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A Message from the City

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# LETTER FROM THE TORONTO MAYOR John Tory

Toronto is a city that is booming – people want to live here, families want to prosper here, and businesses want to locate here and grow here.

We know we must invest to ensure our city keeps up with this growth but we also know we must be focused on managing the city's finances responsibly to keep costs low for all the residents who live here and contribute to our great quality of life.

As Mayor, I'm proud to have led City Council in approving four budgets this term that invest in building transit, fighting traffic, and keeping Toronto affordable.

The City's 2018 budget is based on the belief that we can invest wisely and compassionately, improving life in the city while also operating within our means. While holding the line on property tax increases, this budget invests \$50 million in new and enhanced city services.

For 2018, City Council approved a balanced budget that added hundreds of additional child care spaces and 20,000 new recreation program spaces to help Toronto families. We introduced Hop On-Hop Off transfers for the TTC which will allow people to take multiple short trips on transit without having to pay again within two hours.

This budget also invests in important initiatives like TransformTO - an ambitious climate action strategy, Vision Zero - a road safety plan focused on reducing traffic-related fatalities and serious injuries on Toronto's streets, and hiring more police officers to focus on community safety.

At the same time, we continue to modernize the city government and its procedures so we can find savings and efficiencies.

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This year, I continued to persistently advocate for both the federal and provincial governments to invest in Toronto and its future. As a growing city that generates financial prosperity for our country, Toronto must be a funding priority for Queen's Park and Parliament Hill. The provincial and federal governments have pledged \$9 billion to fund our city's transit network plan – a massive expansion of our transit system.

I look forward to continuing to work with my colleagues on City Council and the provincial and federal governments to ensure Toronto continues to prosper.

Sincerely,

Mayor John Tory City of Toronto

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Message from Joe Farag, Interim Chief Financial Officer and Josie La Vita, Executive Director, Financial Planning

We are pleased to present the City of Toronto's 2018 Operating Budget and 2018 – 2027 Capital Plan. Toronto City Council approved a balanced 2018 Tax and Rate Supported Operating Budget of \$13.0 billion and a 10-Year Capital Budget and Plan of \$39.9 billion. The 2018 Budgets ensure that the City maintains current and in many cases improves service levels and makes unprecedented investments in social infrastructure and housing.

The 2018 Operating Budget of \$13.0 billion (Tax and Rate Supported Programs) maintains all current programs and services and provides funding for major investments that advance the City's key priorities in addressing homelessness, poverty reduction, environmental sustainability and improving mobility.

Funding for new and enhanced services implements prioritized TransformTO strategies aimed at addressing climate change; completes the phase-in of the four-year Arts and Culture Plan equaling to \$25 per capita funding; provides an additional 1,515 childcare subsidies; responds to increased shelter demand by adding 700 winter respite shelter beds 24/7, 365 days per year; as well as the operation of three new permanent shelter sites that begin the first phase of a three-year program of adding 1,000 new shelter beds.

In addition, the 2018 Operating Budget provides funding to begin the Transit Fare Equity Program which provides discounted transit passes for Ontario Works and Ontario Disability Support Program recipients who do not receive transportation supports; implements a two-hour time-based transfer policy within the City's transit system; and provides relief for overcrowding on transit bus routes.

Overall, the property tax increase across the entire tax base is 1.47 per cent. This represents a 2.1 per cent increase for residential properties; a 1.05 per cent increase for commercial properties; and a 0.70 per cent rate increase for industrial properties. There will be no increase for the multi-residential property tax class (i.e. rental apartment buildings) as per new provincial legislation.

Residents will also pay an additional 0.5 per cent in property tax for the City Building Fund which supports important infrastructure projects in the areas of transit and housing. This levy, combined with the budget levy and the impact of reassessment brings the total municipal tax increase to 2.91 per cent. The average residential property

assessed at \$624,418 will attract an additional \$82 in municipal property taxes for an average total of \$2,907 for 2018.

City Council approved a \$39.9 bil ion 10-Year Capital Plan which will ensure that the City's \$84 billion in physical assets are maintained in a state of good repair. This investment will result in service reliability and expand the City's assets to improve services. For 2018, priority was placed on investing in high-needs social infrastructure projects including increasing funding for state of good repair and rehabilitation of the City's social housing stock, shelters, child care centre expansion, and other key city building initiatives in the areas of trans t and transportation particularly the City's Vision Zero strategy. Funding for these new projects was made possible as a result of an additional \$1.1 billion provincial gas tax revenue that allowed the City to reallocate freed up debt room to these other City Council priorities.

The 2018 Budget continues to respond to the complex needs of a growing city through the improvement and expansion of services and infrastructure, while ensuring that current service levels are not eroded investment in City assets will support the delivery of City services for Toronto residents, businesses and visitors over the short to medium term and respond to the continuous growth experienced by North America's 4<sup>th</sup> largest city.

Looking ahead, the City will continue to face budgetary pressures. Preliminary estimates indicate the cost pressure in 2019 and 2020 will be \$305 million and \$216 million respectively, after taking into account potential revenue, tax, and Toronto Transit Commission (TTC) fare increases. Cost pressures are primarily driven by debt servicing / capital financing costs for infrastructure investments, inflationary costs for salaries, supplies and services, and the annualization of costs for the previous years' service investments.

As we begin planning for 2019, the City of Toronto continues to exercise fiscal discipline, searches for efficiency measures, and delivers innovative solutions in order to achieve fiscal and service sustainability and support C'ty Council priorities.

Sincerely,

Joe Farag

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Interim Chief Financial Officer

Josie La Vita Executive Director,

Financial Planning

Jare La Vija

**2018 Budget Overview** 

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#### 2018 OPERATING AND CAPITAL BUDGET SUMMARY

Toronto, like other large cities, is facing urban challenges that include population growth, aging infrastructure, traffic congestion, disparities in income resulting in demand for more community and human services and the distribution of community services. Consequently, the City must fund and deliver a wide range of programs and services that extend beyond the mandate of smaller municipalities. City Council has adopted ambitious plans to address these issues and lead Toronto forward, however, the City needs to identify new revenue options to fund many of these solutions.

The demand for public services is rising, especially in the areas of public safety, transit, housing and poverty reduction. The City also has substantial capital needs for both new infrastructure and state of good repair (SOGR); a significant portion of these capital projects remain unfunded.

The pressure on expenses continues to increase faster than revenues. Although residential taxes have been rising higher than inflation, when combined with taxes on non-residential properties, the overall tax increase has consistently risen at a rate below inflation. Despite efficiencies and unprecedented gains in Municipal Land Transfer Tax (MLTT), each year there is a significant gap that needs to be bridged in order to balance the Operating Budget. As a result, important projects are often deferred.

Work is underway to implement the City's Long-Term Financial Plan which will help address the City's structural financial challenges for the new term of City Council 2018 - 2022. The Plan provides a framework for financial decision-making, including strategies and key actions to facilitate multi-year, integrated, strategic decision-making aimed at improving the long-term financial stability of the City. Implementation of the strategies and key actions will shift the City to a more strategic, long-term approach to service and financial planning and budgeting focusing on better integrating its policy, planning and budget process; value for money and performances; fiar and adequate revenues; focus on financial health and intergovernmental fiscal framework.

#### **CITY SERVICES**

The City's many services keep our homes and neighbourhoods safe and vibrant, encourage business growth and investments and make Toronto welcoming for visitors from around the world. Garbage collection, water testing and public parking are all examples of rate supported services the City provides every day.

<u>Community and Social Services</u> are a range of public services provided by the City that aim to build stronger communities, and promote equality and opportunity. The City's social safety net covers a broad spectrum of programs and include the following:

Affordable Housing Office; Children's Services; Court Services; Economic Development & Culture; Long-Term Care Homes & Services; Parks, Forestry & Recreation; Shelter, Support & Housing Administration; Social Development Finance & Administration; Toronto Employment & Social Services; and Toronto Paramedic Services.

<u>City Building and Infrastructure</u> refers to the physical networks, associated services and facilities essential to enable, sustain, or enhance societal living conditions and are necessary for the functioning of a modern City. These services include the following:

City Planning; Fire Services; Municipal Licensing & Standards; Policy, Planning, Finance & Administration; Engineering & Constructions Services; Toronto Building; Transportation Services; Waterfront Revitalization Initiative; Toronto Water; and Solid Waste Management Services.

<u>Internal and Financial Services</u> are corporate services that are administered to support the needs of City Programs and create more effective organizations. Internal and Financial Services include only those activities and resources that apply across an organization and not to those provided specifically to a program. These services include the following:

311 Toronto; Facilities, Real Estate, Environment and Energy; Fleet Services, Information & Technology; Legal Services; Office of the Chief Financial Officer; Office of the Treasurer; Sustainable Energy Plan; and Financial Services.

<u>City Governance and Other City Programs</u> are the foundation of local government in Toronto that manage elections operations, ensures government decision-making, support elected and accountability officials and deliver provincially delegated services. They ensure open government by managing and storing records, enabling corporate information stewardship, and delivering creative, printing and distribution services. These services include the following:

Office of the Mayor; City Council; Accountability Officers; City Clerk's Office; and City Manager's Office.

