

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

Budget Committee



Agenda

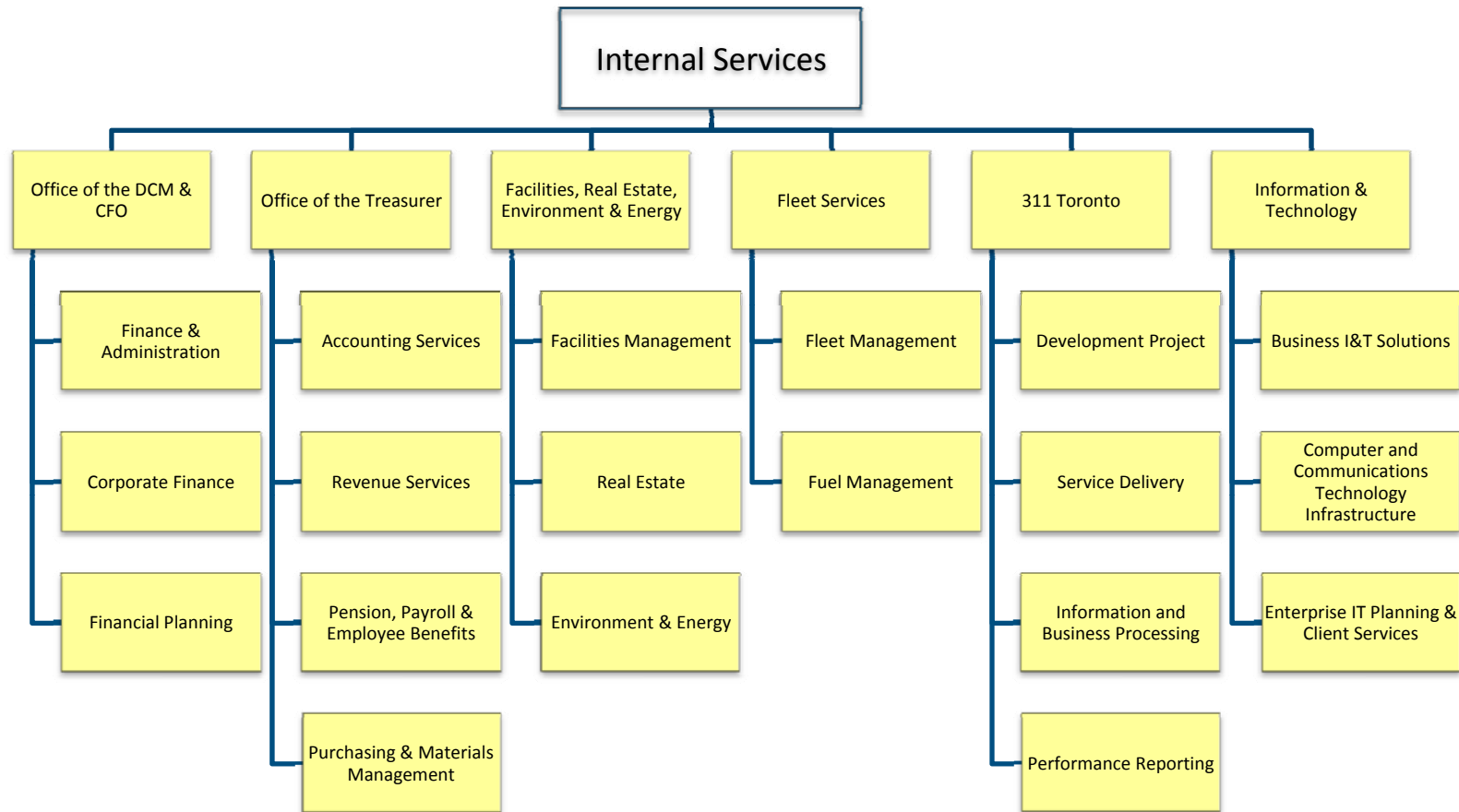
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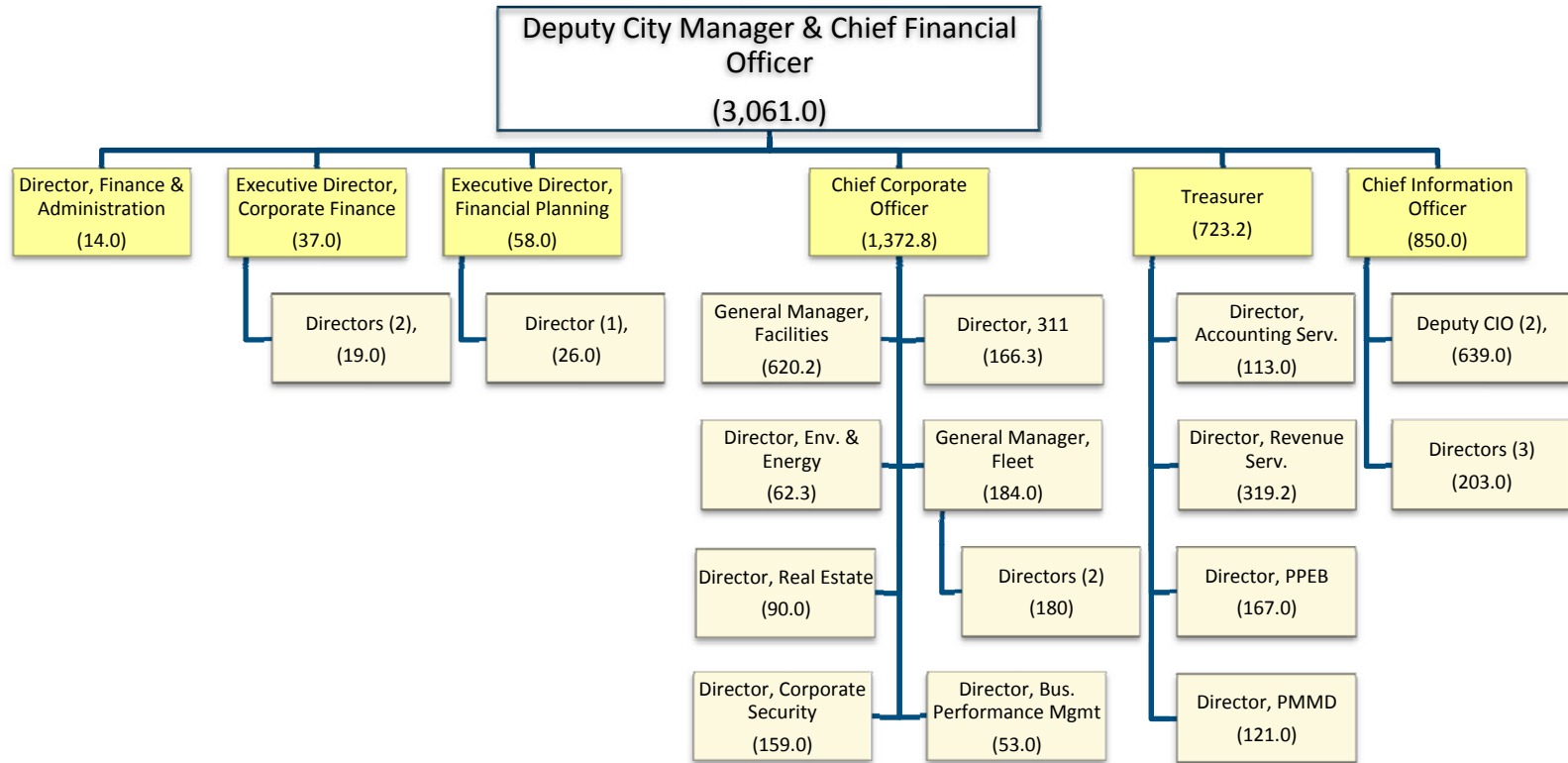
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Cluster Overview

Service Delivered By Internal Services

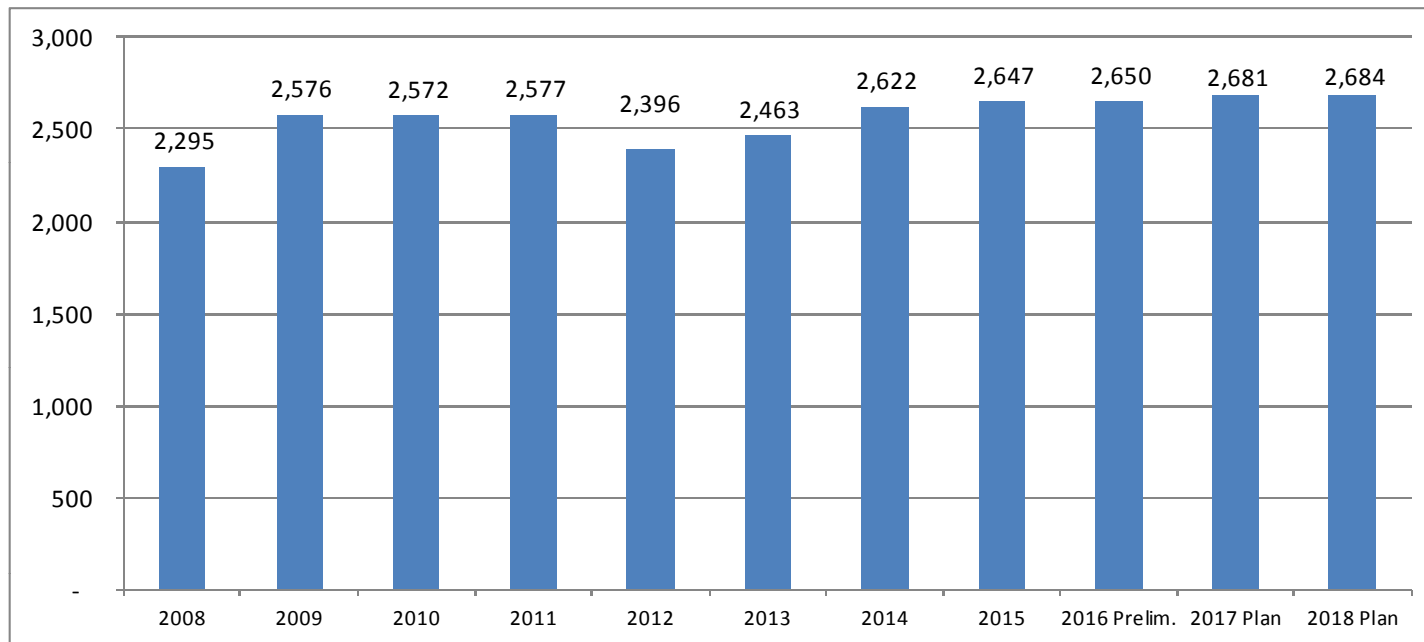


2016 Organizational Chart for Internal Services



Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Permanent Pos	16.0	456.0	343.0	1,826.2	2,641.2
Temporary Pos	-	56.0	159.0	204.8	419.8
Total	16.0	512.0	502.0	2,031.0	3,061.0

