

## 2017 Preliminary Operating Budget and 2017 - 2026 Preliminary Capital Budget & Plan

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Budget Committee



# Agenda

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## ❖ Cluster Overview

- Cluster Services and Resources

## ❖ Operating Overview

- Service Performance
- Key Issues & Priority Actions
- 2017 - 2019 Preliminary Operating Budget & Plan

## ❖ Capital Overview

- Capital Performance
- Key Issues & Priority Actions
- 2017 – 2026 Preliminary Capital Budget & Plan

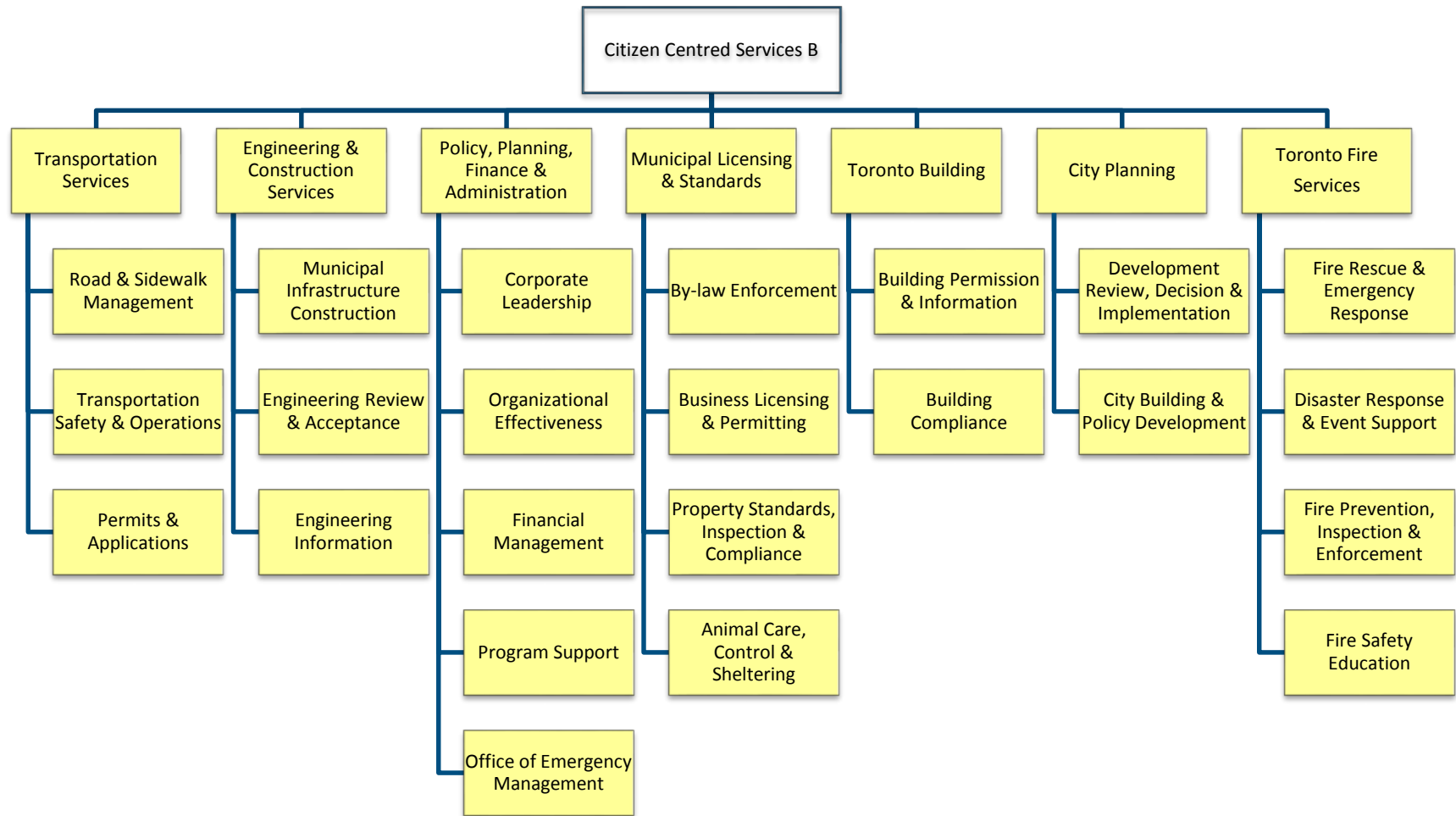
## ❖ Appendices



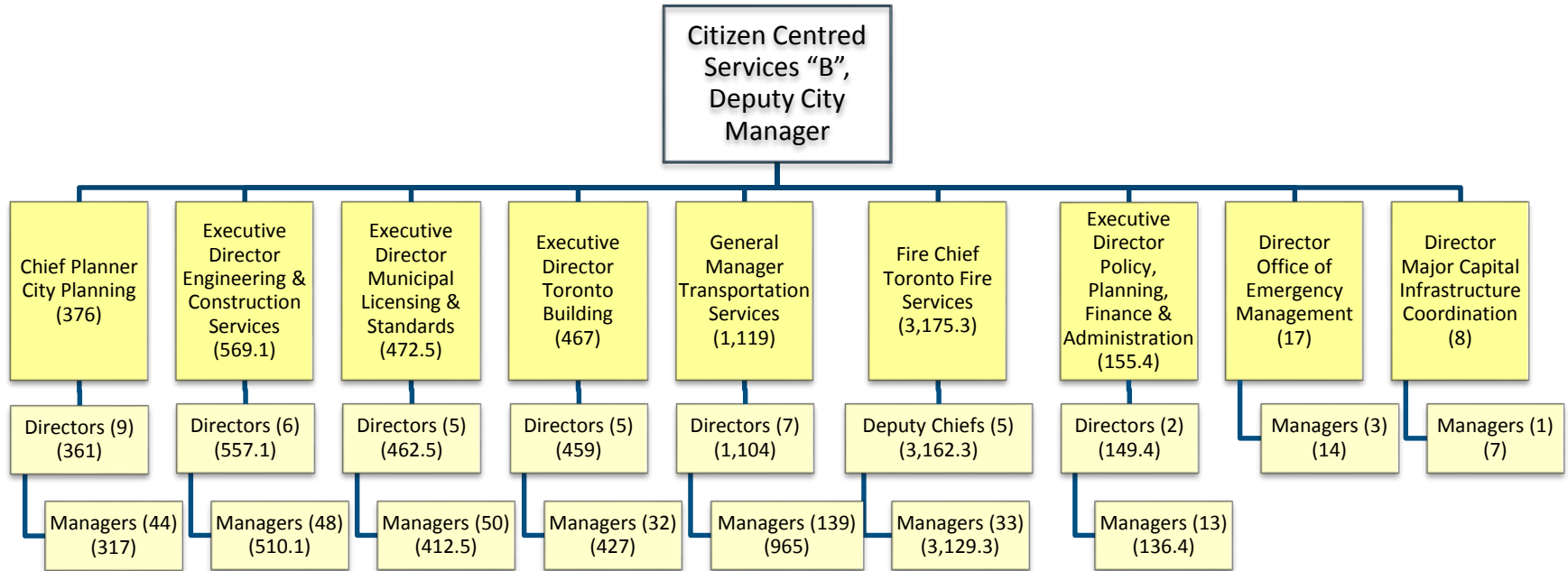
# Cluster Overview



# Services Delivered By Citizen Centred Services Cluster B (Excluding Toronto Water and Solid Waste Management)



# 2017 Organizational Chart for Cluster B

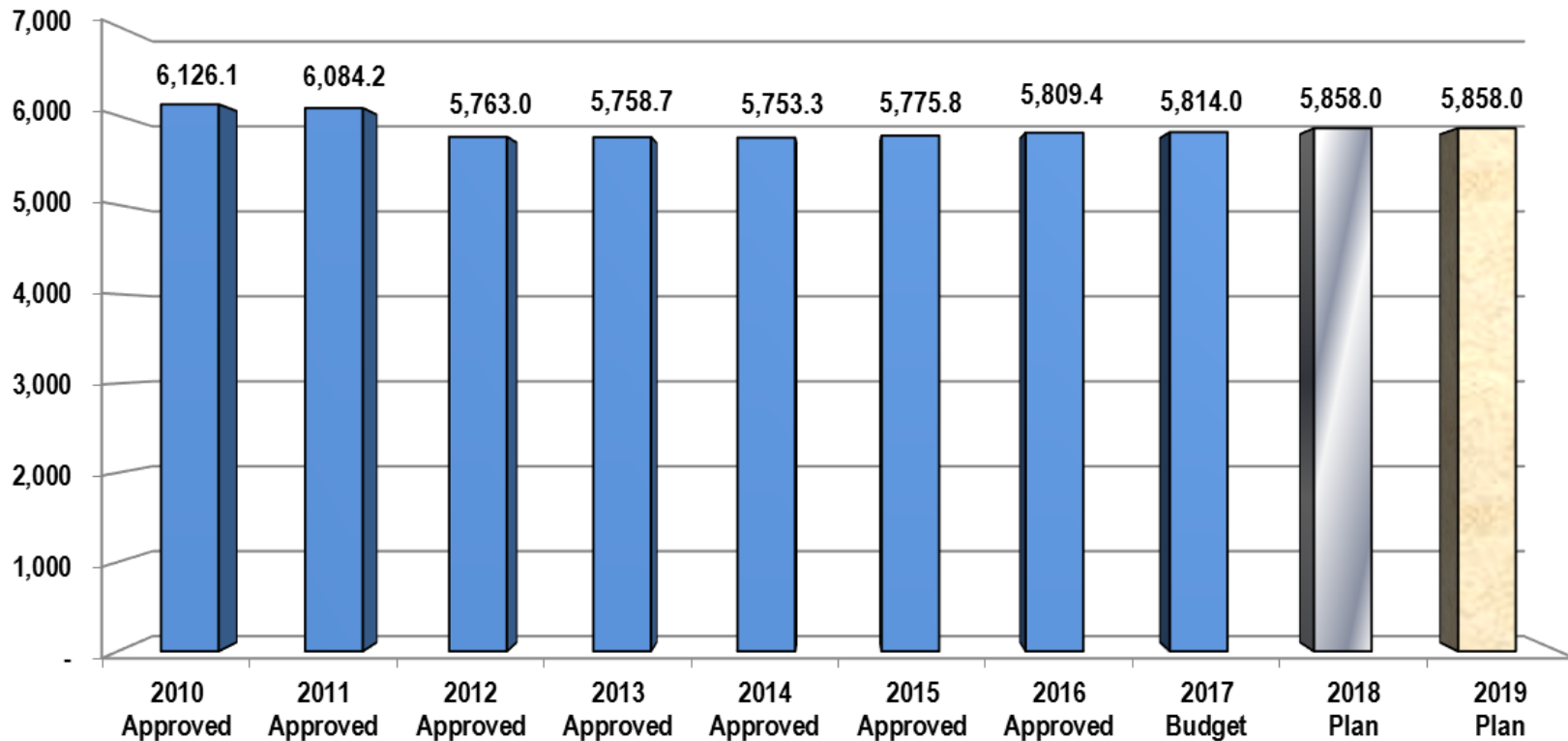


Category	Senior Management	Management*	Exempt Professional & Clerical	Union	Total
<b>Permanent Pos.</b>	8.0	401.0	410.0	5,420.0	6,239.0
<b>Temporary Pos.</b>		7.0	24.4	102.9	134.3
<b>Total</b>	8.0	408.0	434.4	5,522.9	6,373.3

Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
<b>Rate-Based Total</b>	2.0	273.0	236.0	2,355.4	2,866.4
<b>Total Cluster B</b>	10.0	681.0	670.4	7,878.4	9,239.7

\* Management includes directors, managers and supervisors with direct reports

# Staffing Trend (Excludes Capital Positions)



## Key Points

- ❖ Cluster B operating staff complement has been relatively flat since 2012
- ❖ 2017: net 5 positions increase created by:
  - Increase in Toronto Building (12 new and 6 previously funded from Capital)
  - Increase in Fire for Operations-Based Fire Code Re-inspection program and implementation of the Fire Code Re inspection fees (8 positions)
  - Decreases in Transportation Services (16) and PPFA (8)
- ❖ 2018: net 44 position increase created by:
  - Opening Stations B (Downsview) and A (Woodbine) (42 firefighters)
  - Project lead and research analyst for road safety plan in Transportation (2)

# Vacancy Analysis

Program Name	2014			2015			2016			
	# 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 Projected at Dec 31	Vacancies % of Total Approved Pos.	Approved Pos. Equivalent
Operating	259.6	4.5%	5,753.3	231.7	4.0%	5,775.8	272.7	187.2	3.2%	5,809.4
Capital	46.4	9.6%	481.8	39.6	7.7%	513.2	58.3	49.9	9.0%	555.4
<b>Total</b>	<b>306.0</b>	<b>4.9%</b>	<b>6,235.1</b>	<b>271.3</b>	<b>4.3%</b>	<b>6,289.0</b>	<b>331.0</b>	<b>237.1</b>	<b>3.7%</b>	<b>6,364.8</b>

