in order*
- (e) *that in keeping with the Financial Control by-law and the Council Procedures by-law the Deputy City Manager and Chief Financial Officer will give a financial impact statement with each proposed motion immediately prior to voting on each motion.*

- *Report (November 29, 2005) from Deputy City Manager Sue Corke [Communication 1(a)].*

Subject: 3-1-1 Council-Staff Working Group: Recommended Ongoing Role

Purpose:

The Council Staff Working Group (CSWG) established by Council in December 2004 has completed its mandate to recommend the 3-1-1 Service Model, its implementation phases, associated 2005-2008 Capital budget and, the 2005 and 2006 Operating budgets for the 3-1-1 Project Management Office. The 3-1-1 Deputy City Manager was requested to report directly to Council at its December meeting on whether, or in what capacity, the CSWG should be continued as the 3-1-1 project transitions from its the initial feasibility/review phase to a full implementation process, pending Council approval.

Financial Implications and Impact Statement:

There are no financial implications or new costs associated with approving the recommendations of this report.

Recommendations:

It is recommended that:

- (1) *this report be considered by Council at its meeting of December 8, 2005 in conjunction with the report "3-1-1 Customer Service Strategy: 2006 Capital Budget Request and 2007/8 Projected Budget Estimates";*

- (2) *dependent upon confirmation of each member's ongoing interest and commitment, the Council-Staff Working Group (CSWG) as currently constituted, undertake work on new 3-1-1 implementation oversight activities to the end of this term of Council (mandate as outlined in Appendix 2);*
- (3) *the membership composition of the CSWG allow for expansion through the formal inclusion of any interested Standing Committee member expressing a desire to commit and participate on the CSWG from January 2006 to the end of this term of Council; and*
- (4) *the appropriate City Officials be authorized and directed to take the necessary action to give effect thereto.*

Background:

Examination of a new role for the CSWG during the implementation phase of the project was recommended in the October 24, 2005 report from the 3-1-1 Deputy City Manager to the e-City Committee titled "3-1-1 Customer Service Strategy: 2006 Capital Budget Request and 2007/8 Projected Budget Estimates". Specifically, it was recommended that the 3-1-1 Lead Deputy City Manager in consultation with the Mayor and Council-Staff Working Group (CSWG), report to Council by December 2005 on whether, or in what capacity, the CSWG should be continued given completion of its current mandate.

Comments:

(a) Initial Role and Current Membership of the 3-1-1 CSWG

The Council Staff Working Group (CSWG) has recommended the 3-1-1 Service Model, its implementation phases and associated 2005-2008 Capital budget, and the 2005 and 2006 Operating budgets for the 3-1-1 Project Management Office. Accordingly, the CSWG has now completed its current mandate as an advisory body established to make recommendations to the e-City Committee on implementing the 3-1-1 Council-approved customer service strategy.

The Councillor membership of the CSWG consists of the following composition of representatives that reflects the membership of Standing Committees at the time the CSWG was established by Council:

- *Chair of the e-City Committee (Councillor Milczyn);*
- *One other member of the e-City Committee (Councillor Del Grande);*
- *One member appointed by each of the Standing Committees of Council (Councillors Ashton, Balkissoon, Cowbourne, Minnan-Wong, Stintz and Watson, respectively); and*
- *Mayor's Office representative.*

The staff members of the current CSWG are:

- *Sue Corke, 3-1-1 Deputy City Manager;*
- *Colleen Bell, 3-1-1 Corporate Lead;*
- *John Davies, Executive Director, Corporate Information and Technology; and*
- *Laurie McQueen, 3-1-1 Policy Lead.*

Councillor Balkissoon was elected by the CSWG as Chair and Councillor Minnan-Wong as Co-Chair. The City Manager has delegated her role as 3-1-1 senior management lead to Deputy City Manager Sue Corke who is also responsible for overall 3-1-1 program management.

(b) 3-1-1 Project Status and Transition

The 3-1-1 Project status has now moved from the design stage to an implementation development stage. Specifically, as a result of rigorous CSWG review of different project models and their associated capital costs, and phasing options for 3-1-1 activities, the 3-1-1 Project is now transitioning to a full implementation process pending Council approval in December 2005. In order to recommend an appropriate new role for the CSWG in the next 3-1-1 Project phase, two areas have been reviewed, namely, mandate options and membership composition.

Future CSWG Role/ Mandate Options:

Options for a new oversight role have been considered by the current CSWG in collaboration with the 3-1-1 Project Management Office and the 3-1-1 Deputy City Manager. Future CSWG mandate options take into account the respective responsibilities of Council and staff for the implementation of this project. These roles and responsibilities are contained in relevant portions of the Schedule to the Code of Conduct for Council Members, attached as Appendix 1.

A range of potential oversight components appropriate to the implementation phase activities of the 3-1-1 Project has been identified for consideration:

- Project Status Reporting: To review the ongoing status of activities leading to the implementation of a 3-1-1 operation;*
- Operating/Capital Budget Review and Monitoring: To ensure central and dedicated staff management and oversight;*
- Service Standard Implementation/Harmonization: To ensure input to any proposed harmonization of City By-laws, Service Standards/Levels or Business Practices;*
- Performance Monitoring: To ensure preparation by service order divisions for 3-1-1 implementation and recommend the long-term governance structure to monitor 3-1-1 performance outcomes; and*
- Co-ordination with GTA Municipalities/National Municipal Network: To ensure inter-municipal 3-1-1 coordination, issues management and public education*

Further detail on each of these potential oversight components is contained in Appendix 2.

Future CSWG Membership Options:

Three options as described below were considered for their relative merits and drawbacks respecting the carrying out of the potential oversight components for the 3-1-1 Project.

(a) *Option One: Current CSWG Membership*

Re-establish the current CSWG with a new mandate to provide advice and recommendations on all or specific components of 3-1-1 implementation as outlined in Appendix 2.

(b) *Option Two: Newly Appointed CSWG Membership*

Establish a newly appointed CSWG membership to provide advice and recommendations on all or specific 3-1-1 implementation activities as outlined in Appendix 2. Options to establish a newly constituted CSWG Council membership were identified as follows:

- (i) Reaffirm the current membership and allow for expansion by requesting one nomination from any Standing Committee not currently represented; or*
- (ii) Appoint new members in accordance with the original membership selection process (i.e., Chair and 1 member from e-City Committee and one representative nominated by each Standing Committee); or*
- (iii) Appoint fewer members with a particular interest in and knowledge of the 3-1-1 Project (e.g., the Chair and 1 member of e-City Committee, and up to 3 other Council representatives).*

(c) *Option Three: e-City Committee*

The third option considered was that the e-City Committee would assume the 3-1-1 Project oversight role to review and make recommendations pertaining to corporate-wide information and technology services including 3-1-1 technology acquisition and other on-line customer service initiatives.

Review of the preceding options took into account the rigorous 3-1-1 Project governance and management structure already in place to ensure the appropriate checks, balances and accountability to Council. Appendix 3 contains details on 3-1-1 Project Governance: Roles and Responsibilities.

Conclusion:

Given the valuable advisory role of the 3-1-1 CSWG during the initial feasibility/review phase of the 3-1-1 Project, continuation of the CSWG is being recommended. Recommendations are based on agreement that a Working Group (as opposed to formal Sub, or Standing Committee) is the appropriate structure to provide ongoing oversight on the progress of project implementation and its management that will result in improved City performance and value for money.