Staff Trend (Excludes Capital Positions)



Key Points:

- 2009: 121 IT positions transferred in from Clusters A & B as part of IT Transformation, 100.5 positions added to Facilities for the management of Union Station and to address increased client demands
- 2012: 119.2 positions deleted due to contracting out of custodial services, 56 positions deleted through efficiencies
- 2013: 58 new operating positions to deliver IT capital projects
- 2014: 55 positions adjusted to complement (provincial trades), 46.8 positions added for reversal of contracting out Phase II of custodial ASD, 20 positions transferred to Facilities from EMS as part of Facilities Transformation
- 2015 & 2017 Plan: position increase mainly due to operating impacts of capital

Vacancy Analysis

	2013			2014			2015 Year-End Projections			
	# of Vacancies	Vacancies % of Total Approved Pos.	Approved Pos.	# of Vacancies	Vacancies % of Total Approved Pos.	Approved Pos.	# of Vacancies as at Sep 30	# of Vacancies Projections to Dec 31	Vacancies % of Total Approved Pos.	Approved Pos.
Operating	273.3	11.1%	2,463.2	212.7	8.1%	2,621.5	188.3	109.9	4.2%	2,646.5
Capital	148.0	43.4%	341.0	135.5	39.0%	347.5	160.0	125.3	31.2%	401.1
Total	421.3	15.0%	2,804.2	348.2	11.7%	2,969.0	348.3	235.2	7.7%	3,047.6

Vacancy Drivers:

- Approximately 95 operating positions (3.8%) are required to remain vacant to meet gapping obligations
- Vacancies are due to delays in filling positions as well as recruitment challenges
- Projected vacancies at year-end are mainly in FREEE (52.9 – 42.9 operating, 10 capital) and I&T (143 - 39 operating and 104 capital)
- The vacancy rate has been decreasing over the past 3 years, from 15% in 2013 to 7.7% projected for 2015

Hiring Strategies:

- Prioritization of filling critical positions first
- Partner with Human Resources to provide a dedicated team to expedite recruitment
- Focus on career development for both non-union and union staff, and using tools such as the talent grid to manage and develop talent throughout the organization

Service Performance

Key Service Accomplishments in 2015

Office of the DCM & CFO

- Provided project analysis, advisory, negotiation and research services for major corporate initiatives and multi-lateral projects – Toronto-York Spadina Subway Extension, Waterfront Revitalization, Scarborough Subway, Gardiner Expressway
- Negotiated and received Council endorsement for a reduced sunk cost payment to Metrolinx in connection with the cancelled Scarborough LRT
- Continued to enhance financial transparency and public engagement in the City’s budget process by undertaking and evaluating a Participatory Budgeting Pilot in 3 wards, continuing to improve the budget website, and refining the Budget Notes

Office of the Treasurer

- Implemented enhanced Employee Self-Service functionality and Manager Self-Service functionality
- Continued to receive the prestigious GFOA Canadian Award for Financial Reporting for eight (8) consecutive years
- Launched online lookup websites for Property Tax, Utility Bills and Parking Tickets

Key Service Accomplishments in 2015

Office of the Chief Corporate Officer

Facilities Management

- Consolidated facilities operations and capital project delivery teams, developed client portfolios and Project Management Office – building ownership under one team
- Rolled out mobile work order solution for preventative and demand maintenance, improving communications and efficiency in delivering and completing maintenance requests and plans

Real Estate

- Obtained approval from Council to modernize and standardize space and rationalize leased space with expected savings of 10% to 15% - Commenced work on 2 pilot locations
- Continued development of the future retail plans at Union Station

Environment & Energy

- Developed Energy Conservation and Demand Management Plan, identifying 528 City facilities as having high potential for energy conservation initiatives
- Build community engagement through the Home Energy Loan Program (supporting retrofits in residential homes – 88 agreements to date), the Live Green Toronto Program, and through the TalkTransformation event series (3 events with over 400 participants)

Key Service Accomplishments in 2015

Office of the Chief Corporate Officer Cont...

Fleet Services

- Completed review of Fleet's operations by external consultant and commenced implementation of strategies to address deficiencies
- Expanded services to Internal clients:
 - Toronto Transit Commission - fuel provision
 - Toronto Parking Authority - fuel provision
 - Toronto Paramedic Services - preventative maintenance, licence renewal training
 - Toronto Fire Services - licence renewal training
- Continued to make improvements to the Provincial Commercial Vehicle Operators Registration (CVOR) plan rating (currently 28.1% - Note, lower figure is better)
- Completed implementation and evaluation of the City's first Car Share program

311 Toronto

- Tested and implemented a redundancy site at NYCC, allowing 311 Toronto to provide uninterrupted services in the event of an emergency at Metro Hall
- Provided integrated support and consolidated Tier 1 call service for Revenue Services property tax and utility bills
- The Council approved service level is to answer 80% of calls in 75 seconds. In 2015, 311 achieved 82% service level

Key Service Accomplishments in 2015

Information & Technology

- Enhanced Online Citizen experience improving access to City Services for residents and business with several new services on the City's website
 - Implemented numerous toronto.ca website enhancements including updated and mobile friendly content and online services
- Modernized City's business processes and systems with a focus on employee productivity and the next generation Toronto Public Service digital worker including
 - Completed 1300+ change requests to enhance over 340 business systems and resolved 32,000+ Service Requests for business systems for City Programs
 - Provided support for 22,500+ staff and 200,000+ requests for IT Support
- Provided IT Training and Education to 5900+ staff, including significant support for the implementation of the City's new E-Mail system
- Implemented several initiatives in support of Pan Am Games including Pan Am Sports Centre technology infrastructure design and web-based incident management system for Office of Emergency Management

Key Service Issues & Priority Actions for 2016

- Delivering Long-Term Financial Plan that sets out realistic expenditure and revenue outlooks and including infrastructure needs
 - Continue implementation of surplus management and monetization strategies
 - Funding to address the City's growth related projects with a focus on transportation (transit and roads) and waterfront renewal
 - Plans to deal with the operating structural issues/pressures
- Capital funding challenges from rising state-of-good repair needs and growth demands
 - Continuing to leverage City assets and examine other non-debt revenues to generate funding for unmet capital needs
- Continue to coordinate and implement Shared Services opportunities and savings
- Operating in a complex and highly legislated environment
 - Emerging legislative changes including upcoming Comprehensive Economic Trade Agreement
 - Review and business case preparation of mergers of pre-OMERS plans with OMERS
- 311 continues to experience an increase in total contacts and complexity of calls
 - Minimize handle time and re-structure the call escalation process
- Continue to support major projects like Gardiner Expressway, Waterfront Revitalization, TYSSE, Scarborough Subway

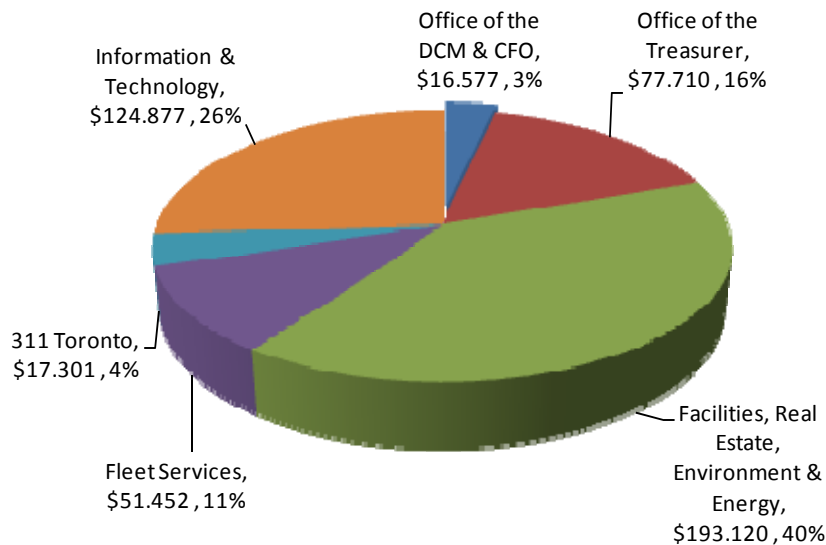
Key Service Issues & Priority Actions for 2016