**Key Points**

- ❖ Vacancy rate has declined from 4.9% in 2014 to 3.7%, projected in 2016
- ❖ Transportation and Engineering & Construction Services are below approved complement due to retirements and staff turnover:
  - Transportation Services has an accelerated hiring program to expedite the filling of vacant positions
  - Engineering & Construction Services is facing a limited supply of top calibre talent in key business areas



# Service Performance





# 2016 Key Service Accomplishments

## City Planning

- ❖ Reviewed a range of development applications that contribute to the health, growth and tax base across Toronto:
  - 378 reports Committees and Council (Jan - Oct)
  - 3,447 Committee of Adjustment applications (Jan - Oct)
  - 408 Planning applications (Jan - Oct)
  - 1,508 Heritage Permit applications
  - 265 Community Consultations engaging over 11,863 individuals
  - 35 project reviews by Design Review Panel
- ❖ Significant progress on TOcore – Planning Toronto’s Downtown with Phase 2 report considered at November Toronto and East York Community Council
- ❖ Initiated planning for significant new park over the Rail Corridor between Bathurst St. and Blue Jays Way called “Rail Deck Park”
- ❖ Advanced The Bentway project to create 10 acres, 1.75 km. of linear public space underneath the Gardiner Expressway that will stretch from Strachan Ave. to Spadina Ave. linking 7 downtown neighbourhoods to the Waterfront

## 2016 Key Service Accomplishments (cont.)

### Engineering & Construction Services

- ❖ Delivered an estimated \$527 million in municipal infrastructure capital projects, representing 80% of the approved capital budget assigned to ECS, \$55 million more than in 2015
- ❖ Completed several construction projects well ahead of schedule:
  - Managed construction-related disruption by extending work hours, accelerating construction on the West Deck of the F.G. Gardiner Expressway, and improving communications, including notices and signage
- ❖ Reviewed over 1,700 development applications and sustained compliance with Streamlining The Application Review (STAR) timelines
- ❖ Provided dedicated engineering support to Metrolinx, Bell, and Toronto Community Housing Corporation through service agreements
- ❖ Maintained 100% completion rate for provincially-legislated bridge condition inspection cycle

## 2016 Key Service Accomplishments (cont.)

### Municipal Licensing & Standards

- ❖ Successfully advanced several significant policy reports:
  - Completion of the Ground Transportation Review and implementation of a Vehicle-for-Hire By-Law
  - Multi-tenanted housing & short –term rental consultation proposal
  - Launched new regulatory Bylaw for rental apartment buildings
- ❖ Licenced approximately 27,000 Private Transportation Company drivers (to end of October) and 4,360 new Vehicle-for-Hire drivers (taxi/limo) since July 15
- ❖ Aligned Online Self Services for Licensing to the Toronto Portal and to enterprise Common Payment Component (CPC)
- ❖ Launched the Toronto Animal Services – Spay & Neuter Your Pet truck to provide affordable spay/neuter surgeries to neighbourhood improvement areas
- ❖ Advanced the Burden Reduction Project with the Ontario government to reduce the administrative requirements for businesses
- ❖ Conducted joint enforcement initiative with Toronto Police Service to address proliferation of medical marijuana dispensaries (ongoing)
  - Inspected 135 dispensaries resulting in 85 closures (as of November 23)
  - Laid 347 charges (as of November 23)
- ❖ Responded to 45 of 112 outstanding requests for staff reports and received 44 additional requests for staff reports from Committee and Council.

## **2016 Key Service Accomplishments (cont.)**

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### **Policy, Planning, Finance & Administration**

- ❖ Supported Cluster B divisions as follows:
  - Processed over 43,000 vendor invoices for payment
  - Issued over 35,000 customer invoices
  - Processed \$153 million in accounts receivable transactions
  - Processed bi-weekly payroll files for over 6,000 Cluster B employees, requiring more than 634,500 payroll line entries
  - Conducted 80 public consultation events to support Cluster B Environmental Assessment projects
  - Distributed 22,000 emergency preparedness publications to the public, City Divisions and Civic Centres across Toronto in multiple languages
  - Reviewed almost 900 special event emergency action plans

## 2016 Key Service Accomplishments (cont.)

### Toronto Building

- ❖ Processed and managed a high volume of permit activity:
  - Received over 50,000 permit applications (3% increase over 2015) and issued over 50,000 building permits (8% increase over 2015) with a construction value of over \$7.5 billion
  - From 2014 – 2016, processed complete building permits applications of all building types within legislated time frames 95% of the time
- ❖ Implemented first year of the two-year strategy to minimize negative impacts of residential infill construction which includes:
  - City-wide complaint management strategy through a new dedicated enforcement unit and better data collection
  - Improved communications with the public through a website listing construction activities and orders issued, signage on constructions sites containing key information and a “Good Neighbour Guide” for builders and residents
  - More effective enforcement and education to encourage good construction practices
- ❖ Increased productivity through electronic customer service initiatives:
  - Digitized 600,000 building records
  - Received 58% of Building application submissions via email
  - e-Service website being developed and under testing

## 2016 Key Service Accomplishments (cont.)

### Toronto Fire Services

- ❖ Reduced response times while responding to more emergency incidents:
  - Number of emergency incidents increased by 0.6% from 115,667 in 2015 to 116,400 projected in 2016 - including fires, medical incidents, all types of rescue and specialized services including hazardous materials
  - Achieved overall response time of 6 minutes, 20 seconds, 83% of the time (an increase from 81% in 2015) in all three areas:
    - Processed emergency calls in less than 60 seconds, 95% of the time (an increase from 94% in 2015)
    - Achieved turnout time within 80 seconds, 48% of the time (an increase from 47% in 2015)
    - Achieved travel time within 240 seconds, 77% of the time (an increase from 76% in 2015)
- ❖ Completed inspections and timed evacuation drills of all vulnerable occupancies to ensure compliance with Provincial Regulations and Ontario Fire Marshal Directives
- ❖ Developed and delivered a pilot program in co-operation with the Office of the Fire Marshal to over 500 Toronto Community Housing supervisory staff which focused on fire safety duties and responsibilities under the Ontario Fire Code

# 2016 Key Service Accomplishments (cont.)

## Transportation Services

- ❖ Achieved performance of 96% on-time completion rate for 311 service requests
- ❖ StART showcased professional artists, provided mentorship opportunities for emerging artists, and attracted international media attention to Toronto as a centre of creativity
  - Completed 80 wall murals, 110 “Outside-The-Box” projects, and a pilot project of 4 road murals
  - Increased the number of murals created by indigenous artists
  - Removed ~500,000 square feet of graffiti vandalism
- ❖ Awarded 47 seven-year contracts for winter maintenance services
- ❖ Launched public website (PlowTO) displaying real-time location of 1300 winter maintenance vehicles
- ❖ Developed Road Safety Plan to enhance pedestrian safety:
  - Installed/refreshed zebra markings at 540 intersections
  - Reduced the curb radii at 14 intersections to improve the pedestrian environment
- ❖ Developed a Ten Year Cycling Network Plan, comprising 525 centreline km of new cycling infrastructure, which will encourage cycling and enhance the safety of cyclists
- ❖ Updated the 2016-2020 Congestion Management Plan, including:
  - Retimed 359 traffic signals along 14 corridors to improve traffic flow and reduce delays, fuel consumption and vehicle emissions
  - Installed 71 additional traffic monitoring cameras on key arterial routes
- ❖ Responded to 8 requests for staff reports over and above normal work program

# Operating Budget Variance as of Sep. 30, 2016

City Program/Agency	Year-to-Date					Year-End Projection				
	Gross Expenditures	Revenue	Net Variance		Alert	Gross Expenditures	Revenue	Net Variance		Alert
	\$	\$	\$	trend		\$	\$	\$	trend	
City Planning	0.1	6.1	(5.9)	▼	Ⓚ	0.0	6.0	(6.0)	▼	Ⓚ
Fire Services	5.4	1.1	4.3	▲	Ⓚ	7.4	0.7	6.6	▲	Ⓜ
Municipal Licensing & Standards	(2.6)	(0.7)	(1.9)	▼	Ⓚ	(0.2)	(1.3)	1.2	▲	Ⓜ
Policy, Planning, Finance and	(0.9)	(0.7)	(0.1)	▼	Ⓚ	(1.1)	(0.7)	(0.4)	▼	Ⓚ
Engineering and Construction Services	(4.8)	(1.1)	(3.6)	▼	Ⓚ	(6.5)	(3.0)	(3.5)	▼	Ⓚ
Toronto Building	(2.0)	4.0	(6.1)	▼	Ⓚ	(1.8)	5.0	(6.8)	▼	Ⓚ
Transportation Services	(25.8)	(8.4)	(17.4)	▼	Ⓚ	(18.5)	(18.2)	(0.3)	▼	Ⓚ
<b>Total</b>	<b>(30.5)</b>	<b>0.2</b>	<b>(30.7)</b>	<b>▲</b>	<b>Ⓚ</b>	<b>(20.7)</b>	<b>(11.5)</b>	<b>(9.2)</b>	<b>▲</b>	<b>Ⓜ</b>
<b>Year-to-Date</b>	85% to 105%	0% to 85%	>105%			<=100%	>100%			
<b>Net Variance</b>	Ⓚ	Ⓚ	Ⓜ			Ⓚ	Ⓜ			

**Key Points (explanation of variances)**

- ❖ At year end, all divisions expected to be under budget (except for Fire Services, and Municipal Licensing & Standards)
- ❖ Fire Services projects to be over-spent by \$6.6 million
  - Higher than budgeted WSIB costs arising from work-related cancer claims
- ❖ Municipal Licensing & Standards to be over-spent by \$1.2 million
  - Lower than budgeted revenue related to Ground Transportation Review, which led to a freeze in taxi licence renewal fees and a decline in enrollment for taxi/limo training courses, re-inspection fees, and Animal Services waived fees



# Key Service Issues & Priority Actions for 2017

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## City Planning

- ❖ Manage increasing number of Committee of Adjustment applications, development applications, Area Studies, Heritage Conservation District Studies and the staff effort required for attendance at Ontario Municipal Board (OMB) hearings
- ❖ Accelerate transit initiatives (i.e. RER–SmartTrack, Relief Line)
- ❖ Manage increased workload resulting from changes in legislation & provincial announcements (Bill 73, OMB reform)
- ❖ Staff will report back to Planning and Growth Committee in January on additional staffing resources required to meet Key Performance Indicators, Planning Act time lines and planning application volumes

## Business Transformation

- ❖ Advance eService delivery program for Committee of Adjustment:
  - Accept e-mail application submissions from anywhere 24/7
  - Make Committee of Adjustment Research Requests for decision history available through an on-line application for a fee
  - Circulate Community Planning applications electronically to internal and some external partners

# Key Service Issues & Priority Actions for 2017 (cont.)

## Engineering & Construction Services

- ❖ Enhance capital delivery efficiency and effectiveness:
  - Proactively manage construction-related disruption at the project planning stage and during construction
  - Continue to improve communication and relations with the public and businesses before, during and after construction through public consultation and construction notices
- ❖ Ensure integrity of City infrastructure is maintained:
  - Maintain compliance with the provincially-legislated 2-year bridge condition inspection cycle by inspecting 279 Transportation Services bridges in 2017
  - Continue to aggressively recruit and retain professional staff in the face of substantial competitiveness in the market place
  - Implement internal ECS Audit function within Executive Director's Office to monitor construction contracts for compliance with City, Cluster and Divisional standards
  - Establish dedicated engineering expertise to review City and other agency projects

# Key Service Issues & Priority Actions for 2017 (cont.)

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## Engineering & Construction Services (cont.)

### Business Transformation

- Enhance the planning and coordination of the Multi-year Capital Program with internal and external stakeholders
  - Bundling together different projects such as road and sewer constructions, TTC track and Toronto Hydro plant where feasible
  - Using multi-year program management assignments
- Continue to work with the construction industry, PMMD and Legal Services on innovative procurement and contracts to accelerate construction
  - Pre-qualifying consultants and contractors
  - Relying on alternative procurement strategies such as Design-Build
- "Right-size" Engineering & Construction Services staff complement to better reflect funding source (capital versus operating) and resource requirements and to reduce the Division's reliance on the tax base

# Key Service Issues & Priority Actions for 2017 (cont.)

## Municipal Licensing & Standards

- ❖ Improve Enforcement and Compliance Outcomes:
  - Public education and enforcement blitz to address dogs off leash in City Parks
  - Ongoing Specialized Program for Interdivisional Enhanced Responsiveness (SPIDER) initiative resulting in successful property and vulnerable person resolutions
- ❖ Enhance the current Multi-Residential Apartment Building (MRAB) Program:
  - Focused improvements to existing enforcement activities and regulations
  - Council at its December meeting, requested another \$2 million and 12 positions to be added to the current budget through the 2017 budget process
- ❖ Enhance Performance and Business Analytic Systems and Reporting:
  - Implement Balanced Scorecard as part of our Divisional Excellence Toronto Action Plan to ensure alignment of business activities to the vision and strategy of the organization and monitor performance against strategic goals

# Key Service Issues & Priority Actions for 2017 (cont.)

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## Municipal Licensing & Standards (cont.)

