

2016 Preliminary Operating Budget and 2016 - 2025 Preliminary Capital Budget & Plan

Budget Committee



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- Operating Overview
 - Service Performance
 - Key Issues & Priority Actions for 2016
 - 2016 Preliminary Operating Budget
- Capital Overview
 - Capital Assets to Deliver City Services
 - Key Capital Issues & Priority Actions for 2016
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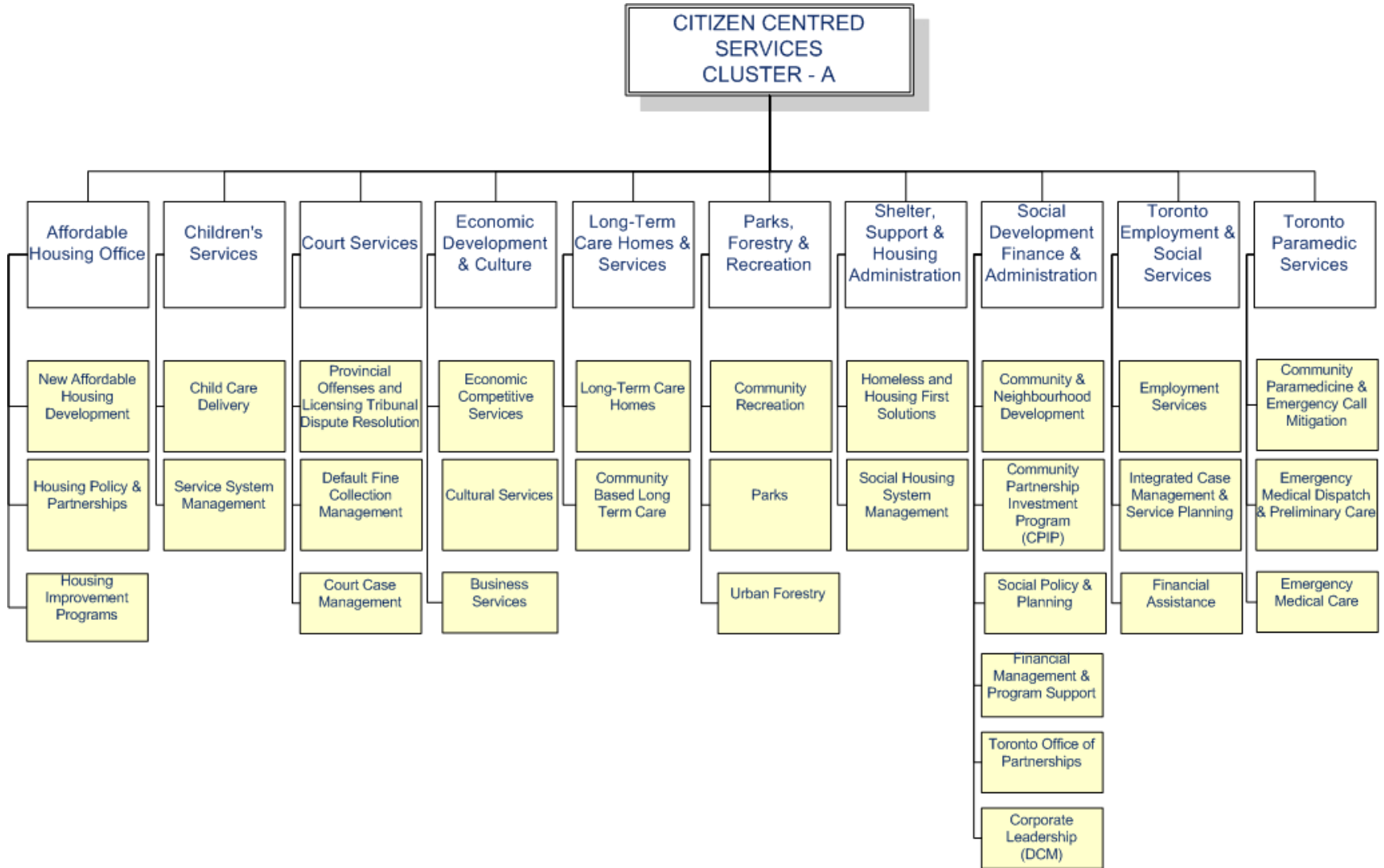
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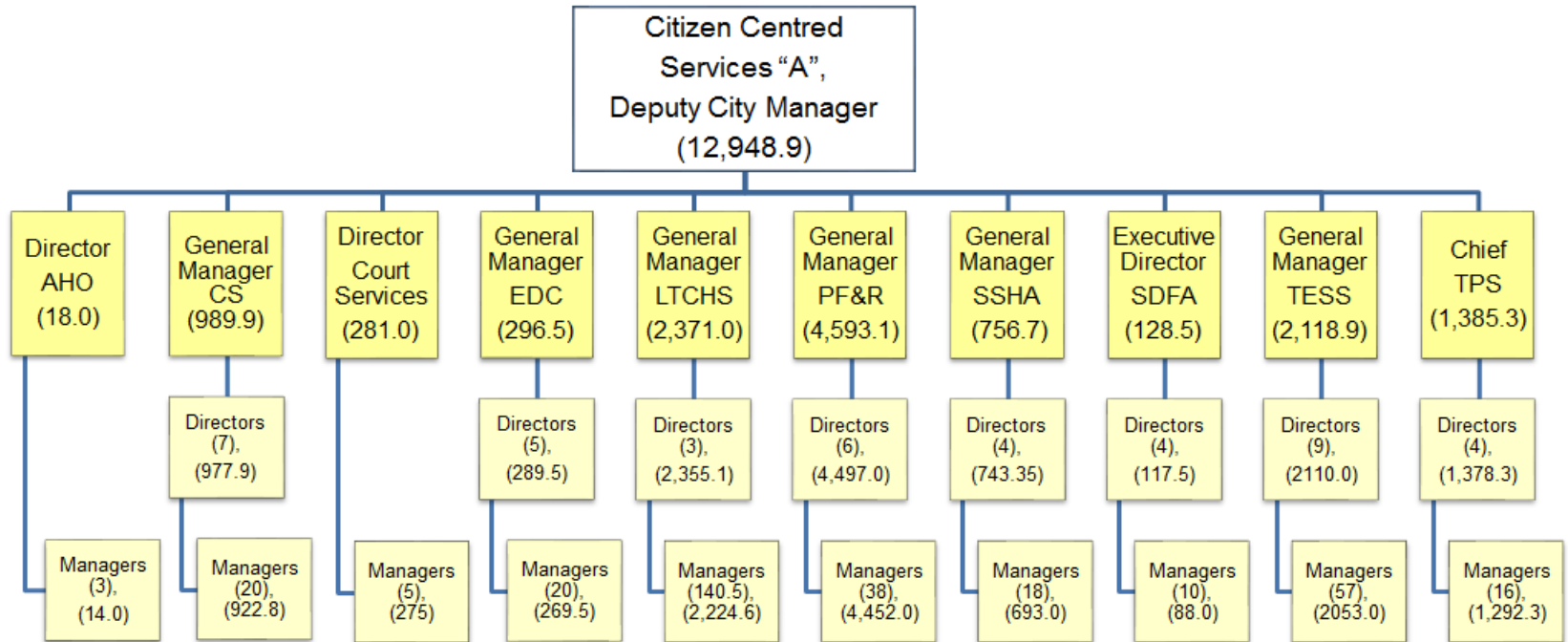
Cluster Overview



Service Delivered By Citizen Centred Services “A”



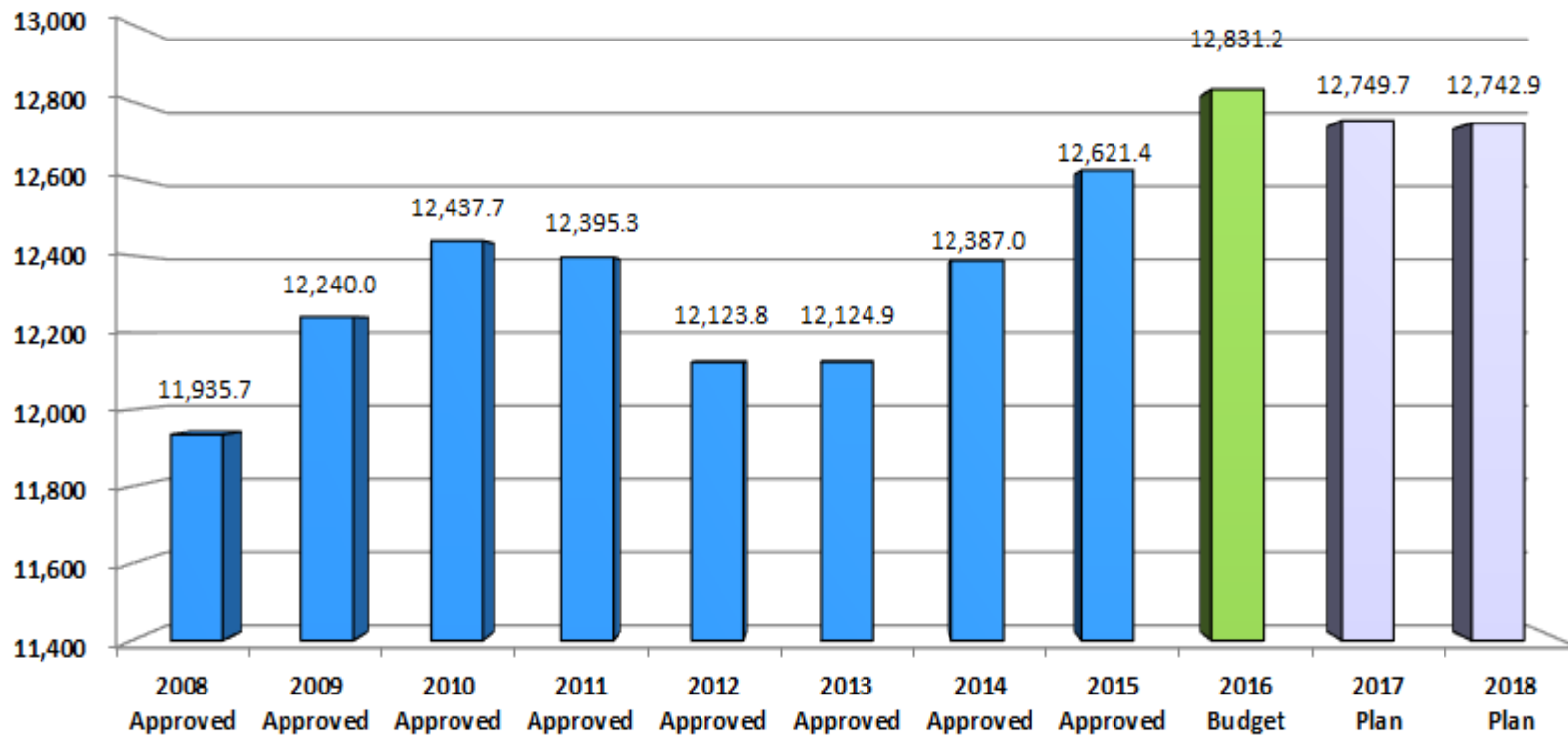
2016 Organizational Chart for Citizen Centred Services "A" (incl. Capital Positions)



Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Permanent	19.0	1,425.1	18.0	8,274.1	9,736.2
Temporary	1.0	139.9	0.0	3,072.8	3,213.7
Total	20.0	1,565.0	18.0	11,346.9	12,949.9

Legend: AHO - Affordable Housing Office, CS - Children's Services, CT - Court Services, EDC - Economic Development & Culture, LTCHS - Long-Term Care Homes & Services, PFR - Parks, Forestry & Recreation, SSHA - Shelter, Support & Housing Admin, SDFA - Social Development, Finance & Admin, TESS - Toronto Employment & Social Services, TPS - Toronto Paramedic Services

Staff Trend (Excludes Capital Positions)



Vacancy Analysis

Citizen Services Centred "A"	2013			2014			2015 Year-End Projections			
	# of Vacancies	Vacancies % of Total Approved Pos.	Approved Pos. Equivalent	# of Vacancies	Vacancies % of Total Approved Pos.	Approved Pos. Equivalent	# of Vacancies as at Sep 30	# of Vacancies Projections to Dec 31	Vacancies % of Total Approved Pos.	Approved Pos. Equivalent
Operating	416.6	3.4%	12,124.9	426.4	3.4%	12,387.0	456.1	364.1	2.9%	12,621.8
Capital	0.0	0.0%	69.5	7.0	14.1%	49.5	5.7	5.7	8.4%	67.7
Total	416.6	3.4%	12,194.4	433.4	3.5%	12,436.5	461.8	369.8	2.9%	12,689.5



Service Performance

Key Services Issues & Priority Actions for 2016

- Implement Affordable Housing Open Door Program
- Review Social Housing System to build sustainability
- Continue to build Shelter capacity to address high occupancy rate
- Implement Poverty Reduction Strategy
- Continuous improvement of Social Assistance Management System (SAMS)
- Continue to implement City's Workforce Development Strategy
- Implement capital plan to support growth in licensed child care spaces
- Respond to increasingly complex & rising needs of Long-Term Care residents
- Respond to increasing Emergency Call Volumes (Paramedic Services)

Key Services Issues & Priority Actions for 2016

- Implement Parks Service Plan
- Continue to address Emerald Ash Borer (EAB) infestation until 2019 while maintaining core service level
- Leverage PanAm / Parapan American Games to attract future events
- Foreign Direct Investment Regional Agency will attract more investment to the GTA
- Investigate an Administrative Penalty System for Parking Tickets (to replace current court based system)
- Resettlement program for Syrian refugees & their sponsors