<u>Agencies</u> deliver other important services on behalf of the City and each has its own relationship with City Council to promote community wellness, health, safety, cultural and social standards of the City. These services include the following:

Arena Boards of Management; Association of Community Centres; Exhibition Place; Heritage Toronto; Theatres; Toronto & Region Conservation Authority; Toronto Atmospheric Fund; Parking Tags Enforcement & Operations; Toronto Police Services Board; Toronto Police Service; Toronto Public Health; Toronto Public Library; Toronto Transit Commission; Toronto Zoo; Yonge - Dundas Square; Create TO, and Toronto Parking Authority.

#### **2018 OPERATING BUDGET**

The 2018 Council Approved Rate Supported Operating Budget is \$1.8860 billion which is comprised of Toronto Water, Solid Waste Management Services and Toronto Parking Authority. The 2018 Council Approved Tax Supported Operating Budget is \$11.126 billion gross and \$4.176 billion net. In total, the City of Toronto's Council approved a balanced 2018 Tax and Rate Supported Operating Budget of \$12.986 billion with service spending plans, service budgets and associated service levels, and staffing.

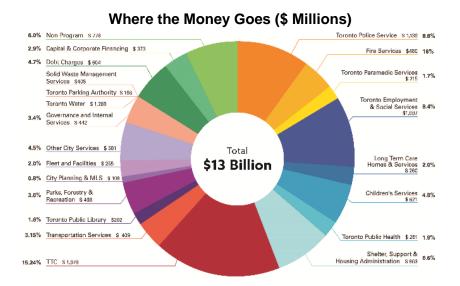
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2018 CITY COUNCIL	APPROVED	GROSS (	)PERATING BUDGET	

2010 0111 00 011012 111 1110 122 0110 00 01 211111111									
	2017 Budget		2018 Change from 2017 2018 Budget New / Enh. 2018		018 Budget		Change fro Budg		
(In \$000's)	Budget	Actual	Budget	\$ Incr / (Dcr)	%	Budget	Budget	\$ Incr / (Dcr)	%
Tax Supported Programs	10,680,381	10,289,668	10,964,340	283,959	2.7%	161,658	11,125,998	445,617	4.2%
Rate Supported Programs	1,721,630	1,678,165	1,860,243	138,614	8.1%	123	1,860,366	138,737	8.1%
Grand Total	12,402,010	11,967,833	12,824,583	422,573	3.4%	161,781	12,986,364	584,354	4.7%

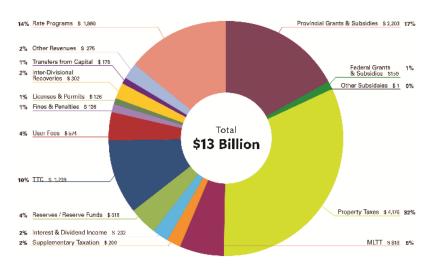
The 2018 Budget keeps the costs of City services affordable with a residential tax rate increase of 2.1%, an inflation-level increase. It focused on finding sustainable savings across City Programs, Agencies, and Accountability Offices, in response to a budget reduction target of 0% increase over the 2017 Council Approved Net Operating Budget. Most of the City Programs and Agencies were able to find sustainable savings and delivered their respective budgets with a 0% increase over the 2017 net budget. City and Agency staff explored and identified all services for base expenditure reductions and efficiency saving opportunities. Limited use of one-time bridging strategies were employed that included expense deferrals and one-time reserve draws for various City Programs and Agencies.

Revenues were adjusted to reflect the final year of uploading of social services and court security costs to the Province, TTC ridership growth / fare mix, updated Supplementary Taxes, increased interest and investment income, and annualized revenue from the implementation of a new Hotel and Lodging Tax. In addition, the revenue increases took into account of continuation of a practice to match 2018 MLTT revenue to the 2017 actual experience due to a strong real estate market. Transit fares remained unchanged for 2018.

In addition to maintaining current programs and services, the 2018 Operating Budget also provides funding of \$161.7 million gross which will require tax funding of \$54.9 million for new and enhanced service investments. Investments in new and enhanced services are based largely on service priorities that were referred to or directed by City Council to be considered with the 2018 Budget to begin, advance and/or complete Council-adopted plans and strategies.

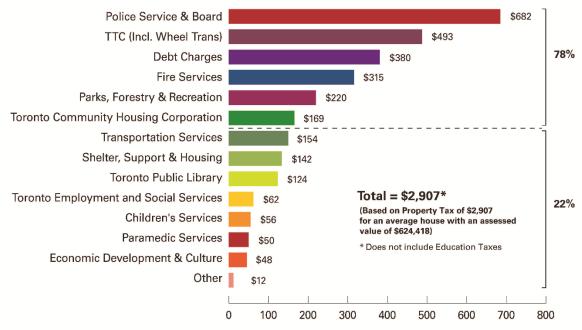


#### Where the Money Comes From (\$ Millions)



When translated into an average tax bill of \$2,907 for the average value of a home assessed at \$624,418 the chart below shows how 2018 property taxes will be spent based on the 2.1% residential property tax rate increase.





#### Outlook for 2019 and 2020

Based on the Council Approved 2018 Operating Budget, expenditures are forecasted to increase by \$464 million (gross) in 2019 and \$360 million (gross) in 2020. The projected expenditure pressures will be primarily driven by:

- Reversal of one-time bridging strategies used to balance the 2018 Operating Budget;
- Annualized costs of 2018 new/enhanced service investments;
- Inflationary cost increases to maintain and provide prior year services and service levels, including the cost of living adjustments and additional costs associated with the impact of of

the Provincial Bill 148 'Fair Workplace, Better Jobs Act that increases minimum wage to \$15/hour and other changes;

- Agency expenses, predominantly the Toronto Transit Commission (TTC); and.
- Ongoing debt servicing costs for the City's approved capital works program.

Taking into account anticipated revenues, these cost pressures would be partially offset to \$305 million (net) for 2019 and \$216 million (net) for 2020, due to assumed property tax rate increases at the rate of inflation and continued moderate assessment growth as well as anticipated inflationary TTC fare increases in both 2019 and 2020.

When all the above factors are considered, the City will continue to experience a financial gap between expenses and revenues. Achieving fiscal sustainability in the face of these challenges requires City Council, with the support of staff, to develop and implement strategies to close the gap with:

- expenditure strategies that lower or alter spending by making changes to service levels or service delivery models and/or the mix of operating and capital spending; or
- revenue strategies that increase stable revenue through policy change by raising existing revenues or implementing new revenue options; or
- A combination of both the expenditure and revenue strategies described above.

#### PHYSICAL INFRASTRUCTURE

The City has a stewardship over a vast asset inventory to support service delivery:- roads, expressways, bridges, traffic signal controls, water and wastewater treatment facilities, distribution and collection pipes, reservoirs, pumping stations, subways, streetcars, buses, civic centres, recreation facilities, social housing buildings, parkland and other lands. This infrastructure, excluding land, is currently estimated to be worth in excess of \$84 billion, based on replacement cost estimates.

#### **City's Physical Infrastructure**



The City's road network, the majority of which was constructed in the 1950s and 1960s, is in need of major repair and rehabilitation. In recognition of the need to reduce the State-of-Good Repair (SOGR) backlog related to the City's transportation infrastructure, the 2018 - 2027 Capital Budget and Plan for Transportation Services of \$5.168 billion focuses on maintaining

these assets in a state of good repair (SOGR). Specifically, SOGR funding of \$654.348 million is included for major road rehabilitation, \$758.660 million for local road rehabilitation and \$2.300 billion for the F.G. Gardiner Expressway.

The City's water and wastewater network is similarly aged – with some of the City's pipes 100 years old and it has an accumulated state of good repair backlog estimated at \$1.482 billion in particularly for linear infrastructure, which may result in service interruption. Recognizing the need to largely eliminate the SOGR backlog, the City has responded with \$6.0 billion in State of Good Repair spending over the 10-year timeframe, fully funded from water revenues that will have rate increases by 5% for 2018 and 3% for 2019 through to 2028.

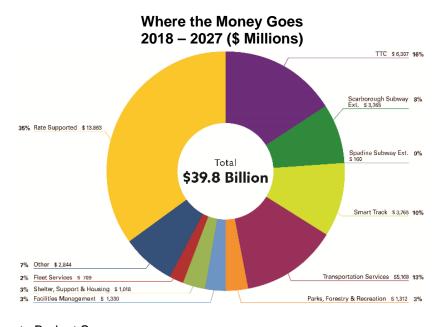
#### 2018 – 2027 CAPITAL BUDGET AND PLAN

The City of Toronto's Council Approved 2018 - 2027 Tax and Rate Supported Capital Budget and Plan totals \$39.8 billion. The Tax Supported Programs comprise 65% or \$26.0 billion over the 10 years with the remaining funding of \$13.9 billion allocated attributable to the Rate Supported Programs.