- Coordination of preventative maintenance, SOGR and energy retrofit projects to ensure minimal impact and cost efficiency
- Improving resilience to high impact extreme weather events
 - Implement the Resilient City-Climate Change Risk Management Policy adopted by Council in July 2013
- Unlocking the value of the City's real estate portfolio and maximizing the use of City-owned space while meeting client program requirements (Real Estate Review)
- Continuing implementation of the Fleet Services transformation including the implementation of the recommendations of the Fleet Services Review and Consolidated Green Fleet Plan
- Hedging of fuel prices to provide budget stability
- Increasing business demand for service efficiencies and public expectation for online services impacting infrastructure capacity and sustainment
- A growing and diverse IT portfolio is creating incremental pressure to maintain skills, technology and service levels
- Maintain City technology infrastructure in a secure, reliable and high performance manner and ensure state of good repair to meet growth demands
- Implement and refine new IT Governance and project priority setting process

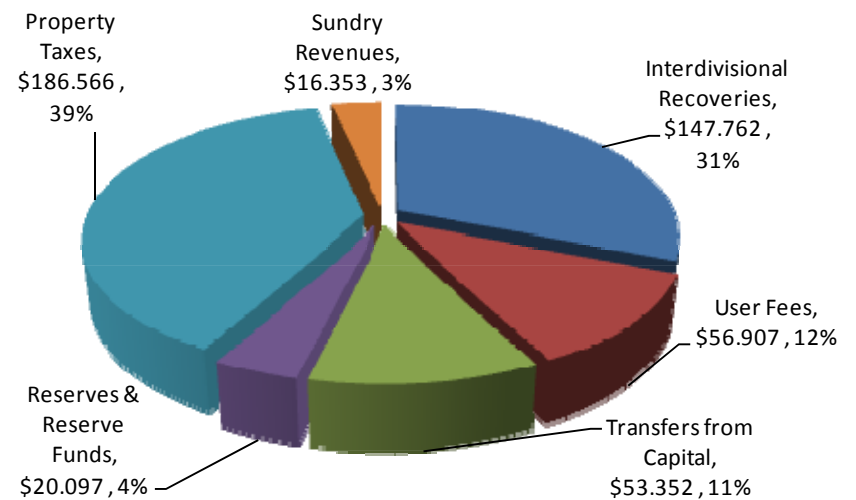
**2016 Preliminary
Operating Budget & Plan**

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

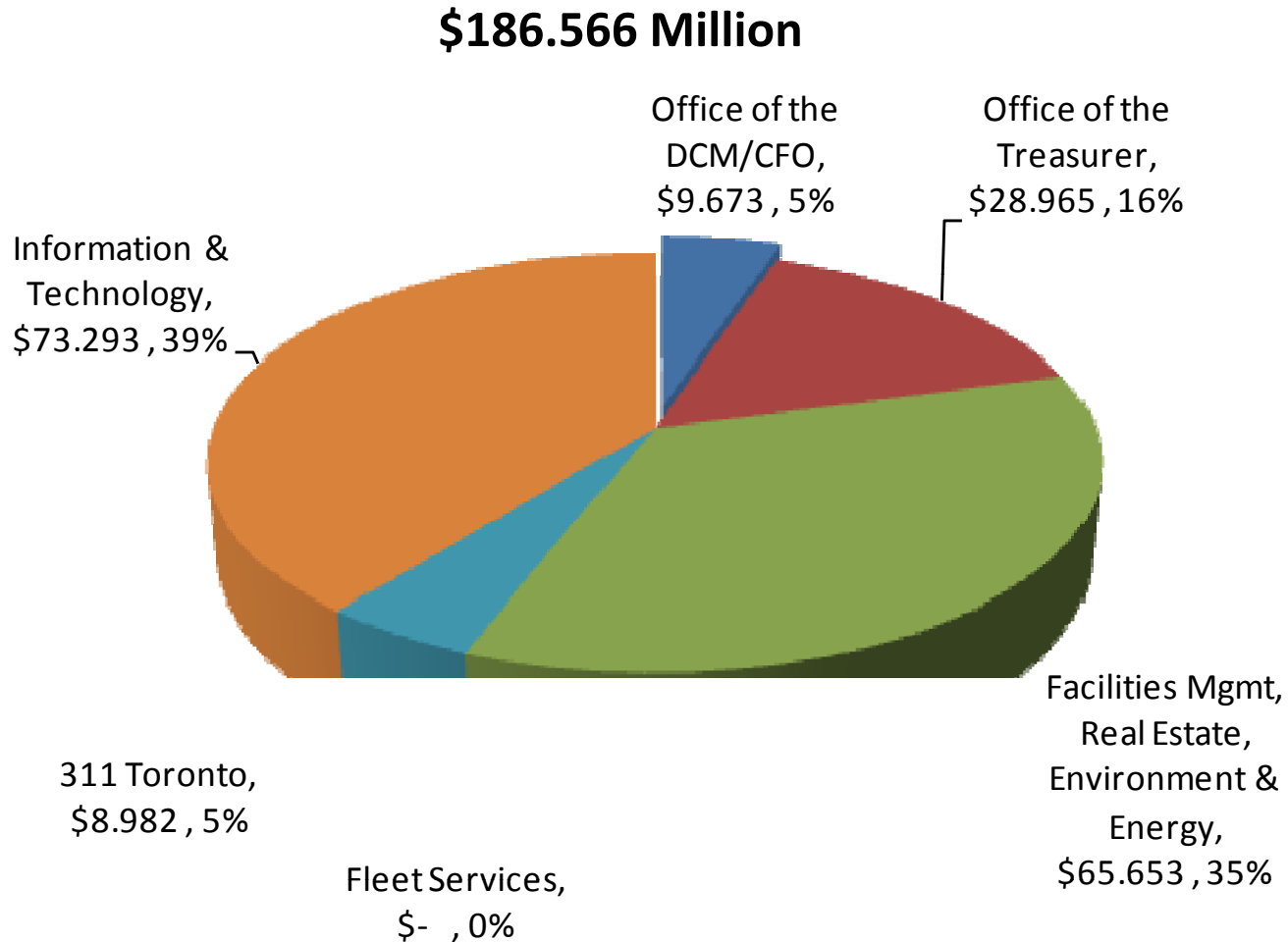
Where the Money Goes
\$481.037 Million



Where the Money Comes From
\$481.037 Million



2016 Preliminary Operating Budget - Where the Property Tax Goes



2016 Preliminary Operating Budget Summary

(In \$000s)	2015 Approved Budget		2016 Preliminary Budget		Change from 2015 Over/(Under)			
					Gross		Net	
	Gross	Net	Gross	Net	\$	%	\$	%
Office of the DCM/CFO	16,558	9,778	16,577	9,673	19	0.1%	(105)	(1.1%)
Office of the Treasurer	76,838	29,928	77,710	28,965	872	1.1%	(963)	(3.2%)
Facilities, Real Estate and Environment & Energy	189,876	66,317	193,120	65,653	3,244	1.7%	(664)	(1.0%)
Fleet Services	50,709	-	51,452	-	743	1.5%	-	0.0%
311 Toronto	17,093	9,249	17,301	8,982	208	1.2%	(267)	(2.9%)
Information & Technology	121,541	72,299	124,877	73,293	3,336	2.7%	994	1.4%
Total Internal Services	472,615	187,571	481,037	186,566	8,422	1.8%	(1,005)	(0.5%)

Key Points:

- 2016 preliminary budget represents a 0.5% decrease from the 2015 approved net budget
- Increase in IT is primarily due to operating impacts of capital

Key Cost Drivers

(In \$000s)	2016 Preliminary Base Budget	
	Net \$	Position
Expenditure Changes:		
Prior Year Impacts	612	
Operating Impacts of Capital	1,269	16
Economic Factors	1,558	
Salary Adjustments (mainly Progression/Step Incr.)	3,013	
Other Base Changes (mainly IDR increases due to Higher Costs)	(1,808)	1
Expenditure Changes	4,644	17
Revenue Changes:		
Increased Lease Revenue	(490)	
Inflation Increase on User Fees	(219)	
Full Cost Recovery from Solid Waste - 311	(400)	
Recovery from Clients for Operating Impacts - IT	(464)	
Other Revenue Changes	62	
Revenue Changes	(1,511)	-
Net Pressures from 2015	3,133	17

Service Changes To Achieve Target -1% Budget Reduction

(In \$000s)	2016 Service Changes			Incremental Change			
				2017 Plan		2018 Plan	
	Gross	Net	Positions	Net	Pos.	Net	Pos.
Base Expenditure Changes (mainly Line by Line Reductions)	(380)	(380)	-	30	-	-	-
Service Efficiencies	(3,462)	(3,120)	(20)	(18)	0	(6)	0
Revenue Adjustments:	-	(614)	-	-	-	-	-
Total Budget Reductions	(3,842)	(4,114)	(20)	12	-	(6)	-

New/Enhanced Services Included in 2016 Preliminary Budget

Description (In \$000s)	2016			Net Incremental Impact			
	Gross Expenditures	Net Expenditures	New Positions	2017 Plan		2018 Plan	
				Net Expenditures	# Positions	Net Expenditures	# Positions
Enhanced Services:							
Addition of TTC and TPA Fuel Site Consumption (Fleet)	481	(24)					
Sub-Total Enhanced Services	481	(24)	-	-	-	-	-
New Services:							
Position for Section 37 Related Requests (FPD)	90	-	1	31			
Sub-Total New Services	90	-	1	31	-	-	-
Total New/Enhanced Services	571	(24)	1	31	-	-	-

New/Enhanced Services Referred to Budget Process

Description (In \$000s)	2016			Net Incremental Impact			
	Gross Expenditures	Net Expenditures	New Positions	2017 Plan		2018 Plan	
				Net Expenditures	Positions	Net Expenditures	# Positions
Referred to the Budget Process:							
Social Procurement Initiative (PMMD)	65.5	32.7	1.0	#2.4		1.5	
PF&R Request for New Services (Fleet)	160.2	-		-			
Total New/Enhanced Services	225.7	32.7	1.0	12.4	-	1.5	-