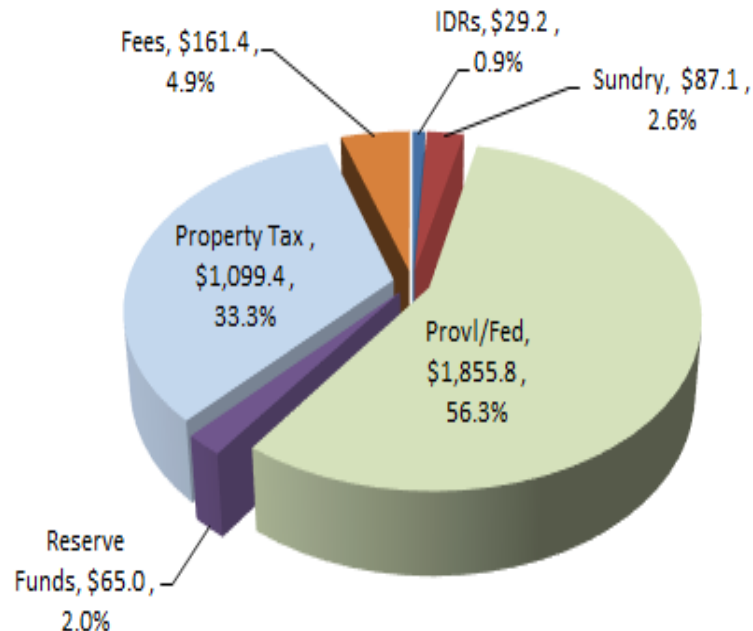
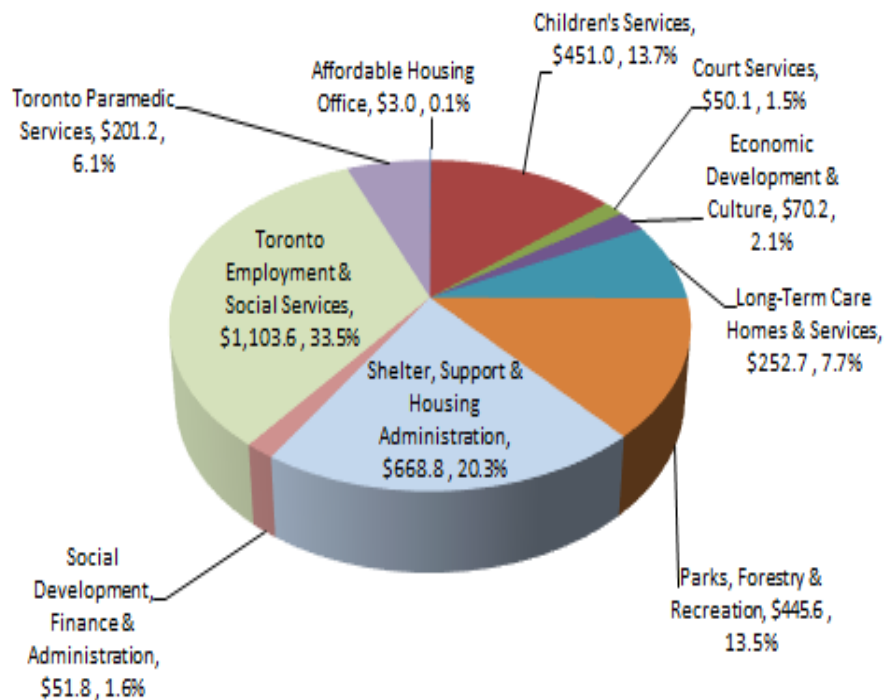
2016 Preliminary Operating Budget



2016 Preliminary Operating Budget - Gross Expenditures by Program & Funding Source

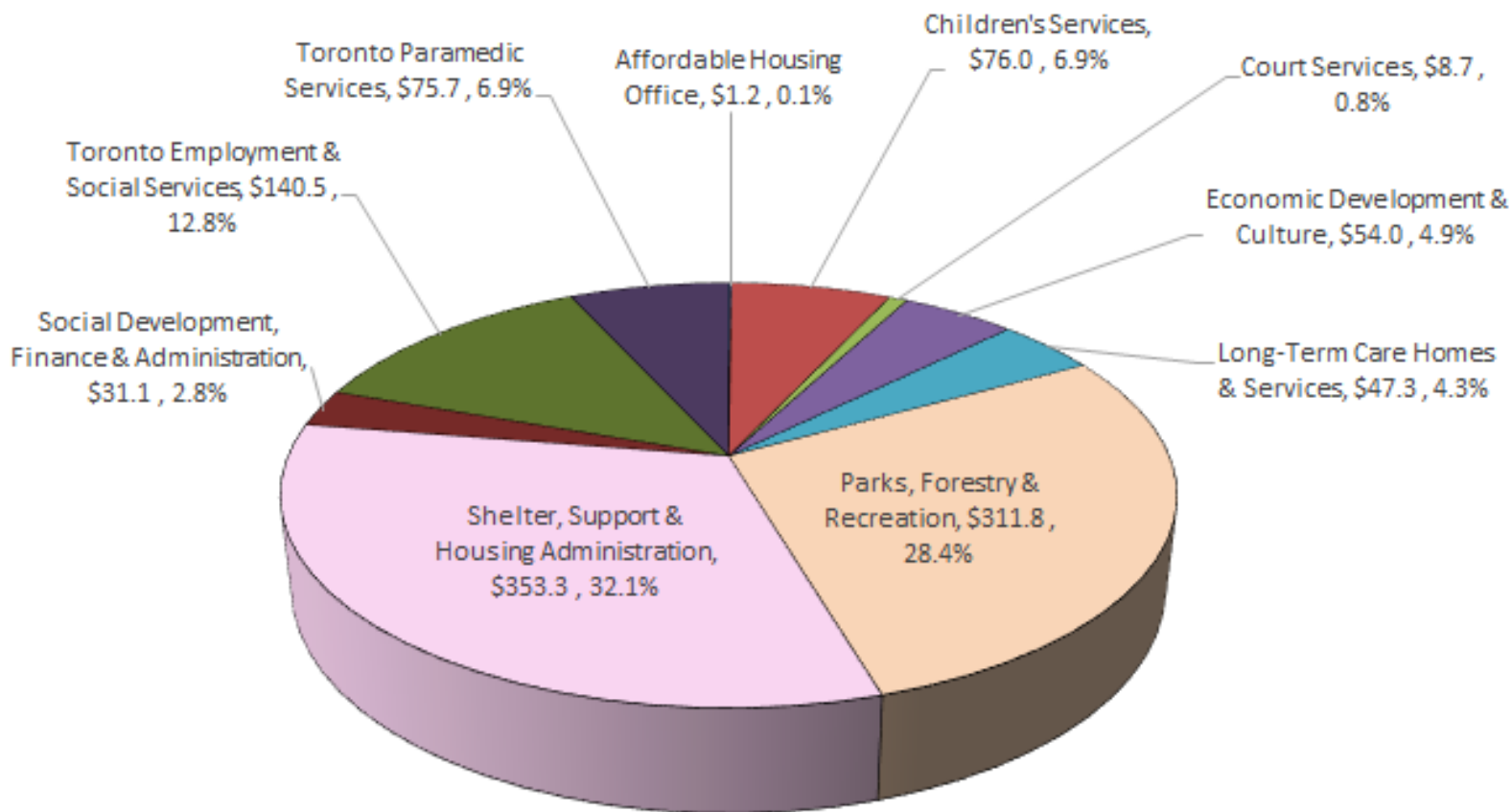
Where the Money Goes
\$3,297.9 Million

Where the Money Comes From
\$3,297.9 Million



2016 Preliminary Operating Budget - Where the Property Tax Goes

Where the
Money Goes
\$1,099.4 Million



2016 Preliminary Operating Budget Summary

(In \$000s)	2015 Budget		2016 Budget		Change from 2015 Over (Under)			
	Gross	Net	Gross	Net	Gross		Net	
					\$	%	\$	%
<u>Citizen Centred Services "A"</u>								
Affordable Housing Office	2,763.5	1,194.0	2,956.6	1,179.6	193.1	7.0%	(14.4)	(1.2%)
Children's Services	452,480.2	76,762.0	450,965.1	75,994.4	(1,515.1)	(0.3%)	(767.6)	(1.0%)
Court Services	49,531.1	(5,052.6)	50,079.1	8,651.2	548.0	1.1%	13,703.8	271.2%
Economic Development & Culture	77,653.1	53,908.9	70,164.7	54,023.5	(7,488.4)	(9.6%)	114.6	0.2%
Long-Term Care Homes & Services	242,138.6	46,196.0	252,739.7	47,263.0	10,601.1	4.4%	1,067.0	2.3%
Parks, Forestry & Recreation	438,176.5	308,209.7	445,637.5	311,755.2	7,461.0	1.7%	3,545.5	1.2%
Shelter, Support & Housing Admin	662,409.3	321,482.9	668,803.7	353,278.9	6,394.4	1.0%	31,796.0	9.9%
Social Development, Finance & Admin	49,007.7	30,962.2	51,817.1	31,075.1	2,809.4	5.7%	112.9	0.4%
Toronto Employment & Social Services	1,113,252.9	156,429.2	1,103,612.1	140,475.5	(9,640.8)	(0.9%)	(15,953.7)	(10.2%)
Toronto Paramedic Services	198,109.0	74,696.6	201,165.4	75,718.0	3,056.4	1.5%	1,021.4	1.4%
Citizen Centred Services "A"	3,285,521.9	1,064,788.9	3,297,941.0	1,099,414.4	12,419.1	0.4%	34,625.5	3.3%

Summary of Key Cost Drivers

(In \$000s)	2016 Base Budget Total	
	\$	Position
<u>Social Housing Pressures:</u>		
Reversal of 2015 Reserve Contribution Social Housing	25,636.1	
Loss of Federal Funding for Social Housing	8,963.6	
Total Social Housing Presssure	34,599.7	
Reversal of one-time Revenue for Court Services (Bill 31)	12,000.0	
Economic Factors - Non Payroll	3,761.3	
Salary, Benefits & Progression Pay	3,054.6	
Annualization / Prior Year Impact	2,241.5	43.4
Operating Impact of Capital	2,117.9	44.3
Revised Forestry Service Plan	2,000.0	
Provincial Cost Recovery for Cost of Justices of the Peace	1,749.8	
Kipling Acres Return to Service	1,529.5	115.6
LTCHS - Resident Acuity & Service Level Standards		30.9
OW Benefit Upload, Net of Pooling Loss & OW Rate Increase	(14,248.1)	
Reduction of 3,500 Caseload for OW	(2,309.1)	(37.0)
Other Cost Drivers	1,496.9	8.0
Net Expenditure Changes	47,994.0	205.2

Summary of Service Changes

Description (\$000s)	Total 2016 Service Changes			Incremental Change			
	\$	\$	#	2017 Plan		2018 Plan	
	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Line-By-Line Expenditure Reductions	(7,931.2)	(2,472.9)					
Salary Adjustments including additional Gapping	(2,731.5)	(2,731.7)					
Service Efficiencies	(3,472.4)	(3,346.2)	(16.7)	370.0	(4.4)		(0.4)
Revenue Increase including user fee		(5,584.2)		(343.1)			
Cluster Total	(14,135.1)	(14,135.0)	(16.7)	26.9	(4.4)		(0.4)

Cost Drivers Net of Service Changes	33,859.0	188.5
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New/Enhanced Services Included in 2016 Preliminary Budget

Description (\$000s)	2016			Incremental Impact			
	Gross	Net	New Position	2017 Plan		2018 Plan	
				Net	Position	Net	Position
Parks, Forestry & Recreation							
4 weeks Outdoor Ice Rink Extension to March Break	556.0	556.0	7.8	0.6		1.5	
Swim to Survive Program Expansion - Phase 2	210.5	210.5	1.9	155.7	2.1	154.0	1.6
Sub-total	766.5	766.5	9.7	156.3	2.1	155.5	1.6
Toronto Employment & Social Services							
Caseload Contingency Staff	5,463.0		66.0		-66.0		
Total New/Enhanced Services	6,229.5	766.5	75.7	156.3	-63.9	155.5	1.6

Net Change including New & Enhanced	34,625.5	260.0
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New/Enhanced Services Not Included in 2016 Preliminary Budget

Description (\$000s)	2016			Incremental Impact			
	Gross	Net	New Positions	2017 Plan		2018 Plan	
				Net	Position	Net	Position
Council Directed:							
Arts & Culture Funding \$25 per Capita (EDC)	5,000.0	5,000.0	10.0	165.0	-	25.0	-
Family Day Recreation Centre Operations (PFR)	250.0	250.0	5.0				
57 Paramedics & 2 Superintendents to complete 220 positions over 4 years by 2016	3,228.0	3,228.0	59.0	1,612.0	-	(1,370.0)	
Total Council Directed	8,478.0	8,478.0	74.0	1,777.0	-	(1,345.0)	-
Poverty Reduction:							
Expansion of Homemakers and Nurses Services Program (LTCHS)	750.0	150.0	-				
Youth Spaces Expansion - Phase 3 (PFR)	446.0	446.0	8.4	49.4	1.0	60.4	
Enhanced Cold Weather Drop-in Service (SSHA)	416.0	416.0	-				
Purchase of Service Rate Increases (SSHA)	1,124.2	1,124.2	-				
Toronto Youth Employment Program (SDFA)	633.0	633.0	6.0				
Social Procurement Support (SDFA)	33.0	33.0		12.0			
Employment Program for Single Parents (TESS)	300.0	300.0					
Total Poverty Reduction	3,702.2	3,102.2	14.4	61.4	1.0	60.4	-
Service Level Changes Requested by Parks & Environment Committee:	11,289.0	11,289.0	115.8	3,127.0	22.5	823.0	6.2
Mayor's Task Force on Toronto Community Housing:	13,700.0	13,700.0					
Total New/Enhanced Services	37,169.2	36,569.2	204.2	4,965.4	23.5	(461.6)	6.2

2017 & 2018 Plan - Summary

Description (\$000s)	2017 - Incremental Increase					2018 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Salaries & Benefits	1,037.8	(413.8)	1,451.6	0.1%		8,602.5		8,602.5	0.8%	
Annualization Impact of 2015 Approvals	6,375.9	2,365.4	4,010.5	0.4%	(5.3)	(2,327.8)	(1,777.8)	(550.0)	(0.0%)	(18.0)
Prior Year Impact	(17,961.2)	(20,017.5)	2,056.3	0.2%	1.1	(2,054.5)	(4,110.0)	2,055.5	0.2%	(0.4)
Operating Impact of Completed Capital	6,570.0	30.9	6,539.1	0.6%	18.0	4,588.6	386.6	4,202.0	0.4%	3.6
Economic Factors	302.9	(144.9)	447.8	0.0%		1.1	(147.2)	148.3	0.0%	
Revenue		31,177.7	(31,177.7)	(2.8%)			26,859.7	(26,859.7)	(2.4%)	
Other (specify)	(9,798.9)	(6,919.2)	(2,879.7)	(0.3%)	(75.0)	(2,254.8)	(388.7)	(1,866.1)	(0.2%)	
Total - Known Impacts	(13,473.5)	6,078.6	(19,552.1)	(1.8%)	(61.2)	6,555.1	20,822.6	(14,267.5)	(1.3%)	(14.8)
Anticipated Impacts:										
Other (specify)										
CS - Economic Factors (primarily cost of purchased child care)	6,969.1		6,969.1	0.6%		5,966.8		5,966.8	0.5%	
EDC - Arts and Culture Phase-In	2,000.0	(3,500.0)	5,500.0	0.5%						
SSHA - Increase in Social Housing Pressures - TCHC and Non-TCHC	4,322.6	(14,293.7)	18,616.3	1.7%		6,034.8	(9,736.9)	15,771.7	1.4%	
SSHA - Change in Affordable Housing Program Grants	(18,726.4)	(18,726.4)				(2,966.0)	(2,966.0)			
PFR - Permit Volume		(600.0)	600.0	0.1%			(800.0)	800.0	0.1%	
SSHA - Change in 100% Provincially Funded Social Housing	(868.5)	(868.5)				(533.7)	(533.7)			
SSHA - Change in CHPI Funding	(800.0)	(800.0)								
Total - Anticipated Impacts	(7,103.2)	(38,788.6)	31,685.4	2.9%		8,501.9	(14,036.6)	22,538.5	2.0%	
Total Incremental Impact	(20,576.7)	(32,710.0)	12,133.3	1.1%	(61.2)	15,057.0	6,786.0	8,271.0	0.7%	(14.8)