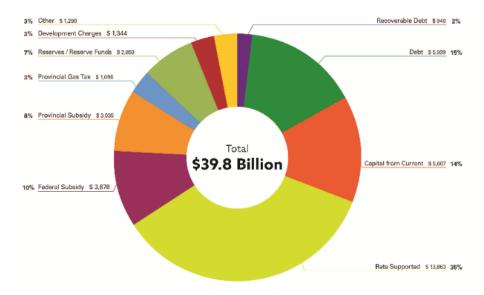
2010 2021 0111 00011012741 11(012) 0741 117(2 2 0 0 0 2 1 744)								
	2017		2018			2018-2027		
	Council Approved		Council A	ncil Approved		Council Approved		Debt
(000s)	Budget	Actual	Gross	Debt	Debt Target	Gross	Debt	Target
Tax Supported Capital Budget and Plan	4,209,658	2,365,024	2,995,572	1,333,811	1,423,034	25,978,495	11,545,538	11,388,868
Rate Supported Capital Budget and Plan	1,137,755	808,107	1,015,263			13,863,475		
Total Capital Plan	5,347,413	3,173,131	4,010,835	1,333,811	1,423,034	39,841,970	11,545,538	11,388,868

2018 - 2027 CITY COUNCIL APPROVED CAPITAL BUDGET AND PLAN

The 2018 Council Approved Rate and Tax Supported Capital Budget totals \$4.0 billion and future year cash flow commitments of \$12.8 billion, for a total of \$16.8 billion. Furthermore, Council approved the 2019 - 2027 Capital an of \$23.0 billion, which will form the basis for developing future capital budgets, in accordance with the City's multi-year financial planning and budgeting policies and practices.



### Where the Money Comes From 2018 – 2027 (\$ Millions)



As part of the 2018 Capital review process, steps were taken to create investment capacity to address Council directed key priorities and critical unmet needs. In the last 2 years, a significant portion of new capital funding was prioritized to undertake major capital projects to expand City transit (SmartTrack, Scarborough Subway Extension) and to reduce the SOGR backlog for major roads such as, the Gardiner Expressway Revitalization and to match federals state of good repair fund granted for this purpose. For 2018, any additional debt capacity was directed to high needs social infrastructure projects; projects that will ensure AODA compliance and meet critical SOGR; and to transformation, modernization and innovation projects that result in financial benefits.

As directed by Council, a thorough review of every Program and Agency Capital Plan was undertaken to more realistically match cash flow spending to project activities and timing, especially in the first 5 years of the Capital Plan's timeframe. The realignment of cash flow funding released total debt room of \$268 million in the first 5 years. The implementation of stage-gating for major capital projects also was a factor where cash flow estimates were aligned with each stage gate.

Furthermore, the incremental commitment of increased Gas Tax Funding from the Provincial Government was allocated to existing transportation projects which released \$1.096 billion in planned debt that was made available to fund other Council directed key priorities and unmet needs.

As a result, the 2018 - 2027 Council Approved Tax and Rate Supported Capital Budget and Plan provides more funding to meet the City's increasing capital needs for state of good repair, service improvement and growth related projects. The Council Approved 10-Year Capital Budget and Plan also stabilizes the state of good repair backlog in many areas, but not all. The Plan continues to fund the City's two largest transit investments – SmartTrack and the Scarborough Subway Extension, as well as rehabilitation work on the Gardiner Expressway, road resurfacing and reconstruction, and key capital projects to address traffic congestion.

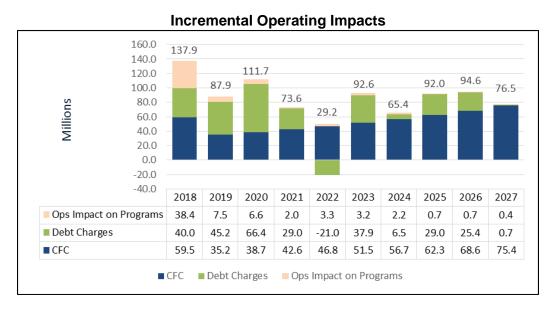
Despite added investment, critical state of good repair, service improvement initiatives, and transit expansion projects amounting to over \$30 billion over a 15 year planning period remain unfunded. Looking ahead, alternative revenue tools will be required in order to fund these critical projects and unmet needs. City staff will revisit long-term capital reallocations and establish various funding strategies.

#### **Capital Budget Impact on the Operating Budget**

Every year, the operating impact from completed capital work is a key driver of the annual operating budget pressure. At the beginning of the 2018 Budget process, the total pressure from capital related costs totalled \$112 million or about 21% of the operating opening pressure. The approval of capital projects will impact the annual Operating Budget in the following ways:

- Principal and interest payments on issued debt to finance the capital plan (debt service costs). In 2018, \$569 million of debt service costs will be paid from the 2018 Operating Budget, representing a \$40 million incremental cost compared to 2017. Over the 10-year period, debt service cost will increase by a total of \$259 million by year 2027, should this capital plan be implemented.
- Direct contributions from the operating budget to finance pay-as-you-go capital projects
  thereby reducing the annual borrowing requirements (Capital from Current). In 2018, the
  CFC allocation from the Operating Budget to fund capital is \$352 million representing a
  \$59.5 million increase from 2017. Over the 10-year period, it' is expected that CFC funding
  will increase by \$537 million by year 2027 to achieve a debt/CFC target ratio of 50%.
- Increased operating costs including on-going maintenance and program costs for new
  infrastructure and rehabilitated or expanded facilities; cost to sustain new technology; and /
  or partially offset by efficiency savings from capital investments that reduce operating costs.
  In 2018, incremental operating impact of completed capital projects is \$38 million. By year
  2027, the incremental operating impact is expected to total \$65 million.

The annual operating impact from approval and implementation of the 2018 - 2027 Council Approved Capital Budget and Plan is illustrated below:



6,000

5.000

4,000

3,000

2,000

1,000

0

2018

2019

2020

2021

As the need for capital investment grows, the cost of servicing the debt and operating costs from completed capital work will continue to grow and compete for funding of City services.

#### Total City State of Good Repair (SOGR) Backlog

Managing the accumulated SOGR backlog is a key capital strategic priority for the City and critical to ensuring that limited resources are allocated in a manner that maximizes the utility of the City's capital assets.

The 2018 to 2027 Tax and Rate Supported Capital Budget & Plan allocates \$19.6 billion or 49% of funding to maintain their assets in a state of good repair. As a result of this investment, the estimated accumulated SOGR backlog, is projected to decrease from \$5.881 billion at the end of 2017 to \$3.855 billion in 2027. Expressed as a percentage of asset value, the backlog decreases from 8.4% to 5.0%.

#### 17.0% 15.0% 13.0% 11.0% 9.0% 7.0%

#### **SOGR Funding & Backlog (Tax and Rate Supported)**

In addition, capital requirements resulting from population growth and demographic changes will add additional financial pressures. According to the Ontario Population Projections Update, the projected population growth of more than a million people in the City of Toronto, raising the population to 3.9 million people by 2041. Intense construction activity across the City and in

2022

-Accumulated Backlog (\$M) ----- Backlog % of Asset Value

2023

2024

2025

More buses, social housing, recreation centres, etc. are required, which will put pressure on the City's capital and operating budgets to provide additional services, and build and operate new facilities. As a result, the City's unfunded capital projects continue to grow. The City is responding to the need to fully integrate City planning, service planning, and financial planning in order to provide with sustainable to address these service demands.

5.0%

3.0%

1.0%

2026

#### The City's Budget Reconciling to a Full Accrual

Historically, government budgeting and financial statement reporting were based on a cash, or modified cash, basis, whereby governments budgeted and reported cash coming in through different revenue sources and cash going out for operating expenditures and debt repayment. The modified cash basis included some limited accruals for expenses incurred during the fiscal year being reported, and paid out after year-end.

Beginning in 2009, municipal accounting and financial statement reporting changed substantially with the adoption of full accrual accounting, and the requirement from the Public Sector Accounting Board (PSAB) to record tangible capital assets. With this accounting change, new information, such as amortization, replaced historically reported expenditures such as the cash used to replace capital assets. Other changes introduced in prior years, such as the recording of employee future benefit liabilities, had a material impact on reported revenues and expenses, as well as the City's annual surplus or deficit for financial statement purposes.

Applying the PSAB financial statement requirements to budgets, full accrual budgeting, provides more information as to whether the government entity (i.e. the City, including all of its agencies, and corporations) is in better or worse condition than the previous year. The changes may be as a result of government actions, (the budget), or inaction, (not addressing aging assets), or the result of factors beyond the government's control, (such as interest rate changes or natural disasters damaging government property).

The presentation of the City Budget on a full accrual bases also serves to meet the disclosure requirements of Ontario Regulation 286/09 "Budget Matters – Expenses". On an annual basis, the City prepares a report for adoption, prior to adoption of its budget, detailing amortization, post-employment benefits and landfill closure and post-closure expenses, if excluded from the budget.