**Not included in 2016 Preliminary Budget*

2017 & 2018 Plan: Pressures

Description	2017 - Incremental Increase					2018 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Pos.	Gross Expense	Revenue	Net Expense	% Change	# Pos.
Known Impacts:										
Salary Adjustments (Progression, Step)	577.3	1.9	575.4	0.3%	0.0	2,468.1	4.7	2,463.4	1.3%	0.0
Operating Impact of Capital	5,956.8	2,179.0	3,777.8	2.0%	31.0	1,319.2	87.0	1,232.2	0.6%	3.0
Annualization	(29.0)	(1,707.5)	1,678.5	0.9%	0.0	(6.5)	(1,777.6)	1,771.1	0.9%	0.0
Capital Project Delivery	(1,928.4)	(1,928.4)	0.0	0.0%	(18.0)	(720.6)	(712.2)	(8.4)	(0.0%)	(3.0)
Growth in Data Centre Co-Location	67.5	0.0	67.5	0.0%	0.0	67.5	0.0	67.5	0.0%	0.0
Adjustment for Fuel Consumption	266.4	0.0	266.4	0.1%	0.0	422.2	0.0	422.2		0.0
Other (IDC)	1,647.2	70.0	1,577.2	0.8%	0.0	134.3	39.9	94.4		0.0
Revenue Adjustments	0.0	1,069.4	(1,069.4)	(0.6%)	0.0	4.7	1,129.4	(1,124.7)		0.0
Sub-Total Known Impacts	6,557.8	(315.6)	6,873.4	3.7%	13.0	3,688.9	(1,228.8)	4,917.7	2.5%	0.0
Total Incremental Impacts	6,557.8	(315.6)	6,873.4	3.7%	13.0	3,688.9	(1,228.8)	4,917.7	2.5%	0.0

Capital Overview

Capital Assets To Deliver City Services

- Core asset management, state of good repair, security, and energy management infrastructure responsibilities for a portfolio of 460 facilities and 11.5 million square feet with a replacement value of approx. \$4.4 billion
- Over 5200 vehicles and pieces of equipment with estimated replacement value of \$341 million
- 25 City owned fuel sites: Fleet Services manage 16 and Client Divisions manage 9
- 22,000+ desktop computers and notebooks, 24,800+ phones, 15,500 wireless devices, 1500 servers and 3 data centres
- Over 850 enterprise and business solutions/applications

Key Capital Issues

- Coordinating efforts with various stakeholders on major capital projects for public use facilities such as Union Station and the St. Lawrence Market North redevelopment, while minimizing public disruptions, construction delays and scheduling conflicts
- Based on current funding levels, FREEE invests in State of Good Repairs (SOGR) at a rate of approximately 1 percent of the replacement value compared to the industry standard of 2 to 4 percent
- Strategic IT Investment to meet City Program and Service needs to deliver value:
 - Large number of concurrent business transformation projects require significant resources and change management from business and I&T
 - Increasing business demand for service efficiencies and public expectation for online services impacting capacity and sustainment
 - A growing and diverse IT portfolio is creating incremental pressure to maintain skills, technology and service levels

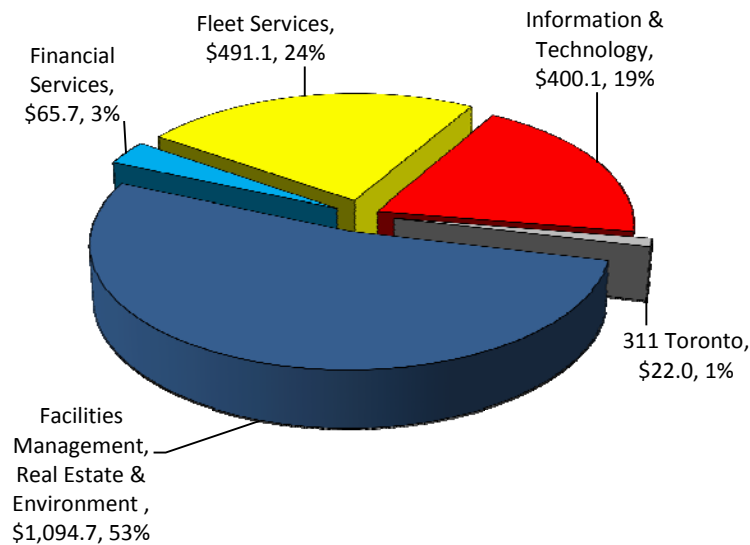
Priority Actions for 2016

- Address backlog and implement state of good repair projects
- Continue major projects such as Union Station Revitalization and St. Lawrence Market North
- Focus on asset management systems and building condition assessments of facilities
- Implement business process improvements and enhancements, including self service options that result in better financial and management information
- Improve energy efficiency and reduce environmental footprint
- Year 1 Accessibility for Ontarians with Disabilities Act (AODA) Compliance - \$6M

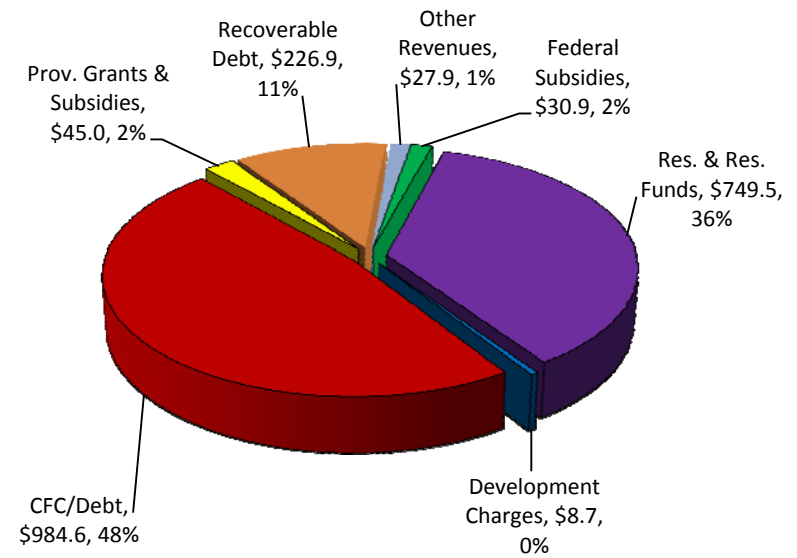
2016 – 2025 Preliminary Capital Budget & Plan

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

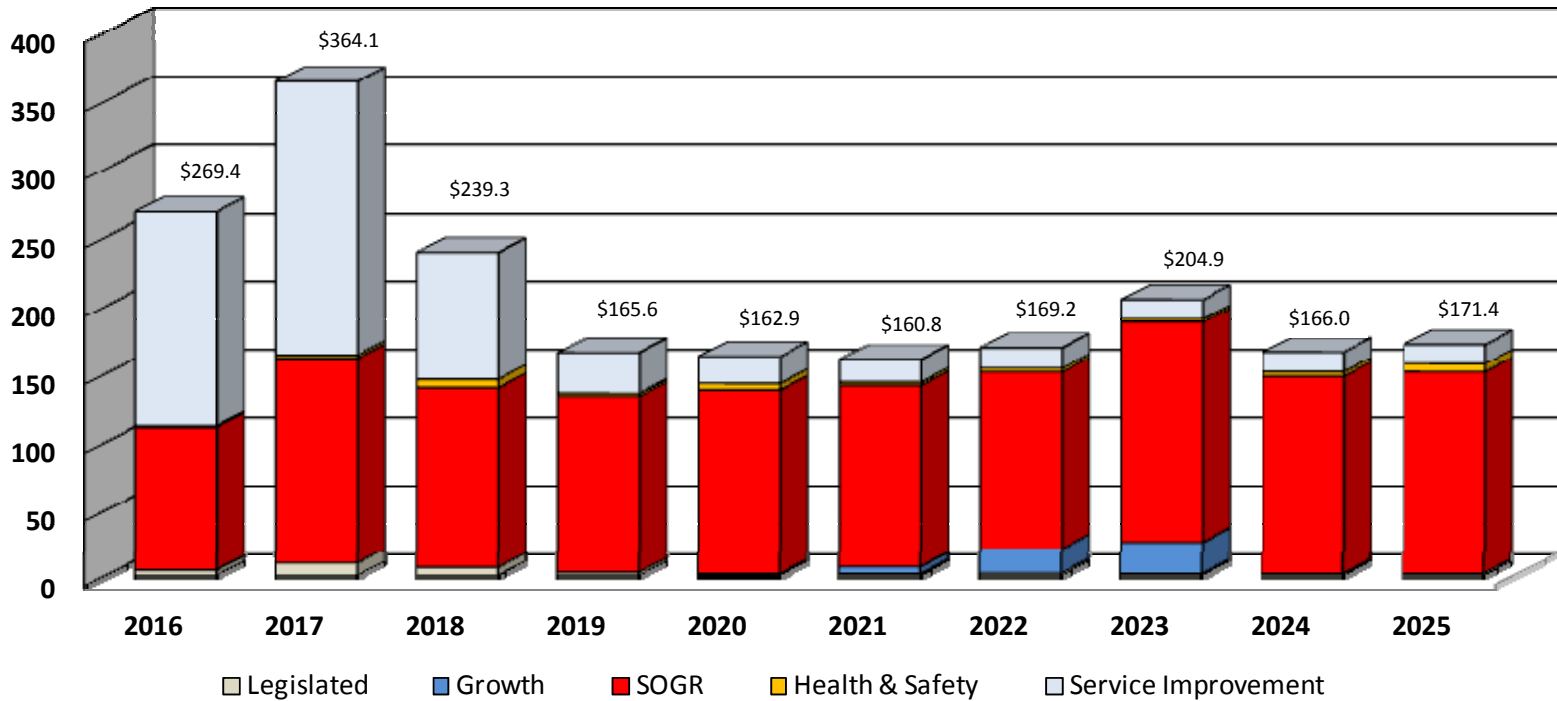
Where the Money Goes
\$2,073.5 Million



Where the Money Comes From
\$2,073.5 Million



2016 – 2025 Preliminary Capital Budget and Plan by Project Category (\$2,073.5M)