### Business Transformation

- ❖ Modernize bylaws and business processes:
  - Upgrade technology, business systems, regulations and streamline processes
    - Develop and test on-line services for Toronto Animal Services (TAS) and Business Licencing
    - Digitize business licensing records
    - Introduce Business Process modernization including e-licensing and electronic data sharing
    - Pilot business licensing service for eating establishments in the West District

# Key Service Issues & Priority Actions for 2017 (cont.)

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## Policy, Planning, Finance & Administration (cont.)

- ❖ Maintain service levels and increased demand for services from client Divisions with reduced resources:
  - Continue business process reviews to identify additional efficiencies and streamline operations
- ❖ Discontinue Office of Emergency Management cooling centre program

## Business Transformation

- ❖ Implement new corporate technology improvements while maintaining service level:
  - Automate absence reporting and other payroll transactions through the implementation of Employee Self Serve / Management Self Serve
  - Participate in Supply Chain Transformation Project to automate the City's procurement process
  - Automate the Cluster B Dashboard

# Key Service Issues & Priority Actions for 2017 (cont.)

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## Toronto Building

- ❖ Meet legislated time frames and improving service levels while managing a sustained high level of development activity
- ❖ Integrate with City Planning through expansion of Committee of Adjustment (C of A) application intake in all districts including introduction of email submission for C of A applications

## Business Transformation

- ❖ Further modernization of service delivery:
  - Implement first phase of e-Service website
  - Develop a long-term Information Technology Roadmap
  - Will continue digitization of building records including integration with work management system

# Key Service Issues & Priority Actions for 2017 (cont.)

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## Toronto Fire Services

- ❖ Continue to reduce response times while responding to an increasing number of emergency incidents:
  - All types of emergency incidents are expected to increase 1% from 116,400 projected in 2016 to 117,550 in 2017
- ❖ Transition from the previous “Path to Diversity” initiative to a comprehensive Inclusion Plan:
  - Enhance the focus on community outreach
  - Work with Equity, Diversity and Human Rights division and Human Resources division to identify opportunities to enhance diversity and inclusion in TFS community outreach, recruitment and post-recruitment support processes
  - Foster an increasingly welcoming culture within TFS



# Key Service Issues & Priority Actions for 2017 (cont.)

## Toronto Fire Services (cont.)

### Business Transformation

- ❖ Continue to implement the Toronto Fire Services (TFS) Transformation Plan which prioritizes and operationalizes the objectives and strategic direction of the TFS 2015-2019 Master Fire Plan:
  - Introduce National Fire Protection Association 1031 & 1035 Level 1 professional qualifications in the Operations Division
    - Beginning in Q4-2017, all future Operations Firefighter recruits will graduate from Toronto Fire Academy with formal NFPA Fire Inspector and Public Educator certifications in addition to full Operations qualifications.
  - Create a comprehensive TFS Operations-Based Fire Code Re-inspection Program
    - Introduce Fire Code Re-inspection Fees
    - Makes it possible for TFS to transition to FUS grade rating of Class 2 resulting in an estimated annual cost savings of \$7.4 million in commercial and multi-residential fire insurance premiums

# Key Service Issues & Priority Actions for 2017 (cont.)

## Transportation Services

- ❖ Traffic Congestion Management:
  - Implement second year initiatives of the 2016 – 2020 Congestion Management Plan
  - Complete traffic signal coordination studies to reduce delays and improve travel time reliability along City arterials
  - Install additional traffic monitoring cameras and electronic signage
- ❖ Road Safety Plan:
  - Continue the implementation of the 45 new and enhanced safety measures designed to reduce the number of serious collisions
- ❖ Cycling Infrastructure:
  - Design and implement cycling infrastructure projects in the Ten Year Cycling Network Plan with a focus on projects funded under the federal Public Transit Infrastructure Fund (PTIF)
  - Continue work on Major Corridor Studies already underway (e.g., Bloor Street)
  - Develop key strategy documents including the Bike Parking Strategy and the On-Street Bikeway Design Guidelines
- ❖ Utility Cut Management and Repair:
  - Develop and implement a revised program to accelerate the rehabilitation of utility cut repairs and address the backlog

# Key Service Issues & Priority Actions for 2017 (cont.)

## Transportation Services (cont.)

- ❖ Service Adjustments:
  - Harmonize leaf collection (Etobicoke-York and Scarborough Districts)
  - Reduce boulevard grass cutting along the road network from 7 to 6 cuts per season
  - Reduce the frequency of street sweeping – local roads

## Business Transformation

- ❖ IT-enabled initiatives:
  - Installation of GPS equipment on 1300 winter maintenance vehicles
  - Electronic application and issuance of on-street parking permits, front yard parking permits and commercial boulevard parking permits
  - Development of the Toronto Cycling App
  - Mobile Computing Project deployed to Road Operations field staff
  - Installation of wireless communications to traffic control signals
  - Enterprise Work Management System (jointly with Toronto Water, Solid Waste & Parks, Forestry and Recreation)

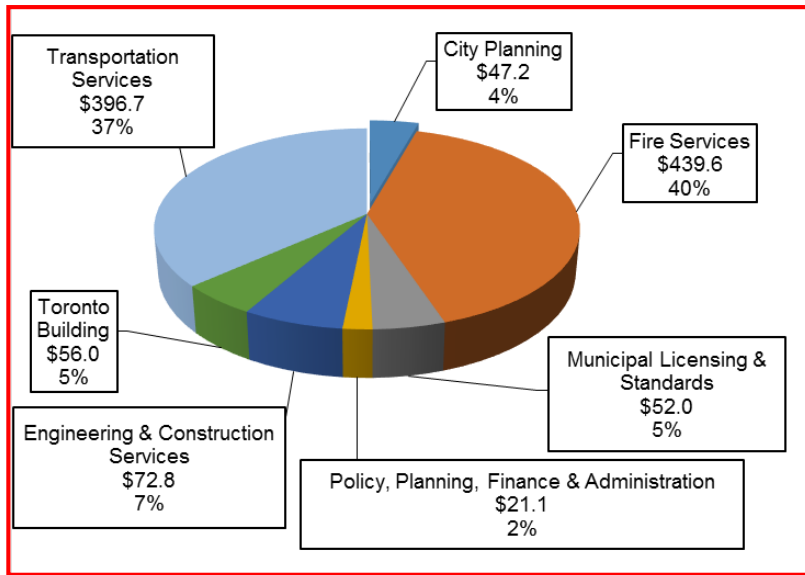


# 2017 – 2019 Preliminary Operating Budget & Plan

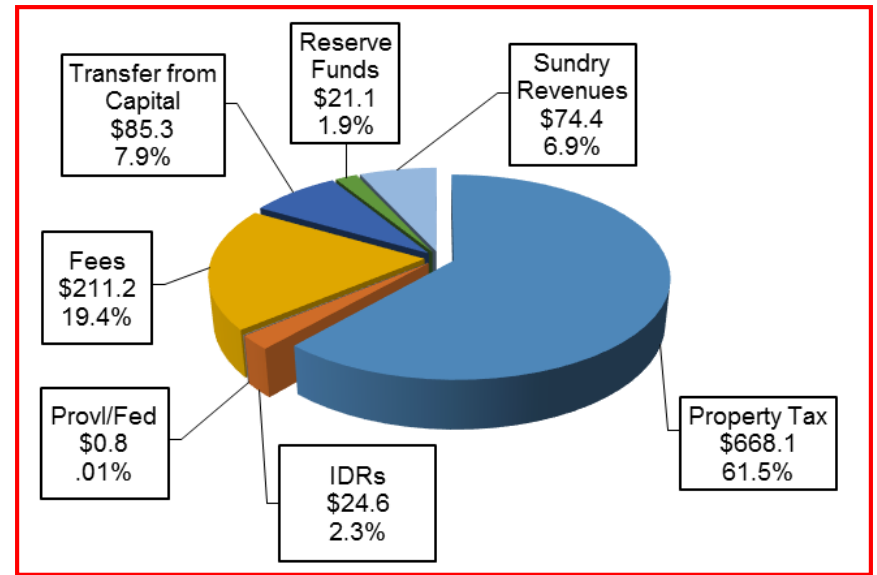


# 2017 Preliminary Operating Budget Gross Expenditures by Program & Funding Source

**Where the Money Goes**  
**\$1,086 Million**



**Where the Money Comes From**  
**\$1,086 Million**



# 2017 Preliminary Operating Budget Summary

(In \$000s)	2016 Budget		2017 Preliminary Budget		Change from 2016 Over (Under)			
	Gross	Net	Gross	Net	Gross		Net	
					\$	%	\$	%
<b>Citizen Centred Services "B"</b>								
City Planning	45,752	15,694	47,185	15,292	1,433	3.1%	(402)	-2.6%
Fire Services	433,981	418,653	439,629	422,528	5,648	1.3%	3,875	0.9%
Municipal Licensing & Standards	50,735	19,893	52,048	19,376	1,313	2.6%	(517)	-2.6%
Policy, Planning, Finance & Administration	22,208	9,759	21,141	9,108	(1,066)	-4.8%	(651)	-6.7%
Engineering & Construction Services	71,416	7,617	72,774	3,732	1,358	1.9%	(3,885)	-51.0%
Toronto Building	53,825	(10,755)	56,037	(10,755)	2,211	4.1%	(0)	0.0%
Transportation Services	388,902	207,642	396,725	208,784	7,823	2.0%	1,141	0.5%
<b>Citizen Centred Services "B"</b>	<b>1,066,819</b>	<b>668,504</b>	<b>1,085,539</b>	<b>668,066</b>	<b>18,720</b>	<b>1.8%</b>	<b>(438)</b>	<b>-0.1%</b>

## Key Points

- ❖ All Cluster B divisions met their reduction target except Fire Services and Transportation Services
- ❖ Fire Services increase due to annualization impact of 17 Fire Prevention Officer positions approved in 2016 and WSIB increases resulting from legislative changes that recognize 14 types of cancer as work related diseases
- ❖ Engineering & Construction Services (ECS):
  - Will receive an additional \$3.6 million in Development Application Review Program (DARP) revenue
  - Met 2.6 % reduction target before the additional DARP revenue
- ❖ Transportation Services increase due to higher costs of contracts, streetlighting and salaries and benefits, partially offset by expenditure reductions

*(For actions that Cluster B took towards meeting its reduction target refer to Appendices p. 59)*

# Enhanced Services Included in 2017 Preliminary Operating Budget

Description	2017			Incremental Impact			
	Gross	Net	New Positions	2018 Plan		2019 Plan	
				Net	Position	Net	Position
<b>ENHANCED SERVICES</b>							
<b>City Planning</b>							
Permanent Director to manage Committee of Adjustment	202.4	0.0	1.0	0.0	0.0	0.0	0.0
<b>Fire Services</b>							
Introduce Fire Code Re-Inspection Fees	468.8	-545.9	8.0	-519.1	0.0	8.9	0.0
<b>Municipal Licensing and Standards</b>							
Licensing Framework Rental Apartment Building (MRAB)	182.9	-1,150.0	6.0	-374.0	0.0	20.9	0.0
<b>Engineering &amp; Construction Services</b>							
Review Work for Metrolinx	118.3	0.0	1.0	0.0	0.0	0.0	0.0
Project Management to Deliver Infrastructure after Completion of EA	239.6	0.0	2.0	0.0	0.0	0.0	0.0
<b>Transportation Services</b>							
Traffic Congestion Management - Project Lead	114.8	0.0	1.0	0.0	0.0	0.0	0.0
Road Safety Plan Delivery	747.0	89.9	7.0	219.4	2.0	13.8	0.0
Cycling Network Plan Delivery	338.8	0.0	4.0	0.0	2.0	0.0	0.0
<b>Total Enhanced Services</b>	<b>2,412.5</b>	<b>-1,606.1</b>	<b>30.0</b>	<b>-673.6</b>	<b>4.0</b>	<b>43.6</b>	<b>0.0</b>

# New Services Included in 2017 Preliminary Operating Budget

Description	2017			Incremental Impact			
	Gross	Net	New Positions	2018 Plan		2019 Plan	
				Net	Position	Net	Position
<b>NEW SERVICES</b>							
<b>City Planning</b>							
Canada 150 grant for Bentway programming	175.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Engineering &amp; Construction Services</b>							
Executive Director Office - Audit Function	136.2	0.0	1.0	0.0	0.0	0.0	0.0
<b>Toronto Building</b>							
Development Application Review	1,184.6	0.0	12.0	0.0	0.0	0.0	0.0
<b>Transportation Services</b>							
Capital Infrastructure Planning Unit - Project Lead	114.8	40.2	1.0	0.0	0.0	0.0	0.0
<b>Total New Services</b>	<b>1,610.7</b>	<b>40.2</b>	<b>14.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>NEW FEES</b>							
<b>Transportation Services</b>							
Utility Cut Repair Program - Fixed Fee External Clients	0.0	-4,800.0	0.0	-7,200.0	0.0	0.0	0.0
Roadway Collision Incident Response Fee	0.0	-517.4	0.0	0.0	0.0	0.0	0.0
Right-of-way Fees for Commercial Street Events	0.0	-402.3	0.0	0.0	0.0	0.0	0.0
Right-of-way Fees for Commercial Film Permits	0.0	-2,000.0	0.0	-1,442.5	0.0	0.0	0.0
<b>Total New Fee Revenues</b>	<b>0.0</b>	<b>-7,719.7</b>	<b>0.0</b>	<b>-8,642.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total New Revenues/Services</b>	<b>1,610.7</b>	<b>-7,679.5</b>	<b>14.0</b>	<b>-8,642.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