The full accrual consolidated budget for 2018 (tax – operating and capital, water, solid waste, agencies and corporations) reflects a net surplus of \$1.4B as noted below:

	\$000's
City Council Approved-Tax & Rate Supported Expenditure Budget (Note 1)	12,986,000
Add:	074 000
Amortization *	974,000
Estimated non-asset capital expenditures (Note 2)*	401,200
Estimated Post Employment and Other Liabilities	163,740
Deduct:	-393,000
Debt principal repayments budgeted and Sinking Fund earnings*	-393,000
Full Accrual Expenditure Budget	14,131,940
City Council Approved – Tax & Rate Supported Revenue Budget (Note 1)	12,986,000
Add:	
Est. Capital funded from Operating Budget*	1,578,765
Est. Recognized Development Charges, Grants & Subsidies (Note 3)*	894,401
Est. Earnings from Government Business Enterprises	44,000
Full Accrual Revenue Budget	15,503,166
Net Surplus/(Deficit) – December 31, 2018	1,371,226

Note 1: Includes the City tax and rate based programs, and over 123 agencies and corporations which are consolidated as part of the City's annual financial statements.

Note 2: Non-asset capital expenditures are amounts paid from the capital budget which do not meet the accounting criteria for recognition of assets: mainly small value assets, maintenance and repair work, or studies which may not lead to an asset.

Note 3: Monies received from others are mainly amounts received from the Federal and Provincial governments, and from planning act and development charges.

\*Impact of Tangible capital assets \$1,490,966

The surplus is due to a number of factors:

- Employee post-employment and other liabilities are growing, but not funded
- The City is not funding an estimated \$401 million in "maintenance" projects from operations. Ideally these amounts would be funded on an annual basis, but given their large and periodic nature, the City finances them through the capital budget, offset by the fact that much of the revenue from third parties for capital acquisitions is recognized in the capital budget, while for accounting purposes, this revenue is shown as revenue in operations. As with asset purchases, these amounts vary significantly from year to year,
- The City's Government Business Enterprises contributed \$44M in earnings in excess of distributions, and
- Development charges, grants and subsidies, represent different sources of funding recognized as revenue when the investment in growth funded assets or the specific purpose event occurs.

The full accrual budget indicates a surplus of \$1.4B largely due to capital expenditures required to modernize the City's aging asset infrastructure.

# **About Toronto**

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Toronto is increasingly a global, international city. Our economic performance, success at integrating newcomers, diversity and sustained development has helped make Toronto one of the best places to live and do business.



#4 out of 140 Cities

Most Livable Cities

The Economist - The Global Liveability Report (2017)



**Top 20 out of 230 Cities** 

Quality of Living

Mercer, Worldwide Quality of Living Survery, (2016)



#4 out of 13 Cities

Toronto is a global fintech centre of the future

Toronto Financial Services Alliance (2017)



#10 out of 86

Most influential Financial Centres

Global Financial Centre Index (2016)



#1 out of 111 Cities

Most tax competitive City

KPMG - Focus on Tax (2016)



#1 out 50

Best Place to Live

The Economist, Safe Cities Index (2015)



#3 out of 30 Cities

Toronto ranked 3rd in desirability and resilience

PWC, Cities of Opportunity (2016)



#5 out of 24

rospertiy

Toronto Board of Trade, Scorecard on Prosperity, (2015)



#4 out of 29 Cities

Toronto ranks 4th in terms of global competitiveness

KPMG, Competitive Alternatives Study (2016)



#1 out of 10

Most Livable City in the World

Metropolis Magazine (2015)



#1 out of 35

**Best Economy for Younge People** 

The Economist, Youth Economic Strategy Index (2015)



#2 in North America

High-Rise Buildings Under Construction

Emporis.com, 2016

#### PROFILE ON TORONTO

#### **Toronto in World Rankings**

Toronto is one of the most liveable and competitive cities in the world as demonstrated by various international rankings and reports. In addition to securing its position on the world stage, Toronto's rankings confirm that it continues to offer a high quality of life for about 2.9 million residents who choose to live and work here.

#### Annual Liveability Index

Economist Intelligence Unit, The Economist

According to the Economist, the City of Toronto ranked fourth in 2017 among 140 global cities in an annual study that rates cities across five categories; stability, healthcare, culture and environment, education and infrastructure.

#### Leading FinTech (Financial Technologies) Centres of the Future

#### Z/Yen Group

According to a global survey by Y/Zen Group, the City of Toronto ranked as the fourth leading Fintech Centre of the Future in 2017 among 13 top financial centres of the world. The survey examined a number of specific Fintech areas such as cybersecurity, blockchain and new payment and transaction systems.

#### • Most Tax-Competitive Major Global City

#### **KPMG**

According to KPMG, in a report entitled "Competitive Alternatives 2016: Focus on Tax", Toronto ranked first overall among 111 major international cities studied. The study assessed tax competitiveness by comparing various tax rates in each location including: corporate income tax, property taxes, capital taxes, sales taxes, miscellaneous local business taxes and statutory labour costs.

#### Safe City Index

Economic Intelligence Unit, The Economist

The City of Toronto ranked fourth in 2017 among 60 international cities in a study of indicators that covering digital security, health security, infrastructure security and personal security.

#### • Most High-Rise Buildings Under Construction in North America -

Skyscraperpage.com

According to Skyscraperpage.com, a global provider of building information, Toronto continues to top their survey of cities with the most high-rise buildings under construction in North America, with a first place ranking next to second ranked New York City and third ranked Mexico City.

#### City of Toronto, GTA and CMA

The City of Toronto is Canada's largest city with a population of 2.9 million residents. It is the heart of a large urban agglomeration of 6.4 million called the Greater Toronto Area (GTA)<sup>1</sup>. The City has one of the most ethnically diverse populations in North America. According to the 2011 National Household Survey, nearly half of the city's population (49%) considers itself as part of a visible minority group.

The City of Toronto is the major economic engine of the country. The City is both the political capital of the Province of Ontario and the corporate capital of Canada. As well, it is the major centre for culture, entertainment and finance in the country. The City is the home to more national and internationally ranked companies than any other city in Canada.

The GTA is one of the largest regional economies in North America, characterized by concentrated and fast-growing finance-related industries and highly specialized knowledge-based jobs. An estimated \$332 billion of goods and services (2016 - \$2007 \$s) are produced in the Toronto Census Metropolitan Area (CMA²). The City of Toronto accounts for just over 1/2 of this total, \$168 billion (2016 - in 2007 \$s). As well, the City accounts for 26% of Ontario's GDP and about 9% of the country's economic output. Toronto CMA is also the location of about 690 Canadian Head Offices, the most in Canada.

# Greater Toronto Area Boundary Census Metropolitan Area Boundary Census Metropolitan Area Boundary Tecumseth Beaton Tottenham Tottenham Tottenham Vork King Aurora Whitchurch Stoutfiville Durham Peel Vaughan Richmond Hill Markham Pickering Whitby Oshawa Clarington Lake Ontario

#### City of Toronto, GTA and CMA

In addition to the modern network of highways and transcontinental railway lines that traverse the City of Toronto, local businesses are also well served by two airports: Pearson International Airport, the largest in Canada and Billy Bishop Toronto City Airport which is located near the downtown core. Union Station, the City's central, multimodal transportation hub is the busiest,

#### 2018 City of Toronto Budget Summary

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<sup>&</sup>lt;sup>1</sup> Greater Toronto Area (GTA) refers to the City of Toronto plus the surrounding regions of Durham, York, Peel and Halton which include four upper tier and 24 lower tier municipalities.

<sup>&</sup>lt;sup>2</sup> Toronto CMA (Census Metropolitan Area) refers to the municipalities assigned by Statistics Canada on the basis of labour market and commuting criteria. It comprises the City of Toronto and 23 other municipalities.

multimodal, passenger transportation hub in Canada, serving a quarter-million people daily. It is connected to numerous methods of travel, including subway, commuter rail, commuter bus, passenger rail and bicycle. Union Station is undergoing a major revitalization to improve the quality and capacity of pedestrian movement, restore heritage elements and to transform Union Station into a major destination for shopping, dining and visiting. The Revitalization Project is expected to be completed in 2018.

#### **Key Employment Sectors**

Toronto has one of the most diverse economies in North America and provides companies with an equally rich mix of partners, suppliers and talented professionals to meet the demands of business today.

The Financial Services sector is emerging as the one of Toronto's highest growth industries with a large and highly concentrated workforce. The Toronto region is home to the functional head offices of the five major banks in Canada and the majority of foreign banks/subsidiaries/branches in Canada. Toronto was ranked 10<sup>th</sup> of 88 cities in the 2017 Global Financial Centres Index. According to a November 2017 Conference Board of Canada report, Toronto CMA's financial services sector directly employs over 270,000 people and is home to 43% of all financial services headquarter employment in Canada. Also, according to the report, Toronto's financial services industry generated a combined \$18.1 billion in fiscal benefits in 2016 to Canada, Ontario and the City of Toronto.

Toronto Region is home to one of the most vibrant biotechnology clusters in the world. The Discovery District is a downtown research park with 7 million square feet of facilities — Canada's largest concentration of research institutes, business incubators and business support services. The Medical and Related Sciences (MaRS) project, the Faculty of Pharmacy building at the University of Toronto, and the Centre for Cellular and Biomolecular Research (CCBR) help give the Discovery District its name.

