

**BUDGET ADVISORY COMMITTEE
2006 OPERATING BUDGET
AGENDA
MEETING 10**

Date of Meeting: Thursday, January 26, 2006 **Enquiry:** Merle MacDonald
Time: 9:30 a.m. **Acting Committee Administrator**
Location: Committee Room 1 **416-392-7340**
City Hall **mmacdona@toronto.ca**
100 Queen Street West
Toronto, Ontario

If the Budget Advisory Committee wishes to meet in camera (privately) a motion must be made to do so and the reason given (*Municipal Act, 2001*).

Declarations of Interest under the *Municipal Conflict of Interest Act*

Communications/Reports:

1. Regular Business

1(a). Underpass Lighting

Mount Pleasant Road to Old Weston Road Along CPR Tracks

Communication (December 19, 2005) from David S. O'Brien, President and Chief Executive Officer, responding to the request of the Budget Advisory Committee on November 16, 2005, regarding Councillor Mihevc's concern for the lighting in the underpasses from Mount Pleasant Road to Old Weston Road along the CPR tracks north of Dupont Street.

2. Planning and Transportation Transmittal

2006 Operating Budget – Planning and Transportation Committee

Communication (January 23, 2006) from the Planning and Transportation Committee.

Recommendations:

The Planning and Transportation Committee on January 9 and 20, 2006:

(1) recommended to the Budget Advisory Committee that City Council:

(A) Building Services:

adopt the following Operating Budget recommendations contained in the Analyst Briefing Notes for Building Services:

(1) the Building Services' 2006 Proposed Operating Budget of \$39.447 million gross and (\$11.376) million net, comprised of the following service be approved:

Service:	Gross (\$000s)	Net (\$000s)
Building	39,447.0	(11,375.7)
Total Program Budget	<u>39,447.0</u>	<u>(11,375.7)</u>

(2) the Chief Building Official and Executive Director of Building Services submit a Briefing Note to the Planning and Transportation Committee in June 2006 addressing 2005 vacant positions and impact to 2005 and 2006 Performance;

(3) the Chief Building Official and Executive Director of Building Services assess the workloads and needs of the Division and report back prior to the 2007 budget process on a long-term strategy for processing Building Permit applications within the legislated timeframes under Bill 124 and the new application review requirements under the *Brownfield's Statute Law Amendment Act*; and

(4) the Chief Building Official and Executive Director of Building Services monitor the building permit fees collected during 2006 and report back to the Budget Advisory Committee as part of the 2007 budget process addressing whether the 4.6 percent Building Permit Fee increase was sufficient to achieve cost recovery as authorized under the *Building Code Act*.

(B) Business Support Services:

adopt the following Operating Budget recommendation contained in the Analyst Briefing Notes for Business Support Services:

the Business Support Services' 2006 Proposed Operating Budget of \$10.619 million gross and \$9.283 million net, comprised of the following service be approved:

Service:	Gross (\$000s)	Net (\$000s)
Business Support Services	<u>10,618.9</u>	<u>9,282.8</u>
Total Program Budget	<u>10,618.9</u>	<u>9,282.8</u>

(C) City Planning:

adopt the following Operating Budget recommendations contained in the Analyst Briefing Notes for City Planning:

- (1) the City Planning's 2006 Proposed Operating Budget of \$32.164 million gross and \$13.460 million net, comprised of the following service, be approved:

Service:	Gross (\$000s)	Net (\$000s)
City Planning	<u>32,163.9</u>	<u>13,460.4</u>
Total Program Budget	<u>32,163.9</u>	<u>13,460.4</u>

- (2) the Deputy City Manager responsible for City Planning report to the Planning and Transportation Committee and the Works Committee prior to the 2007 Budget Process on a phased approach to increasing Community Planning and other Development Application Process Fees in the future that will allow for full cost recovery for all city-wide costs related to the processing of community planning and development applications; and
- (3) the Deputy City Manager responsible for City Planning report to the Planning and Transportation Committee and the Works Committee prior to the 2007 Budget Process on the achievements of the one-window approach to the collection of fees under the Development Application Review Project 2006 work plan.