Specifically, the continuation of the CSWG with the role and membership composition as recommended:

- *Continues to support the e-City Committee mandate to provide oversight on the development, integration, and relative priority of technology initiatives across the Corporation;*
- *Provides for direct e-City Committee input to implementation of 3-1-1 identified as a top priority by Council;*
- *Recognizes the significant knowledge and understanding of current CSWG members of the complex 3-1-1 Project (acquired through 3-1-1 site visits, service operation assessments, and familiarity with the associated budget and technology);*
- *Continues a mutually productive, respectful and successful working relationship among elected and staff representatives; and*
- *Creates the opportunity for wider participation by interested Standing Committee members willing to commit the time necessary to study, analyse and support 3-1-1 matters.*

Contact:

Colleen Bell, Manager, Corporate Client Services Initiative, Executive Management Division, City Manager's Office, and

3-1-1 Corporate Lead, 3-1-1 Project Management Office, Office of the Deputy City Manager

Tel: 416-392-8374

E-mail: cbell@toronto.ca

Laurie McQueen, Sr. Corporate Management & Policy Consultant, Corporate & Strategic Policy Division, City Manager's Office, and

3-1-1 Policy Lead, 3-1-1 Project Management Office, Office of the Deputy City Manager

Tel: 416-392-8995

E-mail: lmcqueen@toronto.ca

List of Attachments:

Appendix 1: Legislated Roles & Responsibilities of Council and City Staff

Appendix 2: Areas of Interest for Potential CSWG Advisory Role

Appendix 3: 3-1-1 Project Governance: Roles and Responsibilities

APPENDIX 1
LEGISLATED ROLES & RESPONSIBILITIES: COUNCIL AND CITY STAFF, excerpted
from the Schedule to the Code of Conduct for Council Members

1. THE WHOLE COUNCIL, for example:

- *Exercises the authority delegated by the provincial legislature to the municipality and does not possess authority separate to that derived from provincial statute;*
- *Is the legislative arm of the municipality and makes laws, determines property taxation levels, allocates expenditures and holds civic staff accountable by providing them with direction, assigning resources and monitoring policy decisions as implemented by staff;*
- *Must have a quorum in order to vote to amend or enact by-laws;*
- *In a Committee-of-the-Whole meets as a general Committee to discuss and vote on which recommendations shall be forwarded to Council for subsequent decision;*
- *May not amend or pass any by-law where Council meets as a Committee-of-the-Whole;*
- *May sub-delegate administrative authority where the delegation does not entail a power to determine or adjudicate rights; make policy; or take legislative action;*
- *Receives all reports of all Standing Committees and other designated bodies for their acceptance, amendment, deferral or referral as the Council deems appropriate;*
- *Holds regular and special meetings of Council in open session; a Committee-of-the-Whole meeting in open or closed session for legal, personnel or property matters of a sensitive nature; and*
- *Follows the procedures it establishes in the Council Procedural By-law.*

2. STANDING COMMITTEES AS A WHOLE, for example:

- *Recommend policy and program development and advice, service targets, priorities and budget requirements of the respective divisions to Council;*
- *Explain the requirements, purpose and rationale of respective division programs;*
- *Request reports as required to aid in their decisions on recommendations to Council;*
- *Report and make recommendations to Council on policy matters referred to them;*

- *Provide access to public communication and deputation on matters within their purview;*
- *Participate in joint meetings of Standing Committees as required;*
- *Examine all accounts connected with discharging its duties or under its supervision in accordance with the Procedural By-law, the Purchasing By-law and other by-laws; and*
- *Monitor and recommend on the budgets of agencies, boards and commissions reporting for that purpose through the respective Standing Committee.*

3. STAFF OF THE CITY, for example:

- *Provide timely and useful advice to Council and its Committees;*
- *Carry out specific directives, motions and policies approved or delegated to them by the Council;*
- *Follow the intent of Council directions;*
- *Alert Council to legal limitations of proposals, or changes in legislation, or unintended impacts of decisions;*
- *Administer the organization and are responsible for day-to-day tasks in operations management;*
- *Recommend policies, programs and budgets to Standing Committees and Council;*
- *Respond to public inquiries and advise on Council approved policies;*
- *Use allocated resources appropriately;*
- *Stay informed and up to-date;*
- *Undertake research and review and report on findings;*
- *Evaluate staff assigned and correct any performance as required; and*
- *Encourage the development of staff under their supervision.*

APPENDIX 2

AREAS OF INTEREST FOR POTENTIAL CSWG ADVISORY ROLE

Activity Description	3-1-1 PMO Role	Potential CSWG Role	Other Mandated Interfaces
<u>Project Status Reporting:</u> To review the status of activities to implement a 3-1-1 operation in support of the approved Customer Service Strategy.	3-1-1 Lead Deputy City Manager and 3-1-1 PMO Director coordinate management of the project and support the City transition to a permanent 3-1-1 operation.	Advise Council on various strategies and actions to implement 3-1-1 activities including: <ul style="list-style-type: none"> Staffing/ Workforce Transition Labour Relations Risk Management 	<ul style="list-style-type: none"> e-City Committee Administration Committee Council 3-1-1 Steering Committee 3-1-1 Project Mgt. Team Stakeholders per relevant area(s) 3-1-1 Participants 3-1-1 Resource Team 3-1-1 External Advisory Group
<u>Operating/ Capital Budget Review and Monitoring:</u> To ensure central and dedicated staff management and oversight.	Led by 3-1-1 PMO: <ul style="list-style-type: none"> Accountability and documentation Cost management Schedule/ Timelines Scope adherence 	<ul style="list-style-type: none"> Recommend resource levels to Council based on analysis and written rationale. Champions 3-1-1 Project vis-à-vis competing internal demands for City resources. 	<ul style="list-style-type: none"> e-City Committee Administration Committee Council 3-1-1 Lead Deputy City Manager Internal Audit CFO/ Budget
<u>Service Standard Implementation/ Harmonization:</u> To ensure input to any proposed harmonization of City By-laws, Service Standards/ Levels or Business Practices.	Coordinated by 3-1-1 PMO with the appropriate divisions to provide staff support to Council as decision-maker.	Advisor on: <ul style="list-style-type: none"> Issues Management Schedule Implementation costs 	<ul style="list-style-type: none"> Administration and other Standing Committees Community Councils Council 3-1-1 Steering Committee General Managers City Legal
<u>Performance Monitoring:</u> To ensure preparation by service order divisions for 3-1-1 implementation and recommend the long-term governance structure to monitor 3-1-1 performance outcomes.	Lead by 3-1-1 PMO to coordinate preparatory work well in advance of the late 2007 soft launch of the consolidated 3-1-1 Contact Centre	Advise the 3-1-1 PMO on considerations such as: <ul style="list-style-type: none"> Development of long term 3-1-1 governance structure for performance monitoring Identifying business efficiencies and improving reporting mechanisms 	<ul style="list-style-type: none"> 3-1-1 Steering Committee 3-1-1 Project Mgt. Team Stakeholders per relevant area(s) 3-1-1 Participants 3-1-1 Resource Team (Future structure) Performance Mgt. Governance Committee
<u>Co-ordination with GTA Municipalities/ National Municipal Network:</u> To ensure inter-municipal 3-1-1 coordination, issues management and public education.	Led by 3-1-1 PMO in coordination with: <ul style="list-style-type: none"> City Manager's Office 3-1-1 divisions Corporate Communications City public consultation units 	Advisor/ Participant in: <ul style="list-style-type: none"> Planning/ Forums Parties of interest Lessons learned analysis 	<ul style="list-style-type: none"> GTA Mayors and Chairs group Council and Committees GTA 3-1-1, 9-1-1 and 2-1-1 staff 3-1-1, 9-1-1 and 2-1-1 staff supporting the City of Toronto 3-1-1 Steering Committee 3-1-1 Project Mgt. Team