\$Million	2016 - 2025 Preliminary Capital Budget and Plan by Category									
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Legislated	4.2	9.4	6.2	2.5	1.6	1.7	2.0	1.7	1.7	1.8
Growth	0.2	0.0	0.0	0.0	0.0	5.0	20.0	25.0	0.0	0.0
SOGR	106.3	152.0	133.9	131.3	136.9	135.1	129.4	161.4	146.5	149.7
Health & Safety	1.2	2.4	6.1	2.2	4.8	2.4	2.7	2.3	3.3	5.9
Service Improvement	157.4	200.3	93.1	29.7	19.7	16.6	15.1	14.4	14.4	14.0

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

Facilities, Real Estate, Environment & Energy

- State of Good Repair projects (\$524.1M) to maintain assets, including structural repairs, re-roofing, and renovations to mechanical and electrical work
- Union Station Revitalization (2016-2018: \$189.4M, Total Project: \$800.7M)
- St. Lawrence Market North Redevelopment (2016-2018: \$68.9M, Total Project: \$91.5M)
- North West Path – Phase 2 (2021-2023: \$50.0M)
- T.O. Strong Neighbourhoods Strategy (\$11.6M)
- Office Modernization Program (\$6.0M)
- Renewable Energy Program (\$42.6M)
- Toronto Home Energy Loan Program – Pilot (\$3.0M)
- Conservation and Demand Management (\$40.0M) & Community Based Projects (\$16.6M)

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

Fleet Services

- Vehicle replacements (\$479.6M)
- Fleet Management System & Fuel System Integration (\$4.1M)
- Fuel site closures, upgrades and replacement (\$3.9M)
- Green Fleet Plan (\$3.5M)

311 Toronto

- Technology Solution SOGR projects to ensure hardware upgrade and software replacement to newer generation technology solutions (\$18.9M)
- Integration and Strategy Initiative (\$3.1M) project that expands 311 service offerings and integration with Municipal Licensing & Standards and Toronto Building

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

Financial Services

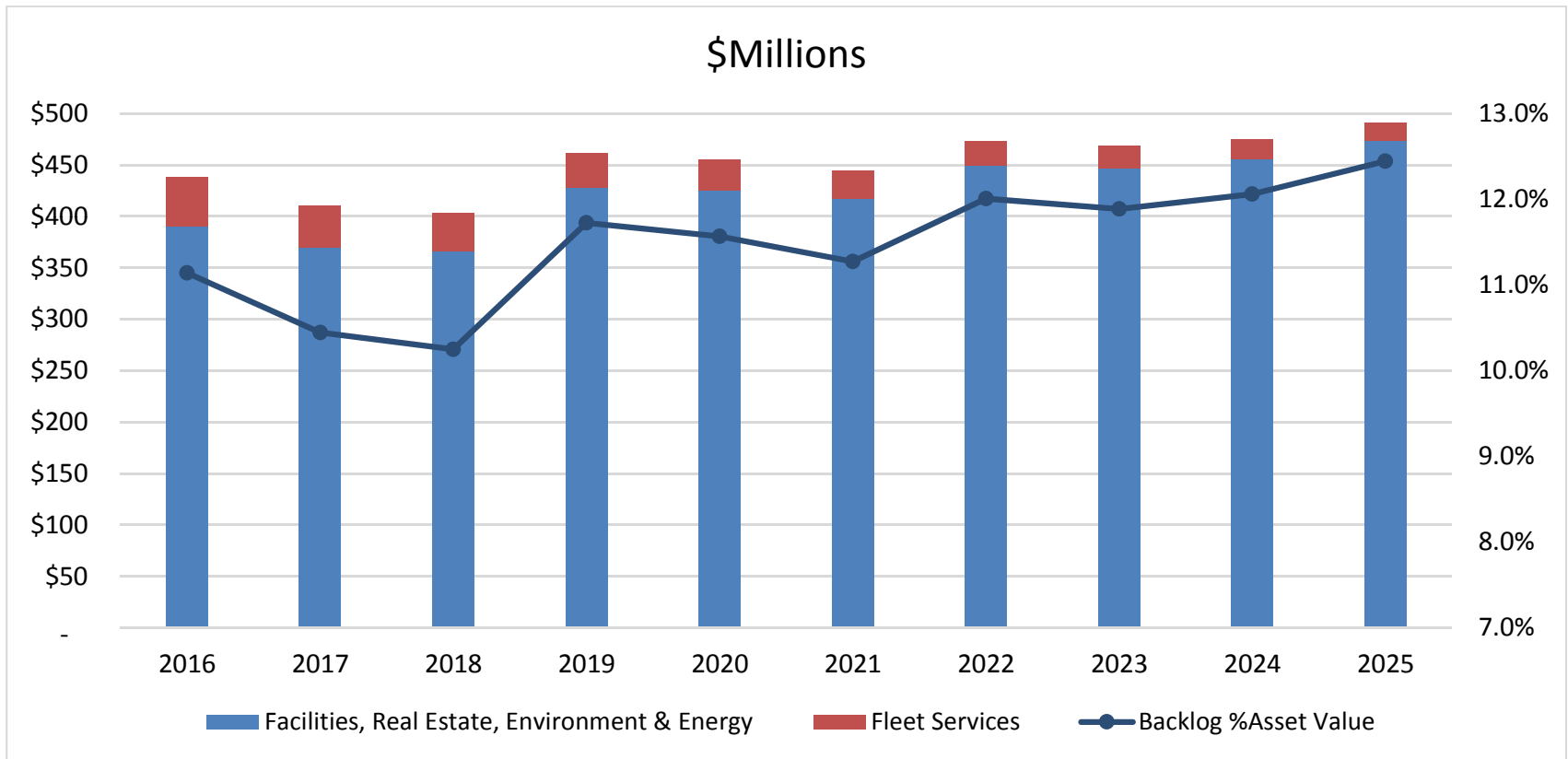
- Financial Planning, Analysis & Reporting System (\$5.6M)
- Replace Tax Billing (\$8.8M) & Utility Billing (\$6.0M) Systems
- Supply Chain Management Transformation (\$6.1M)
- Cross Application Timesheet System (CATS) – Payroll Timesheets Upgrade (\$4.5M)
- Payment Card Industry (PCI) Compliance (\$6.0M)
- Integrated Asset Planning Management (\$4.3M)

Information & Technology

- Web Revitalization (\$6.7M)
- Asset Lifecycle Management (\$175.5M)
- Disaster Recovery and Business Continuity Plan (\$21.0M)
- Employee and Management Self Serve (\$1.5M)/Time & Attendance (\$8.1M)
- Work Management Solution – Transportation (\$7.0M)

State of Good Repair Backlog

Accumulated Backlog as a % of Asset Value



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)
Facilities, Real Estate, Environment & Energy	85,359	71,253	(14,106)	334,047	339,455	5,408	652,538	707,949	55,411
Fleet Services	0	0	0	0	0	0	0	0	0
311 Toronto	6,917	3,352	(3,565)	16,312	13,507	(2,805)	24,792	21,987	(2,805)
Financial Services	15,053	17,471	2,418	32,835	41,423	8,588	42,425	51,013	8,588
Information & Technology	42,259	43,926	1,667	117,576	122,271	4,695	198,976	203,671	4,695
Total Debt Internal Services	149,588	136,002	(13,586)	500,770	516,656	15,886	918,731	984,620	65,889

Unfunded Capital Projects

Project Description (\$ Million)	Total	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Facilities, Real Estate, Environment & Energy											
AODA Initiative - Ongoing	192.0	-	11.9	14.8	20.0	20.1	24.9	29.9	25.0	25.0	20.6
Channel & Counter Strategy	10.3	-	2.6	2.6	2.6	2.6	-	-	-	-	-
Office Modernization Program	81.0	-	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0
Resiliency	36.5	-	11.6	13.5	8.4	3.0	-	-	-	-	-
Subtotal	319.8	-	35.1	39.9	40.0	34.6	33.9	38.9	34.0	34.0	29.6
Information & Technology											
QuatroSafety 2016-2019 Occup H&S App	3.0	0.5	1.1	1.1	0.3			-	-	-	-
Workflow Automation & Tracking	0.2	0.2						-	-	-	-
HR Sys Web Enab. & Lab Rel Info Sys (LRIS)	3.8		1.0	0.9	0.9	0.8	0.2	-	-	-	-
Employee Performance Management	1.5			1.5				-	-	-	-
Equity Lens - Online App Equity & Diversity	0.4	0.4						-	-	-	-
MLS - Licensing Sys Modernization Phase 2	9.8		2.9	4.1	2.8			-	-	-	-
Subtotal	18.7	1.1	4.9	7.6	4.1	0.8	0.2	-	-	-	-
Cluster - Total	338.5	1.1	40.0	47.4	44.0	35.4	34.1	38.9	34.0	34.0	29.6