Capital Overview



Capital Assets To Deliver City Services

- 52 Early Learning & Child Care Centres
 - 24 Child Care Centres in City owned buildings
 - \$53.1M asset replacement value
- 40 heritage properties, comprising:
 - 100 buildings & over 200 public art installations
 - \$271M total value
- 10 Long-Term Care Homes with 2,641 beds
 - \$248.8M asset replacement value
- 47 ambulance stations (includes 5 district centres & TPS headquarters)
 - Over 291,566 sq.ft.; \$123.6M in estimated replacement value

Capital Assets To Deliver City Services

- 16 City SSHA facilities (9 managed by City; 7 leased to operators)
 - \$98.1M asset replacement value
- Parks, Forestry & Recreation Assets:

8,091 Hectares of Parkland	136 Community Centres	122 Pools (65 indoor + 57 outdoor)
40 Arenas with 48 Ice Pads	52 Artificial Ice Rinks	213 Water Play Areas / Wading Pools
858 Playgrounds	5 Golf Courses	631 Tennis Courts/ Sports Pads
5 Ferries	Over 300 km of Multi-Use Trails & Over 300 KM of Environment Trails	4 Stadiums

Key Capital Issues & Priority Actions for 2016

- Continued Planning for Seaton House/ George Street Revitalization
- Purchase 1 new shelter location & 1 major renovation
- 8 New licensed Child Care Centres (457 spaces) in under-served communities. 2016 Capital Budget includes:
 - Construction of Avondale Child Care Centre
 - Planning & Design for: Advent CC Centre; Bridletown; Block 31
- Restoration / preservation of museums, historical sites
- BIA Streetscape & Mural Projects
- 20-year Facilities Master Plan (FMP) for Parks & Recreation
- Playground Enhancements – 868 playgrounds across the City
 - Playground replacements will increase from 10 to 22 per year in 2016
- Construction of Northwest Multi-Function Paramedic Station
- Continue purchase of power stretchers & cardiac monitor defibrillators
- Completion of Kipling Acres Phase 2



2016 – 2025 Preliminary Capital Budget & Plan



Summary of Major Projects in the 2016 – 2025 Preliminary Capital Plan

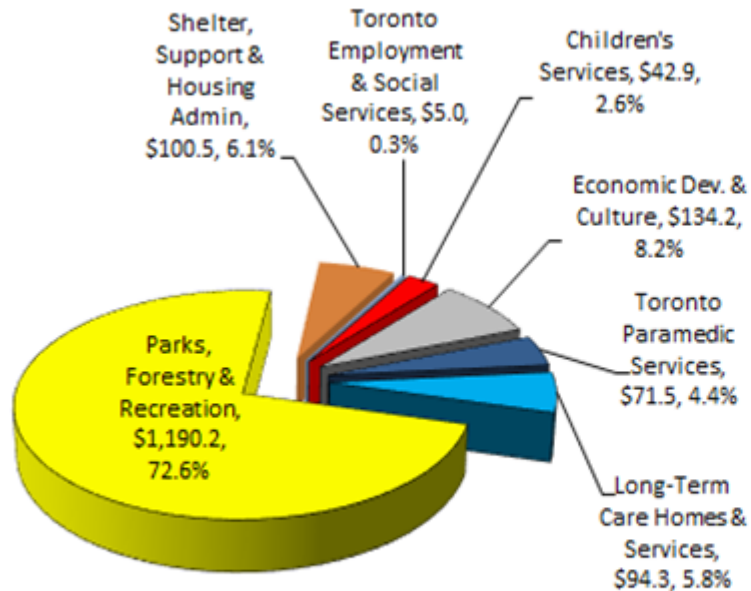
- ✓ 6 New Community Centres: York, Railway Lands/Block 31, Bessarion, North East Scarborough, Western North York, & 40 Wabash Parkdale
- ✓ McCowan District Park new outdoor ice rink & skating trail
- ✓ Don Mills Civitan Arena Replacement twin pad arena
- ✓ Wellesley Community Centre new indoor pool
- ✓ Replacement of 2 ferry boats
- ✓ Purchase of 20 chassis for ambulance vehicles and 18 new ambulance vehicles.
- ✓ Restoration/preservation of Casa Loma buildings

Summary of Major Projects in the 2016 – 2025 Preliminary Capital Plan

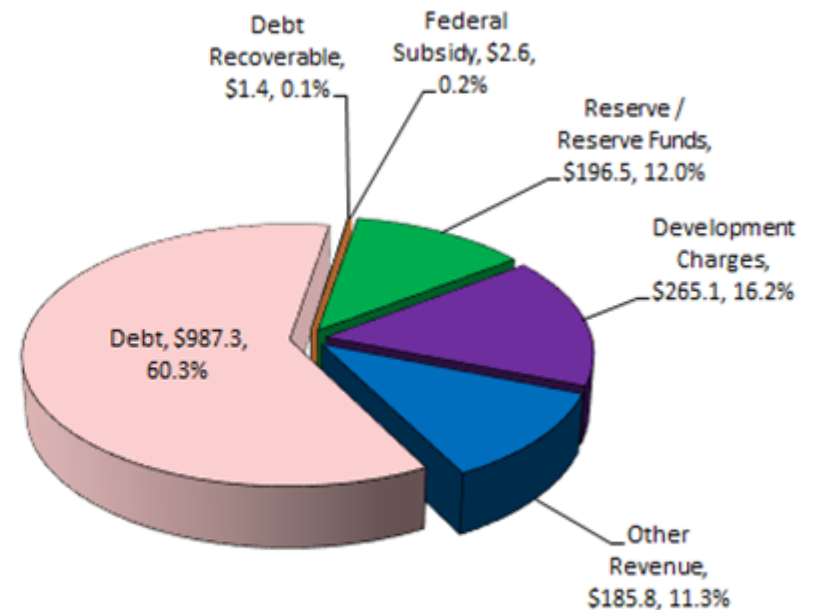
- ✓ Guild Inn revitalization
- ✓ Kipling Acres (Phase 2) - last 145 beds (total 337 beds)
- ✓ 3 new Multi-Functional Stations & 2 smaller store-front Ambulance Posts
- ✓ New defibrillators, power stretchers to address growth
- ✓ 389 Church Street renovation – for Affordable Housing, Transitional Housing, & Shelter Services for women & children
- ✓ Renovation of Employment & Social Services office at 111 Wellesley

2016 – 2025 Preliminary Capital Budget and Plan Spending & Funding Sources

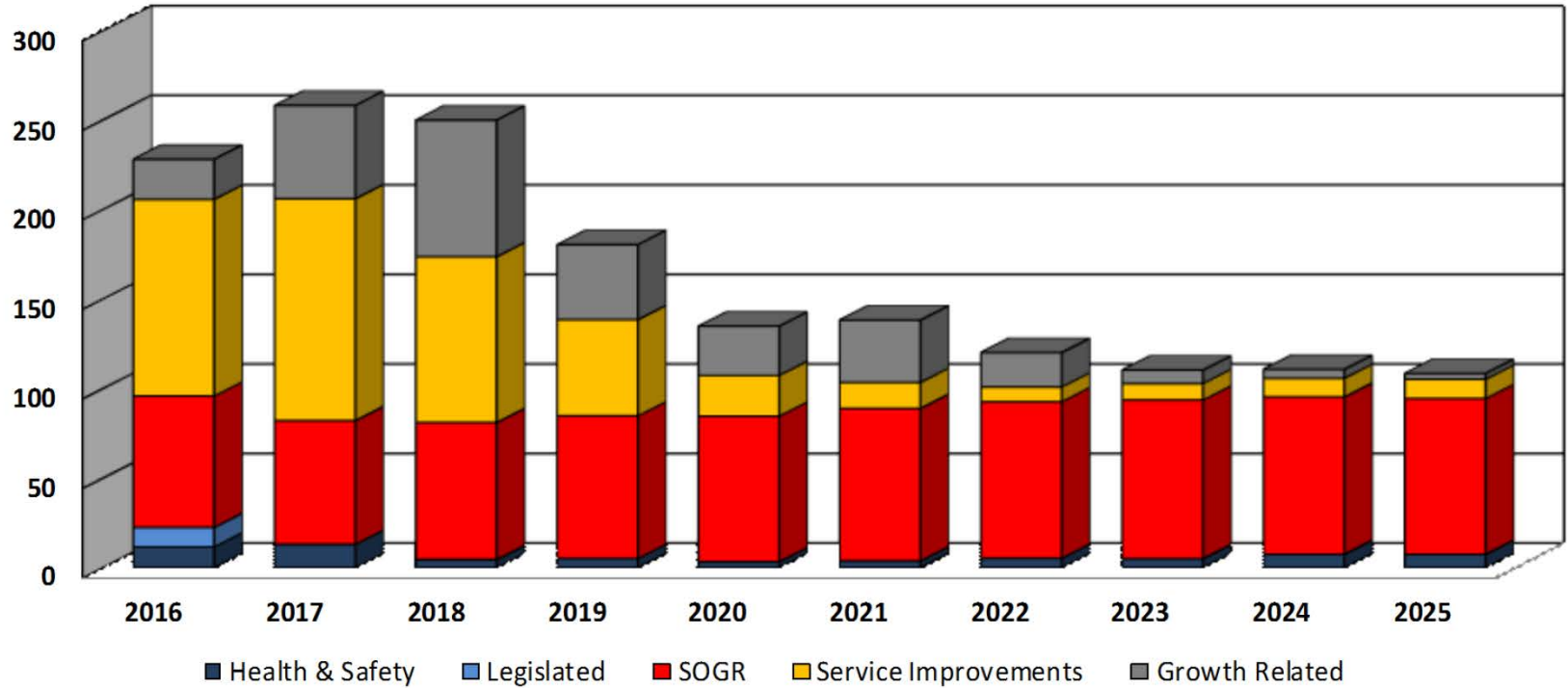
Where the
Money Goes
\$1,638.6 Million



Where the Money
Comes From
\$1,638.6 Million

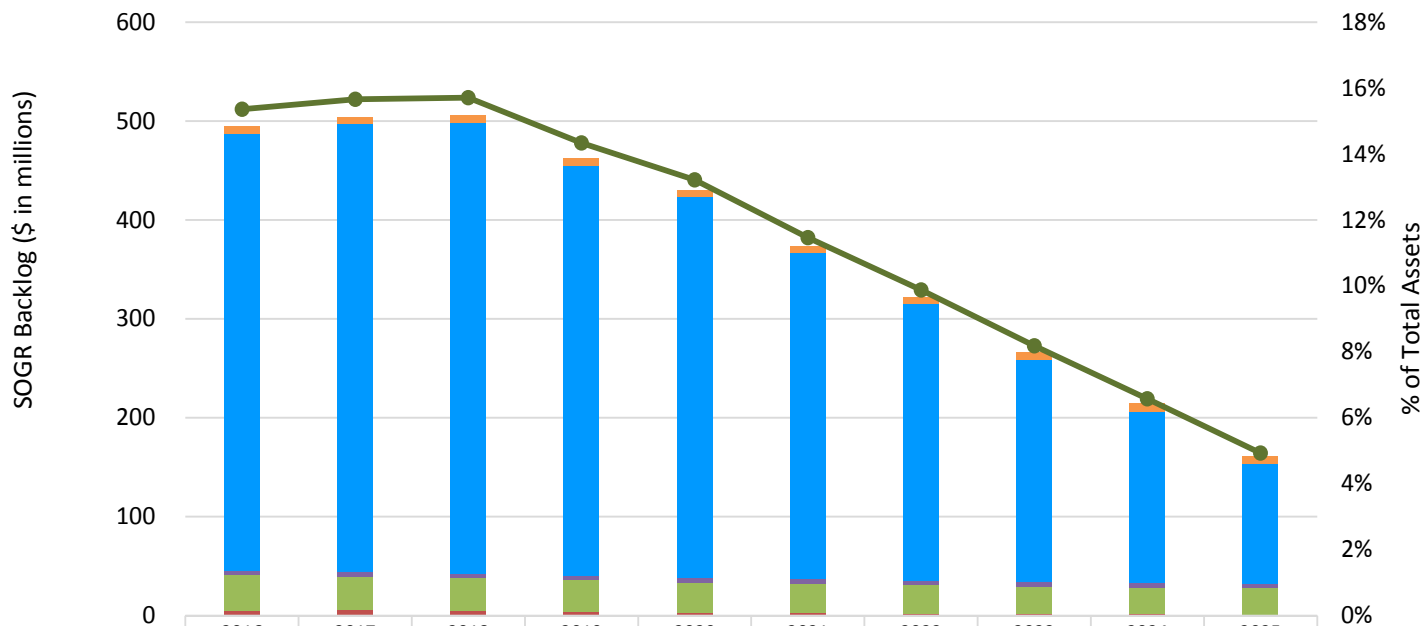


2016 – 2025 Preliminary Capital Budget and Plan by Project Category



\$ Million	2016 - 2025 Preliminary Capital Budget and Plan by Category										
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Health & Safety	11.5	12.9	4.3	5.0	3.2	3.7	5.1	4.9	7.3	7.3	65.2
Legislated	10.8	0.1	0.2	0.0	0.1	0.1	0.1	0.1	0.1	0.1	11.7
SOGR	73.4	69.1	76.4	79.7	81.3	85.1	87.5	88.6	87.8	87.0	815.8
Service Improvements	109.9	124.0	92.6	53.8	22.8	14.5	8.2	9.2	10.5	10.8	456.1
Growth Related	22.3	52.1	76.3	41.8	27.5	34.8	19.2	7.5	5.0	3.2	289.8
Totals	228.0	258.1	249.9	180.3	134.8	138.2	120.1	110.3	110.7	108.4	1,638.6

State of Good Repair Backlog Accumulated Backlog as a % of Asset Value



Shelter, Support & Housing Administration	7,090	6,696	7,079	6,925	6,965	6,794	6,543	7,195	8,184	7,420
Parks, Forestry & Recreation	441,555	453,153	456,290	413,825	385,547	329,925	279,770	224,991	172,837	120,952
Long Term Care Homes Services	4,507	4,507	4,507	4,507	4,507	4,507	4,507	4,507	4,507	4,507
Economic Development and Culture	35,883	34,163	33,289	32,609	30,625	29,797	29,102	27,847	26,851	26,356
Children's Services	5,328	5,416	4,622	3,686	2,989	2,584	1,978	1,935	1,733	1,502
Backlog: Percentage of Asset Value (%)	15.4%	15.7%	15.7%	14.3%	13.2%	11.5%	9.9%	8.2%	6.6%	4.9%