APPENDIX 3

3-1-1 PROJECT GOVERNANCE: ROLES & RESPONSIBILITIES

Organizational Unit	How are they affected, or how are they participating?
City Manager's Office	<u>Executive Sponsor Role:</u> City Manager performs this role due to the City-wide scope and impact of the 3-1-1 Project.
Deputy City Manager's Office	<u>Lead Deputy City Manager:</u> 3-1-1 Lead Deputy will assume overall responsibility for the budget of the 3-1-1 Project Management Office (PMO). Accordingly, responsibility for overall project delivery is directly within the Deputy City Manager's portfolio. <u>Project Director Role:</u> The 3-1-1 Corporate Lead functions as Project Director in the 3-1-1 PMO and is responsible for day-to-day Project Management, and internal/external project direction and activities.
Union Representatives (Locals 416, 79, COTAPSAI)	<u>Project Stakeholder:</u> Union Representatives will participate in forums and on advisory teams as required (e.g., Facility, and Training Advisory Teams).
All Divisions	<u>Project Stakeholder:</u> All City divisions will have content that is required for the Knowledge Base.
Corporate Communication	<u>Project Participant:</u> Responsible for developing the On-line Service page.
Divisions with Customer Service Interface	<u>Project Participant:</u> Specific divisions will have responsibility for partnership work with the 3-1-1 operation
Corporate Information & Technology	<u>Project Participant:</u> Corporate IT is responsible for the creation and evaluation of the Technical RFP, and oversight for the installation of the technology.
Corporate Facilities and Real Estate	<u>Project Participant:</u> Facilities and Real Estate is responsible for the Design and construction of the Contact Centre facilities

Executive Sponsor: Ultimate authority for providing approvals.

Participant: Active member on the Project Structure for decision making or consultation.

Stakeholder: Provides information/advice and receives communication on project status.

1. Deputy City Manager: 3-1-1 Designated Executive Sponsor

Project sponsors are executive or senior managers having a prime interest in the outcome of a project since the results will have a direct impact on the operations for which the project sponsor is responsible. Given the City-wide operating impact of the 3-1-1 project, it is appropriate that the City Manager have the role of Executive Sponsor. The 3-1-1 Project Management Office (PMO) budget originally was within the Office of the City Manager as a special addition. With the assignment of the 3-1-1 Program Management role to the Office of the 3-1-1 Lead Deputy City Manager in May 2005, the overall PMO budget accountability has been transferred accordingly.

2. 3-1-1 Steering Committee

The City Manager, all Deputy City Managers, the Chief Corporate Officer, the Executive Director of Human Resources, the Executive Director of Information and Technology are members of the Steering Committee. The committee provides high-level guidance and establishes a common vision for the project and scope to be covered. They will also be responsible for setting and managing expectations of the senior management team and setting the standards by which the project will be measured. Provide input, set priorities and approve scope for the initiative. They will analyze and make timely decisions on changes proposed by the project team and commit the required resources to the project. They will review and approve project work and progress through key milestones, take initiative to proactively identify and mitigate project risks and be ultimately responsible for the success of the project.

3. Corporate Lead: 3-1-1 Project Director

The Corporate Lead as 3-1-1 Project Director was assigned by the Executive Sponsor and will continue to have a direct reporting relationship to that position as required. Day-to-day reporting of the Corporate Lead will be to the Lead DCM. The Corporate Lead is responsible for the day-to-day management of the project and for all internal/external aspects of the project.

4. 3-1-1 Project Management Office (PMO)

The role of the PMO is to support the approved strategy through the planning, development and design of a permanent 3-1-1 operation. The 3-1-1 Project Management Office is comprised of the Corporate Lead (3-1-1 Project Director), Quality Assurance Lead (QA Lead), Policy/Procedure Lead (P/P Lead), Business Process Review Lead (BPR Lead), two Subject Expert Leads (SE Leads), Financial Lead (F Lead) as required, and two Administrative Support positions (AS). Team members are now fully dedicated to the 3-1-1 project with the exception of the Financial Lead (available later as required), the Policy/Procedures Lead (currently 75% to the PMO), the BPR Lead (later project stage), and one Administrative Support position (later project stage). Irrespective of any ongoing divisional affiliations, all 3-1-1 PMO members will report to the Corporate Lead on their assigned 3-1-1 matters.

5. 3-1-1 Extended Project Management Team (divisional)

All assigned leads from the functional teams and “3-1-1” divisions participate on the extended Project Management Team. Each lead is responsible for the development of their work package (WP) or sub-charter, project plan and delivery of their specific milestones. All team members are required to report regularly on the progress of their sub-projects/WP to the 3-1-1 PMO.

6. 3-1-1 Resource Team

Divisional representatives with specialized expertise will provide advice on specific issues/components under review by the Project Management Team or 3-1-1 PMO. Their relationship is consultative in nature for the purposes of advancing the quality of project products.

- *Report (December 1, 2005) from the Deputy City Manager and Chief Financial Officer, and Deputy City Manager Fareed Amin [Communication 1(d)]:*

Subject: Further Report on Framework for Nathan Phillips Square Design Competition and Capital Funding Forecast for Project Implementation

Purpose:

This report comments on the Roundtable on a Beautiful City's recommendations regarding the Nathan Phillips Square design competition as requested by the Policy and Finance Committee and recommends certain actions for City Council's consideration.

Financial Implications and Impact Statement:

There is no financial impact arising from this report.

Recommendations:

It is recommended that:

- (1) *City Council endorse the Roundtable on a Beautiful City's recommendations regarding the Nathan Phillips Square design competition as outlined in Appendix A of this report, with the following amendments:*
 - (i) *the Deputy City Manager and Chief Financial Officer and Deputy City Manager Fareed Amin report back to the Administration Committee in January 2006 on the draft terms of reference for establishing an interim public advisory group to be called the Nathan Phillips Square Revitalization Public Advisory Group in accordance with the Roundtable's Recommendation No. (2); and*
 - (ii) *amend the Roundtable's Recommendation No. (5)(g) to read as follows:*

(5)(g) That the design competition include consideration of the possible re-opening of the rooftop observatory; and
- (2) *the appropriate City Officials be authorized and directed to take the necessary action to give effect thereto.*

Background:

At a joint meeting held on November 7, 2005, the Administration Committee and Planning and Transportation Committee considered a report from the Deputy City Manager and Chief Financial Officer titled "Framework for Nathan Phillips Square Design Competition and Capital Funding Forecast for Project Implementation" (October 26, 2005) and received a communication dated November 2, 2005 from the Chair of the Roundtable on a Beautiful City forwarding the Roundtable's recommendations regarding the Nathan Phillips Square design competition. The committees recommended to the Budget Advisory Committee that the

Roundtable's recommendations be referred to the Deputy City Manager and Chief Financial Officer to report directly to City Council when this matter is considered.

Subsequently, the Budget Advisory Committee and Policy and Finance Committee, at their meetings held on November 14, 2005 and November 29, 2005 recommended adoption of that recommendation. This report responds to this request.