Continued investment in the Arts, Entertainment and Recreation sector is vitally important for the attraction of tourists and film production to the City. Toronto has undergone a 'cultural renaissance' with the unprecedented building and architectural transformation of close to a dozen major arts and cultural institutions, including the Michael Lee-Chin Crystal (an expansion of the Royal Ontario Museum), the Art Gallery of Ontario, the new home of the Toronto International Film Festival, the Four Seasons Centre for the Performing Arts which is the new home of the National Ballet of Canada and the Canadian Opera Company, and the Gardiner Museum of Ceramic Art. In fall 2013, Ripley's Aquarium of Canada opened its doors as a major new tourist attraction in City featuring 450 species of more than 15,000 fish. The production of domestic and foreign film and television is a major local industry. Toronto contains the headquarters of the major English language Canadian television networks such as CBC, CTV, Citytv and Global. Toronto is home to two national daily newspapers (Globe and Mail and National Post), two local daily newspapers (Toronto Star and Toronto Sun), approximately 79 ethnic newspapers/magazines, and many other community papers.

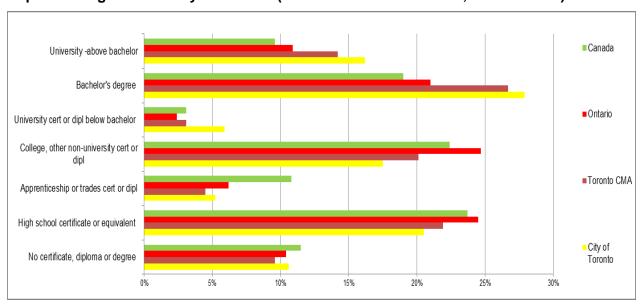
The technology cluster in the Toronto CMA is the largest in Canada and third largest in North America, behind San Francisco and New York, employing over 200,000 people at more than 14,600 technology companies. Of the top 250 technology companies, 40% are based in Toronto Region. Toronto has a vibrant web start-up scene and growing mobile application development community. Google Canada recently opened offices on Richmond Street, in the heart of the downtown core, showing a commitment to Toronto's technology sector. Likewise, three of the world's largest social networking sites - LinkedIn, Facebook Canada and Twitter Canada also established their head offices in Toronto.

The backbone of the technology sector in the Toronto CMA is its telecommunication infrastructure. Home to two of the three largest telecommunications companies in Canada as well as to smaller service providers, Toronto is connected by sophisticated high speed networks. A critical mass of talent and growing number of experienced developers has also helped Toronto become a successful mobile application development hub. Mobile development camps, incubators for mobile start-ups, and investments in Toronto mobile firm mean that mobile companies continue to thrive here.

#### Workforce

Toronto has a large educated, skilled and multilingual workforce. Toronto is the home to four universities (University of Toronto, York University, Ryerson University, and Ontario College of Art and Design), and four community colleges (Centennial, Seneca, Humber and George Brown). Approximately 73% of Toronto residents aged 25-64 have post-secondary degrees, diplomas or certificates.

#### Population Aged 25 – 64 by Education (Source: Statistics Canada, 2016 Census)



With an estimated 1.5 million labour force in the City of Toronto, it continues to be a net importer of labour from the surrounding regions. The net inflow of people to the city is estimated to be over 200,000 people every day. However the surrounding regions are changing rapidly in that they are experiencing growth in manufacturing and other types of employment and thus transforming themselves from residential suburbs to employment destinations. The rest of the GTA has now also become a net importer of labour from the surrounding regions beyond the GTA.

#### **Economic Growth**

The Canadian economy enjoyed strong growth in 2017, but is expected to slow to a more normal growth in 2018 as job growth and consumer spending slow and housing markets undergo a healthy correction period.

Canada's real GDP is forecasted to grow by a moderate 2.0% in 2018 and 1.7% in 2019 after growing by 3.1% in 2017.

Ontario is expected to experience as similar slowdown in economic in 2018 as uncertainty surrounding NAFTA results in a weaker business investment climate and new measures to cool housing demand are expected to reduce housing starts in the Province.

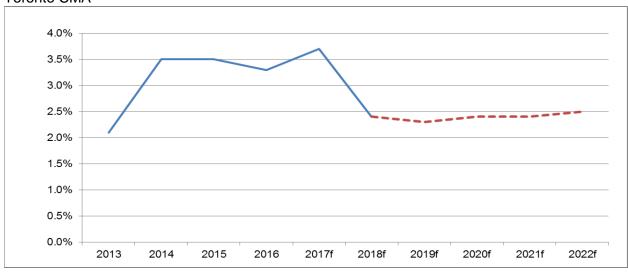
Conference Board is forecasting that Ontario's real GDP will grow by 2.0% in 2018, after growing by a more robust 3.2% in 2017. After a decline in growth to 1.8% in 2019, it is expected that growth will normalize at 2.0% growth from 2020 to 2022.

In the City of Toronto, the local economy expanded at its fastest rate in 17 years in 2017 (3.7% real GDP growth), led by strong service sector growth. The outlook for the non-residential construction sector remains bright as office building construction and transit expansion projects will continue to keep the construction industry busy. In particular, CIBC Square on Bay Street and the Eglinton Crosstown LRT line are two large multi-year construction projects underway in Toronto.

As the following chart illustrates, the Conference Board is forecasting that Toronto CMA is expected to encounter real GDP growth of 2.4% in 2018, 2.3% growth in 2019 and 2.4% growth from 2020 and 2021. The moderate economic growth in the forecast period is supported by an expectation for steady growth in the large finance, insurance and real estate sector, and healthy overall job growth.

#### **GDP Growth Rate**

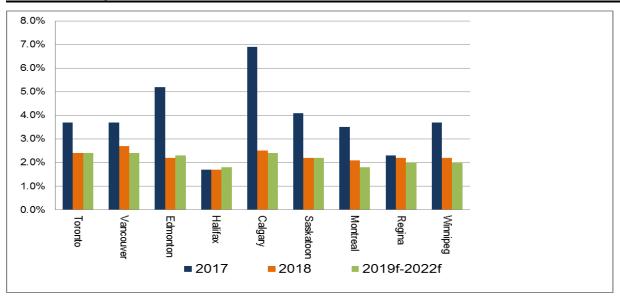
#### Toronto CMA



#### **Real GDP Growth**

#### **Major Canadian Cities (CMAs)**

The following chart compares the economic growth of major Canadian city-regions (CMAs). Toronto is expected to have healthy growth through the forecast period.

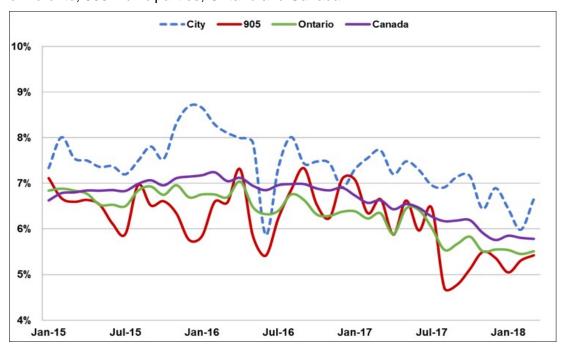


#### **Unemployment Rate**

The City's unemployment rate has been trending lower since reaching a cyclical high of 8.7% (seasonally adjusted) in January 2016. By January 2018, the City's seasonally adjusted unemployment rate was 6.5%. Increased job growth and an aging workforce holding back the supply of workers were reasons cited by the Conference Board of Canada for the downward trend in unemployment. This downward trend is consistent with the trend observed in 905 municipalities, Ontario and Canada.

## **Unemployment Rate Trend – Jan. 2016 to Jan. 2018** of Toronto, 905 Municipalities, Ontario and Canada

City

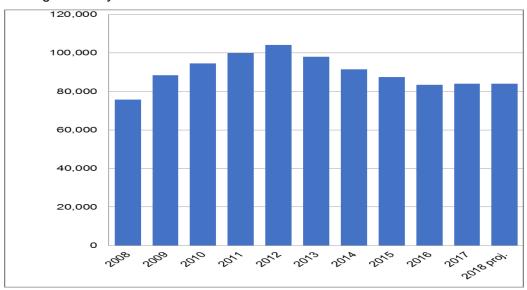


2018 City of Toronto Budget Summary

#### Social Assistance Caseload

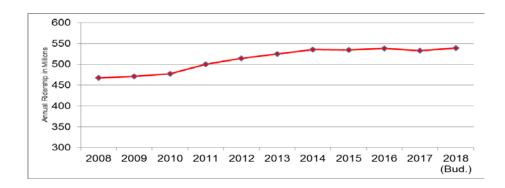
The number of cases and people on social assistance are largely associated with unemployment rate, and to a certain extent, population and participation rate. The City's Social Assistance (Ontario Works) caseload has followed a similar historical trend as its unemployment rate (although lagging by anywhere from 6 to 12 months). Since 2008, the average monthly caseload has risen from approximately 76,000 average monthly cases to a peak of approximately 104,000 average monthly cases in 2012, before dropping back as a result of improved employment conditions to approximately 84,000 average monthly cases from 2016 to 2018.