Asset Value (\$millions) at year-end	3,218	3,218	3,219	3,220	3,258	3,258	3,258	3,258	3,258	3,258
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Toronto Employment & Social Services and Toronto Paramedics Services SOGR backlog addressed in Facilities & Real Estates Capital Budget

Debt Target

(\$'000s)	2016			2016 - 2020 Plan			2016 - 2025 Total		
	Debt Target	Debt	Over/ Under	Debt Target	Debt	Over/ Under	Debt Target	Debt	Over/ Under
<i>Children Services</i>	2,542	1,642	(900)	8,545	8,545	0	16,148	16,148	0
<i>Economic Development & Culture</i>	9,600	9,421	(179)	48,300	48,255	(45)	96,400	96,355	(45)
<i>Long-Term Care Homes & Services</i>	16,940	13,915	(3,025)	44,137	41,887	(2,250)	75,214	75,214	0
<i>Parks, Forestry & Recreation</i>	56,999	56,123	(876)	318,856	318,856	0	669,959	669,959	0
<i>Shelter, Support & Housing Administration</i>	15,541	15,541	0	83,478	83,478	0	91,478	91,478	0
<i>Toronto Paramedic Services</i>	10,814	9,164	(1,650)	24,111	24,111	0	38,150	38,150	0
Total Debt Cluster A	112,436	105,806	(6,630)	527,427	525,132	(2,295)	987,349	987,304	(45)

Unfunded Capital Projects

Project Description (\$ Million)	Total Project Cost	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Shelter, Support & Housing Administration											
<i>George Street Revitalization</i>	479.8	25.1	36.3	58.5	76.6	121.1	114.2	44.3	3.9		
	-										
Subtotal	479.8	25.1	36.3	58.5	76.6	121.1	114.2	44.3	3.9	-	-
Long-Term Care Homes & Services											
<i>Seven Oaks</i>	48.5								1.2	16.3	31.0
<i>Castleview Wychwood Towers</i>	115.0					1.4	19.2	29.2	31.5	33.7	
<i>Oriole/Esther Shiner Blvd.</i>	83.0				6.7	18.2	28.9	29.2			
Subtotal	246.5	-	-	-	6.7	19.6	48.1	58.5	32.7	50.0	31.0
Economic Development and Culture											
<i>Economic Competitiveness Data Mgmt System</i>	0.5		0.5								
	-										
Subtotal	0.5	-	0.5	-	-	-	-	-	-	-	-
Cluster A Totals	726.8	25.1	36.8	58.5	83.3	140.7	162.3	102.8	36.6	50.0	31.0





APPENDICES



Key Service Accomplishments in 2015

Affordable Housing Office:

- Launch of new Open Door Program to improve the City's ability to meet its affordable housing targets with the release of two surplus City properties for affordable rental housing development
- Stewardship of flagship Weston Community/Cultural Hub project, with funding and planning approvals endorsed by Council
- Provided financial stewardship for \$160 million in federal, provincial and City investments for 4,792 affordable homes (new/repaired & modified)
- Leveraged \$219 million from the private and non-profit sectors
- Administered \$145 million in federal/provincial/City funds to create 1,586 new affordable rental and ownership homes under development in 2015
- Administered \$11.6 million from the Toronto Renovates program to assist 312 lower-income homeowners to make essential health, safety and accessibility repairs to homes, building and rooming houses benefitting 2,438 lower income households

Key Service Accomplishments in 2015

Children's Services:

- Increased number of licensed child care spaces by 13.5% and fee subsidies by 184 new spaces
- Added 10 new Afterschool Recreation and Care programs in Neighbourhood Improvement Areas
- Received Council approval of the 2015-2019 Children's Services Service Plan & a more streamlined funding model for child care operators
- Implemented the provincial Wage Enhancement program for staff in 913 child care programs and 19 home child care agencies
- Increased the availability of middle childhood programs by 1,500 spaces through partnership with Parks, Forestry and Recreation

Key Service Accomplishments in 2015

Court Services:

- Bill 31 Road Safety Legislation received Royal Assent in June, 2015, will increase collection of fines which allow for additional types of driver related offences with unpaid fines to be subject to license plate denial sanction
- New Regulation increasing the fee for paying a fine late from \$20 to \$40 effective January 01, 2016.
- Self-serve (online) registration process for individuals who want to meet with a prosecutor to review and possibly resolve their charge without a trial
- Successful implementation of the early resolution program and reduction in the number of trials going to court has decreased costs for police officers to attend court trials
- Served 30,000 individuals at public counters and in-trial courts, and answered over 10,000 phone calls and 1,700 emails enquiries through public enquiry line, each month

Key Service Accomplishments in 2015

Economic Development & Culture:

- Served 30,000 entrepreneurs, prospective entrepreneurs and established micro-business owners
- Co-produced Panamania Live @ Nathan Phillips Square – a 23 day cultural festival with a total budget of \$8.4 million leveraging Pan Am to host the Toronto Global Forum
- Presented major exhibits and displays such as "The Art of Command", "Magna Carta: Law, Liberty and Legacy" and "Home Field Advantage: Toronto's Summer Sporting Sites" at Toronto Museums
- Served in excess of 1,200 productions, showcasing in excess of 6,000 Toronto filming locations, representing in excess of 30,000 jobs and \$12 billion in production industry investment in Toronto's economy
- Assisted 198 young entrepreneurs start businesses through the Starter Company and Summary Company programs
- Launched Food Starter – 120,000 sq.ft shared food production facility that assists entrepreneurs in bringing food products to market

Key Service Accomplishments in 2015

Long-Term Care Homes & Services:

- Continued to expand the division's ability to serve individuals who are frequently unable to secure care and service through other providers (e.g. significant dementia, behavioural response issues, more complex care, specialized care and service).
- Developed 5-year Service Plan that details strategies and actions to improve and prioritize long-term care services provided by the City of Toronto.
- Implemented an enhanced end of life program to better palliative care supports to residents.
- Hosted a bilingual Senior's Wellness Symposium to increase awareness of the services and programs available to francophones and bilingual speaking individuals, community agencies and health-care providers in the Toronto Area.
- Developed a comprehensive multi-year Learning Plan that will better enable the division to build staff and volunteer capacity.
- Pursued leadership excellence in healthy aging through continuous improvement, education, innovation, research, teamwork, partnerships and technology.

Key Service Accomplishments in 2015

Parks, Forestry & Recreation:

- Delivered over 1 M hours of recreation programming for 9 M annual visits to recreation programs
- Supported the delivery of the 2015 Pan Am Games
- Opened new Regent Park Community Centre and Parkway Forest Community Centre
- Delivered on the 2013-2017 Parks Plan including park amenity remediation and replacement, increasing and improving social gathering spaces across the City and natural environment trails and rehabilitation and construction
- Completed over 365,000 tree maintenance activities & 105,000 tree plantings
- Managed the Emerald Ash Borer (EAB) infestation by removing, protecting and replanting trees as per the EAB Strategy
- Improved Parks Maintenance standards for sports-fields with integrated Plan Health Care treatments up 18% from 2013

Key Service Accomplishments in 2015

Shelter Support & Housing Administration:

- Opened two 24-hour drop-ins for vulnerable street involved women.
- First of 2 LGBTQ2S youth shelters opened; second facility in process of preparing a site to open in 2016
- Began transformation of access to social housing through Toronto housing web portal, direct City operation of the social housing waiting list, for an integrated, choice-based housing access system.
- Provided two 24-hour extreme cold weather drop-in-facilities
- Added new shelter capacity in 2015 on an interim basis, issued an REOI and negotiated with community agencies for additional permanent shelter capacity

Key Service Accomplishments in 2015

Social Development, Finance & Administration:

- Delivered TO Prosperity: Toronto Poverty Reduction Strategy a comprehensive “whole City” approach to addressing poverty
- Led the implementation of the “Schools as Community Assets” workplan with respect to school lands disposition
- Engaged 2800 young people to the labour market through youth employment partnerships
- Designed and launched the Specialized Program for Inter-divisional Enhanced Responsiveness (SPIDER) program mobilizing inter-divisional/community resources to reduce unresolved complex, elevated health and safety risks involving vulnerable residents, their homes, property and their neighbours

Key Service Accomplishments in 2015

Toronto Employment & Social Services:

- PAYE employers (142 vs. target 80) and youth participants (2,049 vs. target 1,000) with over 995 youth finding work
- Enhanced Purchase of Employment Services (POES) Program focused on multi-barriered clients; Over 60 service providers offered more than 100 different programs to 3,000 OW individuals
- Supported 18,924 clients to either exit OW for employment or start a job placement while on assistance

Toronto Office of Partnerships:

- Lead role on torch relay activities TO 2015 Pan Am/Parapan Games: 6 major celebrations for the flame arrival and 10 community events contributing to awareness and ticket sales
- The United Way exceeded its 2015 targets (\$1.3M & 6,931 donors)

Key Service Accomplishments in 2015

Toronto Paramedic Services

- For the 5th consecutive year, Paramedic Services has improved response times to life threatening calls in an environment of increasing emergency call demand, leading to the lowest response time in 10 years
- The Central Ambulance Communications Centre awarded re-accreditation as a 'Centre of Excellence', by the International Academies of Emergency Dispatch, achieving an internationally benchmarked, high standard of patient care delivered by EMDs
- Began implementation of two new ground-breaking research projects that are expected to reduce mortality and improve quality of life in trauma and stroke patients

Key Service Issues & Priority Actions for 2016

- Anticipated new federal/provincial funding and the City's new Open Door Program will increase development of new affordable housing while creating workload pressures(AHO)
- Delivery of \$5 million in federal/provincial affordable housing funding under the Toronto Renovates Program for the repair of rooming houses for vulnerable, low-income tenants (AHO)
- Implementation of the capital plan to support growth in licensed child care spaces in under-served neighbourhoods (CS)
- Implementation of a strategy to eliminate the division's reliance on reserve funds and preserve existing service levels (CS)
- Ongoing modernization of intake and other functions to improve customer service and reduce the administrative burden on service delivery partners & families (CS)

Key Service Issues & Priority Actions for 2016

- Lower revenues resulting from reduced volume of traffic and other tickets filed by Toronto Police Services (excluding parking tickets) (CT)
- Implementing Administrative Penalty System for parking tickets that will replace the current court based system effective April 2017 (CT)
- Work with a new Foreign Direct Investment Regional Agency, a major sales and marketing organization that will significantly attract more investment to the GTA (EDC)
- Continue to advance Council’s commitment to increase arts and culture spend to \$25 per capita including:
 - Advance “film friendly city and city friendly filming” goals
 - Complete Museum Road-Map project (EDC)

Key Service Issues & Priority Actions for 2016

- Complex and inadequate Provincial Funding to meet the rise in aging demographic, acuity and complexity of resident care needs, along with an increasing demand for specialized services (LTCHS)
- Provide permanent, short stay & convalescent care for residents with multiple diagnoses and complex care needs with an occupancy rate of 97% or higher (LTCHS)
- Aging infrastructure requires increased funding for state of good repair(PFR)
- Competing budget pressures have Parks Service Plan enhancements without funding (PFR)
- Provide community development and outreach services to increase participation in recreation particularly those that are underserved (PFR)
- Development of the Ravine Strategy to guide future use and management of ravines (PFR)
- Expand social media use to connect with residents and visitors (PFR)
- Increase biodiversity to increase species resiliency, increasing tree canopy cover and increase planting on private lands. (PFR)

Key Service Issues & Priority Actions for 2016

- Review of the customer service model for registrations & permits and implementation of a customer centric registration & permitting software (PFR)
- Continue to develop strategies to address the funding gap (\$9M for 2016) in Social Housing with the expiry of Federal operating agreements (SSHA)
- Investment of \$2.5 million new funding approved in 2015 to add 181 beds in the shelter system which will increase bed nights from 1,510,018 in 2015 to 1,586,327 in 2016, an increase of 5% (SSHA)
- Lead Resettlement program for appropriate supports for Syrian refugees and their sponsors; secure housing; public awareness campaign that racism, violence and intolerance are unacceptable (SDFA)
- Advance initiatives for youth (SDFA)
- Lead the development and implementation of strategic social policy: Toronto Youth Equity Strategy; Gender-based Youth Violence; Transit Fare Equity; Community Benefits Framework; State of the Community Based Sector Review; Seniors Strategy 2.0; Social Procurement Program; Quality Jobs and a Living Wages (SDFA)

Key Service Issues & Priority Actions for 2016

- Identify system related issues and work towards solutions and improve SAMS (TESS)
- Advance City's Workforce Development Strategy by connecting job seekers, PAYE Program youth, to employers and job opportunities arising from local and City-wide initiatives (TESS)
- Continuing to build the City's reputation as a credible and reliable partner in order to increase partnership opportunities and revenues that enhance city services and programs(TOP)
- Creating a culture that welcomes innovations through philanthropy and business development that does not conflict with the policies and regulatory obligations of the City of Toronto (TOP)

Key Service Issues & Priority Actions for 2016

- The 4% annual increase in emergency call volumes due to a growing and aging population continues to be a challenge for Toronto Paramedic Services (TPS)
- Instituted changes to emergency response: scheduling changes for paramedics, dispatchers, use of part-time staff, improved dispatch technology (TPS)
- 163 positions have been added until 2015, 57 remaining positions are subject to Council consideration during the 2016 Budget process (TPS)
- Provincial Subsidy Shortfall –the 2016 Operating Budget includes \$1.2M in gapping of salaries and benefits to reflect unfilled dispatcher positions to minimize funding shortfall (TPS)

Operating Budget Variance as of Sep. 30, 2015

City Program/Agency	Nine-Month Results					Year-End Projection				
	Gross Expenditures	Revenue	Net Variance		Alert	Gross Expenditures	Revenue	Net Variance		Alert
	\$	\$	\$	trend		\$	\$	\$	trend	
Affordable Housing Office	(0.0)	(0.0)	(0.0)	—	Ⓞ	(0.0)	(0.0)	0.0	—	Ⓞ
Children's Services	(9.1)	(9.1)	0.0	—	Ⓞ	(10.2)	(10.2)	0.0	—	Ⓞ
Court Services	(2.8)	(3.2)	0.4	▲	Ⓡ	(3.8)	(5.4)	1.6	▲	Ⓡ
Economic Development & Culture	(1.1)	(1.1)	(0.1)	▼	Ⓞ	2.5	2.5	0.0	—	Ⓞ
Toronto Paramedic Services	(1.1)	(1.5)	0.4	▲	Ⓞ	(2.4)	(1.2)	(1.3)	▼	Ⓞ
Long Term Care Homes and Services	(8.7)	(8.2)	(0.5)	▼	Ⓞ	(9.3)	(8.4)	(0.9)	▼	Ⓞ
Parks, Forestry & Recreation	(3.0)	(1.2)	(1.8)	▼	Ⓞ	(4.0)	(2.0)	(2.0)	▼	Ⓞ
Shelter, Support & Housing Administration	(6.2)	0.1	(6.3)	▼	Ⓞ	(10.2)	(8.7)	(1.5)	▼	Ⓞ
Social Development, Finance & Administration	(6.5)	(6.4)	(0.0)	—	Ⓞ	(6.5)	(6.4)	(0.1)	▼	Ⓞ
Toronto Employment & Social Services	(35.4)	(25.9)	(9.4)	▼	Ⓞ	(53.8)	(41.6)	(12.2)	▼	Ⓞ
Total	(73.8)	(56.6)	(17.3)	▼	Ⓞ	(97.8)	(81.5)	(16.3)	▼	Ⓞ
Year-to-Date Net Variance	85% to 105%	0% to 85%	>105%		Year-End	<=100%	>100%			
	Ⓞ	Ⓢ	Ⓡ			Ⓞ	Ⓡ			

Operating Budget Variance as of Sep. 30, 2015

Key Points:

- For the nine months ended September 30, 2015, Cluster 'A' reported gross underspending of \$73.8 million or 3.1% combined with lower than planned revenue of \$56.6 million or 3.5% which resulted in a favourable net variance of \$17.3 million or 2.3%. This underspending is primarily driven by Toronto Employment & Social Services (\$9.4 million net) due to lower average caseload and lower special diet expenditures combined with lower social housing subsidies for Shelter, Support and Housing Administration (\$6.3 million net).
- Cluster 'A' gross expenditures are projected to be \$97.8 million or 3.0% below budget at year-end with lower than planned revenue of \$81.5 million or 3.6%. This will result in net under-expenditure of \$16.3 million or 1.6%, primarily due to the continuation of lower monthly caseload for Toronto Employment and Social Services (\$12.2 million). Court Services is projecting a net over-expenditure of \$1.6 million due to lower tickets issued.