Comments:

Facilities and Real Estate staff have reviewed the Roundtable's recommendations regarding the Nathan Phillips Square design competition with the Interdivisional Project Working Group and Senior Project Steering Committee, which consist of representatives from Facilities & Real Estate, City Planning (including Urban Design and Heritage Preservation Services), Economic Development, Culture & Tourism (Special Events), Parks, Forestry & Recreation and Corporate Communications divisions. City staff are appreciative of the Roundtable's encouragement and ongoing support of the need to renew the Square. While they generally concur with the Roundtable's recommendations concerning the design competition, there are some concerns with two of the recommendations as discussed below.

1. Establishment of a Management Board or Committee of Stewards

Roundtable Recommendation No. (2):

"That a Management Board or Committee of Stewards be established immediately, chaired by a Member of City Council, and in advance of efforts to renew Nathan Phillips Square, to review and provide advice on the ongoing maintenance and activities on Nathan Phillips Square, with a view to restoring its dignity, and providing ongoing stewardship. Such a Management Board would represent a broad range of community interest, including individuals with a strong sense of the history of the Square, its design origins, as well as its future potential.

This Management Board would also act as a resource for reviewing the Terms of Reference for the renewal of the Square, to provide a forum in which interested parties can keep abreast of developments related to the renewal of the Square, for providing support to the jury established for selection of the winning design, and for ensuring that the selected design is effectively implemented."

Discussion:

City staff support the Roundtable's recommendation to establish a management board or committee of stewards that includes members of the public to advise on the ongoing management and operation of Nathan Phillips Square, act as a resource and provide support for the design competition, provide a forum to inform interested parties of developments related to the renewal of the Square, and ensure the winning design to rehabilitate the Square is implemented.

Options for a long-term governance structure for the Square, including the Roundtable's recommended approach are currently being studied by City staff. More in-depth investigation

and consultations both internally and externally are required before a preferred option is recommended for approval.

In the meantime, recognizing the need for an interim solution, staff are recommending the establishment of an interim public advisory group to be called the Nathan Phillips Square Revitalization Public Advisory Group. The group will include a broad range of community interests as recommended by the Roundtable, including representatives from the heritage community, design community, tourism sector, special events organizers and area property owners, and individuals knowledgeable about the history of the Square and its future potential. Given its role as a resource for the design competition, the group will not include any members of City Council at this time.

The feasibility of immediately establishing this group to review the terms of reference for renewal of the Square in advance of launching the competition has been assessed by staff. They have concluded that there is insufficient time to consider an appropriate delivery model for this group, develop operating guidelines, appoint members, and hold informed meetings prior to finalizing the competition guidelines by mid-January 2006 in order to meet the deadline to launch the competition in early February, 2006.

Instead, it is recommended that the Deputy City Manager and Chief Financial Officer be requested to report back to the Administration Committee in January 2006 seeking City Council's approval of draft terms of reference to establish this group. This approach will still enable the group to be operational in time to serve as a resource group for the design competition jury prior to the jury selecting the short-listed design team finalists at the end of Stage I of the competition, as recommended by the Roundtable (see Roundtable Recommendation No. (5)(c) in Appendix A attached).

2. Inclusion of Additional Building Programs

Roundtable Recommendation No. (5)(g):

“That the design competition potentially include consideration of additional building programs (e.g. meeting space, childcare) on the third floor of City Hall, as well as the possible re-opening of the rooftop observatory.”

Discussion:

The Nathan Phillips Square design competition will specifically exclude the interior of the City Hall building. Capital projects to renovate interior areas of City Hall are currently underway and are planned for the future, including renovating the third floor of the building. Therefore, this space should not be included in the design competition.

The design competition should, however, be expanded to explore the feasibility of reopening of the City Hall rooftop observation deck and develop design solutions to make the space attractive and interesting for visitors, as well as making it fully accessible.

The design competition guidelines will, therefore, include consideration of the possible re-opening of the rooftop observatory.

Conclusions:

City staff have reviewed the Roundtable on a Beautiful City's recommendations concerning the Nathan Phillips Square design competition. This report recommends that City Council endorse the Roundtable's recommendations, with some minor amendments relating to establishing a public advisory group to serve as an interim management board or committee of stewards for the Square and to not including the third floor of City Hall in the competition.

Contacts:

*Chuck Donohue, P.Eng. Executive Director, Facilities & Real Estate Division,
Tel: 416-397-5151, Fax: 416-392-4828, E-mail: cdonohue@toronto.ca*

*Jodie Parmar, Director, Business & Strategic Innovation, Facilities & Real Estate Division,
Tel: 416-338-1295, Fax: 416-392-4828, E-mail: jparmar1@toronto.ca*

*Sheila Glazer, Manager, Strategic Policy and Projects, Business & Strategic Innovation,
Facilities & Real Estate Division, Tel: 416-392-0879; Fax: 416-392-4828,
E-mail: sglazer@toronto.ca*

Appendices:

Appendix A: November 2, 2005 Communication from Sandra Bussin, Deputy Mayor and Chair, Beautiful City Roundtable forwarding Recommendations from the Roundtable on a Beautiful City concerning Nathan Phillips Square Renewal

APPENDIX A

Communication (November 2, 2005) from the Chair, Roundtable on a Beautiful City advising that the Roundtable on a Beautiful City on November 1, 2005, requested the Chair to forward the following recommendations to the Joint Meeting of the Planning and Transportation Committee and the Administration Committee for consideration on Monday, November 7, 2005:

- “(1) That, subject to the balance of the recommendations listed below, that City Council support the renewal of Nathan Phillips Square in general accordance with the principles for restoration and enhancement outlined in the report (October 26, 2005) from the Deputy City Manager and Chief Financial Officer, and allocate an appropriate budget to ensure the effective implementation of the adopted plan and design for the renewal.*
- (2) That a Management Board or Committee of Stewards be established immediately, chaired by a Member of City Council, and in advance of efforts to renew Nathan Phillips Square, to review and provide advice on the ongoing maintenance and activities on Nathan Phillips Square, with a view to restoring its dignity, and providing ongoing stewardship. Such a Management Board would represent a broad range of community interest, including individuals with a strong sense of the history of the Square, its design origins, as well as its future potential.*

This Management Board would also act as a resource for reviewing the Terms of Reference for the renewal of the Square, to provide a forum in which interested parties can keep abreast of developments related to the renewal of the Square, for providing support to the jury established for selection of the winning design, and for ensuring that the selected design is effectively implemented.

- (3) That the Terms of Reference for the renewal be developed further to expand upon those elements of the Square that are to be ‘restored or renewed’, rather than ‘transformed’, so that it is clear to all competitors what the limits of change are, and so that the competitors are aware of the expanded activities envisaged by the City through renewal. In general terms, the area with the elevated walkways is to be restored and renewed, while the area outside of the elevated walkways may be subject to a more significant transformation and that this territory include the roof podium, the zone along Bay Street, Queen Street, the entire west side of the Square, as well as the rear section of City Hall, along Hagerman Street. The existing elevated walkways would generally form the transition between the areas of restoration and renewal and transformation.*
- (4) That particular attention be paid to the history of “The Ward”, i.e. the precinct in and around City Hall, and elements be incorporated into the project to illustrate and reflect the history of The Ward and its environs.*
- (5) That the two stage design competition process outlined in the report (October 26, 2005) from the Deputy City Manager and Chief Financial Officer, be supported based on the following comments and possible adjustments:*
 - (a) That while this project will combine both areas of renewal and transformation, and includes significant technical challenges, that it is in the public interest to support a limited design competition process rather than a conventional RFP process. That while we would expect that design solutions within the area of the elevated walkways would be similar amongst all of the competitors (based on preliminary Terms of Reference and Heritage Report), that the programmatic renewal of the elevated walkways, the potential re-positioning of the Peace Garden, the placement and design of the proposed stage, the enhancement of the PATH system, the transformation of the substantial areas of existing soft landscape and the relationship of the Square to all adjacent streetscapes and Osgoode Hall, provides sufficient programmatic scope as to warrant the range of design consideration which is the intended outcome of a design competition.*
 - (b) That the first stage proponents include both an architect and a landscape architect on each team. That while design teams should be encouraged to include a broad multi-disciplinary approach in the first stage, this will be subject to the realities of the number of available specialist consultants, in areas such as heritage and transportation. Therefore, team composition could be subject to jury review and adjustment prior to confirmation of second stage team selection.*
 - (c) That requirements for the first stage submission be limited in nature, but sufficient to allow the competition jury (and not a committee comprised of City staff), in*

consultation with the Management Board, to select from 3 to 5 teams to proceed to the second stage.