Appendices

Operating Budget Variance as of Sept. 30, 2015

City Program/Agency	Nine-Month Results							Year-End Projection						
	Gross Expend.		Revenue		Net Variance		Alert	Gross Expend.		Revenue		Net Variance		Alert
	\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
Office of the Chief Financial Officer	(0.8)	▼	(0.3)	▼	(0.5)	▼	Ⓞ	(1.2)	▼	(0.3)	▼	(0.9)	▼	Ⓞ
Office of the Treasurer	(4.6)	▼	(4.1)	▼	(0.5)	▼	Ⓞ	(6.7)	▼	(5.8)	▼	(0.9)	▼	Ⓞ
Facilities, Real Estate, Environment & Energy	(4.5)	▼	(4.3)	▼	(0.2)	▼	Ⓞ	(3.6)	▼	(3.6)	▼	0.0	—	Ⓞ
Fleet Services	2.0	▲	1.4	▲	0.6	▲	Ⓢ	2.8	▲	2.1	▲	0.7	▲	Ⓡ
Information & Technology	(11.8)	▼	(11.7)	▼	(0.1)	▼	Ⓞ	(17.0)	▼	(16.7)	▼	(0.3)	▼	Ⓞ
311 Toronto	(1.5)	▼	(1.1)	▼	(0.4)	▼	Ⓞ	(1.6)	▼	(1.2)	▼	(0.4)	▼	Ⓞ
Total	(21.2)	▼	(20.1)	▼	(1.1)	▼	Ⓞ	(27.3)	▼	(25.5)	▼	(1.8)	▼	Ⓞ
Year-to-Date Net Variance	85% to 105%		0% to 85%		>105%		Year-End	<=100%		>100%				
	Ⓞ		Ⓢ		Ⓡ			Ⓞ		Ⓡ				

Key Points:

- Projected favourable variance in 2015 for Internal Services is mainly due to savings in salaries and benefits resulting from delays in filling vacant positions
- Fleet Services is projecting an unfavourable net variance at year-end primarily due to unbudgeted external consultant review, auction proceeds below budget, and anticipated budget adjustment to realign fuel savings to client Divisions

Key Cost Drivers - Details

(In \$000s)	2016 Preliminary Base Budget	
	Net \$	Position
Expenditure Changes:		
Prior Year Impacts		
One-time Furniture Purchase - CFD	(3)	
Annualization of 2015 User Fee	(627)	
Annualization of 2015 Approved Positions	234	
Software & Hardware Maintenance - IT	1,007	
Sub-total Prior Year Impacts	612	-
Operating Impacts of Capital		
Sustainment of the Time, Attendance and Scheduling System (TASS)	311	4
FREEE (Solar PV Revenue Increase & Capital Repayment)	(97)	-
Operating Impacts of Capital - IT	1,056	12
Sub-total Operating Impacts of Capital	1,269	16
Economic Factors		
Utilities	945	
Non-Utility (mainly contracts)	613	
Sub-total Economic Factors	1,558	-
Salary Adjustments (mainly Progression/Step Incr.)	3,013	

Key Cost Drivers - Details

(In \$000s)	2016 Preliminary Base Budget	
	Net \$	Position
Other Base Changes:		
IDR increases to recovery for higher costs	(1,807)	-
Convert 4 capital pos to operating - IT	481	-
Telus Data Centre Co-Location Costs	102	-
Position Changes in TR (delete 3, add 2)	(8)	(1)
Reduction of Real Estate Litigation Settlement Budget	(385)	-
Union Station Utilities & Reconciliations	(133)	-
Enhanced Level of Security	-	3
Old City Hall Reconciliation	(207)	-
Position Changes in FREEE	-	(1)
Other Base Changes	154	
Sub-total Other Base Changes	(1,808)	1
Expenditure Changes	4,644	17
Revenue Changes:		
Increased Lease Revenue	(490)	
Inflation Increase on User Fees	(219)	
Full Cost Recovery from Solid Waste - 311	(400)	
Recovery from Clients for Operating Impacts - IT	(464)	
Other Revenue Changes	62	
Revenue Changes	(1,511)	-
Net Pressures from 2015	3,133	17

Service Changes To Achieve Target – Details

(In \$000s)	2016 Service Changes			Incremental Change			
				2017 Plan		2018 Plan	
	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Base Expenditure Changes:							
• Line by Line Review	(350)	(350)		-	-	-	-
• Delay in Filling Vacant Position	(30)	(30)		30	-	-	-
Sub-Total Base Expenditure Changes	(380)	(380)		30	-	-	-
Service Efficiencies:							
• Restructuring of Positions in Corporate Finance	(66)	(68)	(1)	(18)	-	1	-
• FREEE - Re-organization in the Bus. Performance Mgmt Unit	(104)	(104)	(1)	-	-	(1)	-
• FREEE - Fac. Mgmt Complement/Business Process	(630)	(630)	(4)	0	-	(5)	-
• 311 Toronto Efficiency Savings	(153)	(153)	(1)	-	-	(1)	-
• Delete 11 Positions in Office of the Treasurer	(728)	(456)	(11)	-	-	-	-
• Reduce Casual Positions in Payment Processing Unit in Revenue Serv.	(204)	(133)	(4)	-	-	-	-
• In-House Security System Maintenance	(150)	(150)	2	1	-	1	-
• Facilities Management Blanket Contracts Reduction	(379)	(379)		-	-	-	-
• Reduction in Overtime (FREEE), Stand-by and Call-back (IT)	(107)	(107)		-	-	-	-
• Reduce IT Hardware & Software Maintenance Contracts	(724)	(724)		-	-	-	-
• Telecom Optimization Initiative	(216)	(216)		-	-	-	-
Sub-Total Service Efficiencies	(3,462)	(3,120)	(20)	(18)	-	(6)	-
Revenue Adjustments:							
• IT Project Management Costs Recovered from Capital	-	(614)		-	-	-	-
Sub-Total Revenue Adjustments	-	(614)		-	-	-	-
Total Budget Reductions	(3,842)	(4,114)	(20)	12	-	(6)	-

2017 & 2018 Plan: Details

Description	2017 - Incremental Increase					2018 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Pos.	Gross Expense	Revenue	Net Expense	% Change	# Pos.
Known Impacts:										
Salary Adjustments (Progression, Step)	577.3	1.9	575.4	0.3%	0.0	2,468.1	4.7	2,463.4	1.3%	0.0
Operating Impact of Capital										
TR - CATS	84.1		84.1	0.0%	1.0			0.0	0.0%	
TR - Workflow & Document Mgmt Tech.			0.0	0.0%		85.0		85.0	0.0%	
311- Contact Centre Enhancement Initiative	695.0		695.0	0.4%	6.0			0.0	0.0%	
FREEE - Solar PV FIT Program	680.0	2,249.0	(1,569.0)	(0.8%)			87.0	(87.0)	(0.0%)	
IT - PTP Implementation	55.0		55.0	0.0%				0.0	0.0%	
IT - Bus. Contin'y & Disaster Recov'y Prgm	306.0		306.0	0.2%	1.0	44.2		44.2	0.0%	
IT - Enterprise Bus. Intelligence Framework	412.0		412.0	0.2%	4.0	402.0		402.0	0.2%	2.0
IT - WEB Revitalization	272.0		272.0	0.1%	4.0	305.0		305.0	0.2%	1.0
IT - Enterprise Systems Mgt Implementation	193.0		193.0	0.1%	2.0	73.2		73.2	0.0%	
IT - Testing Tools Upgrade	113.0		113.0	0.1%	1.0			0.0	0.0%	
IT - Project Portfolio Mgmt		(70.0)	70.0	0.0%				0.0	0.0%	
IT - Performance Reporting	140.0		140.0	0.1%	1.0			0.0	0.0%	
IT - Enterprise Information Security Program	93.8		93.8	0.1%	1.0	32.0		32.0	0.0%	
IT - Capital Plan. & Coord. Automation	138.5		138.5	0.1%	1.0			0.0	0.0%	
IT - Electronic Serv. Delivery Portal	270.4		270.4	0.1%	2.0	133.0		133.0	0.1%	

2017 & 2018 Plan: Details

Description	2017 - Incremental Increase					2018 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Pos.	Gross Expense	Revenue	Net Expense	% Change	# Pos.
Operating Impact of Capital										
IT - System Enhancement IBMS (MLS)	54.2		54.2	0.0%				0.0	0.0%	
IT - Integrated Bus. Mgmt Reporting	54.2		54.2	0.0%				0.0	0.0%	
IT - Risk Mgmt Framework	93.8		93.8	0.1%	1.0	31.2		31.2	0.0%	
IT - Data Integration	180.0		180.0	0.1%	3.0	161.5		161.5	0.1%	
IT - Enterprise Collaboration Foundation	320.8		320.8	0.2%	1.0	52.0		52.0	0.0%	
Supply Chain Management Transformation	1,801.0		1,801.0	1.0%	2.0			0.0	0.0%	
Sub-Total Operating Impact of Capital	5,956.8	2,179.0	3,777.8	2.0%	31.0	1,319.2	87.0	1,232.2	0.6%	3.0
Annualizations										
FPD - Annualization of New Position	31.3	31.3	0.0	0.0%	0.0	0.0	0.0	0.0	0.0%	0.0
FPD - Delay in Filling Vacant Positions in FPD	29.7	0.0	29.7	0.0%	0.0	0.0	0.0	0.0	0.0%	0.0
CF - Annualization of Position Restructuring	17.9	36.2	(18.3)	(0.0%)	0.0	(2.0)	(2.6)	0.6	0.0%	0.0
TR - Annualization of 2016 Position Deletions	(107.9)	0.0	(107.9)	(0.1%)	0.0	(3.4)	0.0	(3.4)	(0.0%)	0.0
IT - Phase #3 Funding for Positions Approved in 2013	0.0	(1,775.0)	1,775.0	1.0%	0.0	0.0	(1,775.0)	1,775.0	0.9%	0.0
311 - Toronto Efficiency Savings	0.0	0.0	0.0	0.0%	0.0	(1.1)	0.0	(1.1)	(0.0%)	0.0
Sub-Total Annualizations	(29.0)	(1,707.5)	1,678.5	0.9%	0.0	(6.5)	(1,777.6)	1,771.1	0.9%	0.0