Key Cost Drivers

(In \$000s)	2016 Base Budget	
	Total	
	\$	Position
Gross Expenditure Changes		
Prior Year Impacts	57,329.0	34.4
Reversal of Draw from Social Housing Reserve - SSHA	25,636.1	
Reversal of Draw from Child Care Reserve - Children's Services	12,719.5	
Adjustment of one time revenue budget from Bill 31 - Court Services	12,000.0	
Energy Retrofit Program (Hi-RES) SDFA	3,000.0	
Reversal of Pan Am Games	(2,688.5)	(16.1)
Annualization	2,241.5	40.1
Revised Forestry Service Plan - Parks, Forestry & Recreation	2,000.0	
Healthy Kids Community Challenge	1,800.0	
Syrian Refugee Resettlement	575.0	
Others	45.4	10.4
Operating Impacts of Capital	2,117.9	43.3
Completed Projects - PFR	1,537.9	43.3
Various Projects - Toronto Paramedic Services	580.0	
Economic Factors	3,761.3	
Corporate Economic Factors	2,232.2	
Purchased Child Care age mix and COLA for Purchased Child Care - Children's Services	1,475.4	
Others	53.7	
COLA and Progression Pay	3,054.6	0.1
Change to Base Salaries (including Step)	3,714.8	(0.1)
Benefits	1,089.7	
Progression Pay	1,867.3	0.2
Other Salary & Benefit Changes	(3,617.2)	

Key Cost Drivers

(In \$000s)	2016 Base Budget Total	
	\$	Position
Other Base Changes	8,608.3	127.4
Kipling Acres - Return to Service of 145 beds (8months)	6,949.8	115.6
Resident Acuity & Service Level Standards	2,618.0	30.9
3500 Caseload Reduction (ODSP Accessing OW)	(2,309.1)	(37.0)
Child Benefit Restructuring Savings	(2,193.0)	
Provincial Cost Recovery for cost of Justice of the Peace (JP) service, monitoring and enforcement	1,749.8	
OW Rate Increase (social assistance rate increase of 1% for adult OW clients and top up for single adults without children of \$25 per month)	1,016.6	
Delay in hiring staff at Orchard Grove and Weston Road child care centres, scheduled to open in January, delayed until June.	(845.4)	
Others	1,621.6	17.9
Total Gross Expenditure Changes	74,871.1	205.2
Revenue Changes (Increase) / Decrease	(26,877.1)	
OW Benefit Upload - TESS	(22,064.2)	
Loss in Federal Pooling Compensation - SSHA	8,963.6	
Kipling Acres and Residential Acuity Provincial Subsidy - LTCHS	(8,038.3)	
Toronto Pooling Compensation Loss - TESS	6,799.5	
Increase in Family Fees based on Actuals - CS	(6,400.0)	
Increase in Provincial/Federal Subsidies - CS & TPS	(5,134.5)	
Contribution from Reserve fund:		
Energy Retrofit Program (Hi-RES) - SDFA	(3,000.0)	
Child Care Capital Reserve Fund - CS	(3,256.9)	
Reduction in Fine Revenue - CT	3,000.0	
Reversal of Pan Am Games	2,688.5	
Healthy Kids Initiative - Provincial Subsidy - SDFA	(1,800.0)	
Others	1,365.2	
Total Revenue Changes	(26,877.1)	
Net Expenditure Changes	47,994.0	205.2

Service Change Summary

Description (\$000s)	Total 2016 Service Changes			Incremental Change			
	\$	\$	#	2017 Plan		2018 Plan	
	Gross	Net	# Pos.	% Net	Pos.	% Net	Pos.
Base Changes:							
Base Expenditure Changes							
<i>Line-By-Line Expenditure Reductions</i>	(7,877.5)	(2,419.2)					
<i>Salary & Benefit - Non-union Gapping</i>	(350.0)	(350.0)					
<i>PEP Savings due to position based budgeting</i>	(1,897.4)	(1,897.4)					
<i>Salary & Benefit Adjustments</i>							
<i>Increase Gapping Rate from 3.2% to 3.9%</i>	(484.3)	(484.3)					
<i>Absorption of Corporation Economic Factors</i>	(53.7)	(53.7)					
Base Expenditure Changes	(10,662.9)	(5,204.6)					
Base Revenue Changes							
<i>Federal/Provincial Administration Fee Increase</i>		(104.0)					
<i>Increase in Contribution from Capital Revolving Fund</i>		(100.0)					
<i>User Fee 2% Inflation - Community Recreation Program & Permit Fees</i>		(1,439.4)					
<i>User Fee 2% Inflation - Park Permits, Ferry & Golf Fees</i>		(133.5)					
<i>User Fee 2% Inflation - Private Tree By-Law and Contravention Fees</i>		(26.8)					
<i>Increase Draw from IAH Revenue for Administration</i>		(1,575.3)					
<i>Others</i>							
Base Revenue Changes		(3,379.0)					
Sub-Total - Base Changes	(10,662.9)	(8,583.6)					

Service Change Summary

Description (\$000s)	Total 2016 Service Changes			Incremental Change			
	\$	\$	#	2017 Plan		2018 Plan	
	Gross	Net	# Pos.	% Net	Pos.	% Net	Pos.
Service Efficiencies							
<i>Staffing Realignment</i>	(950.3)	(950.3)	(12.0)	6.4		(4.4)	
<i>Gapping Efficiency Savings</i>	(284.5)	(284.5)					
<i>Catering Contract Renewal</i>	(328.9)	(328.9)					
<i>Adjustment to Gapping to reflect vacancies due to reductions in change volume</i>	(740.1)	(740.1)					
<i>Operating Efficiencies- Rationalize and Economize Resources</i>	(408.1)	(408.1)					
<i>Operating Efficiencies- Consolidate and Streamline Resources</i>	(110.4)	(110.4)	(0.4)	7.0		4.4	
<i>Electronic Receipting</i>	(200.0)	(200.0)					
<i>Relocate Programming of 3 TDSB Pools</i>	(94.4)	(94.4)	(1.5)	(383.8)	(4.4)		
<i>Talentflow Staffing System</i>	(103.2)	(103.2)	(2.8)	0.4		(0.4)	
<i>Reduce Overtime due to Revised Shift Schedule</i>	(200.0)	(100.0)					
<i>Reduce Funding for Oxygen based on New Procedure</i>	(52.5)	(26.3)					
Sub-Total	(3,472.4)	(3,346.2)	(16.7)	(370.0)	(4.4)	(0.4)	
Revenue Adjustments							
<i>Capital Recovery Adjustments</i>		(581.8)					
<i>Additional 2% Market Rate User Fee Increases for Park Permits, Golf & Ferry</i>		(297.8)					
<i>Additional 2% Market Rate User Fee Increases for Private Tree By-law and Contravention Fees</i>		(26.8)					
<i>Additional 2% Market Rate User Fee Increases for Community Recreation and Permit Fees</i>		(548.8)		(343.1)			
<i>Urban Forestry Service Plan - Cash in Lieu and Tree Deposits</i>		(750.0)					
Sub-Total		(2,205.2)		(343.1)			
Service Changes							
<i>Not Applicable</i>							
Sub-Total							
Total Preliminary Service Changes	(14,135.3)	(14,135.0)	(16.7)	(713.1)	(4.4)	(0.4)	

New/Enhanced Services Not in Preliminary Budget - Council Directed

Description (\$000s) Except Positions	2016			Incremental Impact				Comments
	Gross	Net	New Positions	2017 Plan		2018 Plan		
				Net	Position	Net	Position	
Council Directed:								
Economic Development & Culture - Arts & Culture \$25/capita phase-in								All are part of Arts & Culture \$25/capita phase-in
Addition of Coordinator of Volunteers	57	57	1.0	21	-	3		- Second Coordinator of Volunteers position to further support volunteerism for various events
Cultural Hotspot	122	122	1.0	28	-	3		- New position to allow for more employment and mentorship opportunities for local youth
Design Exchange Annual Operating Contribution	200	200	-		-			- Increase to annual operating expenditures of the Design Exchange
Doors Open Program Enhancement	150	150	-		-			- Additional funding to support the expansion of the Doors Open walking tours and talk programs
Film & Entertainment Staff Office/Equipment	103	103	-	(103)	-			- Staffing proposals for Film Office Enhancements initiatives will require additional space and equipment
Increase to Major Cultural Organization Program	600	600	-		-			- Additional funding for the Major Cultural Organization Program which is one of three main cultural programs that support the annual operations of the City's cultural organizations
Increase to Toronto Arts Council Grant Program	2,000	2,000	-		-			- Funding to increase the Toronto Arts Council Grant Program to bring total contribution to \$18 million
Local Arts Service Organizations Grant	300	300	-		-			- Additional funding for the LASOs grant portfolio which will bring the total grant to \$1.633 million, an increase of 18% over the last year's grant funding
Museum Revitalization 2016	240	240	3.0	104	-	5		- Three new positions (Project Manager - MHS, Museum Program Officer and Assistant Conservator) and an increase to marketing budget, all of which will address the core needs of improving the visitor experience and marketing capacity

New/Enhanced Services Not in Preliminary Budget - Council Directed

Description (\$000s) Except Positions	2016			Incremental Impact				Comments
	Gross	Net	New Positions	2017 Plan		2018 Plan		
				Net	Position	Net	Position	
Council Directed:								
Nuit Blanche Program Enhancement	230	230	-	-	-	-	-	- Additional funding to support migrating the audience navigational tools to a more robust web based system and extending the program beyond the 12 hour time span
Photo Laureate	10	10	-	-	-	-	-	- Funding to establish the annual honorarium for a Photo Laureate
Public Art Conservation	75	75	-	-	-	-	-	- Funding for contractor services for the coordination and implementation of conservation projects for the City's public art collection
Royal Agricultural Winter Fair	30	30	-	-	-	-	-	- Increase to the 2016 grant for the Royal Agricultural Winter Fair to bring the total spent to \$0.969 million.
Toronto Music Garden	13	13	-	-	-	-	-	- Additional funding to sustain the Summer Concert Series in the Music Garden in 2016 to bring the total spent to \$0.026 million.
Zion Church Cultural Centre	72	72	1.0	28	-	3	-	- Additional funding for a full-time Community Cultural Coordinator position which would allow Zion Church to play a key role in Hotspot North in 2016
Film Office Enhancements	275	275	2.0	47	-	6	-	- 2 new positions for the Film permit team
Music Support & Enhancements	157	157	1.0	22	-	3	-	- Funding one Cultural Development Officer position to enhance the service delivery capability of the Music component of Film & Entertainment Industries
Major Festival Support	50	50	1.0	18	-	2	-	- New Support Assistant C position that will enable the Division to better support the teams producing all of EDC's signature events
Nathan Phillips Square Cultural Program Enhancements	317	317	-	-	-	-	-	- Funding to increase programming and events at NPS
Economic Development & Culture Total	5,000	5,000	10.0	165	0.0	25	0.0	

New/Enhanced Services Not in Preliminary Budget - Council Directed

Description (\$000s) Except Positions	2016			Incremental Impact				Comments
	Gross	Net	New Positions	2017 Plan		2018 Plan		
				Net	Position	Net	Position	
Council Directed:								
Parks, Forestry & Recreation								
Family Day Recreation Centre Operations	250	250	5.0		-			- Funding to open & offer recreation programs on Family Day 2016 at 88 community centres & aquatic locations spread across the City.
Parks, Forestry & Recreation Total	250	250	5.0		0.0		0.0	
Toronto Paramedic Services								
Add 2 Superintendent Operations	164	164	2.0	54	-	(67)		- Positions are required to maintain the standard paramedic to superintendent ratio of 25:1.
Add 57 New Paramedic Positions	3,064	3,064	57.0	1,558	-	(1,303)		- Fire/EMS Efficiency Review adopted by City Council recommended an increase in response capacity by 223,451 staffed vehicle hours based on the increasing trend in emergency call demand over the last ten years which translated to an additional 169 paramedic positions by 2016 for a total 220 positions including the 51 positions approved in 2013. To date, 163 positions have been added with 2016 as the last and final year.
Toronto Paramedic Services Total	3,228	3,228	59.0	1,612	0.0	(1,370)	0.0	
Total Council Directed	8,478	8,478	74.0	1,777	0.0	(1,345)	0.0	

New/Enhanced Services Not in Preliminary Budget Service Level Changes Requested by Parks & Environment Committee

Description (\$000s) Except Positions	2016			Incremental Impact				Comments
	Gross	Net	New Positions	2017 Plan		2018 Plan		
				Net	Position	Net	Position	
Service Level Changes Requested by Parks & Environment Committee:								
Parks, Forestry & Recreation								
Daily Grooming of 11 swimming beaches	736	736	4.0		-			January 0, 1900 - Beach grooming removes pollution such as seaweed, fish, glass, syringes, plastic, cans, wood and other unwanted debris from large areas of sand. The City's designated swimming beaches are currently groomed 3 - 5 times per week by tractors pulling a mechanical grooming attachment.
Horticulture Bed Rejuvenation on a Five Year Cycle	4,995	4,995	44.3		-			- In order to achieve a five year rejuvenation cycle for all horticulture displays across the City as per Parks and Environment Committee's request 1(b), an additional increase in funds of approximately \$4.995 million annually would be required. Approximately 1,100 of the 5,600 horticultural beds in the parks system would be rejuvenated per year.
Parks Plan - Enhanced Maintenance & Quality Management	177	177	2.1	64	0.3	304	3.4	There is currently no enhanced evening and weekend park monitoring and maintenance in summer months when park use levels are highest. This funding provides additional evening and weekend park maintenance and monitoring over a 12 week summer period to address increased maintenance requirements in high demand park spaces. Roving crews would do basic maintenance and monitor parks to identify issues and priorities and report and manage problems.
Parks Plan - Horticulture & Urban Agriculture	291	291	3.6	328	4.3	276	1.8	Horticulture: Most horticulture beds receive spring and fall clean ups and are weeded/pruned 2-3 times per season. Limited funding, bed condition and changing weather patterns make it challenging to achieve the standard of rejuvenating beds every seven years and consistently meet maintenance standards. Urban Agriculture: This establishes four new community gardens per year and operates 64 gardens in 30 wards of the city. The program is building up to approximately two gardens per ward by 2017. Once this coverage is achieved the program would emphasize public education, maintenance and renewal of the garden inventory.