Social Assistance Caseload Average Monthly Caseload 2008 to 2018



#### **Transit Ridership**

In 2017, the TTC fell significantly from 538 million riders to 533 million riders. For 2018, ridership is budgeted to increase to 539 million, based on economic conditions and service improvement initiatives, such as the extension of the Toronto-York Spadina Subway and the new Go Co-Fare initiative. The last year with significant ridership growth was 2014. The transit agency brought forward a ridership growth strategy in December 2017 to address the issue of stalled ridership.



# **M** TORONTO

# **City Council - 2014-2018**



John Tory



Ward 43 Scarborough East Paul Ainslie



Ward 9 York Centre Maria Augimeri



Ward 18 Davenport Ana Bailão



Ward 26 Don Valley West Jon Burnside



Ward 4 **Etobicoke Centre** John Campbell



Ward 16 Eglinton-Lawrence Christin Carmichael Greb



Ward 15 Eglinton-Lawrence Josh Colle



Ward 36 Scarborough Southwest Gary Crawford



Ward 20 Trinity-Spadina Joe Cressy



Ward 1 **Etobicoke North** Vincent Crisanti



Ward 31 Beaches-East York Janet Davis



Ward 38 Scarborough Centre Glenn De Baeremaeker



Ward 5 Etobicoke-Lakeshore Justin Di Ciano



Ward 12 York South-Weston Frank Di Giorgio



Ward 13 Parkdale-High Park Sarah Doucette



Ward 23 Willowdale



Ward 30 Toronto-Danforth Paula Fletcher



Ward 2 **Etobicoke North** Michael Ford



Ward 29 Toronto-Danforth Mary Fragedakis



Ward 6 Etobicoke-Lakeshore Mark Grimes



Ward 44 Scarborough East Jim Hart



Ward 35 Scarborough Southwest Michelle Holland



Ward 3 **Etobicoke Centre** Stephen Holyday



Ward 39 Scarborough-Agincourt Jim Karygiannis



Ward 40 Scarborough-Agincourt Norm Kelly



Ward 19 Trinity-Spadina Mike Layton



Ward 7 York West Giorgio Mammoliti



Ward 22 St. Paul's Josh Matlow



Ward 32 Beaches-East York Mary-Margaret McMahon



Ward 41 Scarborough-Rouge River Migan Megardichian



Ward 21 St. Paul's Joe Mihevc



Ward 34 Don Valley East Denzil Minnan-Wong



Ward 11 York South-Weston Frances Nunziata



Ward 17 Davenport Cesar Palacio



Ward 10 York Centre James Pasternak



Ward 14 Parkdale-High Park Gord Perks



Ward 8 York West Anthony Perruzza



Ward 25 **Don Valley West** Jaye Robinson



Ward 42 Scarborough-Rouge River Neethan Shan



Ward 24 Willowdale **David Shiner** 



Ward 37 Michael Thompson



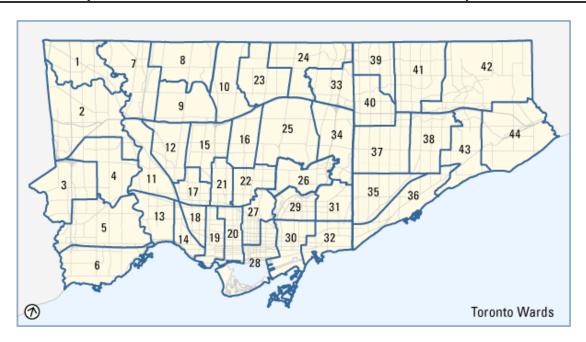
Ward 28 Scarborough Centre Toronto Centre-Rosedale Lucy Troisi



Ward 33 Don Valley East Jonathan Tsao



Ward 27 Toronto Centre-Rosedale Kristyn Wong-Tam



Ward 1 Etobicoke North	Ward 16 Eglinton-Lawrence	Ward 31 Beaches-East York
Councillor Vincent Crisanti	Councillor Christin Carmichael Greb	Councillor Janet Davis
Ward 2 Etobicoke North	Ward 17 Davenport	Ward 32 Beaches-East York
Councillor Michael Ford	Councillor Cesar Palacio	Councillor Mary-Margaret McMahon
Ward 3 Etobicoke Centre	Ward 18 Davenport	Ward 33 Don Valley East
Councillor Stephen Holyday	Councillor Ana Bailão	Councillor Johnatan Tsao
Ward 4 Etobicoke Centre	Ward 19 Trinity-Spadina	Ward 34 Don Valley East
Councillor John Campbell	Councillor Mike Layton	Councillor Denzil Minnan-Wong
Ward 5 Etobicoke-Lakeshore	Ward 20 Trinity-Spadina	Ward 35 Scarborough Southwest
Councillor Justin Di Ciano	Councillor Joe Cressy	Councillor Michelle Holland
Ward 6 Etobicoke-Lakeshore	Ward 21 St. Paul's	Ward 36 Scarborough Southwest
Councillor Mark Grimes	Councillor Joe Mihevc	Councillor Gary Crawford
Ward 7 York West	Ward 22 St. Paul's	Ward 37 Scarborough Centre
Councillor Giorgio Mammoliti	Councillor Josh Matlow	Councillor Michael Thompson
Ward 8 York West	Ward 23 Willowdale	Ward 38 Scarborough Centre
Councillor Anthony Perruzza	Councillor John Filion	Councillor Glenn De Baeremaeker
Ward 9 York Centre	Ward 24 Willowdale	Ward 39 Scarborough-Agincourt
Councillor Maria Augimeri	Councillor David Shiner	Councillor Jim Karygiannis
Ward 10 York Centre	Ward 25 Don Valley West	Ward 40 Scarborough Agincourt
Councillor James Pasternak	Councillor Jaye Robinson	Councillor Norm Kelly
Ward 11 York South-Weston	Ward 26 Don Valley West	Ward 41 Scarborough-Rouge River
Councillor Frances Nunziata	Councillor Jon Burnside	Councillor Miganoush Megardichian
Ward 12 York South-Weston	Ward 27 Toronto Centre-Rosedale	Ward 42 Scarborough-Rouge River
Councillor Frank Di Giorgio	Councillor Kristyn Wong-Tam	Councillor Neethan Shan
Ward 13 Parkdale-High Park	Ward 28 Toronto Centre-Rosedale	Ward 43 Scarborough East
Councillor Sarah Doucette	Councillor Lucy Troisi	Councillor Paul Ainslie
Ward 14 Parkdale-High Park	Ward 29 Toronto-Danforth	Ward 44 Scarborough East
Councillor Gord Perks	Councillor Mary Fragedakis	Councillor Jim Hart
Ward 15 Eglinton-Lawrence	Ward 30 Toronto-Danforth	
Councillor Josh Colle	Councillor Paula Fletcher	

#### **City Governance Structure**



1 Mayor



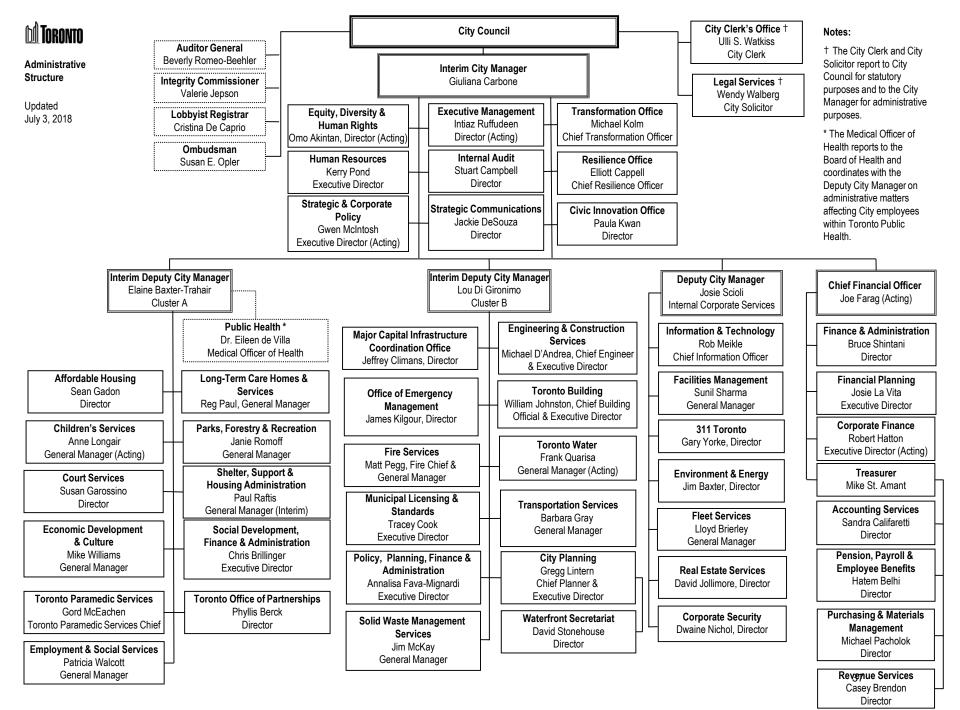
**44 Councillors** 



45 Votes

- Council Governance
  - Executive Committee
  - ➢ 6 Standing Policy Committees
  - > 111 Boards of Management
  - 2 Corporations