2017 & 2018 Plan: Details

Description	2017 - ncremental Increase					2018 - ncremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Pos.	Gross Expense	Revenue	Net Expense	% Change	# Pos.
Capital Project Delivery										
FP - Completion of FPARS	(1,526.9)	(1,526.9)	0.0	0.0%	(11.0)	0.0	0.0	0.0	0.0%	0.0
TR - Completion of ESS/MSS	(684.3)	(684.3)	0.0	0.0%	0.0	(4.7)	3.7	(8.4)	(0.0%)	0.0
FREEE - Completion of PTP Project	(70.0)	(70.0)	0.0	0.0%	(3.0)			0.0	0.0%	
FREEE - RE Asset Mgmt System Replacement	112.8	112.8	0.0	0.0%	1.0			0.0	0.0%	
FREEE - Channel/Counter Strategy			0.0	0.0%		(10.9)	(10.9)	0.0	0.0%	
Fleet - Installation of Vehicle Identification Boxes	240.0	240.0	0.0	0.0%	(5.0)	(705.0)	(705.0)	0.0	0.0%	(3.0)
Sub-Total Capital Project Delivery	(1,928.4)	(1,928.4)	0.0	0.0%	(18.0)	(720.6)	(712.2)	(8.4)	(0.0%)	(3.0)
Other										
IT - Growth in Data Centre Co-Location	67.5	0.0	67.5	0.0%	0.0	67.5	0.0	67.5	0.0%	0.0
Fleet - Adjustment for Fuel Consumption	266.4	0.0	266.4	0.1%	0.0	422.2	0.0	422.2	0.2%	0.0
FREEE - Recoverable Debt Increases Related to SEP	1,701.5	70.0	1,631.5	0.9%	0.0	138.3	39.9	98.4	0.1%	0.0
Higher Recoveries from Clients (Fleet, IT)	0.0	1,035.7	(1,035.7)	(0.6%)	0.0	0.0	1,082.8	(1,082.8)	(0.6%)	0.0
Other	(54.3)	33.7	(88.0)	(0.0%)	0.0	0.7	46.6	(45.9)	(0.0%)	0.0
Sub-Total Other	1,981.1	1,139.4	841.7	0.5%	0.0	628.7	1,169.3	(540.6)	(0.3%)	0.0
Total Incremental Impacts	6,557.8	(315.6)	6,873.4	3.7%	13.0	3,688.9	(1,228.8)	4,917.7	2.5%	0.0

Summary of Major Projects Completed in 2015

Facilities, Real Estate, Environment & Energy

- Nathan Phillips Square Revitalization:
 - Substantial completion of phase 3 and 4 work while remaining open to the public and fully functioning to support Panamania festivities
- Union Station Revitalization Project:
 - Completion and handover of the new York Concourse to Metrolinx
 - Award and commencement of stage 2/3 work
- St. Lawrence Market North Redevelopment:
 - Temporary North Market constructed and open to the public in June
 - Archeological assessments of the site
- Retrofit of 85 Parks facilities and Building Automation System installations at 10 locations, resulting in expected future savings of \$0.4 million per year
- Solar PV installations at approx. 20 locations through the MicroFIT and joint City & Toronto Hydro Solar PV programs
- Loans of approx. \$2 million to community organizations in support of energy retrofit and efficiency projects through Community Green Energy Initiative

Summary of Major Projects Completed in 2015

Fleet Services

- Successfully completed vehicle specifications and procurement for the delivery of approximately 400 vehicles
- Upgrade of 3 fuel sites, installed automated wireless fuel and data monitoring systems at 5 sites and achieved the closure of 12 sites

311 Toronto

- City Booking and Scheduling Solution (formerly Enterprise Scheduler):
 - Business requirements collected and approved
 - Request for Proposal (RFP) completed and issued in Q4
- CISCO System audits completed on the telephony solution to assess gaps, recommend best practices and provide design support
- New call scripting functionalities tested and implemented to improve call routing efficiencies on existing solution

Summary of Major Projects Completed in 2015

Financial Services

- Revenue System Phase 2:
 - Completed Parking Tickets lookup
 - Implemented Parking Tags Qmatic system upgrade
- Financial Planning, Analysis & Reporting System (FPARS):
 - Completed upload of Position Tab, Revenue, Base Rate Revenue and Rate Adjustment forms
- Investment and Debt Management System Upgrade:
 - Completed the Investment and Debt Management System project

Summary of Major Projects Completed in 2015

Information & Technology

- Enhanced the Online Citizen experience improving access to City services for residents and businesses with several new services on the City's website including:
 - Electronic building permit submission eliminating 7000+ counter visits
 - Self-Serve receipts for Recreation program
 - Online Toronto Road Restriction Map to improve choices to improve commute times
 - Online real-time counter wait times for Courts and Municipal Licensing
- Modernized City business processes and systems with a focus on employee productivity and next generation Toronto Public Service digital worker
 - New e-mail system and office productivity software implemented for over 22,500 staff, positioning the City for enhanced collaboration
 - Modernized the City's phone system, completing the conversion of the City's traditional (Centrex) phone lines to VoIP, realizing savings of \$4 million (annual relative to 2011) in telecom costs
 - Implemented Mobile Work Management for Road Inspections, City Vehicle Fleet Fuel Tracking Enhancement, Mobile City Facilities Work Order Processing + more

Summary of Major Projects in the 2016 – 2025 Preliminary Capital Plan (Additional Details)

Facilities, Real Estate, Environment & Energy

- Demand Response Program (\$16.9M)
- Combined Heat & Power (\$25.6M)
- Environmental (e.g., Emergency Environmental Remediation – Asbestos) (\$21.2M)
- Re-roofing Projects (\$24.7M)
- Structural/Building Projects (\$167.0M)
- Mechanical & Electrical Projects (\$186.5M)
- Site Work Projects (\$47.4M)
- Renovation Projects (\$91.0M)
- Emergency Capital Repair Projects (\$19.3M)
- Additional Funding to Address SOGR Backlog (\$16.9M)
- Security Projects (\$15.3M)
- Corporate Facilities Refurbishment Program (\$2.8M)

Summary of Major Projects in the 2016 – 2025 Preliminary Capital Plan (Additional Details)

Fleet Services

- Solid Waste Fleet Replacement (\$164.4M)
- Parks, Forestry & Recreation Fleet Replacement (\$68.4M)
- Fire Fleet Replacement (\$66.9M)
- EMS Fleet Replacement (\$52.3M)
- Toronto Water Fleet Replacement (\$52.1M)
- Transportation Fleet Replacement (\$40.5M)
- Facilities Management & Real Estate Fleet Replacement (\$5.1M)
- Municipal Licensing & Standards Fleet Replacement (\$4.6M)
- Toronto Community Housing Corporate Fleet Replacement (\$4.4M)
- Library Fleet Replacement (\$3.7M)
- Zoo Fleet Replacement (\$3.5M)
- Fleet Services Fleet Replacement (\$2.8M)

Summary of Major Projects in the 2016 – 2025 Preliminary Capital Plan (Additional Details)

Financial Services

- Parking Tag Management Software Replacement (\$2.4M)
- Risk Management Information System Replacement (\$0.9M)
- SAP Upgrades (ECC, PBF, Payroll) (\$4.0M)
- Tax Billing System Replacement – Future Year (\$4.0M)
- Utility Billing System Replacement – Future Year (\$4.0M)
- Capital Migration to New System (\$3.0M)
- Workflow & Document Management Technology (\$1.4M)
- Payment Processing Equipment Replacement (\$0.8M)
- Investment & Debt Management System Replacement (\$0.5M)
- Electronic Self Service Tax and Utility (\$0.2M)
- eBilling Initiative (\$0.5M)
- Tax Increment Financing Implementation (\$0.1M)

Summary of Major Projects in the 2016 – 2025 Preliminary Capital Plan (Additional Details)

Information & Technology

- Technology Infrastructure Growth (\$28.0M)
- IT Planning & Management Transformation Tools (\$17.9M)
- Enterprise Solutions Design & Implementation (\$14.9M)
- Business Enablement Process & Tools Upgrade (\$11.0M)
- Consolidated Data Centre (\$9.0M)
- Enterprise Document & Records Management Solution (\$7.7M)
- eRecruitment (\$3.5M)
- MLS Centralized Datamart (\$3.4M)
- IT Service Process Improvement Program (\$3.3M)
- Application Portfolio Tools & Rationalization (\$3.3M)
- Enterprise Information Security Program (\$3.2M)
- Domino Decommissioning Strategy & Implementation (\$3.0M)
- Workforce BI Dashboard (\$2.7M)
- Enterprise Mobility Platform (\$1.2M)

Capital Budget Variance as of Sept. 30, 2015

Internal Services							
Program		2015 Approved Cash Flow	2015 Expenditure (\$000s)			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
311 Toronto	Q3	6,807.3	2,813.7	4,840.0	71.1%	▼	Ⓞ
FM&RE	Q3	264,058.3	59,918.1	134,360.6	50.9%	▼	Ⓨ
Financial Services	Q3	23,121.0	4,754.8	13,613.5	58.9%	▼	Ⓨ
Fleet Services	Q3	74,445.5	19,780.3	38,721.7	52.0%	▼	Ⓨ
I&T	Q3	91,563.3	33,471.1	59,568.6	65.1%	▼	Ⓨ
SEP	Q3	26,179.5	3,594.4	12,176.8	46.5%	▲	Ⓡ
Total	Q3	486,174.9	124,332.4	263,281.2	54.2%	▼	Ⓨ

Ⓞ >70%

Ⓨ between 50% and 70%

Ⓡ < 50% or > 100%

Key Points (explanation of variances):

- FM&RE: projected spending of 51%; excluding major projects spending would be 65%. Over 80% of the budget is spent or committed. Anticipate improved spend rate in 2016.
- Fleet Services: projected spend rate of 52%; however, 85% of units have been received or ordered
- SEP: majority of variance due to slow start to Home Energy Loan Program