- (d) That the jury be of the highest caliber and include strong local representation.*
- (e) That second stage proponents be required to attend a briefing session at the beginning of this stage, organized by the professional advisor and City staff, intended to provide competitors with a detailed review of program requirements, existing site conditions and constraints (including approaches to the first parking level), a presentation by the City's Heritage Consultant, and other matters critical and relevant to the renewal of the Square.*
- (f) That an exhibition of the second stage finalists be organized and that all second stage competitors be asked to present their work in a public forum, prior to the final jury selection.*
- (g) That the design competition potentially include consideration of additional building programs (e.g. meeting space, childcare) on the third floor of City Hall, as well as the possible re-opening of the rooftop observatory.*
- (h) That competitors be directed to consider the staging and phasing possibilities of the work with regard to the practicalities of implementation and capital costs required.*
- (i) That the project demonstrate best practices with regard to sustainable design."*

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- *Report (December 4, 2005) from Deputy City Manager Fareed Amin and the Deputy City Manager and Chief Financial Officer [Communication 1(g)].*

Subject: Development of Future Keele/Wilson Fire Station

Purpose:

The report responds to the request of the Policy and Finance Committee November 29, 2005 on the future development of the Keele/Wilson fire station.

Financial Implications and Impact Statement:

There are no financial implications arising from this report.

Recommendations:

It is recommended that this report be received for information.

Background:

Based on the KPMG study at the time of amalgamation in 1999 and Toronto Fire Services Senior Management's review, a series of new stations and station consolidations were identified to be included in Fire Services' capital program. The following chart summarizes the 5 year cash flow projections for the 2006 – 2010 Capital Plan and the resultant construction timeframe of future fire stations.

Fire Services 2006 - 2010 Capital Plan (\$millions)

	2006	2007	2008	2009	2010	2011- 2015	Beyond 10 Years
Station C - (Sheppard Ave between Leslie & Bayview)	1.55	2.10	1.05				
Chaplain Ave Fire & Ambulance Station						4.60	
Station D (Eglinton Ave & Midland Ave)						5.52	
Fire Station A - (Hwy 27 & Rexdale Blvd)						4.10	
Fire Station B – (Keele St between Sheppard/Wilson)							5.84
Station G - Sunnybrook						6.73	
Co-location Stations 323 & 324 (Pape/Jones)							6.62
Co-location 424 & 425 (Bloor West)							8.69
Total Cost of Station Builds	1.55	2.10	1.05	0.00	0.00	20.95	21.15
HUSAR Requirements	4.88	0.27	0.40	0.40	0.40	2.00	
Asset Management	1.98	1.91	2.11	3.38	3.30	16.85	
Other Capital Projects	1.72	4.77	5.21	1.52	1.60	0.00	
Total Capital Program*	10.12	9.04	8.77	5.30	5.30	39.80	21.15

*2006 excludes carry forward amounts

Only one project, Station C to be located on Sheppard Ave. between Leslie St. and Bayview Ave. can be accommodated in the 2006 – 2010 Capital Plan. As a result of on-going Capital budget pressures, all other stations were delayed to future years. Asset Management to maintain facilities in a state of good repair and completing the Heavy Urban Search and Rescue (HUSAR) equipment cache and completing the staging facility are also priorities in Fire's capital program.

The Policy and Finance Committee at its meeting of November 29, 2005 requested Deputy City Manager Fareed Amin, and the Deputy City Manager and Chief Financial Officer, to submit a report directly to Council for its meeting to be held on December 8, 2005, outlining the issues surrounding the Keele/Wilson potential Fire Station.

Comments:

The KPMG study identified an area to be covered by the construction of the new Keele/Wilson fire station (Station B), which covers an area outside the four minute target response time. The fire station would cover, Keele Street, from Wilson Avenue to Sheppard Avenue, and the Canadian Forces Base Downsview. This property is a proposed mixed development area to take place within a ten to twenty year time frame. The actual construction of the station was to be determined by the anticipated timing of the major development of the Downsview lands and need for land acquisitions.

Land requirements:

Currently, there is a portion of land at 3034 Keele Street that would meet the requirements of the Fire Station B. In negotiations with Downsview Park (Canada Lands Corporation) and the Federal Government, the land is not available for sale. There is an option for consideration with Downsview Park to lease the land. Leasing and Site Management will be examining the feasibility of leasing land for the fire station. Currently, the Department of National Defence has not transferred the property to Canada Lands Corporation. Upon the transfer of the land, negotiations would commence for a long term lease or sale of land located near Keele St. and Tavistock Rd. These preliminary steps need to occur before a readiness to proceed can be confirmed in order to commit to the project cost.

Response Time Analysis for Station B – Downsview:

For emergency response purposes, the City of Toronto is divided into several Emergency Service Zones (ESZ's). Currently, the response area is covered by apparatus from Station 141 (Keele north of Finch), Station 142 (Jane south of Finch), Station 145 (Dufferin north of Wilson) and Station 146 (Jane north of Wilson).

The following chart outlines the enroute response time of apparatus covering the area of the future new station. This data represent a total of 18 months (2004, Jan-Jun 2005) of response data, totaling 1991 emergency incidents.

<i>ESZ</i>	<i>Number of Calls</i>	<i>90% Time</i>
<i>141012</i>	<i>200</i>	<i>5:49</i>
<i>141013</i>	<i>235</i>	<i>5:43</i>
<i>141014</i>	<i>160</i>	<i>7:05</i>
<i>141015</i>	<i>43</i>	<i>7:26</i>
<i>142011</i>	<i>258</i>	<i>5:18</i>
<i>142012</i>	<i>144</i>	<i>6:50</i>
<i>142016</i>	<i>304</i>	<i>5:43</i>
<i>145001</i>	<i>93</i>	<i>6:20</i>
<i>145002</i>	<i>141</i>	<i>5:18</i>
<i>145016</i>	<i>0</i>	<i>N/A</i>
<i>146006</i>	<i>180</i>	<i>6:46</i>
<i>146009</i>	<i>233</i>	<i>6:23</i>
<i>Total</i>	<i>1991</i>	<i>6:17</i>

There is a 90 percentile response time of 6 minutes and 17 seconds. This response time exceeds both the KPMG target and the 90 percentile response time of 5 minutes and 45 seconds for 2004 on a City-wide basis. As density increases in the Downsview area and in the areas covered by Station 141 (Keele north of Finch), Station 142 (Jane south of Finch), Station 145 (Dufferin north of Wilson) and Station 146 (Jane north of Wilson), it is projected that response time will increase. Toronto Fire Services would take this into consideration in monitoring the expansion of future development in the proposed area to be covered by the Keele/Wilson station and development on the former Canadian Forces Base Downsview. Toronto Fire Services will continue to monitor response times to the area.