- Organization Structure
  - > Direction City Operations:
    - ☐ 45 Divisions
    - ☐ 4 Accountability Offices
    - □ 27,694Staff
  - Agencies:
    - ☐ 33 Agencies
    - ☐ 78 BĬAs
    - □ 28,140 Staff



# TORONTO AGENCIES AND CORPORATIONS

## Agencies

## Service Agencies

- > Board of Directors of the Sony Centre for the Performing Arts (Board of Directors of the Hummingbird Centre for the Performing Arts)
- Board of Governors of Exhibition Place
- > Board of Health
- Board of Management of the St. Lawrence Centre
- > Board of Management of the Toronto Zoo
- > Heritage Toronto
- > Toronto Atmospheric Fund
- > Toronto Centre for the Arts (North York Performing Arts Centre Corporation)
- > Toronto Parking Authority
- Toronto Police Services Board
- > Toronto Public Library Board
- > Toronto Transit Commission
- > Yonge-Dundas Square Board of Management

#### Community-Based:

- > 78 Business Improvement Area (BIA) Boards of Management
- Arena Boards of Management:
- George Bell Arena
- · Larry Grossman Forest Hill Memorial Arena
- · Leaside Memorial Community Gardens Arena
- McCormick Playground Arena
- Moss Park Arena
- · North Toronto Memorial Arena
- Ted Reeve Community Arena
- · William H. Bolton Arena
- Community Centre Boards of Management:
- · 519 Church Street Community
- · Applegrove Community Complex
- · Cecil Street Community Centre
- Central Eglinton Community Centre
- Community Centre 55
- Eastview Neighbourhood Community Centre
- Harbourfront Community Centre
- · Ralph Thornton Community Centre
- · Scadding Court Community
- Swansea Town Hall Community Centre

## Quasi-Judicial & **Adjudicative Boards**

- Committee of Adjustment
- Committee of Revision
- Compliance Audit Committee
- Property Standards Committee / Fence Viewers
- Rooming House Licensing Commissioner 2
- Sign Variance Committee
- > Toronto Licensing Tribunal
- Local Appeal Board

## Partnered Agency

> Toronto and Region Conservation Authority

## Corporations

#### City Corporations 1

- > Build Toronto Inc.
- Casa Loma Corporation
- Invest Toronto Inc.
- > Lakeshore Arena Corporation
- > Toronto Community Housing Corporation
- > Toronto Hydro Corporation
- > Toronto Port Lands Company (Toronto Economic Development Corporation)

## **Partnered Corporations**

- > Toronto Pan Am Sports Centre Inc. 1
- > Waterfront Toronto (Toronto Waterfront Revitalization Corporation)

#### Notes:

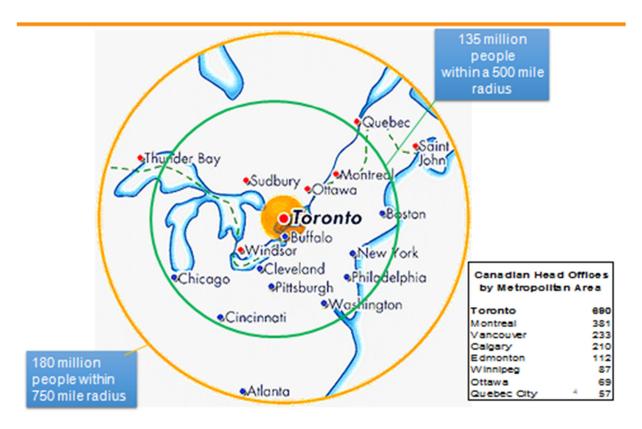
- 1. Corporations established under the Business Corporations Act (Ontario).
- 2. Rooming House Licensing Commissioner and Deputy are Officers, rather than an agency of the City, but in all other respects function as a quasi-judicial and adjudicative board.

**City Finance in Context** 

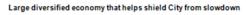
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## **ECONOMIC PROFILE**

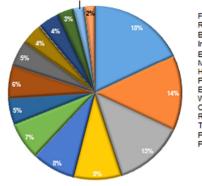
## Centre for Commerce



## Broad and Diversified Economy



City of Toronto - Estimated Share of GDP by Industry Group



Financial Services	18%
Real Estate, Rental & Leasing	14%
Business Services	13%
Information, Culture,	
Entertainment & Hospitality	9%
Manufacturing	8%
Health Care	796
PublicAdministration	5%
Education	6%
Wholesale	5%
Construction	4%
Retail	496
Transportation & Warehousing	3%
Personal Services	2%
Primary and Utilities	2%

Source: Statistics Canada; Economic Development & Culture

# **Broad and Diversified Economy**

- · 6th Largest Government in Canada
- 4th largest City in North America by governed population - 2.8 million people
- Diversity is our strength 51% of population foreign born
- Toronto has 8% of Canada's population (33.5M) and 46% of the population of the Greater Toronto Area (GTA) 6.0M

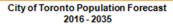






## Steady Population Growth

- Population growing steadily at approx. 25,000 people per year since 2006
- Downtown Toronto booming highly skilled, highly educated Echo Boomers opting for urban lifestyle
- The City's population is expected to reach 3.56 million by 2035





42

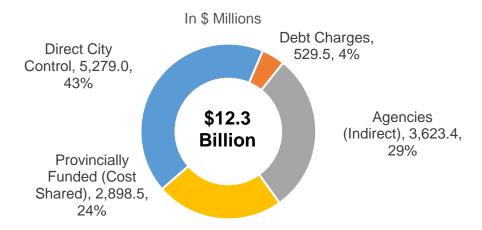
# Major Economic Development Activity

 Major Infrastructure & Non-Residential Investment activity remains strong, led by major transit, transportation and real estate projects:

Trensit	Transportation	Revitalization Projects	Real Estate Development
Three subway/rapid transit projects under construction + four other transit projects in design/planning stages \$18 Billion	Rehabilitation of two local expressways - \$2.3 Billion	Multi-Billion dollar long- term plan to renew City's waterfront	2 <sup>nd</sup> Most high-rise and mid-rise buildings under construction in North America (128)
Automated Signalling project - \$500 Million	Road Rehabilitation \$1.35 Billion	Revitalization of City's Union Station - \$800 Million	18 Buildings under construction are 50+ stories
Bus & Streetcar Facilities \$700 Million	Major Bridge Repair \$350 Million		



## City Council has direct control of 43% of the Budget:



## **Direct City Control**

- 311 Toronto
- Accountability Offices
- Affordable Housing Office
- City Clerk's Office
- City Council
- City Manager's Office
- City Planning
- Court Services
- Economic Development & Culture
- Engineering & Construction Services
- Facilities, Real Estate, Environment & Energy
- Fire Services
- Fleet Services
- Information & Technology

- Legal Services
- Mayor's Office
- Municipal Licensing & Standards
- Office of the Chief Financial Officer
- Office of the Treasurer
- Parks, Forestry & Recreation
- Policy, Planning, Finance & Administration
- Social Development, Finance & Administration
- Toronto Building
- Toronto Paramedic Services
- Transportation Services
- Corporate Accounts
- Solid Waste Management Services (Rate)
- Toronto Water (Rate)

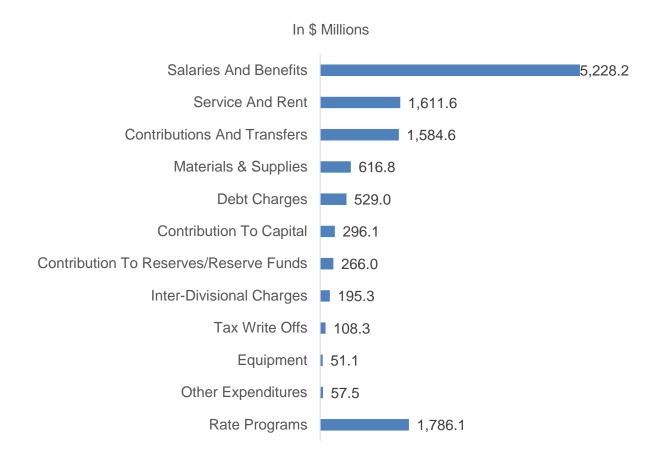
#### **Agencies (Indirect Control)**

- Arena Boards of Management
- Association of Community Centres
- Exhibition Place
- Heritage Toronto
- Theatres
- Toronto & Region Conservation Authority
- Toronto Police Service (Inc. Board)
- Toronto Public Library
- Toronto Transit Commission (Inc. Wheel Trans)
- Toronto Zoo
- Yonge-Dundas Square
- Toronto Parking Authority (Rate)

## **Provincially Funded**

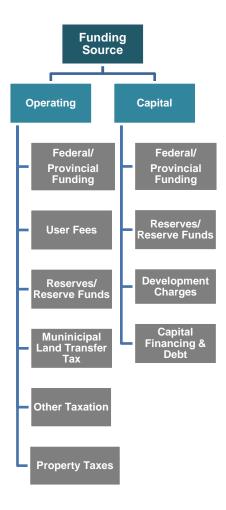
- Children's Services
- Long-Term Care Homes & Services
- Shelter, Support & Housing Administration
- Toronto Employment & Social Services
- Toronto Public Health

## **Summary of Expenditures by Category – Total 2017 Operating Budget \$12.3 Billion:**



#### **REVENUES**

The City funds both its Operating and Capital Budgets through various sources, the chart below provides a detailed presentation of how our Operating and Capital budget are funded. It also represents the order of funding that the City would consider before ultimately using property taxes as the funding source of last resort as the City makes every effort to maximize all other sources first. We are also mandated by City Council to keep property taxes below or equal to the rate of inflation.