# 2017 User Fee Change Highlights

Fee Description	2016 Fee	2017 Fee	% Increase	Incremental Revenue (\$000's)
<b>Fire Services</b>				
Fire Code Re-inspection Fees	n/a	Variable	n/a	1,014.8
<b>Subtotal</b>				<b>1,014.8</b>
<b>Transportation Services</b>				
<i>Transportation Fees</i>	n/a	Variable	n/a	7,719.7
<b>Subtotal</b>				<b>7,719.7</b>
<b>City Planning</b>				
Development Application Review Process Fees Increase (allocated to multiple city programs)	Variable	Variable	n/a	12,900.0
<b>Subtotal</b>				<b>12,900.0</b>
<b>Total Incremental Revenue</b>				<b>21,634.5</b>



# Capital Overview



# Major Projects Completed in 2016

## City Planning

- ❖ Completed major Heritage Conservation District Plans or Studies:
  - Historic Yonge HCD Plan
  - Garden District HCD Plan
  - Distillery District HCD Study
- ❖ Completed several Area Studies:
  - Steeles Redlea Regeneration Area Study
  - Broadview Avenue Study
  - TOcore Proposals Report
  - Sherway Area Secondary Plan Study
  - Sheppard Avenue West Commercial Area study
  - Driveway Widening on Weston Road
  - Broadway Avenue Study
  - The Bentway framework for programming, operations, and maintenance
  - Complete Streets Interchange Design
  - Kingston Road Avenue Study (East of Victoria Park Ave.)

## Major Projects Completed in 2016 (cont.)

### City Planning (cont.)

- ❖ Approvals, Rezoning, and Mediation:
  - William Osler Health Centre approval
  - The Well rezoning application
  - TOcore: Planning Toronto's Downtown – Tower Separation Distance OPA/ZBL
  - Central Tech Dome OMB - successful mediation
  - Resolution of Mimico by the Lake Secondary Plan at the OMB
  - Resolution of 660 Eglinton Avenue East mixed use development at the OMB
- ❖ Civic Improvements Projects Underway:
  - Lower Don Improvements - Pottery bridge and trail nodes
  - Humber Bay Shores - Palace Pier Court pedestrian and cycling trail node
  - Coxwell and Dundas – Raindrop Park
  - Methuen Avenue Parkette
  - Parliament Street Parkettes

## Major Projects Completed in 2016 (cont.)

### Engineering & Construction Services

- ❖ Reconstructed / resurfaced over 150 road lane kilometres:
  - Don Mills Road - Lawrence Avenue East to York Mills Road (6 weeks ahead of schedule)
  - Lawrence Avenue East - Leslie Street to the west end near Bayview Bridge
  - Middlefield Road - McCowan Road to the Ontario Hydro Right of Way
  - Oakwood Road - St. Clair Avenue West to Rogers Road
  - Warden Avenue - Sheppard Avenue East to Highway 401 Overpass
- ❖ Completed all required 649 bridge spans Bridge Condition assessments, including 330 bridge spans along the F.G. Gardiner Expressway:
  - Completed repairs to the West Deck of the F.G. Gardiner Expressway from Exhibition Place to Grand Magazine (6.5 months ahead of schedule)
- ❖ Continued work on priority projects:
  - Prince Edward Viaduct over the Don Valley Parkway
  - Reconfiguration of the F.G. Gardiner York/Bay/Yonge Ramp
  - Six Points Interchange Reconfiguration: Phase 2

## Major Projects Completed in 2016 (cont.)

### Toronto Fire Services

- ❖ Completed the replacement/renovation of:
  - Fire Station #135 (Eglinton & Chaplin) to address the State of Good Repair issue
  - Fire Station 424 project to provide additional fire prevention / public education space and address significant SOGR deficiencies – remains deployable as a fire station
- ❖ Replace 2,016 bunker suits as part of The Bunker Suits Lifecycle Replacement project
- ❖ Purchased:
  - 200 Thermal Imaging Cameras to improve firefighter safety, public safety, and reduction of property loss
  - 170 Handheld Pulse Oximeter & Accessories for use in all frontline apparatus
- ❖ Replaced TFS' telephone infrastructure with The Emergency Phone System *Replacement* project required to support the migration to IP based 911 calls
- ❖ Decommissioned the legacy radio system and implemented an alternative wireless network component through the Toronto Radio Infrastructure Project

# Major Projects Completed in 2016 (cont.)

## Transportation Services

- ❖ State of Good Repair:
  - Rehabilitated 3.7 km of laneways, 70.4 km of local and collector roads, and, 44.3 km of minor and major arterial roads
- ❖ Health and Safety:
  - Completed a new Road Safety Plan
  - Installed 13 new Traffic Signals and 37 Audible Pedestrian Signals
- ❖ Service Improvement:
  - Updated Congestion Management Plan
  - Completed a new 10 Year Cycling Network Plan
  - Installed 7.5 km of cycle tracks, 3.4 km of new bike lanes and 4 km of new multi-use trails
  - Upgraded 24 km of existing cycling infrastructure
  - Installed 4.7 km of new Sidewalks
- ❖ Growth Projects and Related Studies:
  - Completion of the Redlea Ave Extension from Steeles Ave E to McNicoll Ave
  - Studies for future enhancements of Emery Village Road 2A, Liberty Village New Street and Rean to Kenaston New Road

## **Major Projects Completed in 2016 (cont.)**

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### **Waterfront Revitalization Initiative**

- ❖ Completed Port Lands Flood Protection due diligence report
- ❖ Completed Union Station second platform (deficiencies)
- ❖ Completed Fort York Pedestrian and Cycle Bridge design (now under construction)
- ❖ Completed Gardiner East EA; to be submitted to Ministry of Environment and Climate Change in early January 2017
- ❖ Secured Federal and Provincial government funding for ‘Quick Start’ component of Port Lands Flood Protection - Essroc Quay, Lake Filling and Naturalization project



# Capital Budget Variance as of Sep. 30, 2016

Program (\$ Millions)		2016 Approved Cash Flow	2016 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
City Planning	Q3	10.33	2.97	7.43	71.9%	↑	G
Fire Services	Q3	21.74	7.98	12.24	56.3%	↓	Y
Transportation	Q3	451.66	113.07	291.21	64.5%	↓	Y
Waterfront Revitalization	Q3	36.82	12.07	23.57	64.0%	↓	Y
<b>Total</b>	<b>Q3</b>	<b>520.55</b>	<b>136.10</b>	<b>334.45</b>	<b>64.2%</b>		

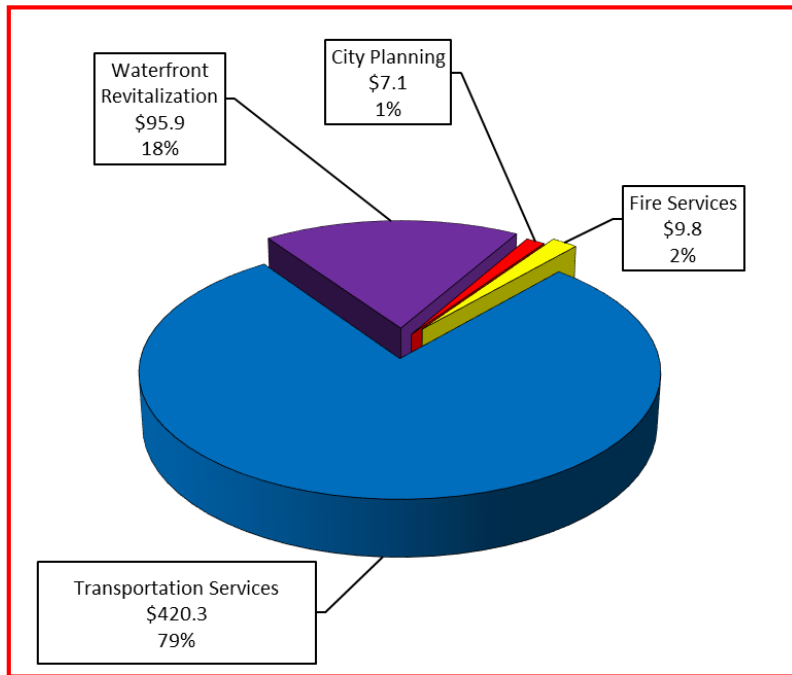
G >70%    
 Y between 50% and 70%    
 R < 50% or > 100%

### Key Points (explanation of variances)

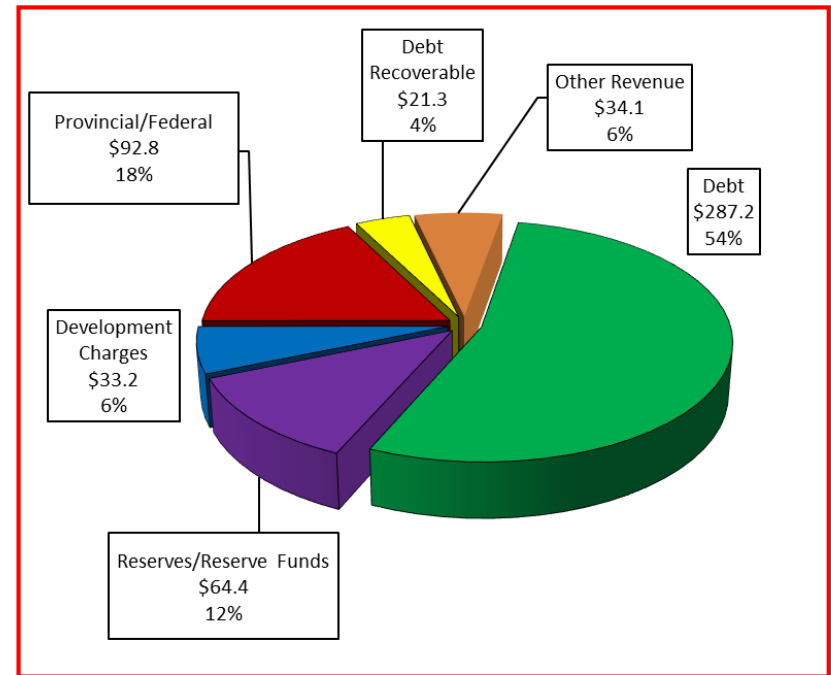
- ❖ Cluster B Capital projects spending in 2016 is expected to be \$334.5 million or 64.2% by year-end
- ❖ Fire Services is projecting a 56.3% spending rate due to the following:
  - Station A (Woodbine) & Station B (Downsview) experienced delays with the site plan approval and land title transfer
  - Specialized trucks & equipment project was delayed due to complexity in developing the apparatus specifications
- ❖ Waterfront Revitalization is projecting a 64.0% spending rate due to:
  - Delayed start of construction for the Fort York Pedestrian and Cycle Bridge as sign off on legal agreements from Metrolinx took longer than expected
  - Revisions in the timing of construction cash flow estimates for The Bentway Project (Project Under Gardiner). Construction to begin in Q1 2017
- ❖ Transportation Services is projecting a 64.5% spending rate due to factors relating to growth projects:
  - Contract delays arising from property acquisition and/or encroachment permits and contractual issues
  - Third party driven projects with no spending
  - Transportation Services is holding \$26.84 million for the Georgetown South project to pay for future improvements. If this project is excluded from the Budget, the year end spending rate is 68.6 %

# 2017 Preliminary Capital Budget & Plan Spending & Funding Sources

### Where the Money Goes \$533.1 Million



### Where the Money Comes From \$533.1 Million



# Key Capital Issues & Priority Actions for 2017

## City Planning (\$7.1 million)

- ❖ Ongoing Legislative Projects (\$0.9 million) that include:
  - Five-year review of the Official Plan (\$0.8 million)
  - Natural Heritage Inventory & Integration Evaluation System (\$0.1 million)
  - Toronto Archaeological Resources Plan Phase 2 – Implementation (\$0.1 million)
- ❖ Continue Civic Improvement Program – Places (\$2.8 million), projects including various Streetscape Improvements city-wide
- ❖ Continue to provide Development Charge funded studies (\$3.4 million) that include:
  - Growth Studies (\$1.6 million)
  - Avenue/Local Area Studies (\$0.3 million)
  - Transportation and Transit Planning Studies (\$0.5 million)
  - Heritage Conservation District Studies (\$1.0 million)
  - Increased investment supports growing demand for studies, emergence of major priority transit investments and increasing cost of studies

# Key Capital Issues & Priority Actions for 2017 (cont.)

## Toronto Fire Services (\$9.8 million)

- ❖ Fire Services Master Fire Plan calls for strategic placement of fire stations and the required fire apparatus and equipment to address anticipated growth:
  - Start construction of Station B – Downsview and Station A – Woodbine (\$2.9 million)
  - Upgrade Equipment - Replacement of Portable Radios-2017 (\$5.0 million)