Conclusions:

The importance of constructing a new fire station in this area is well recognized by both the KPMG study and TFS senior management. Attempts to negotiate a suitable location are ongoing and will continue. The majority of new residential construction in the area is concentrated near the intersection of Keele/Wilson. The current response and deployment model sees this area served by apparatus from Stations 145 and 146, both of which are located near Wilson. Until such time as the pre-requisite conditions to proceed with this capital project are in place, namely the Downsview site/development and any resultant growth and associated response time changes, this project will continue to be forecasted as a future capital requirement.

Contact:

William A. Stewart, Fire Chief

Telephone: (416) 338-9061; Facsimile: (416) 338-9060; E-mail: wstewart@toronto.ca

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- *Report (December 7, 2005) from Deputy City Manager Fareed Amin and the Deputy City Manager and Chief Financial Officer [Communication 1(h)]:*

Subject: Treatment of the Ontario Fire Services Grant

Purpose:

The Policy and Finance Committee at its meeting of November 29, 2005 referred the aforementioned report back to the Deputy City Manager, Fareed Amin and the Deputy City Manager and Chief Financial Officer, Joe Pennachetti for a report directly to Council for its special meeting scheduled to be held December 8, 2005. This report is a response to that request.

Financial Implications and Impact Statement:

The proposed use of the \$1,000,000 Ontario Fire Services grant which includes a one time contribution of \$800,000 to the Vehicle Reserve-Fire account to allow for the purchase of 2 pumpers at cost of \$400,000 each in 2006. The remaining \$200,000 is proposed to be used in 2006 to acquire fitness equipment for fire stations as part of an agreement with Local 3888, Toronto Firefighters Association, where they would provide an equivalent amount towards

fitness programming. This program has been developed in conjunction with the Association executive to ensure that maximum benefit can be obtained from this funding.

In order to effect the intended treatment of the Ontario Fire Services grant, however, the following recommendations are required to more appropriately reflect the procedures necessary to complete the financial and accounting transactions.

Recommendations:

It is recommended that:

- (1) An amount of \$800,000 of the Ontario Fire Services Grant be transferred in 2005 from Fire Services' operating account FR0047 to Vehicle Reserve-Fire account to secure the funds for the purchase of two new Pumpers, valued at \$400,000 each in 2006;*
- (2) An amount of \$200,000 of the Ontario Fire Services' grant be transferred from Fire Services' operating account FR0047 in 2005 to the Vehicle Reserve-Fire Equipment account as a source of funding for consideration in the Fire Service's 2006 Operating budget for the purchase of fitness equipment for fire stations; and*
- (3) The appropriate City Officials be authorized and directed to take the necessary actions to give effect thereto.*

Background:

This report was requested by Policy and Finance Committee at its meeting of November 29, 2005 to be submitted to the Special Council meeting for the approval of the capital budget on December 8 and 9, 2005 to respond to the report entitled "Request to Transfer Provincial Grant to Reserve Fund Account", from Fareed Amin Deputy City Manager, dated November 24, 2005.

Comments:

The main focus of the Ontario Fire Services funding program by the Province was to support communities' efforts towards fire service education and training for the fiscal year 2005/2006, with priority given to establishing the infrastructure necessary for ongoing education and training. The amount of funding directed towards each municipality was based on population. The City of Toronto was allocated \$1,000,000 under these arrangements. The Province agreed that Toronto Fire Services could redirect the funding to vehicle replacement, which was seen as the Program's priority.

Conclusions:

As mentioned in the original report, Toronto Fire Services has received \$1,000,000 as part of a \$30,000,000 Provincial one-time grant program to assist Ontario Fire Services to better protect Ontario residents. Approval is requested to transfer \$800,000 of this funding to the Vehicle Reserve-Fire account as a source of funding for the purchase of two pumper vehicles in 2006. A further \$200,000 would be transferred to the Vehicle Reserve-Fire Equipment account as a source of funding in 2006 to buy fitness equipment for fire stations.

Contacts:

William A. Stewart, Fire Chief and General Manager

Fax: 416-338-9060; Telephone: 416-338-9051; E-mail: wstewart@toronto.ca

- *Communication (December 7, 2005) from the City Clerk [Communication 1(e)]:*

Attached is a copy of the report (October 26, 2005) from the Deputy City Manager and Chief Financial Officer, entitled "Energy Retrofit Program Status and Request for Additional Funding" referred to in Clause 3 of Report 12 of the Policy and Finance Committee, entitled "City of Toronto 2006 Budget Advisory Committee Recommended Capital Budget and 2007-2010 Preliminary Capital Plan".

(Report (October 26, 2005) from the Deputy City Manager and Chief Financial Officer, entitled "Energy Retrofit Program Status and Request for Additional Funding", addressed to the Administration Committee.)

Subject: Energy Retrofit Program Status and Request for Additional Funding

Purpose:

To report back as requested by the Administration Committee on the status of the \$20 million Energy Retrofit Program (ERP) and to earmark \$15 million for phase two of the Program as part of the 2006 capital budget process in order to continue and expand energy retrofit work in City facilities.

Financial Implications and Impact Statement:

As directed by Council, the Energy Retrofit Program has fully allocated the initial \$20 million in the fund to improve the energy efficiency of City facilities.

In order to continue with the plan to improve energy efficiency in City buildings an additional \$15.0 million is required, including \$6.0 million in total project costs for 2006 for retrofitting the City's pools and community centres, and \$9.0 million in project costs for 2007 for a list of energy efficiency projects to be considered as part of the 2007 capital budget process.

The proposed 2006 project cost of \$6.0 million for energy retrofits of the pools and community centres will be funded by City debt of \$4.5 million and \$1.5 million from a previously approved low interest loan from the Federation of Canadian Municipalities and will require a cash flow of \$1.5 million in 2006 and \$4.5 million in 2007. The remaining \$9.0 million is to be earmarked for phase two of this Program in the 2007 capital budget of which \$6.750 million will be sourced through City debt and \$2.250 million will be sourced from a previously approved low interest loan from the Federation of Canadian Municipalities' Green Municipal Investment Fund. Cash flow requests for the \$9.0 million are as follows: \$2.0 million in 2007, \$5.0 million in 2008 and \$2.0 million in 2009.

Energy savings realized from the energy retrofits are used to repay debt financing over a maximum ten-year period.

Recommendations:

It is recommended that:

- (1) \$15 million be earmarked for the second phase of the Energy Retrofit Program to be allocated to further retrofit projects in the period 2006 to 2009, as follows:*
 - (a) a total project cost of \$6.0 million for the Energy Retrofit Project of pools and community centres, financed by a low interest loan of \$1.5 million from the Federation of Canadian Municipalities and \$4.5 million City debt, including cash flow of \$1.5 million in 2006 and \$4.5 million in 2007, be authorized; and*
 - (b) \$9.0 million in total project costs be earmarked for other projects in phase two of the Energy Retrofit Program with \$6.750 million to be funded from City debt and \$2.250 million from a previously approved low interest loan from the Federation of Canadian Municipalities' Green Municipal Investment Fund to be cash flowed as follows: \$2.0 million in 2007, \$5.0 million in 2008 and \$2.0 million in 2009, with detailed allocations to be reported in the 2007 Capital Budget process;*
- (2) a detailed status report on the five previously approved projects funded under phase one of the Energy Retrofit Program be provided to the Budget Advisory Committee in November 2005 showing the annual cash flow, energy savings, energy cost savings and debt servicing for each project;*
- (3) a list of additional energy retrofit projects for City Divisions and ABCs be prepared before the end of 2006 and submitted for consideration, along with applicable business cases for each project, as part of the 2007 capital budget process;*
- (4) this report be forwarded to the Budget Advisory Committee for consideration with the 2006 capital budget; and*
- (5) the appropriate City officials be authorized and directed to take any necessary action to give effect thereto.*

Background:

The Energy Retrofit Program was established as a 2004 debt financed capital project by Council at its meeting of April 19 - 27, 2004, through the Policy and Finance Committee Report No. 3 Clause 1, entitled "A Framework for Establishing an Energy Retrofit Program and Financing Strategy". The clause set the procedures for approving financing and recovering debt service charges from eligible projects. The ERP was approved with an initial start-up amount of \$20.0 million, which has now been fully allocated. Energy savings realized from the energy retrofits are used to repay debt financing over a maximum ten-year period.