(D) Municipal Licensing and Standards:

adopt the following Operating Budget recommendations contained in the Analyst Briefing Notes for Municipal Licensing and Standards:

- (1) the Municipal Licensing and Standards' 2006 Proposed Operating Budget of \$29.190 million gross and \$4.909 million net, comprised of the following service, be approved:

Service:	Gross (\$000s)	Net (\$000s)
Municipal Licensing and Standards	<u>29,189.5</u>	<u>4,908.7</u>
Total Program Budget	<u><u>29,189.5</u></u>	<u><u>4,908.7</u></u>

- (2) the Deputy City Manager responsible for Municipal Licensing and Standards report to the Budget Advisory Committee in January 2006 on the potential for the recovery of sign permits and variance enforcement costs in accordance with the Sign By-law;
- (3) the Executive Director of Municipal Licensing and Standards report back to the Budget Advisory Committee in February 2006 addressing the potential service efficiencies arising from the consolidation of Municipal Licensing and Standards services at East York Civic Center;
- (4) the funding for the 2 new requests for the by-law enforcement component of "Multi-Unit Residential Waste Reduction Levy" and "Mandatory Waste Diversion By-law of Single Family Residences" be deferred for consideration with the 2007 Operating Budget process, and that the Deputy City Manager responsible for Solid Waste Management Services report back to the Works Committee by June 2006, on the coordination, implementation, and timing for the introduction of by-law enforcement of waste collection activities in the most effective and efficient way possible given existing available resources;
- (5) the 2006 Operating Budget for the Solid Waste Management Services by-law enforcement component, once approved, be transferred to the Municipal Licensing and Standards Division;
- (6) the Deputy City Manager responsible for Solid Waste Management Services and the Municipal Licensing and Standards Division report back to the Works Committee and the Planning and Transportation Committee prior to the start of the 2007 budget process with a proposal for the transfer of the total integrated by-law enforcement component from Solid Waste Management Services to the Municipal Licensing and Standards Division;

- (7) the Deputy City Manger responsible for Municipal Licensing and Standards, continue to review functions within Municipal Licensing and Standards, Building Services, and City Planning to find ways to integrate initiatives and report back prior to the 2007 budget process on any resultant savings and service improvements realized; and
- (8) the Executive Director of Municipal Licensing and Standards monitor enforcement costs of licenses and report back to the Budget Advisory Committee prior to the 2007 budget addressing whether the licensing fee increase was sufficient to address 100 percent cost recovery for enforcement, as authorized under the *Municipal Act*.

(E) Clean and Beautiful City Secretariat:

adopt the following Operating Budget recommendations contained in the Analyst Briefing Notes for Clean and Beautiful City Secretariat:

- (1) the Clean and Beautiful City Secretariat 2006 Proposed Operating Budget of \$0.197 million gross and net, comprised of the following service, be approved:

Service:	Gross (\$000s)	Net (\$000s)
Clean and Beautiful City Secretariat	<u>197.0</u>	<u>197.0</u>
Total Program Budget	<u><u>197.0</u></u>	<u><u>197.0</u></u>

- (2) the Deputy City Manager responsible for the Clean and Beautiful City Secretariat:
 - (a) report to the Budget Advisory Committee during the 2006 Operating Budget Process on how the request for the continuation of the Neighbourhood Beautification Project in 2006 can be accommodated within the overall Clean and Beautiful City Initiative resources being proposed for 2006; and
 - (b) report to the Budget Advisory Committee prior to the 2007 Operating Budget Process on the status and budget implications of the Clean and Beautiful City Secretariat for 2007.

(F) Community Partnership and Investment Program:

adopt the following Operating Budget recommendation contained in the Analyst Briefing Notes for the Community Partnership and Investment Program, Urban Development Service Envelope:

the 2006 Proposed Operating Budget of \$0.559 million gross, \$0.309 million net, for the Community Partnership and Investment Program, Urban Development Service Envelope, comprised of the following services, be approved:

Grant Program	Gross (\$000s)	Net (\$000s)
Urban Development		
Graffiti Transformation	309.3	309.3
Heritage Grant	250.0	0.0
	<hr/>	<hr/>
Total Urban Development Grants	<u>559.3</u>	<u>309.3</u>

(G) Waterfront Secretariat:

adopt the following Operating Budget recommendations contained in the Analyst Briefing Notes for Waterfront Secretariat:

- (1) the Waterfront Secretariat's 2006 Proposed Operating Budget of \$0.996 million gross and \$0.829 million net for the following service, be approved.