New/Enhanced Services Not in Preliminary Budget

Service Level Changes Requested by Parks & Environment Committee

Description (\$000s) Except Positions	2016			Incremental Impact				Comments
	Gross	Net	New Positions	2017 Plan		2018 Plan		
				Net	Position	Net	Position	
Service Level Changes Requested by Parks & Environment Committee:								
Parks, Forestry & Recreation								
January 0, 1900								
Parks Plan - Improve Natural Environment Trails	160	160	1.6	279	3.0	135	1.0	Increased resources for future planning, design and management of natural surface (dirt) trails in natural area parkland and ravine ecosystems to ensure the protection, restoration and enhancement of natural areas, while offering safe recreational opportunities and improved access to users.
Parks Plan - Parks Ranger Program	557	557	4.7	951	9.3	37	-	- Establish a Park Ranger Program (currently none). Urban Park Rangers would be the primary point of contact for people wanting to engage with the parks system. They would assist with system navigation, connect people to existing opportunities, facilitate community-led initiatives, build relationships with stakeholders and support park monitoring. These activities would improve customer service and support public involvement in parks
Increased Staffing for Invasive Species Protection	1,261	1,261	18.3	359	-	8	-	- There are 18 Environmentally Sensitive Areas (ESAs) in the City with 68 additional areas proposed through Official Plan amendments. Most are in natural parklands, which can overlap with general use parkland. Urban Forestry currently has three crews for natural area management/invasive species control, primarily in ravines and naturalized areas. This request would double the numbers of crews, and increase the service level, meaning that the Parks Branch could manage some invasive species in high visibility and high use areas not currently managed for invasive species.
Enhanced Winter Maintenance for Parks Path	423	423	3.6	509	5.2			The optimal standard for park path clearing is to clear snow 24 hours following a snowfall of 8 or more centimetres for main park pathways that are hard surface, lit at night and provide a linkages between schools, transit, winter park amenities and/or arterial roads. This initiative will harmonize this standard across the city over two yrs.

New/Enhanced Services Not in Preliminary Budget Service Level Changes Requested by Parks & Environment Committee

Description (\$000s) Except Positions	2016			Incremental Impact				Comments
	Gross	Net	New Positions	2017 Plan		2018 Plan		
				Net	Position	Net	Position	
Service Level Changes Requested by Parks & Environment Committee:								
Parks, Forestry & Recreation								
Inspections and Debris Removal From Ravines and Watercourses	624	624	9.0	186	-			January 0, 1900 - Ravines are currently inspected once per year with debris and homeless encampment removal, infrastructure maintenance and other work done based on inspection findings. An annual bridge audit is now required, diverting resources available for other work. Inspection and work is conducted by two crews with support from additional seasonal Parks staff, and largely done in summer months. Pressures on ravines through recreational use, severe weather events, illegal dumping and other issues are increasing and an interdivisional Ravine Strategy is currently being developed.
Committee of Adjustment Review Enhancement	292	292	4.0	68	-	11		- PFR is experiencing difficulty achieving the 100% inspection rate for tree permits due to limited resources. It is difficult to comprehensively review plans within the notice period provided by the CofA with the desired level of detail and potential impacts/ specific comments. More staff resources are required to perform the application review process. To improve capacity to identify where trees require injury and removal; provide information on tree impacts to the CofA, provide specific conditions of approval; recommended deferral or provide objections where appropriate.
Original Tree Canopy Goal Timelines	1,664	1,664	20.7	381	0.3	49		- In 2009, an eight year financing plan was implemented to sustain and expand the urban forest and in particular, increase the tree canopy to between 30-40% by the year 2050. The eight year financial plan was designed to bring Urban Forestry's Gross Operating Budget to the necessary level by 2016; allowing Urban Forestry to maintain and protect current assets, as well as plant at sufficient levels in order to meet the desired canopy objectives. In order to return to the original tree canopy goal established by City Council in 2008 additional funding of \$13.7 million between 2016 - 2023 would be required. This would require Urban Forestry to accelerate the implementation time frame for the Urban Forestry Service Plan to achieve full funding by 2019.
Hydro Corridor Agreements	110	110	-	2	-	2		- There are currently approximately 60 Hydro sites comprising approximately 760 acres on one Master Agreement between Hydro One and the City being utilized by PFR as recreational space, including garden plots, recreation areas, bike paths, pedestrian walkways, trails and dogs off leash areas. PFR has requested that five additional locations be added to the Master Agreement and is currently working through the process with Hydro One.
P&E Committee Recommended	11,289	11,289	115.8	3,127	22.5	823	6.2	

New/Enhanced Services Not in Preliminary Budget - Poverty Reduction

Description (\$000s) Except Positions	2016			Incremental Impact				Comments
	Gross	Net	New Positions	2017 Plan		2018 Plan		
				Net	Position	Net	Position	
Poverty Reduction								
Long Term Care Homes & Services								
Expansion of the Homemakers and Nurses Services (HMNS) Program	750	150	-	-	-	-	-	- Expand the cost-shared (75/25) Homemakers and Nurses Services (HMNS) Program to meet the needs of a growing population of vulnerable residents living in poverty. The additional funding will increase the capacity of the program by 31,200 additional hours of homemaking services or 400 additional clients.
Long Term Care Homes & Services Total	750	150	0.0	0.0	0.0	0.0	0.0	
Parks, Forestry & Recreation								
Youth Spaces Expansion - Phase 3	446	446	8.4	49	1.0	60	0.0	- Implement the final 3 new Youth Spaces of 10 approved in 2014 including a full time recreation staff at each location to provide information, referrals, and support program delivery.
Parks, Forestry & Recreation Total	446	446	8.4	49	1.0	60	0.0	
Shelter, Support & Housing Administration								
Enhanced Cold Weather Drop-in service	416	416		-	-	-	-	24-Hour Warming Centres through January and February for the 2016/2017 Winter
Purchase of Service Rate Increases	1,124	1,124		-	-	-	-	Inflationary Funding of 2% for POS from 32 community agencies operating 49 shelters. Last per diem increase was in 2014.
Housing First Pilot Program								RFP for community agencies to provide follow-up housing supports though intensive case management support and housing allowances. Costs are expected to be \$0.800 million. This cost will be offset by a one-time reduced contribution to the rent bank because of the rent bank's repaid loans, which are sufficient to offset administration costs of the rent bank in 2016. If this initiative does not proceed, shelter beds will continue to be locked up by long-term users increasing shelter occupancy pressures.
Shelter, Support & Housing Administration Total	1,540	1,540	0.0	0.0	0.0	0.0	0.0	

New/Enhanced Services Not in Preliminary Budget - Poverty Reduction

Description (\$000s) Except Positions	2016			Incremental Impact				Comments
	Gross	Net	New Positions	2017 Plan		2018 Plan		
				Net	Position	Net	Position	
Poverty Reduction								
Social Development, Finance & Administration								
Social Procurement - Cost Share with Purchasing	33	33	-	12	-			- Funding for 1 position cost shared between TESS, SDFA, EDC and SSHA to provide advice, training and assistance to PMMD in the procurement of social service community needs and supports. The initiative will leverage the economic power of the City to stimulate job growth and drive inclusive economic growth.
Toronto Youth Employment Program	633	633	6.0		-			- As part of the 2015 Service Level Reviews the Economic Dev Ctte recommended to the BC for consideration that the YET program be re-established. This youth assistance program links vulnerable youth to employment resources, skills development and educational programs and replaces a similar Federal cost-shared program that was cancelled in 2014.
Social Development, Finance & Administration Total	665	665	6.0	12	0.0		0.0	
Toronto Employment & Social Services								
Employment Program for Single Parents	300	300		-				To continue the Employment Program for Single Parents and to pilot providing additional support for other initiatives such as the Partnership to Advance Youth Employment (PAYE) and the Job Incentive Program (JIP).
Toronto Employment & Social Services Total	300	300	0.0		0.0		0.0	
Total Poverty Reduction	3,702	3,102	14.4	62	1.0	60	0.0	

New/Enhanced Services Not in Preliminary Budget - Mayor's Task Force On TCHC

Description (\$000s) Except Positions	2016			Incremental Impact				Comments
	Gross	Net	New Positions	2017 Plan		2018 Plan		
				Net	Position	Net	Position	
Mayor's Task Force on TCHC								
Mayor's Task Force on Toronto Community Housing	13,700	13,700						TCHC has requested \$13.7 million in funding from the City to help fund actions plans in 2016 arising from the Mayor's Task Force recommendations
Total Mayor's Task Force on TCHC	13,700	13,700	0.0		0.0		0.0	

Total Cluster A New/Enhanced not included in Preliminary Budget	37,169	36,569	204.2	4,966	23.5	(461)	6.2	Total
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2017 & 2018 Plan - Details

Description (\$000s)	2017 - Incremental Increase					2018 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Salaries & Benefits	1,037.8	(413.8)	1,451.6	0.1%		8,602.5		8,602.5	0.8%	
Progression Pay, Step & Benefit Increases	1,555.0		1,555.0	0.1%		8,602.5		8,602.5	0.8%	
Other (reversal of Leap Year Impact - LTCHS)	(517.2)	(413.8)	(103.4)	(0.0%)						
Annualization Impact of 2015 Approvals	6,375.9	2,365.4	4,010.5	0.4%	(5.3)	(2,327.8)	(1,777.8)	(550.0)	(0.0%)	(18.0)
CS - Opening of Humberlea Early Learning & Child Care Centre	845.4		845.4	0.1%						
LTCHS - Kipling Acres - Return to Service of 145	3,140.0	2,375.0	765.0	0.1%						
PFR - Annualization of new park enhancements & rec. facilities	2,390.5	(9.6)	2,400.1	0.2%	(5.3)	(2,327.8)	(1,777.8)	(550.0)	(0.0%)	(18.0)
Prior Year Impact	(17,961.2)	(20,017.5)	2,056.3	0.2%	1.1	(2,054.5)	(4,110.0)	2,055.5	0.2%	(0.4)
PFR - EAB Management Plan - Year 6	(7,100.0)	(5,500.0)	(1,600.0)	(0.1%)		(4,900.0)	(4,900.0)			
PFR - Revised Forestry Service Plan	3,800.0	300.0	3,500.0	0.3%		4,900.0	3,000.0	1,900.0	0.2%	
PFR - Urban Forestry - Cash in Lieu & Tree Deposits	(2,000.0)	(2,000.0)				(500.0)	(500.0)			
SDFA - Reversal of Tower Renewal Energy Retrofit Pogram	(10,055.0)	(10,055.0)								
SDFA - Net Reversal of Healthy Kids Community Challenge	(1,590.0)	(1,590.0)				(1,710.0)	(1,710.0)			(2.0)
SDFA - Reversal of Syrian Refugee Resettlement Program	(600.0)	(600.0)								
PFR - Swim to Survive Program Expansion - Phase 2	155.7		155.7	0.0%	2.1	154.0		154.0	0.0%	1.6
PFR - 4 Weeks Outdoor Ice Rink Extension to March Break	0.6		0.6	0.0%		1.5		1.5	0.0%	
SDFA - Reversal of Pan Am Initiatives	(442.5)	(442.5)								
SDFA - Reversal of Youth Asset Mapping Tool	(130.0)	(130.0)			(1.0)					

2017 & 2018 Plan - Details

Description (\$000s)	2017 - Incremental Increase					2018 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Operating Impact of Completed Capital	6,570.0	30.9	6,539.1	0.6%	18.0	4,588.6	386.6	4,202.0	0.4%	3.6
PFR	5,909.0	30.9	5,878.1	0.5%	18.0	4,335.6	229.1	4,106.5	0.4%	3.6
TPS - Northwest District Multi-Function station - Maintenance and utility costs	90.0		90.0	0.0%			45.0	(45.0)	(0.0%)	
TPS - Contribution to Equipment Reserve for the replacement of power stretchers	225.0		225.0	0.0%		225.0	112.5	112.5	0.0%	
TPS - Contribution to Vehicle Reserve for the replacement of new ambulance vehicles	346.0		346.0	0.0%		28.0		28.0	0.0%	
Economic Factors	302.9	(144.9)	447.8	0.0%		1.1	(147.2)	148.3	0.0%	
LTCHS (mainly utilities and contracted services)	300.9		300.9	0.0%						
SDFA - IDR Decrease - TESS (SPIDER & Toronto Youth Job Corp.)		(144.9)	144.9	0.0%			(147.2)	147.2	0.0%	
SDFA - IDC Increase - IT (ESRI Maintenance costs)	1.0		1.0	0.0%		1.1		1.1	0.0%	
TPS	1.0		1.0	0.0%						
Revenue		31,177.7	(31,177.7)	(2.8%)			26,859.7	(26,859.7)	(2.4%)	
CS -Provincial Subsidy / Reserve Draw		4,700.0	(4,700.0)	(0.4%)			4,100.0	(4,100.0)	(0.4%)	
CT - Upload of Provincial security costs		316.0	(316.0)	(0.0%)			316.0	(316.0)	(0.0%)	
TPS - Additional Provincial Revenues		2,034.5	(2,034.5)	(0.2%)			196.0	(196.0)	(0.0%)	
TESS - Ontario Works Benefits Upload		23,522.1	(23,522.1)	(2.1%)			21,454.1	(21,454.1)	(1.9%)	
LTCHS - Reversal of Tax Stabilization for one extra day in 216		(103.4)	103.4	0.0%						
PFR - Additional 2% Increase - Recreation User Fees		343.1	(343.1)	(0.0%)						
TESS - OW Rate Increase		525.8	(525.8)	(0.0%)			490.8	(490.8)	(0.0%)	
TESS - Program Delivery Funding - 50/50 Portion		(183.5)	183.5	0.0%			302.8	(302.8)	(0.0%)	
TPS - Rate Revenue Changes		23.1	(23.1)	(0.0%)						