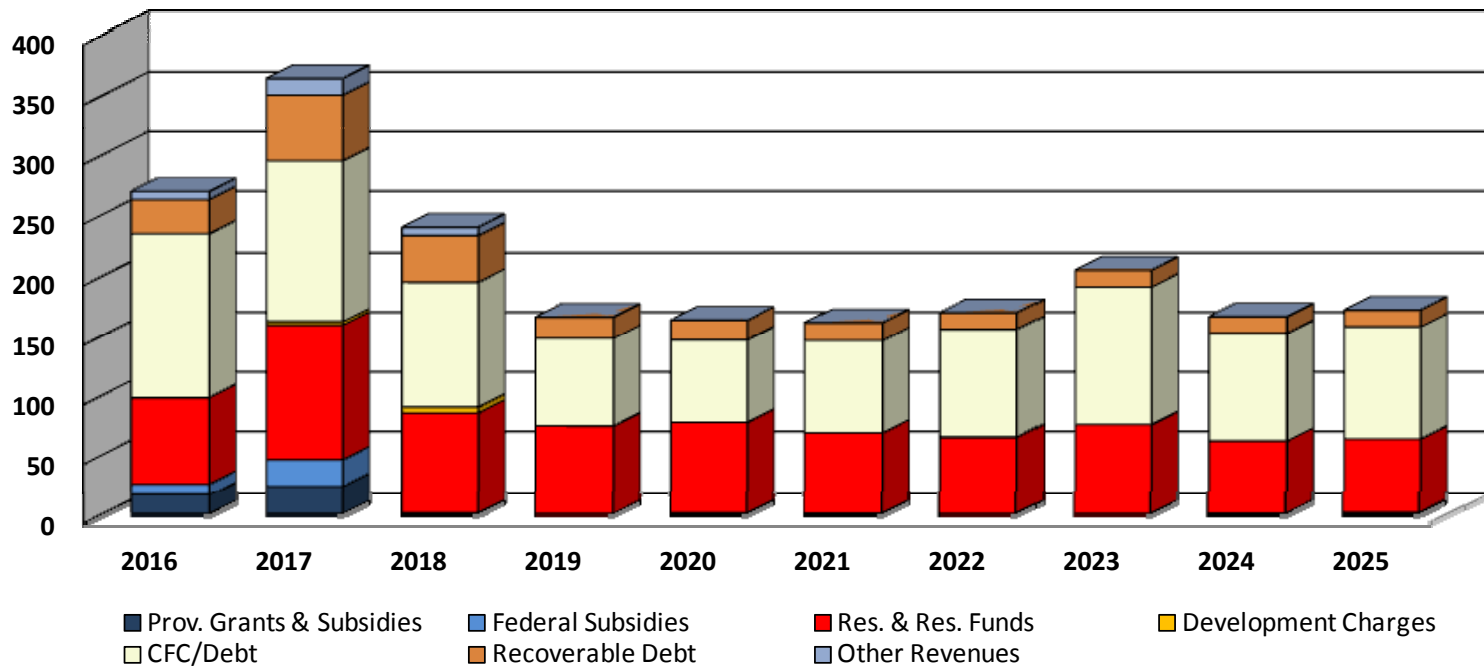
Debt Target - Details

Program	(\$ Million)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Facilities, Real Estate, Environment & Energy	Gross Expenditures	151.8	229.0	132.6	72.2	67.6	72.7	86.3	110.2	85.8	86.5	1,094.7
	Debt Target	85.4	80.2	65.1	53.2	50.2	52.4	52.2	71.1	71.4	71.4	652.5
	Debt	71.3	92.8	71.3	53.7	50.4	57.4	72.2	96.1	71.4	71.4	707.9
	Over/(Under) Debt Target	(14.1)	12.6	6.2	0.5	0.3	5.0	20.0	25.0	0.0	(0.0)	55.4
Fleet Services	Gross Expenditures	31.4	65.2	49.8	51.8	51.2	49.7	52.0	61.0	40.8	38.1	491.1
	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
311 Toronto	Gross Expenditures	3.4	3.9	1.8	2.7	1.7	1.7	1.7	1.7	1.7	1.7	22.0
	Debt Target	6.9	2.5	1.8	3.4	1.7	1.7	1.7	1.7	1.7	1.7	24.8
	Debt	3.4	3.9	1.8	2.7	1.7	1.7	1.7	1.7	1.7	1.7	22.0
	Over/(Under) Debt Target	(3.6)	1.5	0.0	(0.7)	0.0	0.0	0.0	0.0	0.0	0.0	(2.8)
Financial Services	Gross Expenditures	18.9	13.9	13.6	1.2	2.9	3.4	1.4	1.0	1.0	8.4	65.7
	Debt Target	15.1	6.3	6.2	1.2	4.1	3.1	1.0	1.0	1.0	3.5	42.4
	Debt	17.5	10.5	9.8	1.2	2.4	2.8	1.0	1.0	0.5	4.4	51.0
	Over/(Under) Debt Target	2.4	4.2	3.6	0.0	(1.6)	(0.4)	0.0	(0.0)	(0.5)	0.9	8.6
Information & Technology	Gross Expenditures	63.9	52.1	41.5	37.7	39.4	33.2	27.8	30.9	36.8	36.8	400.1
	Debt Target	42.3	23.2	19.9	16.6	15.5	15.5	15.5	16.8	16.8	16.8	199.0
	Debt	43.9	25.8	22.0	15.9	14.7	15.5	15.5	16.8	16.8	16.8	203.7
	Over/(Under) Debt Target	1.7	2.5	2.1	(0.7)	(0.8)	0.0	0.0	0.0	0.0	0.0	4.7
Total	Gross Expenditures	269.4	364.1	239.3	165.6	162.9	160.8	169.2	204.9	166.0	171.4	2,073.5
	Debt Target	149.6	112.3	93.0	74.4	71.4	72.7	70.4	90.6	90.9	93.4	918.7
	Debt	136.0	133.0	104.9	73.5	69.2	77.3	90.4	115.6	90.4	94.3	984.6
	Over/(Under) Debt Target	(13.6)	20.7	11.9	(0.9)	(2.2)	4.6	20.0	25.0	(0.5)	0.9	65.9

Incremental Operating Impact of Capital

Net Expenditures (\$000s)	2016 Budget		2017 Plan		2018 Plan		2021 - 2025 Plan		2016 - 2025 Total	
	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position
Previously Approved Projects										
311 Contact Centre Enhancement Initiative			695.0	6.0					695.0	6.0
Solar PV FIT Program	(124.5)		(1,569.0)		(87.0)				(1,780.5)	0.0
City-wide Physical Security Enhancements	30.3								30.3	0.0
Operating Impacts of Mobility	(2.7)								(2.7)	0.0
Business Continuity & Disaster Recov Pgm	61.8	1.0	306.0	1.0	44.2				412.0	2.0
Enterprise Bus. Intelligence Framework	123.0	2.0	412.0	4.0	402.0	2.0			937.0	8.0
Web Revitalization Impl Sustainment Req			272.0	4.0	305.1	1.0			577.1	5.0
Enterprise Systems Mgt Implementation	61.9	1.0	193.0	2.0	73.2				328.1	3.0
Testing Tools Upgrade	165.0		113.0	1.0					278.0	1.0
Project Portfolio Management	70.0		70.0						140.0	0.0
IT Performance Reporting			140.0	1.0					140.0	1.0
Enterprise Information Security Program			93.8	1.0	32.0				125.8	1.0
Facilities Mgt Div - PTP Implementation	77.5	1.0	55.0						132.5	1.0
Capital Plng & Coordination Automation	132.5	1.0	138.5	1.0					271.0	2.0
TB Electronic Service Delivery Portal	126.4	2.0	270.4	2.0	133.0				529.8	4.0
System Enhancement IBMS (MLS)	60.8	1.0	54.2						115.0	1.0
Integrated Bus. Mgmt Reporting	66.8	1.0	54.2						121.0	1.0
IT Risk Management Framework			93.8	1.0	31.2				125.0	1.0
Data Integration			180.0	3.0	161.5				341.5	3.0
Time, Attendance and Scheduling System	310.5	4.0	84.1	1.0					394.6	5.0
Workflow & Document Mgmt Technology					85.0				85.0	0.0
Sub-Total	1,159.3	14.0	1,656.0	28.0	1,180.2	3.0	0.0	0.0	3,995.5	45.0
New Projects										
Enterprise Collaboration Foundation	110.1	2.0	320.8	1.0	52.0				482.9	3.0
Supply Chain Mgt Transformation			1,801.0	2.0					1,801.0	2.0
Sub-Total	110.1	2.0	2,121.8	3.0	52.0	0.0	0.0	0.0	2,283.9	5.0
New Projects - Future Year										
N/A									0.0	0.0
Sub-Total	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	1,269.4	16.0	3,777.8	31.0	1,232.2	3.0	0.0	0.0	6,279.4	50.0

2016 – 2025 Preliminary Capital Budget and Plan by Funding Source (\$2,073.5M)



\$Million	2016 - 2025 Preliminary Capital Budget and Plan by Funding Source									
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Prov. Grants & Subsidies	16.8	24.7	0.6	0.1	0.7	0.4	0.1	0.1	0.3	1.1
Federal Subsidies	9.9	21.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Res. & Res. Funds	71.0	113.2	84.3	74.0	76.5	67.9	64.3	75.1	61.1	62.1
Development Charges	0.3	2.9	5.0	0.0	0.0	0.1	0.4	0.0	0.0	0.0
CFC/Debt	136.0	133.0	104.9	73.5	69.2	77.3	90.4	115.6	90.4	94.3
Recoverable Debt	28.5	55.3	37.6	18.0	16.5	15.0	14.0	14.0	14.0	14.0
Other Revenues	6.9	13.9	6.9	0.0	0.0	0.0	0.0	0.0	0.1	0.0