Service:	Gross (\$000s)	Net (\$000s)
Waterfront Secretariat	<u>995.5</u>	<u>828.8</u>
Total Program Budget	<u>995.5</u>	<u>828.8</u>

- (2) the required 2006 funding of \$0.047 million included in the 2006 Proposed Operating Budget for Waterfront Secretariat for the temporary Technical Co-ordinator position, be funded from within the 2006 Approved cash flow for the Waterfront Revitalization Initiative Capital Budget; and that the 2007 incremental impact of \$0.033 million be

funded from within the projected cash flow for the Waterfront Revitalization Capital Budget in 2007.

- (2) requested the Budget Advisory Committee to consider:
- (a) funding the non-staffing costs of \$146,700.00 for the continuation of the Neighbourhood Beautification Program in 2006, and further that the staffing costs of \$237,100.00 for two positions for this program not be approved; and
 - (b) funding the proposed Cycling Education Awareness Program in the amount of \$100,000.00 in 2007, subject to at least 50 percent of the funding being from external sources, including but not limited to, assistance from other orders of government and private sector sponsorships.

3. Business Support Services

(Refer to the Budget Binders Previously Distributed to all Members of Council)

4. Building Services

(Refer to the Budget Binders Previously Distributed to all Members of Council)

5. City Planning

(Refer to the Budget Binders Previously Distributed to all Members of Council)

5(a). Review of Business Licensing Fees

Communication (November 8, 2005) from the City Clerk advising that City Council on October 26, 27, 28 and 31, 2005, referred a copy of Planning and Transportation Committee Report 9, Clause 1, entitled “Review of Business Licensing Fees” to the Budget Advisory Committee for consideration.

5(b). Proposed 2006 Development Application Process Fee Increases

Communication (November 30, 2005) from the Planning and Transportation Committee and Works Committee, entitled “Proposed 2006 Development Application Process Fee Increases”.

Recommendation:

The Planning and Transportation Committee and Works Committee recommended to the Budget Advisory Committee that City Council:

- (i) adopt the staff recommendations contained in the Recommendations Section of the report (November 18, 2005) from Fareed Amin, Deputy City Manager respecting the proposed 2006 Development Application Process Fee Increases; and
- (ii) the professional facilitators for community consultation meetings, referred to in section 4.3 of the report from Deputy City Manager Fareed Amin, be hired in conjunction with the Affordable Housing Office.

6. Waterfront Secretariat

(Refer to the Budget Binders Previously Distributed to all Members of Council)

7. Municipal Licensing and Standards

(Refer to the Budget Binders Previously Distributed to all Members of Council)

8. Clean and Beautiful City Secretariat/Clean and Beautiful Initiative

(Refer to the Budget Binders Previously Distributed to all Members of Council)

**9. Works Committee Transmittal
2006 Operating Budgets – Works Committee**

Communication (January 17, 2006) from the Works Committee.

Recommendations:

The Works Committee on January 11, 12 and 16, 2006:

- (I) Solid Waste Management Services:

- (a) recommended to the Budget Advisory Committee that City Council adopt the following Operating Budget recommendations contained in the Analyst Briefing Notes for Solid Waste Management Services:

- (1) the Solid Waste Management Services 2006 Proposed Operating Budget of \$227.091 million gross and \$173.656 million net, comprised of the following services, be approved:

Service:	Gross (\$000s)	Net (\$000s)
Program Support	30,152.2	19,316.7
Collection	95,291.1	92,110.9
Transfer	24,480.6	12,752.8
Processing	31,149.1	9,096.4
Disposal	46,018.4	40,378.8
	<hr/>	<hr/>
Total Program Budget	227,091.4	173,655.6

- (2) Solid Waste Management Services report back to the Works Committee in March 2006 with respect to emerging issues that have costs/risks associated with the potential border closing to Toronto's waste and contract renegotiations;
- (3) the funding for the 2 new requests for the by-law enforcement component of "Multi-Unit Residential Waste Reduction Levy" and "Mandatory Waste Diversion By-Law of Single Family Residences" be deferred for consideration with the 2007 Operating Budget process, and that the Deputy City Manager responsible for Solid Waste Management Services report back to the Works Committee by June 2006, on the co-ordination, implementation, and timing for the introduction of by-law enforcement of waste collection activities in the most effective and efficient way possible given existing available resources;
- (4) the 2006 Operating Budget for the Solid Waste Management Services by-law enforcement component, once approved, be transferred to the Municipal Licensing and Standards Division;
- (5) the \$3.166 million contribution from the 2006 Operating Budget to the Perpetual Care of Landfill Reserve Fund be deferred for consideration pending report back from:

- the General Manager, Solid Waste Management Services, to the Budget Advisory Committee in February 2006 on the operational implications of not making a contribution in 2006 to the reserve fund, given the adequacy of the reserve fund; and
 - the Deputy City Manager/Chief Financial Officer to the Budget Advisory Committee in February 2006 on whether any source of funding is available for a 2006 reserve fund contribution;
- (6) the General Manager, Solid Waste Management Services, report back to the Works Committee in March 2006 with the implications of how Council decisions that have been made since June 2005 may have an impact on the Program's ability to meet the 2008 to 2012 Diversion targets and time lines, as outlined in its Council-approved Business Plan (approved in June 2005), as well as the financial impacts of these decisions on the City; and
- (7) the Deputy City Manager responsible for Solid Waste Management Services and the Municipal Licensing and Standards Division report back to the Works Committee and the Planning and Transportation Committee prior to the start of the 2007 budget process with a proposal for the transfer of the total integrated by-law enforcement component from Solid Waste Management Services to the Municipal Licensing and Standards Division;
- (b) supported in principle the following motion by Councillor De Baeremaeker and directed that it be forwarded to the Budget Advisory Committee for consideration, with a request that the General Manager, Solid Waste Management Services report to the Budget Advisory Committee on whether the motion is consistent with the report adopted by City Council on July 19, 20, 21 and 26, 2005, headed "Implementation of Multi-Unit Waste Reduction Levy":
- "That the General Manager, Solid Waste Management Services be directed to ensure that the Multi-Unit Waste Reduction Levy contained in the New and Enhanced Category of the 2006 Solid Waste Management Services Budget be operated on a cost-recovery basis."; and
- (c) supported in principle the following motion by Councillor De Baeremaeker and directed that it be forwarded to the Budget Advisory Committee for consideration:
- "That the Solid Waste Management Services Operating Budget be increased by adding the following New and Enhanced Services:

- (i) Enforcement of Mandatory Waste Diversion By-law in the amount of \$359.2 thousand gross and net; and
- (ii) Waste Bag Reduction Limit from 6 to 5 Bags in the amount of \$305.8 thousand gross and net.”

(II) Transportation Services:

- (a) recommended to the Budget Advisory Committee that City Council adopt the following Operating Budget recommendation contained in the Analyst Briefing Notes for Transportation Services:

It is recommended that the Transportation Services 2006 Proposed Operating Budget of \$287.237 million gross and \$189.765 million net, comprised of the following services, be approved:

Service:	Gross (\$000s)	Net (\$000s)
Roadway Services	129,038.0	91,958.2
Roadside Services	57,936.8	24,220.3
Traffic Planning/Row Mgmt	11,229.7	(5,927.3)
Traffic & Safety Services	50,015.8	45,803.2
Infrastructure Management	14,892.3	12,576.3
District Mgmt & Overhead	1,268.1	(1,631.9)
Technical And Program Support	22,766.4	22,766.4
Total Program Budget	<u>287,237.1</u>	<u>189,765.3</u>

subject to increasing the budget by adding the following New and Enhanced Services:

- (i) Sidewalk Repair Backlog, Scarborough District in the amount of \$200.0 thousand gross, \$200.0 thousand net; and
 - (ii) Mechanical Street Sweeping – Scarborough District in the amount of \$300.0 thousand gross, \$300.0 thousand net;
- (b) referred the following motion to the Budget Advisory Committee for consideration during the budget wrap up:

“That:

- (1) the 2004 City’s contribution of \$22,289.00 be reduced to \$14,000.00 for the 2006 Pedestrian Sundays in Kensington Market,

and that this cost be absorbed within the Transportation Services Budget; and

- (2) the General Manager, Transportation Services be requested to establish a staff working group to continue to work with the Kensington Market Community to implement the 2006 Pedestrian Sundays in Kensington Market.”;

(III) Technical Services:

- (a) recommended to the Budget Advisory Committee that City Council adopt the following Operating Budget recommendations contained in the Analyst Briefing Notes for Technical Services:

- (1) the Technical Services’ 2006 Proposed Operating Budget of \$60.840 million gross and \$5.152 million net, comprised of the following services, be approved:

Service:	Gross (\$000s)	Net (\$000s)
Facilities & Structures	8,881.7	6,651.5
Survey & Mapping	18,008.7	6,887.6
Environmental Services	2,307.3	2,266.0
Development Engineering	5,451.6	3,306.6
District Engineering	18,506.8	7,835.4
Office of Emergency Management	2,286.0	1,633.2
Program Administration	587.5	587.5
Support Services	4,810.8	4,810.8
Inter-Divisional Charges		(28,827.0)
Total Program Budget	<u>60,840.4</u>	<u>5,151.6</u>

- (2) the New Service Request for the Delivery of Green Toronto Awards Program be approved, and that the 2006 required funding of \$0.060 million be absorbed within the Technical Services’ 2006 Proposed Operating Budget; and
- (3) any adjustments to Technical Services’ 2006 Proposed Operating Budget made through the political review process be made in

Technical Services' clients' operating budgets after Council approval of the 2006 Operating Budget;

- (b) referred the following New and Enhanced Services to the Budget Advisory Committee for consideration, with a request that the Executive Director, Technical Services report to the Budget Advisory Committee on possible offsets for these services:
- GIS Mapping for Critical Infrastructure Program (Survey and Mapping) in the amount of \$74.2 thousand gross, \$14.9 thousand net; and
 - Emergency Management Software in the amount of \$50.0 thousand gross, \$30.0 thousand net; and
 - CBRN Support – Clerical/Admin. Staff in the amount of \$55.3 thousand gross, \$0.0 net.

10. Solid Waste Management Services

(Refer to the Budget Binders Previously Distributed to all Members of Council)

11. Transportation Services

(Refer to the Budget Binders Previously Distributed to all Members of Council)

12. Technical Services

(Refer to the Budget Binders Previously Distributed to all Members of Council)

12(a). Policy and Finance Committee Report 8, Clause 36 Request to Technical Services to Examine the Cumulative Air Quality Impact of Emissions from Sources in the South Riverdale and Beaches Communities (Wards 30 and 32)

Communication (October 3, 2005) from the City Clerk, advising that City Council on September 28, 29 and 30, 2005 adopted, without amendment, Clause 36 of Report 8 of the Policy and Finance Committee, entitled “Request to Technical Services to Examine the Cumulative Air Quality Impact of Emissions from Sources in the South Riverdale and Beaches Communities (Wards 30 and 32).



**BUDGET ADVISORY COMMITTEE
2006 OPERATING BUDGET
ADDED STARTERS
MEETING 10**

Date of Meeting: Thursday, January 26, 2006 **Enquiry:** Merle MacDonald
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Location: Committee Room 1 **416-392-7340**
City Hall **mmacona@toronto.ca**
100 Queen Street West
Toronto, Ontario

8. Clean and Beautiful City Secretariat/Clean and Beautiful Initiative

8(a). Motions from the Chair, Roundtable on a Beautiful City

Communication (January 24, 2006) from Deputy Mayor Sandra Bussin, Chair, Roundtable on a Beautiful City, forwarding the following motions from the January 16, 2006 meeting of the Roundtable:

- (1) that the City reconsider the 2 percent parks levy in commercial and industrial developments and that that money be dedicated exclusively towards ravine restoration;
- (2) WHEREAS Toronto regularly refers to itself as a “City of Trees”;

WHEREAS trees on Toronto streets alone are worth \$2 billion;

WHEREAS Toronto’s urban forest provides oxygen, reduces heating and cooling costs, raises property values, soaks up storm water run-off and reduces the cost of water treatment, and filter out particulates in the air that cause respiratory distress;

WHEREAS City Council in 2004 committed to achieving a 30 to 40 percent tree canopy coverage city-wide in 10 years;

WHEREAS between 1996 to 2004 the downtown tree canopy declined from 22 percent coverage to 16 percent coverage;

WHEREAS Parks and Recreation has reported that over \$6 million in new operating funds is needed to stem further canopy decline;

WHEREAS Toronto currently spends 50 percent less per capita than comparable U.S. jurisdictions to care for urban forests;