## Transportation Services (\$420.3 million)

- ❖ Continue to Reduce State of Good Repair Backlog (\$212.7 million):
  - Major road rehabilitation (\$58.1 million)
  - Local / critical interim road rehabilitation (\$62.4 million)
  - Rehabilitation of the F.G. Gardiner Expressway (\$16.2 million)
  - City bridge rehabilitation and retaining walls (\$37.3 million)
  - Other including: Sidewalks, laneways, neighbourhood improvements, Traffic plant requirements/signal asset management (\$29.2 million)
- ❖ Implement Service Improvement Projects (\$99.0 million):
  - Cycling infrastructure & PTIF Transportation Cycling (\$76.4 million)
  - PTIF Transportation Surface Track Operations (\$4.3 million)
  - PTIF Transportation Road Safety (\$8.1 million)
  - Engineering studies (\$4.5 million) - Environmental Assessments

# Key Capital Issues & Priority Actions for 2017 (cont.)

## Transportation Services (cont.)

- ❖ Build Growth Related Projects (\$96.0 million):
  - Traffic congestion management - expand Intelligent Transportation Systems (ITS) to better manage congestion on arterial roadways and expressways (\$6.1 million).
  - Georgetown South City Infrastructure Upgrades (\$13.4 million)
  - Gardiner York / Bay / Yonge Reconfiguration (\$19.3 million)
  - Six Points Interchange Redevelopment - Build new Dundas St from Kipling Ave to Bloor St W and complete Toronto Hydro relocation (\$11.0 million)
  - St Clair Transportation Master Plan - Keele to Old Weston infrastructure coordination (\$4.0 million)
  - Scarlett/St Clair/Dundas (\$0.3 million) – Completed preliminary design and feasibility assignment in 2016 with detailed design to start in 2017
  - Design Cherry St Realignment and Bridges (\$4.2 million)
  - Steeles Avenue Widening, Port Union and Ingram Drive
  
- ❖ Install Health & Safety Projects (\$12.6 million):
  - Accessible pedestrian signals and new / modified traffic control signals/devices (\$6.8 million)
  - Local Geometric Traffic Safety Improvements and Guide Rail Replacement & Tactile Dome Installation (\$4.0 million)
  - Other include: Salt Management, Pedestrian Safety and Infrastructure Programs (\$1.8 million)

## Key Capital Issues & Priority Actions for 2017 (cont.)

### Waterfront Revitalization Initiative (\$95.9 million)

- ❖ Start Essroc Quay and Port Lands Flood Protection projects
- ❖ Continue implementation of “Waterfront 1.0” projects:
  - Precinct developments in West Don Lands (\$0.6 million) and East Bayfront (\$2.5 million)
  - Completion of Fort York Pedestrian and Cycle Bridge (last \$4 million of \$21.2 million project)
  - Completion of Waterfront Transit Reset Phase 2 (\$0.5 million)
- ❖ Secure MOECC approval of Gardiner East EA
- ❖ Implement The Bentway (Project: Under Gardiner) (\$10.5 million)
- ❖ Secure Federal and Provincial funding for “Waterfront 2.0” priorities (total project costs):
  - Port Lands Flood Protection (\$1.2 billion)
  - Waterfront transit (\$1.6 billion)
  - Public realm (\$350 million)
  - Land servicing (\$150 million)



# 2017 – 2026 Preliminary Capital Budget & Plan



# Major Projects In the 2017 – 2026 Preliminary Capital Plan

## City Planning (\$62.4 million)

- ❖ Growth Studies:
  - Local Area growth studies (\$11.5 million)
  - 5 Heritage Conservation District Studies per year (\$10 million)
  - Avenue Studies (\$2.6 million)
  - Transportation and Transit Planning studies (\$3.1 million)
- ❖ 6 to 9 Places projects every year (\$29.1 million)
- ❖ On-going legislative requirements:
  - Statutory five year review of the Official Plan (\$3.9 million)
  - Support for legal challenges of the New Zoning By-law (\$0.9 million)
  - Natural Heritage Inventory and Integration Evaluation System (\$0.8 million)
  - Toronto Archaeological Resources Plan (\$0.5 million)



# Major Projects

## In the 2017 – 2026 Preliminary Capital Plan (cont.)

### Toronto Fire Services (\$46.0 million)

- ❖ Build Fire Stations (\$19.6 million):
  - Station B (Downsview) \$3.0 million
  - Station A (Woodbine) \$4.8 million
  - Station G (Sunnybrook) \$11.8 million
- ❖ Replace and upgrade equipment (\$21.6 million):
  - Portable/Mobile Radios \$12.7 million
  - Personal Protective Equipment \$4.5 million
  - Defibrillators \$2.1 million
  - Thermal Imaging Cameras \$1.5 million
  - Firefighting Helmets \$0.8 million
- ❖ Training Simulators /Facilities Renovations (\$2.9 million)

# Major Projects

## In the 2017 – 2026 Preliminary Capital Plan (cont.)

### Transportation Services (\$5,294 million)

- ❖ State of Good Repair Projects (\$4,418 million):

Major Road Rehabilitation (includes DVP)	\$662 million
Local Road Rehabilitation	\$714 million
City Bridges Rehabilitation*	\$383 million
Sidewalks	\$174 million
F.G. Gardiner Rehabilitation**	\$2,299 million

*\* Includes Bathurst St and Dufferin St Bridges*

*\*\* Includes Gardiner State of Good Repair and AFP program work*

- ❖ Service Improvement Projects (\$268 million):

- Including Cycling Infrastructure (\$168 million), Engineering Studies (\$35 million) and other service improvement related programs (\$43 million)

- ❖ Health and Safety Projects (\$93 million):

- Including Signal Major Modification (\$23 million), Accessible Pedestrian Signals (\$23 million), Traffic Control signals/devices (\$22 million) and other safety related programs (\$25 million)

# Major Projects

## In the 2017 – 2026 Preliminary Capital Plan (cont.)

### Transportation Services (\$5,294 million) (cont.)

- ❖ Growth-Related Projects (\$515 million):
  - Traffic Congestion Management (\$32 million)
  - Six Points Interchange (\$54 million)
  - Gardiner York/Bay/Yonge Ramp Reconfiguration (\$19 million)
  - Steeles Avenue Widening (\$39 million)
  - Georgetown South City Infrastructure Upgrades (\$40 million)
  - Ingram Drive Extension (\$55 million)
  - Legion Road Extension (\$43 million)
  - Scarlett/ St Clair/ Dundas (\$50 million)
  - St. Clair Transportation Master Plan (\$30 million)
  - Work for TTC and Others (\$74 million)
  - All other growth related programs (\$99 Million), including: Port Union Road Widening, King-Liberty Cycling Pedestrian Bridge, North York Service Road Extension, Design of Cherry St Realignment and Bridges, North Queen New Street , Regent Park Revitalization , LARP (Lawrence - Allen Revitalization Project) Phase 1, Yonge Street/Highway 401 Interchange Improvements, Third Party Signals (fully recoverable)

# Major Projects

## In the 2017 – 2026 Preliminary Capital Plan (cont.)

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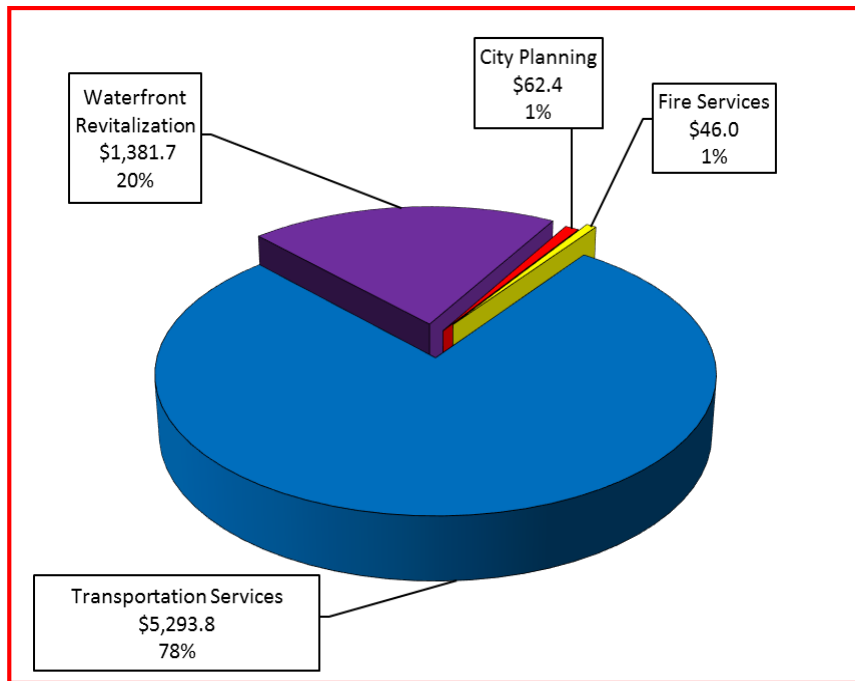
### Waterfront Revitalization Initiative (\$1,382 million)

- ❖ Port Lands Flood Protection (including Essroc Quay) (\$1,250 million)
- ❖ Essroc Quay (component of Port Lands Flood Protection) (\$65 million)
- ❖ Precinct Implementation - West Don Lands & East Bayfront (\$31.2 million)
- ❖ EBF Local Infrastructure (\$17.0 million)
- ❖ East Bayfront Public Art (\$5.1 million)
- ❖ Bayside Water's Edge Promenade (\$17.1 million)
- ❖ The Bentway (\$13.5 million)
- ❖ Fort York Pedestrian and Cycling Bridge (\$4.0 million)

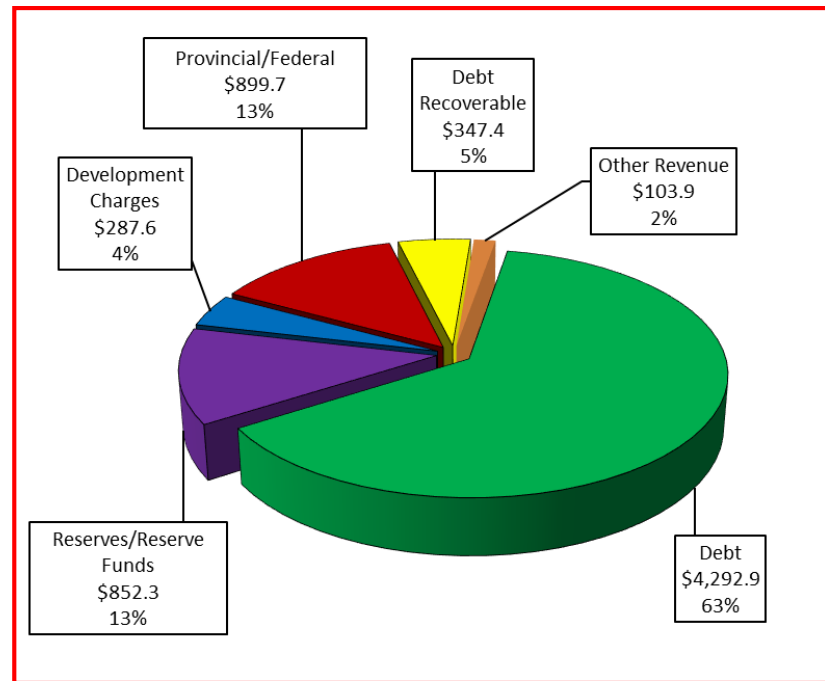
*(For Unfunded Capital Projects Chart, see Appendices pgs 69 & 70)*