On May 18, 2004, Council approved Report 4, Clause 11 of the Policy and Finance Committee which allocated Energy Retrofit Program funding of \$10.213 million for energy retrofits in the City Arenas.

On July 20, 21 and 22, 2004, Council approved Report 6, Clause 28 of the Policy and Finance Committee which allocated Energy Retrofit Program funding of \$3.624 million for energy retrofits in the City Firehalls.

On November 30, and December 1, 2, 2004, Council approved Report 9, Clause 10(a) of the Policy and Finance Committee which allocated Energy Retrofit Program funding of \$4.4 million for the Exhibition Place Tri-generation Project.

On November 30, and December 1, 2, 2004, Council approved Report 9, Clause 36 of the Policy and Finance Committee which allocated Energy Retrofit Program funding of \$1.4 million for the Energy Efficiency Improvements Project in 5 buildings at Exhibition Place.

On September 28, 29 and 30, 2005 Council approved Report 8, Clause 50 of the Policy and Finance Committee which allocated Energy Retrofit Program funding of \$800,000 to the lighting retrofit work at the National Trade Centre and a reallocation of \$210,000 from the Firehall project to the Exhibition Place 5 building project.

City Council on May 17, 18 and 19, 2005 approved Report 4, Clause of the Administration Committee which requested the Deputy City Manager and Chief Financial Officer to report to the Administration Committee for consideration during the 2006 capital budget process on possible energy efficiency projects; and the amount (\$10 to \$20 million) and a list of specific projects for implementation in 2006 be included in the report. The Administration Committee recommends that Council express its support, in principle, for the financing of the Energy Retrofit Program in the 2006 capital budget process, subject to regular budget approval.

City of Toronto has been approved to receive a low interest loan from the Federation of Canadian Municipalities (FCM) in the amount of \$8.75 million to undertake energy efficiency retrofits in City buildings. Up to 25% of project costs can be funded through this low interest loan of which \$4,805,259 has been allocated. The \$8.75 million loan is based on a planned \$35 million energy retrofit program.

No additional funds were set aside in the City's 2005 capital program.

Comments:

Prior to the announcement of the Energy Retrofit Program, energy efficiency projects had difficulty in competing for the City's limited capital funding. The Energy Retrofit Program has allowed planned energy retrofits to move forward.

The \$20 million ERP has now been fully allocated to undertake energy efficiency improvements in City facilities and the following is a summary of the approved projects and their respective funding:

<i>Project</i>	<i>Total Project Cost</i>	<i>City Capital</i>	<i>FCM Funds \$8.75M</i>	<i>Other Funds (TAF)</i>	<i>Grants & Incentives</i>
<i>City Arenas</i>	<i>\$10,212,964</i>	<i>\$7,564,000</i>	<i>\$2,521,000</i>		<i>\$127,317*</i>
<i>Firehalls</i>	<i>\$2,977,036</i>	<i>\$2,007,777</i>	<i>\$669,259</i>		<i>\$300,000*</i>
<i>Exhibition Place. Retrofit</i>	<i>\$1,610,000</i>	<i>\$1,020,000</i>	<i>\$340,000</i>		<i>\$250,000*</i>
<i>Exhibition Place. Trigen</i>	<i>\$4,400,000</i>	<i>\$2,325,000</i>	<i>\$1,075,000</i>	<i>\$1,000,000</i>	
<i>Exhibition Place. NTC Lighting</i>	<i>\$800,000</i>	<i>\$600,000</i>	<i>\$200,000</i>		
<i>Total</i>	<i>\$20,000,000</i>	<i>\$13,516,777</i>	<i>\$4,805,259</i>	<i>\$1,000,000</i>	<i>\$677,317*</i>

** preliminary estimate and subject to change*

City Arenas

Retrofitting of the City's Arenas was the first project to be approved from the Council approved \$20.0 million Energy Retrofit Program. The project was awarded to Cinergy Solutions in May 2004 at a cost of \$10.213 million and will focus on efficiency improvements such as heating and ventilation, lighting retrofits and temperature control. A number of steps are involved in getting this work implemented, including:

- contract negotiation*
- completion of detailed energy audit/feasibility study at each facility*
- review of audits and recommendations*
- completion of grant applications*
- engineering, construction scheduling*
- implementation*

Projects of this type take longer than a general construction project due to the time required in completing all the steps listed above and the need to obtain grant approvals prior to construction.

Construction of the arena project is now underway and the majority of the work is to be completed in 2006. On full implementation of this project in 2007, annual cost savings of \$1.346 million will be generated. Projected capital expenditures to year-end 2005 will be \$2.5 million.

Firehalls

This project for energy and water efficiency improvements was awarded to MCW Energy Reduction Services Inc. in July 2004. The energy audit has been completed and project construction will start in the fall of 2005 and will be completed in 2006. Delay in this project was due to the process involved in receiving grant approval from the Federal government. The project was originally approved at a cost of \$3.624 million, but on completion of the energy audit the cost was reduced to \$2.977 million to reflect the scope of the work required. Annual cost savings of \$0.290 million will be generated by this project starting in 2007. Projected capital expenditures to year-end 2005 will be \$0.9 million.

Exhibition Place Energy Retrofits

Exhibition Place submitted an application to the ERP for financing to retrofit five buildings, at an initial cost of \$1.400 million. This project was awarded to Toronto Hydro Energy Services Inc. in December 2004 and focuses on efficiency improvements in heating and ventilation, lighting retrofit, building envelope upgrade and water conservation measures. The feasibility studies have been completed and additional energy retrofit work was identified in the amount of \$0.210 million, and allocated from funding arising from reduction in the project costs of the Firehalls, bringing the total project cost to \$1.610 million.

Construction is expected to begin in the fall of 2005 and will be completed in 2006. Annual cost savings of \$0.133 million will begin in 2007. Projected capital expenditures to year-end 2005 will be \$0.780 million.

Exhibition Place – Tri-generation

The Tri-generation project addresses the heating, cooling and electrical loads of several large buildings at the Exhibition Place site by substituting natural gas as the energy source. Gas turbine technology will be used to generate electricity and steam for heating and cooling and will operate with existing cooling equipment to improve energy efficiency and reduce costs. The estimated budget for this project is \$4.4 million and Toronto Hydro Energy Services Inc is the consulting firm on this project. There are two main components to this project: the equipment purchase for which a tender has been awarded under a separate contract, and the installation of the equipment to be done by a general contractor who will be hired soon.

This project has estimated cost savings of \$0.520 million in 2007, the first full year of implementation. Construction will be completed in 2006 and projected capital expenditures to year-end 2005 will be \$2.2 million.