2017 & 2018 Plan - Details

Description (\$000s)	2017 - Incremental Increase					2018 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Other (specify)	(9,798.9)	(6,919.2)	(2,879.7)	(0.3%)	(75.0)	(2,254.8)	(388.7)	(1,866.1)	(0.2%)	
CS - Deletion of temporary positions required for implementation of new Provincial child care service delivery model	(1,201.2)		(1,201.2)	(0.1%)	(9.0)					
TESS - IDC/IDR changes	(1,368.1)	(1,085.5)	(282.6)	(0.0%)		(140.7)	92.8	(233.5)	(0.0%)	
TESS - Child Benefit Restructuring Savings	(2,193.0)		(2,193.0)	(0.2%)		(2,414.0)		(2,414.0)	(0.2%)	
TESS - Caseload Contingent Staff	(5,463.3)	(5,463.3)			(66.0)					
LTCCHS - IDC/IDR for West Acres Facility Rental at Kipling Acres		8.5	(8.5)	(0.0%)						
LTCCHS - Resident Acuity and Service Levels	8.5		8.5	0.0%		22.3		22.3	0.0%	
PFR - Contribution to Reserve - Vehicles & Ferry	291.8		291.8	0.0%		306.4		306.4	0.0%	
SSHA - Pan Am Games Rental Supplement	131.6	131.6								
SSHA - Increase in IDC's	0.4		0.4	0.0%		0.5		0.5	0.0%	
TESS - Special Diet		(60.0)	60.0	0.0%			(56.0)	56.0	0.0%	
TESS - Mandatory Employment Benefits		(84.0)	84.0	0.0%			(78.4)	78.4	0.0%	
TESS - 3,500 Caseload Reduction	(2.0)	(366.5)	364.5	0.0%		(25.3)	(347.1)	321.8	0.0%	
TPS - Zero based - furniture	(34.0)		(34.0)	(0.0%)						
TPS - Reduction in various IDC's	21.0		21.0	0.0%		(10.7)		(10.7)	(0.0%)	
Other	9.4		9.4	0.0%		6.7		6.7	0.0%	
Total - Known Impacts	(13,473.5)	6,078.6	(19,552.1)	(1.8%)	(61.2)	6,555.1	20,822.6	(14,267.5)	(1.3%)	(14.8)

2017 & 2018 Plan - Details

Description (\$000s)	2017 - Incremental Increase					2018 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Anticipated Impacts:										
Other (specify)										
CS - Economic Factors (primarily cost of purchased child care)	6,969.1		6,969.1	0.6%		5,966.8		5,966.8	0.5%	
EDC - Arts and Culture Phase-In	2,000.0	(3,500.0)	5,500.0	0.5%						
SSHA - Increase in Social Housing Pressures - TCHC and Non-TCHC	4,322.6	(14,293.7)	18,616.3	1.7%		6,034.8	(9,736.9)	15,771.7	1.4%	
SSHA - Change in Affordable Housing Program Grants	(18,726.4)	(18,726.4)				(2,966.0)	(2,966.0)			
PFR - Permit Volume		(600.0)	600.0	0.1%			(800.0)	800.0	0.1%	
SSHA - Change in 100% Provincially Funded Social Housing	(868.5)	(868.5)				(533.7)	(533.7)			
SSHA - Change in CHPI Funding	(800.0)	(800.0)								
Other										
Total - Anticipated Impacts	(7,103.2)	(38,788.6)	31,685.4	2.9%		8,501.9	(14,036.6)	22,538.5	2.0%	
Total Incremental Impact	(20,576.7)	(32,710.0)	12,133.3	1.1%	(61.2)	15,057.0	6,786.0	8,271.0	0.7%	(14.8)

User Fee Change Highlights

Fee Description	2014 Fee	Recommended 2015 Fee	% Increase	Incremental Revenue (\$000's)
Parks, Forestry & Recreation				
PFR User Fee Inflationary Increase	n/a	n/a	2.00%	\$1,599.68
PFR User Fee Additional Market Rate Increase (excluding ice permits)	n/a	n/a	2.00%	\$873.42
Total Incremental Revenue				\$2,473.10
Toronto Paramedic Services				
Safe City - Volume Changes	various	various	n/a	\$36.39
Standby Fees - Volume Changes	various	various	n/a	\$110.77
Paramedic Services Education Fees - Inflationary Increases	various	various	2.00%	\$4.67
Professional Standards Unit - Information Requests - Inflationary Increases	various	various	2.00%	\$0.88
Professional Standards Unit - Information Requests - Volume Changes	various	various	n/a	\$7.93
Total Incremental Revenue				\$160.64
Cluster A - Total Incremental Revenue				\$2,633.74

Refer to Appendix 7 of Programs' Analysts Notes for details

Summary of Major Projects Completed in 2015

Parks, Forestry and Recreation

New Builds:

- ✓ Regent Park Community Centre (\$21.000 M)
- ✓ Anthony Road Park Splash Pad and Playground (\$0.800 M)
- ✓ Elizabeth Simcoe Park New Water Play (\$0.500 M)
- ✓ Seven Oaks Park Splash Pad (\$0.500 M)

Improvement and Enhancement:

- ✓ McNicoll Park Artificial Turf Field (\$1.400 M)
- ✓ Allan Gardens Playground Development (\$0.950 M)
- ✓ Centennial Park (Etobicoke) Access Improvements (\$0.500 M)

State of Good Repair:

- ✓ Oriole Community Centre SOGR Rehabilitation (\$2.300 M)
- ✓ Victoria Village Arena SOGR Rehabilitation (\$1.100 M)

Summary of Major Projects Completed in 2015

Toronto Paramedic Services

- ✓ Purchase of 40 addition defibrillators (\$1.4M) - to address the systems' growth

Economic Development, & Culture

- ✓ Phase 8, Casa Loma exterior restoration (incl. Norman Tower / Observation Tower at s/w corner)
- ✓ Toronto Centre for the Arts Main Stage Reconfiguration
- ✓ Prince Edward Viaduct Illumination – Phase 1 Complete
- ✓ Fort York Visitors Centre: Exhibits & Landscaping

Key Capital Issues & Priority Actions for 2016 Children Services

- Expanding System Capacity in Under-served Communities
Improving licensed capacity in the system which currently lacks the infrastructure to meet the needs of families.
- 10-Year Recommended Capital Plan includes funding of \$27.577 million to increase the number of licensed Child Care Centres by 8 with 457 spaces, thereby increasing access to child care in communities that have the most insufficient licensed capacity.
- Deliver the Capital Upgrades through the SOGR Program reducing the backlog and implementing accessibility upgrades continues to be a priority.
- \$13.830 million in SOGR funding is included to reduce the backlog in 24 of the City owned child care centres; to implement accessibility upgrades required by Provincial legislation; and to manage ongoing maintenance requirements.

Key Capital Issues & Priority Actions for 2016 Economic Development & Culture

- Enhance the preservation of Toronto’s heritage and expand opportunities for the public to experience and appreciate the history of Toronto:
 - Invest \$26.232 million over 10 years to restore / preserve heritage elements, including museums, historical sites, as well as outdoor public art.
 - Refurbish and rehabilitate the heritage museum interiors (\$3.350 million).
 - Maintain major City-owned cultural sites and historical collection artifacts, including large outdoor items (\$12.206 million).
- Enhance the public realm, revitalize neighborhoods and generate economic growth:
 - Leverage business investments through the BIA support programs.
 - Leverage non-debt funding sources through partnerships.

Key Capital Issues & Priority Actions for 2016 Parks, Forestry & Recreation

- Limited Corporate Funding for Service Improvement and Growth do not meet expectations for investment.
- Over the 10-year plan, 92% of debt is applied to State of Good Repair (SOGR) and the remainder is applied to Service Improvement (SI) and Growth Related (GR) projects.
- Compliance with the Accessibility for Ontarians with Disabilities Act (AODA) by 2025
- Development of the 20-year Facilities Master Plan (FMP) to guide indoor and outdoor parks and recreation facility planning, aid decision-making, and prioritize investment in parks and recreation amenities.

Key Capital Issues & Priority Actions for 2016 Toronto Paramedic Services

- The 10-year Preliminary Plan includes funding for the construction of 3 multi-function stations.
- Infrastructure Feasibility Study for a new Toronto Paramedic Services' dispatch model

Key Capital Issues & Priority Actions for 2016 Shelter Support & Housing Administration

- Seaton House/ George Street Revitalization (GSR) funding of \$69.578 M initially approved will be directed towards funding costs for the larger GSR project which is contingent on the project being approved and fully funded in 2016.
- Funding of \$17.838 M to purchase one new shelter location and renovate another will provide permanent homes to existing shelter operators facing uncertainty in their current location.
- \$12.5 M is provided to support SSHA's ongoing major maintenance requirements and support major infrastructure upgrades in the City's shelters.

Summary of Major Projects in the 2016 - 2025 Preliminary Capital Plan (Children Services)

Major projects in 2016 – 2025 Preliminary Capital Plan:

- ✓ 8 new non-profit Child Care Centres (457 new spaces)
- ✓ SOGR upgrades, including retrofits to bring facilities into compliance with AODA legislation
- ✓ IT System upgrades to improve access to services through online applications for families and child care operators
 - Key projects to be completed in 2016
- ✓ Project Planning & Design for Advent Child Care Centre
- ✓ SOGR upgrades to city owned Child Care Centres

Summary of Major Projects in the 2016 – 2025 Preliminary Capital Plan (Eco. Dev. & Culture)

Major projects in 2016 – 2025 Preliminary Capital Plan:

- BIA Streetscape, Commercial Facade improvement & Mural projects to invest in BIAs & commercial districts.
- Continued restoration/preservation of Casa Loma buildings.
- Guild Inn Revitalization.
- Major refurbishment/maintenance at various City-owned cultural sites (e.g. Berkeley Theatre, John Street Roundhouse, St. Lawrence Centre for the Arts).

Summary of Major Projects in the 2016 - 2025 Preliminary Capital Plan (LTCHS)

Major projects in 2016 – 2025 Preliminary LTCHS Capital Plan:

- Kipling Acres (Phase 2) - remaining 145 beds (total 337 beds) will be completed May 2016
- Service Improvement Project (electronic health records) that will allow the review of current processes with the objective of finding efficiencies

- State of Good Repair (SOGR), Health & Safety, & Legislated –
 - The maintenance program averages \$4.8 million per year for exteriors, mechanical, electrical, & specialty systems

Summary of Major Projects in the 2016 - 2025 Preliminary Capital Plan (PFR)

Major projects in 2016 – 2025 Preliminary Capital Plan:

- 6 New Community Centres (York, Railway Lands/Block 31, Bessarion, North East Scarborough, Western North York, & 40 Wabash Parkdale)
- New Outdoor Ice Rink & Skating Trail at McCowan District Park
- Replacement of single pad Don Mills Civitan Arena with a twin pad arena
- New Indoor Pool at Wellesley Community Centre
- Replacement of 2 Ferry Boats
- Lawrence Heights Revitalization Park Development
- \$634 M in funding for State of Good Repair
- Over \$33 M investment in playground upgrades

Summary of Major Projects in the 2016 - 2025 Preliminary Capital Plan (SSHA)

Major projects in 2016 – 2025 Preliminary SSHA Capital Plan:

- 16 City facilities (9 managed by City; 7 leased to operators)
- 12 Shelters, 1 administrative site, 2 social housing sites,
 - 1 assessment & referral centre
- \$71.8M asset replacement value

Key projects in 2016 – 2025 Plan

- Project management and architectural services to support re-development of George Street, including Seaton House, as a joint project with LTCHS
- SOGR maintenance & major infrastructure upgrades to shelter sites
- Renovate and modernize 389 Church Street
- Shelter Land Acquisition for future use

Key projects to be completed in 2016

- Due diligence & alternative procurement options for the re-development of George Street

Summary of Major Projects in the 2016 - 2025 Preliminary Capital Plan (TESS)

Major projects in 2016 – 2025 Preliminary Capital Plan:

- The 10-Year Preliminary Capital Plan provides funding of \$5 million over 2 years to renovate and modernize the Program's 111 Wellesley facility

Summary of Major Projects in the 2016 - 2025 Preliminary Capital Plan (Paramedic Services)

Major projects in 2016 – 2025 Preliminary Capital Plan:

- 3 new Multi-Functional Stations & 1 Ambulance Post
- New Defibrillators & Ambulances to address growth
- Health & Safety Equipment to continue to reduce workplace injuries (e.g. power stretchers)
- SOGR – medical & communications equipment

Key projects to be completed in 2016

- Substantial completion of Multi-Function Station (1300 Wilson Ave)
- Phase 2 of Defibrillator Replacement Program
- Annual Replacement of Medical Supplies
- Mobile Data Equipment on approx. 27 new ambulances

Capital Budget Variance as of Sep. 30, 2015

Program		2015 Approved Cash Flow	2015 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
CS	4 Months	5.86	0.22	4.37	74.5%		Ⓒ
	Q2	5.86	0.51	3.66	62.4%	↓	Ⓐ
	Q3	5.86	0.83	3.24	55.3%	↓	Ⓐ
Court Services	4 Months	0.07	0.00	0.07	90.0%		Ⓒ
	Q2	0.07	0.01	0.02	22.7%	↓	Ⓓ
	Q3	0.07	0.01	0.02	22.7%	—	Ⓓ
EDC	4 Months	45.85	1.99	32.05	69.9%		Ⓐ
	Q2	46.00	8.49	31.37	68.2%	↓	Ⓐ
	Q3	46.00	17.18	31.14	67.7%	↓	Ⓐ
LTCHS	4 Months	41.00	6.89	35.10	85.6%		Ⓒ
	Q2	41.00	13.71	37.73	92.0%	↕	Ⓒ
	Q3	41.00	24.23	37.29	90.9%	↓	Ⓒ
PF&R	4 Months	230.52	11.61	143.04	62.1%		Ⓐ
	Q2	234.32	35.31	148.72	63.5%	↕	Ⓐ
	Q3	235.66	62.68	136.98	58.1%	↓	Ⓐ
SS&HA	4 Months	7.72	0.40	5.17	66.9%		Ⓐ
	Q2	7.72	1.45	5.26	68.2%	↑	Ⓐ
	Q3	7.72	2.54	6.76	87.5%	↑	Ⓒ
TPS	4 Months	8.87	0.33	6.77	76.3%		Ⓒ
	Q2	8.87	0.49	7.54	85.0%	↕	Ⓒ
	Q3	8.87	0.76	7.00	78.9%	↓	Ⓒ

Ⓒ >70%

Ⓐ between 50% and 70%

Ⓓ < 50% or > 100%

Capital Budget Variance as of Sep. 30, 2015

Key Points:

- ✓ For the nine months ended September 30, 2015, capital expenditures for Cluster 'A' totalled \$108.233 million (31.4%) of their collective 2015 Approved Capital Budget of \$345.194 million. For comparison, the spending rate for the 3rd quarter of 2014 was 29%. Spending is expected to increase to \$222.499 million (64.5%) by year-end.
- ✓ The majority of the Programs in Cluster 'A' are projecting a year-end spending rate between 60% and 90% of their respective 2015 Approved Capital Budgets. Spending rate at year-end for Parks, Forestry & Recreation is projected to be 58.1%; for EDC 67.7% while Long-Term Care Homes & Services and Toronto Paramedic Services anticipate spending rate of 90.9% and 78.9 % respectively.