# 2017 – 2026 Preliminary Capital Budget & Plan Spending & Funding Sources

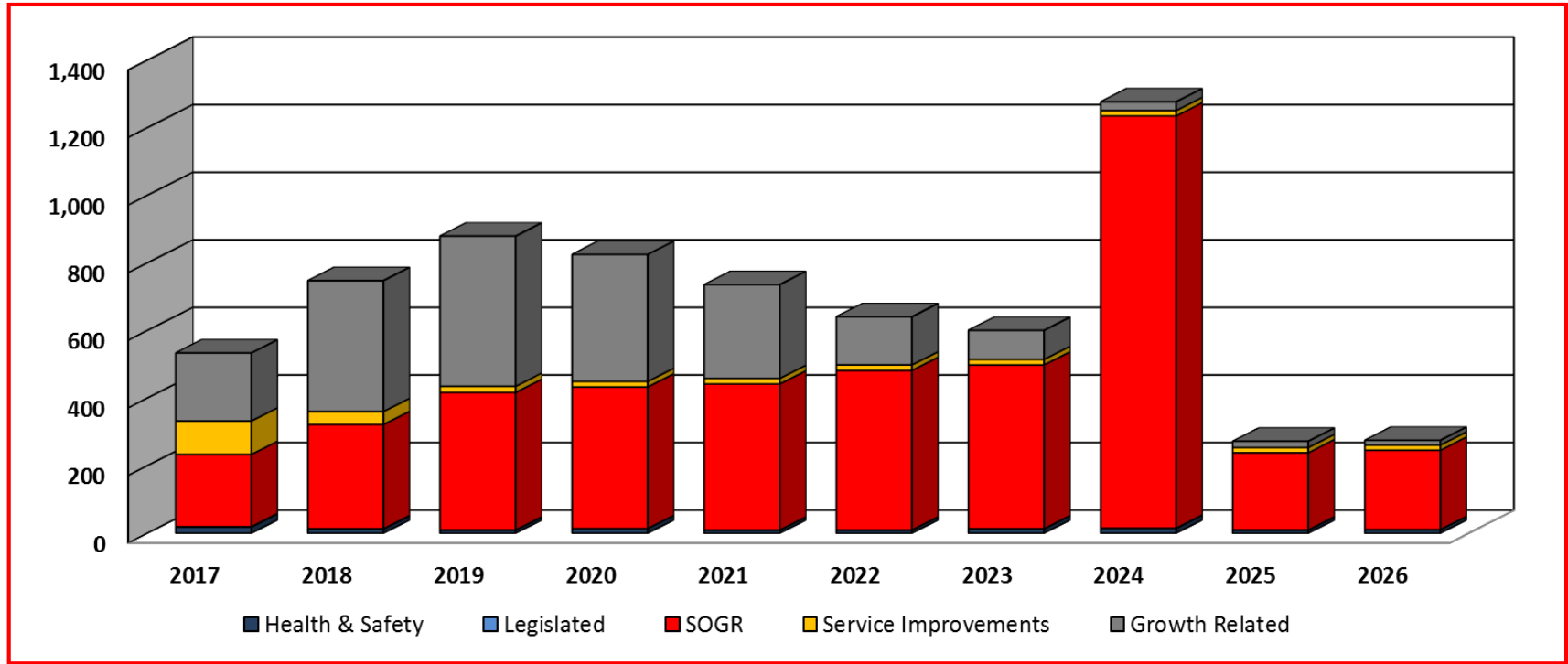
### Where the Money Goes \$6,784 Million



### Where the Money Comes From \$6,784 Million

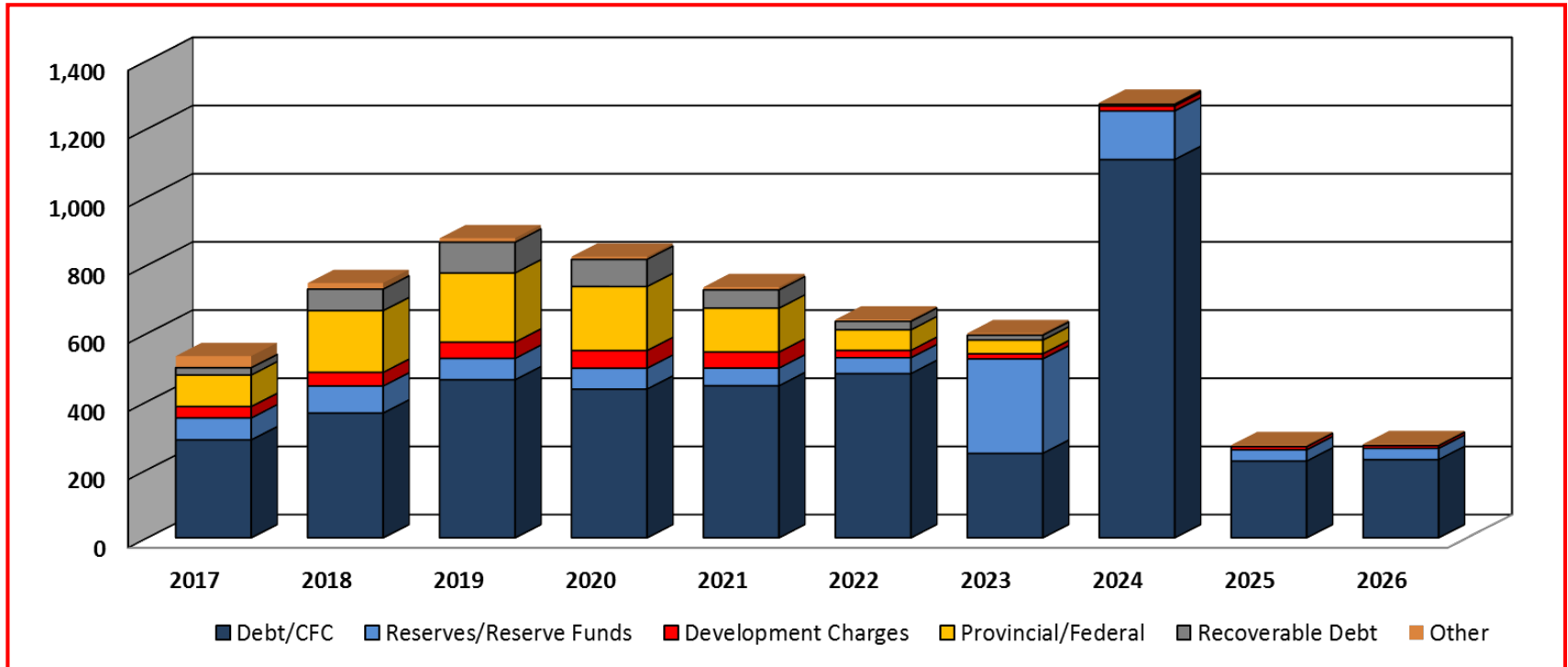


# 2017 – 2026 Preliminary Capital Budget & Plan by Project Category



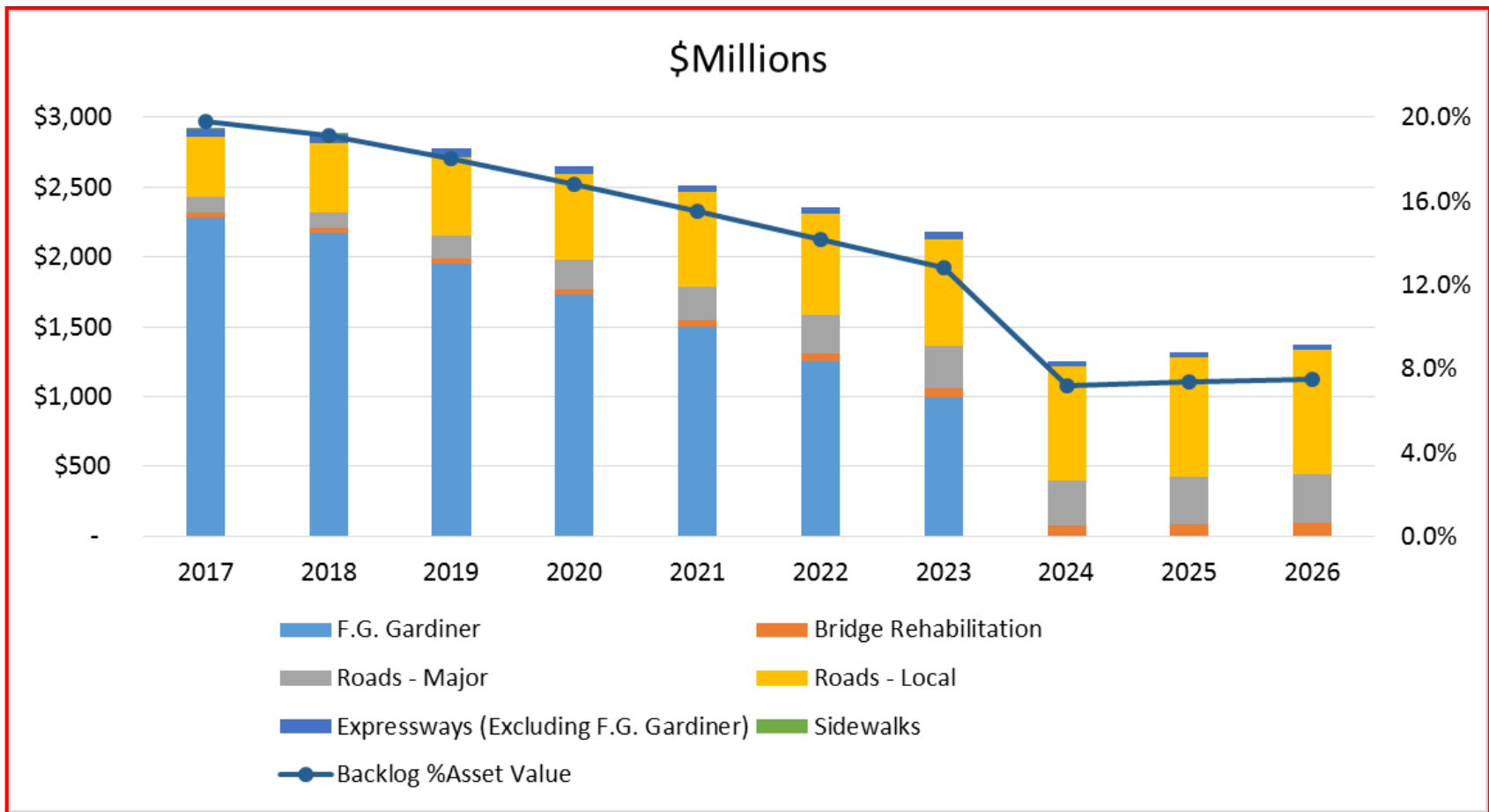
\$ Million	2017 - 2026 Preliminary Capital Budget and Plan by Category									
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Health & Safety	18.1	12.1	8.9	13.2	8.7	8.7	12.5	13.8	8.7	10.2
Legislated	0.9	0.9	0.5	0.5	0.5	0.5	0.5	0.9	0.9	0.5
SOGR	214.0	308.7	407.2	418.9	432.2	472.2	484.6	1220.0	228.2	234.7
Service Improvements	99.0	38.3	18.1	16.4	16.4	16.4	16.4	16.0	15.6	15.2
Growth Related	201.1	387.3	444.4	376.0	277.7	142.6	86.2	25.8	18.5	14.4

# 2017 – 2026 Preliminary Capital Budget & Plan by Funding Source



\$ Million	2017 - 2026 Preliminary Capital Budget and Plan by Funding Source									
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>Debt/CFC</b>	287.2	366.1	463.8	436.2	446.1	481.7	247.7	1109.8	225.1	229.4
<b>Reserves/Reserve Funds</b>	64.4	79.1	62.6	61.5	51.9	46.8	277.1	142.4	33.3	33.3
<b>Development Charges</b>	33.2	40.0	47.6	51.7	46.9	21.2	14.9	14.7	9.3	8.0
<b>Provincial/Federal</b>	92.8	181.1	203.0	187.6	129.0	60.5	40.4	5.4	0.0	0.0
<b>Recoverable Debt</b>	21.3	63.2	90.1	79.9	53.5	24.9	14.4	0.0	0.0	0.0
<b>Other</b>	34.1	17.8	11.9	8.0	8.1	5.3	5.8	4.3	4.3	4.3

# State of Good Repair Backlog







# Appendices



# List of Appendices

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- ❖ Additional Actions to Achieve Budget Reduction Target
- ❖ Key Cost Drivers
- ❖ Business Modernization & Transformation Initiatives
- ❖ 2018 & 2019 Plan
- ❖ Unfunded Capital Projects
- ❖ Debt Target
- ❖ Incremental Operating Impact of Capital