Exhibition Place – National Trade Centre Lighting

The lighting systems in the National Trade Centre have been of concern to the staff at Exhibition Place. The lamp ballasts are no longer being manufactured and have resulted in maintenance problems and have affected performance efficiency. Improved energy efficiency can be obtained through the installation of new fixtures and/or new lamp ballasts. A staff report recommending financing of this project from the Council approved \$20.0 million Energy Retrofit Program was approved at Council's meeting of September 28, 2005. This report recommended funding in the amount of \$0.800 million, with a payback period of 5.4 years and estimated annual cost savings of \$0.150 million.

The following is a summary of the \$20 million ERP approved cash flows:

	2005	2006	2007	Total
Cash Flow	11,515,000	7,682,000	803,000	20,000,000

Actual expenditures to year-end 2005 are projected to be \$6.430 million (net of gst) or 57% of the 2005 Approved budget. This will result in a 2005 cash flow funding of \$4.821 million being carried forward to 2006.

ERP Funding Required for Additional Projects

In order to continue with the plan to improve energy efficiency in City buildings and to reduce energy use by a target amount of 15 percent, additional ERP funding will be required. Energy retrofit projects are still to be developed by the end of 2006 in most of the City's energy consuming Divisions and ABCs. The following is a very preliminary list and estimate of the potential energy retrofit opportunities in a number of City Divisions and ABCs. It should be noted that this is not an inclusive list and that there will be changes and additions to this list as the program is developed and the respective business cases are assessed.

<i>Facilities</i>	<i>Project Costs</i>	<i>Annual Savings</i>	<i>Payback</i>
<i>Transfer Stations</i>	<i>\$750,000</i>	<i>\$93,750</i>	<i>8 Years</i>
<i>Homes for the Aged</i>	<i>\$2,500,000</i>	<i>\$312,500</i>	<i>8 Years</i>
<i>Police Facilities</i>	<i>\$2,750,000</i>	<i>\$343,750</i>	<i>8 Years</i>
<i>Child Care Centres</i>	<i>\$500,000</i>	<i>\$62,500</i>	<i>8 Years</i>
<i>Parks, Yards and Sport Fields</i>	<i>\$2,000,000</i>	<i>\$250,000</i>	<i>8 Years</i>
<i>Ambulance Stations</i>	<i><u>\$500,000</u></i>	<i><u>\$62,500</u></i>	<i><u>8 Years</u></i>
	<i>\$9,000,000</i>	<i>\$1,125,000</i>	<i>8 Years</i>
<i>Parks Pools and Comm Ctrs</i>	<i><u>\$6,000,000</u></i>	<i><u>\$750,000</u></i>	<i><u>8 Years</u></i>
<i>Total ERP Funding Request</i>	<i>\$15,000,000</i>	<i>\$1,875,000</i>	<i>8 Years</i>

The 2006 preliminary list of projects for additional ERP funding has a project cost of \$15 million. All the projects would be subject to the existing ERP approval process with one of the main criteria being that the simple payback period be no more than 8 years.

The project that is ready to moving forward is the energy retrofit of the City's pools and community centres in the Parks, Forestry and Recreation Division and a request for proposal is ready to be issued. It is expected that the cost of this work will amount to approximately \$6 million with annual energy savings of \$750,000 providing for an 8 year payback. The 2006 cash flow of \$1.5 million is for the feasibility study on the City's pools and arenas at a cost of \$0.250 million and \$1.250 million for construction. Cash flow of \$4.5 million will be required in 2007 to complete the project.

Given that a comprehensive list of energy efficiency projects in City Divisions and ABCs will not be available before the end of 2006, and since the other six sub-projects submitted in this preliminary list are not yet ready to move forward, it is being recommended that these six sub-projects be included in the list to be completed by the end of 2006 and be submitted, along with the necessary business cases, for consideration as part of the 2007 capital budget process.

The proposed cash flow for the \$15.0 million of energy efficiency projects is as follows:

<i>ERP Phase 2</i>	<i>2006</i>	<i>2007</i>	<i>2008</i>	<i>2009</i>	<i>Totals</i>
<i>Pools & C Cs</i>	<i>\$1,500,000</i>	<i>\$4,500,000</i>			<i>\$6,000,000</i>
<i>Projects TBD</i>		<i>\$2,000,000</i>	<i>\$5,000,000</i>	<i>\$2,000,000</i>	<i>\$9,000,000</i>
<i>Totals</i>	<i>\$1,500,000</i>	<i>\$6,500,000</i>	<i>\$5,000,000</i>	<i>\$2,000,000</i>	<i>\$15,000,000</i>

It should be noted that Council previously approved a loan of \$8.75 million from FCM based on a funding ratio of 75% City financing and 25% FCM loan. This funding formula will support energy efficiency projects totalling \$35.0 million in City Divisions/ABCs. Energy efficiency projects in the amount of \$20.0 million were approved for budget years 2004 and 2005 and were funded by the FCM loan of \$5.0 million and City debt of \$15.0 million. Of the \$6.0 million now being requested for retrofitting the City's pools and arenas, 25% or \$1.5 million would be sourced from this previously approved low interest FCM loan and the remaining \$4.5 million would be funded from City debt. This would bring the total FCM loan applied to energy efficiency projects to \$6.5 million, with a balance of \$2.250 million of the FCM loan to be utilized in 2007.

Administration and Accountability of the Energy Retrofit Program

An Interdivisional Team has been established with representation from the following: Financial Planning, Facilities & Real Estate, Toronto Atmospheric Fund and the City Manager's Office. The Interdivisional Team reviews Energy Retrofit Program funding applications and assists Facilities & Real Estate (chair of Interdepartmental Team) in making recommendations to the Deputy City Manager and Chief Financial Officer. The Interdivisional Team has responsibility to assess the business cases, cost/volume-savings to determine if these are sufficient to repay the cost of financing within the maximum ten-year period. Specific Council approval will be required to allocate funds for the implementation of each project.

Conclusions:

The Energy Retrofit Program has been very successful and has allowed \$20 million of energy retrofit projects to proceed. In order to undertake additional energy retrofits and to continue and support the City's energy management plan, additional funds in the amount of \$15 million should be earmarked for the Energy Retrofit Program in 2006.

Contacts:

*Josie LaVita, Director, Financial Planning Division, Finance Department
Tel: (416) 397-4229 ; Fax: (416) 397-4465 ; E-mail: jlavita@toronto.ca*

*Jim Kamstra, Manager, Energy & Waste Management, Facilities and Real Estate Division
Tel: 416-392-8954 ; Fax: 416-392-4828 ; E-mail: jkamstra@toronto.ca*

- *Presentation Material (December 8, 2005), entitled “City of Toronto 2006-2010 Recommended Capital Budget and Preliminary Plan”, submitted by the Deputy City Manager and Chief Financial Officer [Communication 1(f)];*
- *Chart (undated) pertaining to adjustments to the 2006-2010 Policy and Finance Committee recommended Capital Budget, submitted by the Deputy City Manager and Chief Financial Officer and Treasurer [Communication 1(b)];*
- *Chart (undated) pertaining to tax supported debt charges and net debt, submitted by the Deputy City Manager and Chief Financial Officer and Treasurer [Communication 2(b)]; and*
- *Communication (November 22, 2005) from Glen Guerin, Noxious Studio [Communication 1(c)].*

Councillor Walker declared an interest in this Clause, as it applies to the Toronto Port Authority Capital Budget, in that his daughter is an employee of the Toronto Port Authority.