Debt Target

Debt Target (\$ Million)

Cluster	(\$ Million)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Children's Services	Gross Expenditures	4.8	9.1	8.3	4.2	2.4	2.9	2.6	2.5	3.0	3.1	42.9
	Debt Target	2.5	2.0	1.5	1.3	1.3	1.6	1.5	1.5	1.5	1.5	16.1
	Debt	1.6	2.5	1.9	1.3	1.3	1.6	1.5	1.5	1.5	1.5	16.1
	Over/(Under) Debt Target	(0.9)	0.5	0.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Economic Development & Planning	Gross Expenditures	15.8	13.6	13.4	14.2	13.0	12.7	12.7	13.1	13.0	12.9	134.2
	Debt Target	9.6	9.7	9.8	9.8	9.4	9.5	9.5	9.7	9.7	9.7	96.4
	Debt	9.4	9.3	9.8	9.8	9.9	9.5	9.5	9.7	9.7	9.7	96.4
	Over/(Under) Debt Target	(0.2)	(0.4)	0.0	0.0	0.5	0.0	0.0	0.0	0.0	0.0	(0.0)
Long Term Care Homes Services	Gross Expenditures	17.9	10.1	9.1	8.7	8.0	8.0	8.2	8.2	8.2	8.2	94.3
	Debt Target	16.9	7.0	7.0	7.0	6.1	6.1	6.0	6.0	6.5	6.5	75.2
	Debt	13.9	7.6	7.0	7.0	6.3	6.3	6.5	6.5	7.0	7.0	75.2
	Over/(Under) Debt Target	(3.0)	0.5	0.0	0.0	0.3	0.3	0.5	0.5	0.5	0.5	0.0
Parks, Forestry & Recreation	Gross Expenditures	151.7	190.0	189.9	128.0	103.4	102.8	92.0	81.7	75.5	75.0	1,190.2
	Debt Target	57.0	62.0	72.7	64.4	62.9	69.2	69.2	70.9	70.9	70.9	670.0
	Debt	56.1	62.9	72.7	64.4	62.9	69.2	69.2	70.9	70.9	70.9	670.0
	Over/(Under) Debt Target	(0.9)	0.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Shelter, Support & Housing	Gross Expenditures	18.0	21.0	27.6	22.4	3.4	0.9	0.9	2.4	1.9	1.9	100.5
	Debt Target	15.5	21.0	21.0	22.4	3.4	0.9	0.9	2.4	1.9	1.9	91.5
	Debt	15.5	21.0	21.0	22.4	3.4	0.9	0.9	2.4	1.9	1.9	91.5
	Over/(Under) Debt Target	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Toronto Paramedic Services	Gross Expenditures	17.3	11.8	1.5	2.7	4.6	10.9	3.8	2.5	9.2	7.3	71.5
	Debt Target	10.8	7.3	1.0	3.7	1.3	0.5	6.2	0.5	3.1	3.7	38.2
	Debt	9.2	9.0	1.0	1.3	3.6	6.5	0.4	0.3	3.1	3.7	38.2
	Over/(Under) Debt Target	(1.7)	1.7	0.0	(2.3)	2.3	6.0	(5.8)	(0.2)	(0.1)	0.0	0.0
Toronto Employment & Social Services	Gross Expenditures	2.5	2.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	5.0
	Debt Target	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Debt	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Over/(Under) Debt Target	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	Gross Expenditures	228.0	258.1	249.9	180.3	134.8	138.2	120.1	110.3	110.7	108.4	1,638.6
	Debt Target	112.4	109.1	113.0	108.6	84.3	87.8	93.3	91.0	93.6	94.2	987.3
	Debt	105.8	112.2	113.4	106.3	87.4	94.0	88.1	91.3	94.1	94.7	987.3
	Over/(Under) Debt Target	(6.6)	3.2	0.4	(2.3)	3.1	6.3	(5.3)	0.3	0.4	0.5	(0.0)

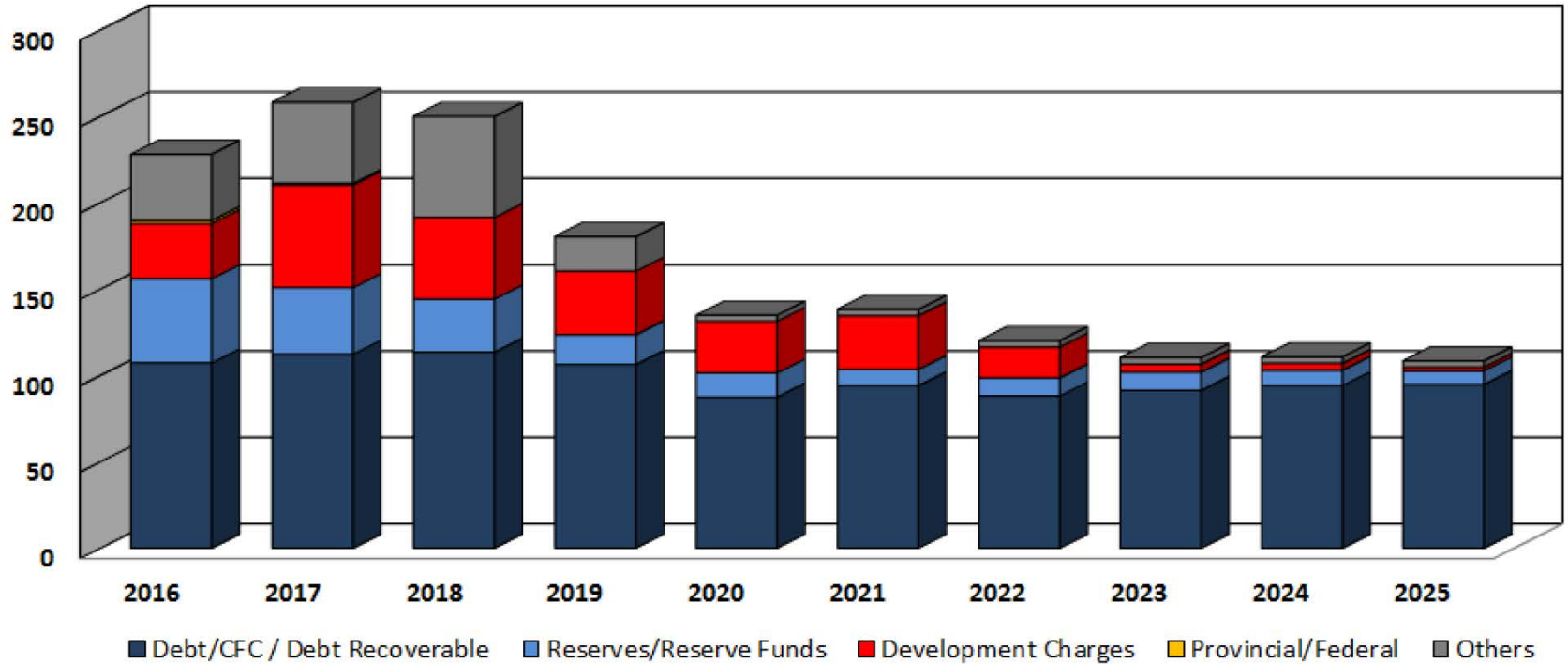
Incremental Operating Impact of Capital

Net Expenditures (\$000s)	2016 Budget		2017 Plan		2018 Plan		2019 Plan		2020 Plan		2021 - 2025 Plan		2016 - 2025 Total	
	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position
Previously Approved Projects														
<i>Shelter Land Acquisition (SSHA)</i>					(84.0)								(84.0)	0.0
<i>Customer Service Improvements (CS)</i>					51.0	1.0	52.0						103.0	1.0
<i>Land Acquisition (PFR)</i>	18.0	0.2											18.0	0.2
<i>Outdoor Recreation Centres (PFR)</i>			50.0	0.3									50.0	0.3
<i>Park Development (PFR)</i>	340.0	3.8	1,293.0	11.8	501.0	5.1							2,130.0	20.8
<i>Playgrounds/Waterplay (PFR)</i>	10.0	0.1	164.0	1.2									174.0	1.3
<i>Trails & Pathways (PFR)</i>	20.0	0.0	145.0	1.3	30.0	0.3							195.0	1.7
<i>Environmental Initiatives (PFR)</i>			38.0	0.4	38.0	0.4							76.0	0.8
<i>Special Facilities (PFR)</i>			155.0	2.0									155.0	2.0
<i>Community Centres (PFR)</i>	75.0	0.8	201.0	2.0	56.0	0.6			7,784.0	87.4			8,116.0	90.8
<i>Information Technology (PFR)</i>					62.0	0.6							62.0	0.6
<i>Power Stretchers (TPS)</i>	225.0		112.5		(112.5)								225.0	0.0
<i>New District Multi- function Station (TPS)</i>			90.0		(45.0)								45.0	0.0
<i>40 New Defibrillators (TPS)</i>	175.0		(88.0)										87.0	0.0
<i>Kipling Acres Redevelopment (145 beds) (LTCHS)</i>	1,530.0	115.6	765.0										2,295.0	115.6
Sub-Total	2,393.0	120.6	2,925.5	19.1	496.5	8.0	52.0	0.0	7,784.0	87.4	0.0	0.0	13,647.0	235.1
New Projects - 2016														
<i>Outdoor Recreation Centres (PFR)</i>			150.0	1.5	180.0	1.9	525.0	5.3					855.0	8.7
<i>Park Development (PFR)</i>			673.0	6.8	925.0	9.1	428.0	4.3	68.0	0.7			2,094.0	20.9
<i>Playgrounds/Waterplay (PFR)</i>			49.0	0.5	(24.0)	(0.4)							25.0	0.1
<i>Pool (PFR)</i>			600.0	6.1	450.0	4.5	225.0	2.3					1,275.0	12.9
<i>Arena (PFR)</i>	22.0	0.5	271.0	2.7									293.0	3.2
<i>Trails & Pathways (PFR)</i>			286.0	2.9	231.0	2.3							517.0	5.2
<i>Environmental Initiatives (PFR)</i>			320.0	3.2	49.0	0.5							369.0	3.7
<i>Special Facilities (PFR)</i>			174.0	1.7	56.0	0.6							230.0	2.3
<i>Community Centres (PFR)</i>			263.0	2.6	263.0	2.6	158.0	1.6	53.0	0.5			737.0	7.3
<i>Information Technology (PFR)</i>			343.0	3.5	213.0	1.7							556.0	5.2
<i>Additional Ambulance (TPS)</i>	180.0		(90.0)										90.0	0.0
Sub-Total	202.0	0.5	3,039.0	31.5	2,343.0	22.8	1,336.0	13.5	121.0	1.2	0.0	0.0	7,041.0	69.5

Incremental Operating Impact of Capital

Net Expenditures (\$000s)	2016 Budget		2017 Plan		2018 Plan		2019 Plan		2020 Plan		2021 - 2025 Plan		2016 - 2025 Total	
	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position
New Projects - Future Year														
<i>George Street Revitalization - Phase 2* (SSHA)</i>													0.0	0.0
<i>Outdoor Recreation Centres (PFR)</i>			128.0	1.1	128.0	1.3	113.0	1.1	128.0	1.3	625.0	6.3	1,122.0	11.1
<i>Park Development (PFR)</i>					859.0	8.5	1,033.0	10.4	301.0	3.1	346.0	3.5	2,539.0	25.5
<i>Parking Lots and Tennis Courts (PFR)</i>					51.0	0.5							51.0	0.5
<i>Playgrounds/Waterplay (PFR)</i>					(12.0)	(0.2)							(12.0)	(0.2)
<i>Arena (PFR)</i>									218.0	6.5			218.0	6.5
<i>Trails & Pathways (PFR)</i>					30.0	0.3					169.0	1.7	199.0	2.0
<i>Environmental Initiatives (PFR)</i>			90.0	0.9	304.0	3.1	295.0	3.0	190.0	1.9	998.0	10.2	1,877.0	19.1
<i>Special Facilities (PFR)</i>							53.0	0.5					53.0	0.5
<i>Community Centres (PFR)</i>											6,308.0	69.5	6,308.0	69.5
<i>Information Technology (PFR)</i>			68.0	0.7	270.0	2.7	173.0	1.7	158.0	1.6	158.0	1.6	827.0	8.3
<i>Multi-Function Station #2 (TPS)</i>											60.0		60.0	0.0
<i>Additional Ambulance (TPS)</i>			346.0		28.0		39.0		13.0		(42.0)		384.0	0.0
Sub-Total	0.0	0.0	632.0	2.7	1,658.0	16.2	1,706.0	16.7	1,008.0	14.4	8,622.0	92.8	13,626.0	142.8
Total	2,595.0	121.1	6,596.5	53.3	4,497.5	47.0	3,094.0	30.2	8,913.0	103.0	8,622.0	92.8	34,314.0	447.4

2016 – 2025 Preliminary Capital Budget and Plan by Funding Source



\$ Million	2016 - 2025 Preliminary Capital Budget and Plan by Funding Source										
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Totals
Debt/CFC / Debt Recoverable	107.2	112.2	113.4	106.3	87.4	94.0	88.1	91.3	94.1	94.7	988.7
Reserves/Reserve Funds	48.7	38.5	30.8	17.2	14.0	9.5	10.5	10.6	8.9	7.9	196.5
Development Charges	32.0	59.5	47.2	36.8	29.9	31.0	17.9	4.6	4.0	2.1	265.1
Provincial/Federal	1.7	0.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.6
Others	38.3	47.0	58.5	20.0	3.6	3.7	3.7	3.8	3.8	3.7	185.8
Totals	228.0	258.1	249.9	180.3	134.8	138.2	120.1	110.3	110.7	108.4	1638.6