# Additional Actions to Achieve Budget Reduction Target

Description (\$000s)	Total Service Changes			Incremental Change			
	\$	\$	#	2018 Plan		2019 Plan	
	Gross	Net	Pos.	Net	Pos.	Net	Pos.
<b>Base Changes:</b>							
<b>Base Expenditure Changes</b>							
Line by Line Review - align budget with actual experience (multiple divisions)	(889.9)	(710.3)		(2.5)			
Winter Maintenance Budget Review - align with average actual experience of the past 7 years (Transportation)	(2,204.6)	(2,204.6)					
<b>Base Expenditure Change</b>	<b>(3,094.5)</b>	<b>(2,914.9)</b>		<b>(2.5)</b>			
<b>Base Revenue Changes</b>							
Building Permit Fee Inflation Increase 2.24% (Toronto Building)		(1,681.2)		(1,306.1)		(902.8)	
User Fee Increase 2.54% (Transportation)		(919.6)		(919.6)		(919.6)	
User Fee Inflation 2.00% (MLS)		(147.0)		(185.5)		(56.5)	
Development Review Fee - Inflationary Increase (City Planning)		(586.1)					
<b>Base Revenue Change</b>		<b>(3,333.9)</b>		<b>(2,411.2)</b>		<b>(1,878.9)</b>	
<b>Sub-Total</b>	<b>(3,094.5)</b>	<b>(6,248.8)</b>		<b>(2,413.7)</b>		<b>(1,878.9)</b>	
<b>Service Efficiencies</b>							
Operation Review and Re-engineering (Toronto Building)	(397.0)	(122.0)					
Data Channels - migration to cellular technology (Transportation)	(700.0)	(700.0)					
Elimination of 20 Vacant Positions (Transportation)	(1,566.8)	(1,566.8)	(20.0)	(35.9)		(34.8)	
Rationalization of Fleet Vehicles - winter maintenance program (Transportation)	(1,542.1)	(1,542.1)					
Not Renewing Lease 310 Front St - move staff to Metro Hall (ECS)	(427.6)	(427.6)					
Fleet Reserve Contribution Reduction - fewer vehicles needed (ECS)	(69.0)	(8.0)					
Fleet Maintenance Reduction - fewer vehicles needed (ECS)	(29.2)	(3.4)					
Workload Reassignment (PPF&A)	(940.4)	(578.7)	(8.0)	(35.8)		(34.2)	
Fuel Price Reduction - IDC (Fire Services)	(17.2)	(17.2)		17.2			
Facilities Maintenance Reduction (Fire Services)	(33.3)	(33.3)					
IDC Fleet Fuel (MLS)	(2.5)	(2.5)		2.5			
TAS South Shelter Closure (MLS)	(207.5)	(207.5)					
IDC Fleet Inspections (MLS)	(649.6)	(649.6)					
FTE Realignment Seasonal Deployment - students (MLS)	(241.3)	(241.3)	(2.5)	(3.9)		(4.7)	
<b>Sub-Total</b>	<b>(6,823.5)</b>	<b>(6,100.0)</b>	<b>(30.5)</b>	<b>(55.9)</b>		<b>(73.7)</b>	
<b>Revenue Adjustments</b>							
Rationalization of Street Event Fees - above inflation (Transportation)		(202.3)					
Increase in Maintenance Fee for Development Related Traffic Signals - above inflation (Transportation)		(120.0)					
<b>Sub-Total</b>		<b>(322.3)</b>					
<b>Service Adjustments</b>							
Harmonize Leaf Collection - Etobicoke-York District (Transportation)	(771.8)	(771.8)					
Reduce Grass Cutting along the Road Network - from 7 to 6 cuts per season (Transportation)	(204.6)	(204.6)					
Reduce Street Sweeping - local roads (Transportation)	(315.0)	(315.0)					
Discontinue Cooling Centre Program by OEM (PPF&A)	(30.4)	(30.4)					
<b>Sub-Total</b>	<b>(1,321.8)</b>	<b>(1,321.8)</b>					
<b>Total Changes</b>	<b>(11,239.9)</b>	<b>(13,992.9)</b>	<b>(30.5)</b>	<b>(2,469.6)</b>		<b>(1,952.6)</b>	

# Key Cost Drivers

(In \$000s)	2017 Prelim. Base Budget
<b>Gross Expenditure Changes</b>	
Prior Year Impacts	2,021
Operating Impacts of Capital	757
Economic Factors	2,495
Salaries and Benefits Change	11,566
Other Base Changes	9,601
<b>Total Gross Changes</b>	26,440
Revenue Changes	(7,256)
<b>Total Revenue Changes</b>	(7,256)
<b>Net Expenditures Prior to Budget Reduction</b>	19,184
Service Efficiencies and Service Adjustments	(10,337)
<b>Net Expenditures after Budget Reduction</b>	8,847

# Business Modernization & Transformation Initiatives City Planning

INITIATIVE	RESULTS
Launch Developing Toronto intranet website	Improve communication between City Planning and development review commenting partners
Advance eService delivery program for Committee of Adjustment	<p>Move from digital application submission at the district specific counter during business hours to accepting email submissions from anywhere 24/7</p> <p>Committee of Adjustment Research Requests for decision history accepted at district specific counters and carried out by staff manually will be available through an on line application for a fee</p> <p>Community Planning applications will be circulated electronically to internal and some external partners in 2017, reducing the number of paper prints from 10 to 5 sets</p>

## Business Modernization & Transformation Initiatives Engineering & Construction Services

INITIATIVE	RESULTS
Implement Engineering & Construction Services in-house audit function	Improve the quality of contract management, capital project delivery efficiency and cost-effectiveness
Develop an Engineering & Construction Services IT Strategic Plan	Identify divisional requirements along with recommendations for addressing current and future needs
Enhance Engineering & Construction Services Project Tracking Portal (PTP)	Continue to leverage current capabilities to further improve management controls
“Right-size” Engineering & Construction Services staff complement	<p>Better reflect funding source (capital versus operating) and resource requirements (e.g., converting Senior Engineer position to Engineer position)</p> <p>Reduce the Engineering &amp; Construction Services gross operating budget and reliance on the tax base</p>
Match capital delivery approaches to project type, value and timing	<p>Achieve best value by:</p> <ul style="list-style-type: none"> <li>• Bundling together different projects such as road and sewer constructions, TTC track and Toronto Hydro plant where feasible</li> <li>• Pre-qualifying consultants and contractors</li> <li>• Using multi-year program management assignments</li> <li>• Relying on alternative procurement strategies such as Design-Build</li> </ul>

## Business Modernization & Transformation Initiatives Municipal Licensing & Standards

INITIATIVE	RESULTS
<p>Continue to implement Divisional Information Technology Strategy, Business Transformation Framework and Change Management Strategy:</p> <ul style="list-style-type: none"> <li>• Develop and test Toronto Animal Services (TAS) and Business Licencing e-Service website - first stage launched in 2016 for TAS and in 2017 for (Licensing) utilizing Toronto Portal</li> <li>• Digitize business licencing records</li> <li>• Introduce Business Process modernization with Vehicle For Hire and e-Services</li> <li>• Implement Centralized Datamart for Private Transportation Companies and Vehicle For Hire - pilot underway with FPARS Enterprise Performance Management</li> <li>• Pilot business licencing service for eating establishments located in the West District</li> </ul>	<p>Transition from paper-based to digital interactions allowing for quicker processing times</p> <p>Streamline business processes and integrations with other partner divisions and agencies allowing work to be done more efficiently</p> <p>Create productivity gains allowing for larger volumes of work to be managed with existing resources</p> <p>Reduce customer wait and turnaround times</p> <p>Improve tracking of Performance Measures and Service Levels</p>

## Business Modernization & Transformation Initiatives Policy, Planning, Finance & Administration

INITIATIVE	RESULTS
Participate in Corporate eTime and Employee Self-Serve/Manager Self-Serve (ESS/MSS)	Automate absence reporting and other payroll transactions
Participate in Corporate Supply Chain Transformation project	Automate the City's procurement processes and eliminate many manual tasks
Automate the Cluster B Dashboard	Eliminate the current manual processes involved in producing the monthly report
Write Office of Emergency Management Memorandum of Understanding with the Canadian Red Cross	<p>Improve delivery of Emergency Social Services (ESS)</p> <p>Red Cross now attends emergency scenes and deals with evacuees, prepares paperwork and bills OEM for re-imburement, alleviating OEM's administrative burden related to ESS response</p> <p>OEM non-union staff no longer need to attend emergency site in every instance</p>
Develop Office of Emergency Management Disaster LAN software	<p>Significantly improve tracking of ESS responses and the management of the Emergency Operations Centre</p> <ul style="list-style-type: none"> <li>▪ Manage ESS responses remotely by multiple staff in real time</li> <li>▪ Ensure consistent application of customer services standards and ESS policy to all residents</li> </ul>



# Business Modernization & Transformation Initiatives Toronto Building

INITIATIVE	RESULTS
<p>Launched Multi-year Electronic Service Delivery (ESD) Initiative in 2009 including:</p> <ul style="list-style-type: none"> <li>• Mandatory electronic submission of permit applications</li> <li>• Email submission of permit applications</li> <li>• Electronic review, mark-up and issuance of permits</li> <li>• Digitization of building records</li> <li>• e-Service website being developed and under testing - first stage to be launched in 2017</li> <li>• Divisional Information Technology Roadmap being developed in conjunction with I&amp;T to identify and plan for future modernization and innovation</li> </ul>	<p>Transition from paper-based to electronic processes allowing for digital interactions</p> <p>Streamlined business processes including integration with other partner divisions and agencies allowing work to be done more efficiently</p> <p>Productivity gains allowing for larger volumes of work to be managed with existing resources</p> <p>Operational efficiencies whereby workloads can be monitored and allocated more effectively</p> <p>Centralized repository of searchable and indexed electronic building records</p> <p>Increased homeowner satisfaction with ease of getting permits by 17%, as compared to 2013 based on most recent survey</p>

# Business Modernization & Transformation Initiatives Toronto Fire Services

INITIATIVE	RESULTS
<p>First stage of the Toronto Fire Services 2015 – 2019 Master Fire Plan:</p> <ul style="list-style-type: none"> <li>• Introduce NFPA 1031 &amp; 1035 Level 1 professional qualifications in the Operations Division</li> <li>• Introduce Fire Code Re-inspection Fees</li> </ul>	<p>Beginning in Q4-2017, all future Operations Firefighter recruits will graduate from Toronto Fire Academy with both Fire Inspector and Public Educator certifications.</p> <p>Enable the creation of a comprehensive TFS Operations-Based Fire Code Re-inspection Program</p> <p>Leverage expertise and capacity in the Operations Division to enhance Fire Protection service levels</p> <p>Maintain existing frontline service levels</p> <p>Make it possible for TFS to transition to FUS grade rating of Class 2 resulting in an estimated annual cost savings of \$7.4 million in commercial and multi-residential fire insurance premiums</p> <p>TFS estimates user fee revenues of \$0.546 million net in 2017 with annualized revenues of \$1.065 million net of staffing costs associated with administering the new user fees</p>
<p>Strategic Placement of Fire Stations / Matching Resources to Risk Level:</p> <ul style="list-style-type: none"> <li>• Leverage the TFS Predictive Modelling systems, overlay building condition audit data with optimized fire station location data</li> <li>• Transition the Dynamic Staging system from beta-test phase to city-wide in service status</li> </ul>	<p>Avoid unnecessary SOGR repair costs by relocating facilities to operationally advantageous locations.</p> <p>Optimize the live-time location of all TFS frontline emergency response apparatus</p>
<p>Re-evaluate Apparatus Staffing Level Policy; Optimize TFS Emergency Deployment Assignment:</p> <ul style="list-style-type: none"> <li>• Review TFS Operations deployment methodology and processes in compliance with NFPA 1710-2016 guidelines</li> <li>• Evaluate the transition from traditional “truck-based” deployment to leading edge “effective firefighting force” deployment models</li> </ul>	<p>Identify alternative and enhanced emergency response deployment models and optimized apparatus staffing models</p>

## Business Modernization & Transformation Initiatives Transportation Services

INITIATIVE	RESULTS
Install GPS equipment on 1300 winter maintenance vehicles	<p>Enable the launch of PlowTO to track vehicles</p> <p>Ensure better productivity, operational efficiency and customer service</p> <p>Program will be expanded in 2016/17 to include approximately 200 sidewalk plows/salters</p>
Electronic application and issuance of on-street parking permits, front yard parking permits and commercial boulevard parking permits	<p>Improve customer service and efficiency in the issuance and renewal of permits</p> <p>Expand commercial boulevard parking program to Scarborough and other Districts to increase potential revenue. It is estimated that over 700 additional commercial boulevard parking spaces could be licensed generating revenue of approximately \$300,000 annually.</p>
Develop the Toronto Cycling App	<p>A smartphone app (iOs and Android) that collects GPS-based cycling trip and route choice information from cyclists. Provides an innovative and cost-efficient way to collect and analyze data from over 90,000 trips for cycling network development.</p>
Mobile Computing Project deployed to Road Operations field staff (TRS Mobile)	<p>Issue tablets to over 80 field and management staff (utility cut examiners, contract inspectors, field investigators, etc.) to more efficiently and more accurately track contracts and record field data</p> <p>This will be expanded in 2017 for use in the Utility Cut program</p>
Install wireless communications to traffic control signals	<p>Provide real-time communication to traffic control signals</p> <p>This will be expanded in 2017 to avoid the costly installation, maintenance and replacement of traditional hard-wiring</p>
Enterprise Work Management System (jointly with Toronto Water, Solid Waste & Parks, Forestry and Recreation)	<p>Harmonize work management business processes and systems into a single common platform</p> <p>Design and development will commence in Spring/Summer 2017</p>

# 2018 & 2019 Plan

Description (\$000s)	2018 - Incremental Increase				2019 - Incremental Increase			
	Gross Expense	Revenue	Net Expenses	# Positions	Gross Expense	Revenue	Net Expenses	# Positions
<b>Known Impacts:</b>								
Salaries & Benefits	16,031.7		16,031.7		12,578.1		12,578.1	
Prior Year Impact	(958.6)	(478.7)	(479.8)	(11.0)	(250.6)	(300.0)	49.4	
Operating Impact of Completed Capital	3,146.6		3,146.6	42.0	1,377.8		1,377.8	
Economic Factors	3,692.3		3,692.3		3,738.4		3,738.4	
Revenue		4,168.0	(4,168.0)			3,532.0	(3,532.0)	
Other Base Changes	(572.0)	(1,101.3)	529.2		289.9	0.0	289.9	
Service Changes	(73.0)		(73.0)		(73.7)		(73.7)	
New/Enhanced	1,356.7	10,153.8	(8,797.1)	4.0	171.8	137.1	34.7	
<b>Sub-Total</b>	<b>22,623.6</b>	<b>12,741.8</b>	<b>9,881.8</b>	<b>35.0</b>	<b>17,831.6</b>	<b>3,369.1</b>	<b>14,462.5</b>	<b>0.0</b>
<b>Anticipated Impacts:</b>								
Fleet Reserve Contribution (Fire)	500.0	0.0	500.0	0.0	0.0	0.0	0.0	0.0
<b>Sub-Total</b>	<b>500.0</b>	<b>0.0</b>	<b>500.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Incremental Impact</b>	<b>23,123.6</b>	<b>12,741.8</b>	<b>10,381.8</b>	<b>35.0</b>	<b>17,831.6</b>	<b>3,369.1</b>	<b>14,462.5</b>	<b>0</b>