NOW THEREFORE BE IT RESOLVED THAT City Council restore the 2006 forestry budget of Parks and Recreation to include an additional:

- \$2 million to “Reduce the Tree Service Delay”;
- \$976,000 to “Tree Protection and Maintenance”; and
- \$910,000 to “Remove and Replace Dead Downtown Sidewalk Trees; and

- (3) WHEREAS the Neighbourhood Beautification Program has resulted in 14 successfully completed projects and another 28 projects underway;

WHEREAS these ward-based projects add to the unique community feel of Toronto, while achieving a goal of city-wide beautification;

WHEREAS \$195,000.00 of non-city funding has been leveraged by the program, in addition to significant in-kind and volunteer support;

WHEREAS the program has engendered and enhanced community engagement and civic pride;

NOW THEREFORE BE IT RESOLVED THAT the Beautiful City Roundtable recommend that City Council provide \$383,000.00 in funding in 2006 for the continuation of the Neighbourhood Beautification Program.

13. Non-Program Expenditures and Revenues

(Refer to the Budget Binders Previously Distributed to all Members of Council)

13(a). Policy and Finance Committee Report 8, Clause 39 The Corporation of the City of York Employee Pension Plan, Actuarial Valuation of Funding Purposes as at January 1, 2005

Communication (October 3, 2005) from the City Clerk, advising that City Council on September 28, 29 and 30, 2005, considered Clause 39 of Report 8 of the Policy and Finance Committee, and forwarded the following Recommendation (5) to the Budget Advisory Committee for its consideration during the 2006 Budget Process:

“(5) annual funding of \$1,059,444.00 for the years 2006 to 2009 and \$349,320.00 for the years 2010 to 2014 be included in the respective years’ Non-Program Expenditure Budget submission;”.

**13(b). Policy and Finance Committee Report 8, Clause 40
Metro Toronto Police Benefit Fund, Actuarial Valuation as
at December 31, 2004**

Communication (October 3, 2005) from the City Clerk, advising that City Council on September 28, 29 and 30, 2005, considered this Clause 40 or Report 8 of the Policy and Finance Committee, and forwarded the following recommendation 2(f) to the Budget Advisory Committee for its consideration during the 2006 Budget Process:

“2(f) annual funding of \$11,614,800.00 for the years 2006 to 2009 and \$225,600.00 for the years 2010 to 2014 inclusive be included in the respective years’ Non-Program Expenditure Budget submission;”.

**13(c). Revisions to Tax Sale Process Resulting from
Brownfields Legislation (All Wards)**

Communication (January 9, 2006) from the Administration Committee on January 5, 2006, recommended to the Budget Advisory Committee that City Council adopt the following staff recommendations in the Recommendations Section of the report (December 15, 2005) from the Deputy City Manager and Chief Financial Officer.

Recommendations:

It is recommended that:

- (1) a new Non-Program expenditure budget in the amount of \$385,000 be established entitled “Sale of Land for Tax Arrears – Investigations” to fund the cost of inspections, environmental investigations and appraisals (“Information Reports”) incurred subsequent to a failed tax sale; and that such funding to be provided from a re-allocation of funds from within the 2006 Proposed Non-Program Budget for tax-related accounts;
- (2) authority be delegated to the Deputy City Manager and Chief Financial Officer or his designate to vest a property in the City in circumstances where a tax sale has been unsuccessful, the property is not a condominium, and Information Reports indicate that the tax sale property has no apparent environmental conditions;
- (3) authority be delegated to the Deputy City Manager and Chief Financial Officer or his designate, following a failed tax sale, to write off tax arrears on properties where such arrears do not exceed \$10,000 and that Article 17 of Chapter 71 of the

City of Toronto Municipal Code, Financial Control, be amended to give effect to this delegation;

- (4) Article 16 of Chapter 441 of the City of Toronto Municipal Code, Fees, respecting Scale of Costs for Tax Sale Proceedings under Part XI of the *Municipal Act, 2001*, be amended to include the cost of a Preliminary Observation Report in the cancellation price;
- (5) this report be forwarded to the Budget Advisory Committee for consideration during the 2006 Operating Budget process;
- (6) authority be granted for the introduction of any necessary Bills to implement the foregoing; and
- (7) the appropriate City officials be authorized and directed to take the necessary action to give effect thereto.