# Unfunded Capital Projects

Project Description (\$ Million)	Total Project Expenditure	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>Transportation Services</b>											
<i>Sidewalks</i>	24.4	-	2.5	2.6	2.6	2.7	2.7	2.8	2.8	2.9	2.9
<i>Pavement Marking</i>	0.5	0.1	0.1	0.1	0.1	0.1	-	-	-	-	-
<i>Road Safety Plan</i>	25.2	-	3.2	7.6	7.2	7.2	-	-	-	-	-
<i>Interim Rehabilitation of Roads</i>	6.0	2.0	2.0	2.0	-	-	-	-	-	-	-
<i>King Street Visioning Study - Pilot Project</i>	1.5	1.5	-	-	-	-	-	-	-	-	-
<i>Neighbourhood Improvements</i>	27.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8
<i>Guide Rail Replacement</i>	5.0	0.8	0.7	0.7	0.5	0.5	0.4	0.4	0.4	0.4	0.4
<i>Local Road Rehabilitation</i>	485.0	15.0	25.0	45.0	60.0	60.0	60.0	55.0	55.0	55.0	55.0
<i>Traffic Sign Structure Replacement</i>	1.2	1.2	-	-	-	-	-	-	-	-	-
<i>Cycling Network Plan</i>	78.3	0.5	7.9	7.7	7.7	7.7	7.7	7.7	7.7	7.7	16.0
<i>Finch LRT Additional Infrastructure</i>	7.3	-	-	-	5.0	2.3	-	-	-	-	-
<i>Purchase Land Metrolinx for Pedestrian Walkway</i>	0.1	0.1	-	-	-	-	-	-	-	-	-
<i>Re-Imagining Yonge St. Sheppard to Finch</i>	41.0	-	20.0	21.0	-	-	-	-	-	-	-
<i>Signs and Markings Asset Mgmt</i>	1.0	1.0	-	-	-	-	-	-	-	-	-
<i>Traffic Calming</i>	1.4	0.2	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
<i>Traffic Plant Requirements/Signal Asset Management</i>	21.2	1.7	1.7	2.0	2.0	2.3	2.3	2.3	2.3	2.3	2.3
<i>Transportation Asset Mgmt System (TAMS)</i>	7.8	1.6	1.1	0.6	0.6	0.6	0.6	0.6	0.7	0.7	0.7
<i>Tactile Domes Installation</i>	0.5	0.2	0.2	0.2	-	-	-	-	-	-	-
<i>Eglinton Connects LRT</i>	75.0	-	-	-	-	-	15.0	15.0	15.0	15.0	15.0
<i>Ditch Rehab &amp; Culvert Reconstruction</i>	10.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
<i>Traffic Plant Restoration</i>	9.4	0.4	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
<i>Emery Village Road 2A</i>	5.0	0.3	0.5	4.2	-	-	-	-	-	-	-
<i>Engineering Studies</i>	1.2	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
<i>Finch Ave East/CN Rail Grade Separation</i>	25.0	-	3.0	6.0	8.0	8.0	-	-	-	-	-
<i>Gardiner Ramp Improvement (Parklawn to 427)</i>	24.0	-	-	-	-	-	2.0	2.0	10.0	10.0	-

## Unfunded Capital Projects (cont.)

<i>Glen Road Pedestrian Bridge</i>	7.0	-	1.0	6.0	-	-	-	-	-	-	-
<i>Liberty Village New Street</i>	12.0	-	-	0.5	1.0	6.5	4.0	-	-	-	-
<i>Lake Shore Blvd W Widening (Humber to Parklawn)</i>	9.0	-	-	-	0.5	1.0	3.5	4.0	-	-	-
<i>Lower Yonge</i>	34.0	-	-	2.0	7.0	10.0	15.0	-	-	-	-
<i>Morningside Extension</i>	45.0	-	-	-	5.0	5.0	20.0	15.0	-	-	-
<i>New Traffic Control Signals / Devices</i>	30.2	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
<i>North York Service Road Extension</i>	15.0	-	-	7.0	8.0	-	-	-	-	-	-
<i>Passmore Ave Widening</i>	5.0	-	2.0	2.0	1.0	-	-	-	-	-	-
<i>Rean to Kenaston New Rd</i>	5.0	4.0	1.0	-	-	-	-	-	-	-	-
<i>Sidewalks (splash guards)</i>	0.2	0.1	0.1	-	-	-	-	-	-	-	-
<i>Steeles Avenue East/Kennedy Road Grade Separation</i>	20.3	-	1.0	5.6	7.5	5.3	0.8	-	-	-	-
<i>Transit Rd Extension</i>	65.0	-	-	-	-	-	-	-	-	-	65.0
<b>Subtotal</b>	<b>1,132.3</b>	<b>37.6</b>	<b>81.1</b>	<b>130.7</b>	<b>131.8</b>	<b>127.2</b>	<b>142.1</b>	<b>112.8</b>	<b>101.9</b>	<b>101.9</b>	<b>165.3</b>
<b>City Planning</b>											
<i>Growth Studies</i>	9.3			0.6	0.9	1.3	1.3	1.3	1.3	1.3	1.3
<b>Subtotal</b>	<b>9.3</b>	<b>-</b>	<b>-</b>	<b>0.6</b>	<b>0.9</b>	<b>1.3</b>	<b>1.3</b>	<b>1.3</b>	<b>1.3</b>	<b>1.3</b>	<b>1.3</b>
<b>Fire Services</b>											
<i>Fire Prevention - South District Consolidation (Dohme)</i>	4.5	1.0	1.5	2.0							
<i>Data Management</i>	0.2	0.2									
<i>Business Continuity Improvement</i>	0.6	0.3	0.3								
<i>Video Project</i>	0.4	0.2	0.2								
<i>Fireboat Replacement</i>	15.0									1.5	13.5
<b>Subtotal</b>	<b>20.6</b>	<b>1.6</b>	<b>2.0</b>	<b>2.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1.5</b>	<b>13.5</b>
<b>Waterfront Revitalization</b>											
<i>Waterfront Transit</i>	1,612.0		265.0	265.0	265.0	265.0	138.0	138.0	138.0	138.0	
<i>Public Realm Initiative</i>	350.0				50.0	50.0	50.0	50.0	50.0	50.0	50.0
<i>Land Servicing Waterfront 2.0</i>	150.0				10.0	20.0	24.0	24.0	24.0	24.0	24.0
<b>Subtotal</b>	<b>2,112.0</b>	<b>-</b>	<b>265.0</b>	<b>265.0</b>	<b>325.0</b>	<b>335.0</b>	<b>212.0</b>	<b>212.0</b>	<b>212.0</b>	<b>212.0</b>	<b>74.0</b>
<b>Cluster - Total</b>	<b>3,274.2</b>	<b>39.2</b>	<b>348.1</b>	<b>398.3</b>	<b>457.7</b>	<b>463.5</b>	<b>355.4</b>	<b>326.1</b>	<b>315.2</b>	<b>316.7</b>	<b>254.1</b>

# Debt Target

Cluster	(\$ Million)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
City Planning	Gross Expenditures	7.1	6.8	6.4	6.2	5.8	5.8	5.8	6.2	6.2	6.2	62.4
	Debt Target	4.0	3.8	3.7	3.8	3.8	3.7	3.7	4.0	4.1	4.1	38.7
	Debt	4.4	4.4	4.1	4.0	3.8	3.7	3.7	4.0	4.1	4.1	40.3
	Over/(Under) Debt Target	0.4	0.5	0.4	0.3	0.0	0.0	0.0	0.0	0.0	0.0	1.6
Fire	Gross Expenditures	9.8	7.2	1.4	4.7	0.2	0.2	9.3	9.1	2.7	1.6	46.0
	Debt Target	4.5	0.9	1.1	0.2	0.2	0.2	1.8	2.9	1.6	1.6	15.0
	Debt	5.3	1.2	1.4	0.2	0.2	0.2	1.8	2.9	1.6	1.6	16.3
	Over/(Under) Debt Target	0.8	0.3	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.3
Transportation	Gross Expenditures	420.3	450.2	541.9	514.3	515.2	529.2	531.3	1,261.2	263.1	267.1	5,293.8
	Debt Target	255.7	259.4	250.1	226.9	204.2	224.5	1,256.7	234.5	201.9	201.9	3,315.9
	Debt	272.6	335.2	444.7	419.4	430.8	470.0	240.4	1,102.8	219.4	223.7	4,159.1
	Over/(Under) Debt Target	16.9	75.8	194.7	192.5	226.6	245.5	(1,016.3)	868.3	17.5	21.8	843.2
Waterfront Revitalization	Gross Expenditures	95.9	283.2	329.4	299.6	214.3	105.2	53.9	0.0	0.0	0.0	1,381.7
	Debt Target	11.2	13.1	2.0	1.5	4.9	4.8	0.0	0.0	0.0	0.0	37.6
	Debt	5.0	25.2	13.6	12.6	11.3	7.8	1.7	0.0	0.0	0.0	77.2
	Over/(Under) Debt Target	(6.3)	12.1	11.6	11.1	6.4	3.0	1.7	0.0	0.0	0.0	39.7
Total	Gross Expenditures	533.1	747.3	879.0	824.8	735.5	640.4	600.3	1,276.5	272.0	274.9	6,783.9
	Debt Target	275.5	277.3	256.8	232.4	213.0	233.2	1,262.3	241.4	207.6	207.6	3,407.1
	Debt	287.2	366.1	463.8	436.2	446.1	481.7	247.7	1,109.8	225.1	229.4	4,292.9
	Over/(Under) Debt Target	11.7	88.8	207.0	203.8	233.1	248.5	(1,014.6)	868.3	17.5	21.8	885.8

# Incremental Operating Impact of Capital

Net Expenditures (\$000s)	2017 Budget		2018 Plan		2019 Plan		2020 Plan		2021 Plan		2022 - 2026 Plan		2017 - 2026 Total	
	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position
<b>Previously Approved Projects</b>														
<i>a. Fire Services</i>														
Computer Aided Dispatch Upgrade	-	-	15.0	-	1.0	-	-	-	-	-	-	-	16.0	-
Station A (Stn 414 Woodbine)	-	-	1,573.0	21.0	689.0	-	-	-	-	-	-	-	2,262.0	21.0
Station B (Stn 144) Keele St. (Downsview)	-	-	1,573.0	21.0	689.0	-	-	-	-	-	-	-	2,262.0	21.0
Emergency Communication System Enhancement	-	-	80.0	-	1.0	-	1.0	-	1.0	-	-	-	83.0	-
Replacement of CBRNE Equipment	-	-	-	-	30.0	-	-	-	-	-	-	-	30.0	-
<i>b. Waterfront Revitalization Initiative - Impact on City Divisions</i>														
Parks, Forestry and Recreation	57.2	0.5	180.0	2.0	1,562.5	21.9	-	-	-	-	-	-	1,799.7	24.4
Toronto Water	-	-	240.0	2.0	-	-	-	-	-	-	-	-	240.0	2.0
Transportation	27.7	-	6.2	-	3.8	-	-	-	-	-	-	-	37.7	-
Solid Waste Management	-	-	5.5	-	7.4	-	-	-	-	-	-	-	12.9	-
<i>c. Transportation Services</i>														
Cycling Infrastructure	457.1	-	-	-	-	-	-	-	-	-	-	-	457.1	-
New Roads	194.8	-	-	-	-	-	-	-	-	-	-	-	194.8	-
New Sidewalks	93.9	-	-	-	-	-	-	-	-	-	-	-	93.9	-
Bridges	10.8	-	-	-	-	-	-	-	-	-	-	-	10.8	-
<b>Sub-Total</b>	<b>841.5</b>	<b>0.5</b>	<b>3,672.7</b>	<b>46.0</b>	<b>2,983.7</b>	<b>21.9</b>	<b>1.0</b>	<b>0.0</b>	<b>1.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>7,499.9</b>	<b>68.4</b>
<b>New Projects</b>														
<i>a. Fire Services</i>														
Helmet Replacement							80.0						80.0	
<b>Sub-Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>80.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>80.0</b>	<b>0.0</b>
<b>New Projects - Future Year</b>														
None														
<b>Sub-Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total</b>	<b>841.5</b>	<b>0.5</b>	<b>3,672.7</b>	<b>46.0</b>	<b>2,983.7</b>	<b>21.9</b>	<b>81.0</b>	<b>0.0</b>	<b>1.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>7,579.9</b>	<b>68.4</b>