The City's major funding sources of the 2018 Tax-Supported Operating Budget of \$11.13 billion gross are detailed in the table below. The Rate-Supported Operating budget (for Solid Waste Management, Toronto Water and Parking Authority) of \$1.79 billion gross is funded largely from user charges. Combined the 2018 Tax & Rate Supported Operating Budget totals \$13.0 billion gross.

Property Tax Levy	4,176
Provincial Subsidies	2,203
Federal Subsidies	159
Transit Fares	1,239
MLTT	818
Other User Fees & Donations	700
Contributions From Reserves/Reserve Funds	518
Inter-Divisional Recoveries	302
Transfers From Capital	178
Licences & Permits Revenue	126
Sundry and Other Revenues	708
Sub-Total - Tax Supported Revenues (\$Millions)	11,127
Sub-Total Rate-Supported Revenues (\$Millions)	1,860
Tax & Rate-Supported Revenues (\$Millions)	12,987

## **Property Tax Levy**

Property tax revenue is the City's single largest source of revenue. The City collects \$4 billion from residential and business property owners for municipal purposes, which represents 38% of its total tax-supported Operating Budget.

Each year, the City is required by provincial legislation to establish tax rates that raise property tax revenues in the amount of the City's budgetary requirement. In addition, the City is also required to levy and collect property taxes for school purposes at the education tax rates set by the Province.

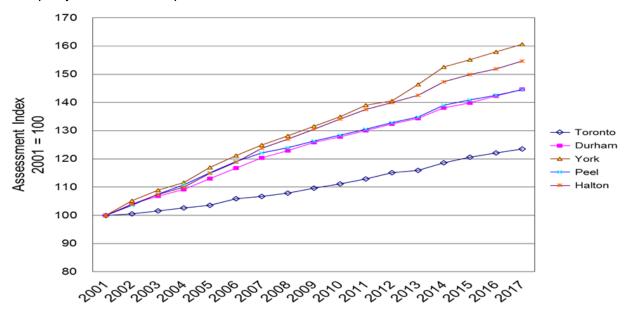
The amount of property taxes payable by a property is determined by multiplying the Current Value Assessment (CVA) of a property by the applicable tax rate for that class of property (e.g., residential, commercial, industrial, or multi-residential) subject to any legislative or Council-mandated adjustments. The total tax rate for a class consists of a municipal tax rate necessary to meet the City's budgetary requirement and the education tax rate necessary to raise the amount required by the Province for education funding.

The Municipal Property Assessment Corporation (MPAC), a provincial agency, is responsible for property assessment in Ontario and preparing the assessment rolls for municipalities on a Current Value Assessment (CVA) basis. The CVA of a property represents an estimated market value, or the amount that the property would sell for in an open market, arm's length sale between a willing seller and a willing buyer at a fixed point in time.

Over the last two decades, the GTA experienced quite remarkable economic and population growth following the recession of the early 1990s. The Toronto region (CMA) contains a number of the fastest-growing municipalities in Canada. The bulk of the new construction and the associated assessment increases are located in the surrounding areas in the GTA. For example, from 2001 to 2017 the rest of the GTA had cumulative assessment increases in excess of 40%: York Region: 61%, Halton Region: 55%, Peel Region: 45%, and Durham Region: 45%. By contrast, Toronto's property assessment in 2017 is just 24% above its 2001 level, partly due to the conversion of certain industrial properties into residential properties. This trend is illustrated in the chart to follow:

## **Property Tax Assessment Growth 2001 to 2017**

The line graph compares property assessment growth for the City of Toronto from 2001 to 2017 in comparison to assessment growth experienced by York, Halton, Peel and Durham Regional Municipality over the same period.



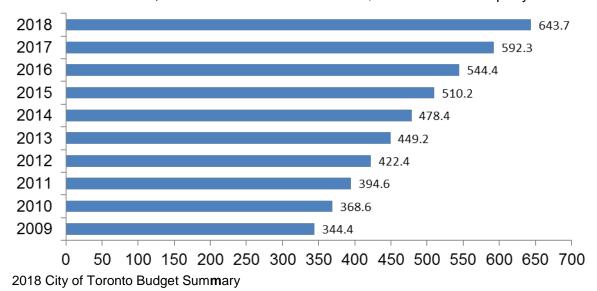
## **Property Assessment**

The following chart depicts the total value of all property classes of the City of Toronto's current value assessment in each of the years from 2008 to 2017.

## **Total Property Tax Assessment Values (\$B)**

#### City of Toronto 2009-2018

This bar chart shows the City of Toronto's current value assessment in billions of dollars from 2009 to 2018. In 2018, Toronto was assessed to have \$643.7 Billion in Property Assessment.



In Toronto, tax ratios for the commercial and industrial tax classes exceed the provincial
thresholds, as shown in the following chart.

	2011	2012	2013	2014	2015	2016	2017	2018	Provincial
	Taxation	<b>Taxation</b>	<b>Taxation</b>	Taxation	<b>Taxation</b>	Taxation	<b>Taxation</b>	Taxation	Threshold
	Year	Year	Year	Year	Year	Year	Year	Year *	Ratios
Multi-									
residential	3.31	3.26	3.18	3.07	3.00	2.90	2.66	2.52	2.74
Commercial	3.23	3.17	3.12	3.07	3.00	2.90	2.85	2.85	1.98
Industrial	3.23	3.17	3.12	3.07	3.00	2.90	2.83	2.83	2.63

<sup>&#</sup>x27;\* per City of Toronto By-law 166-2018

#### Toronto's Tax Ratios vs. Provincial Threshold Ratios

Beginning in 1998, Ontario municipalities whose commercial, industrial or multi-residential tax ratios exceeded threshold ratios established by the Province were restricted from passing on municipal property levy increases to those classes. Since 2004, the Ontario Government made adjustments to the municipal rules under the Ontario Property Tax System, which amongst other things, allowed tax rate increases on the non-residential classes to be no more than 50% of the tax rate increase for the residential tax class. Although the relaxing of the restriction on non-residential classes is not permanent, it does provide partial relief from the budgetary levy restrictions imposed by Provincial legislation.

In late 2005, Council approved a comprehensive property tax policy "Enhancing Toronto's Business Climate - It's Everybody's Business" to improve the business climate in the City. In 2006, Council implemented the policy of limiting municipal tax rate increases within the Commercial, Industrial, and Multi-Residential tax classes to one-third of the residential tax rate increase (i.e. a 3% residential tax increase would result in a 1% non-residential tax rate increase). This measure was designed to reduce non-residential tax ratios to 2.5 times the residential rate over 15 years. In addition, the policy provided for an accelerated tax rate reduction for neighborhood retail and small businesses that would see their tax ratios fall to 2.5 times residential over a ten year period.

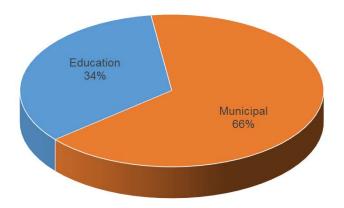
Other City efforts to enhance competitiveness have resulted in a successful agreement with the provincial government to reduce Business Education Tax (BET) rates (for Toronto businesses) closer to the average of surrounding GTA municipalities, creating a new, fair water rate structure for industrial and manufacturing companies and continuing the relief of development charges for the city's commercial industry.

The Municipal Act and the City of Toronto Act mandates limits on re-assessment related tax increases (10% for the 2017 year for the commercial, industrial and multi-residential property classes). The tax revenue adjustments as a result of this cap, however, are fully recovered by tax adjustments that clawed-back from properties facing tax decreases.

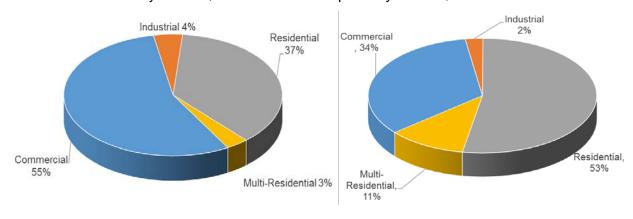
Special provisions to provide tax relief for low-income seniors and disabled persons, as well as charities and similar organizations, are also required. Tax relief policies in effect for 2018 include:

- The cancellation of any tax increase for seniors aged 65 or older, or disabled person living with a household income of \$40,207 or less, who have occupied their home for at least one year, and the home's assessed value is equal or less than \$850,000.
- The interest free deferral of any tax increase for seniors aged 65 years or older, or aged 60-64 years and receiving a Guaranteed Income Supplement and/or Spousal Allowance, or aged 50 years or older and receiving either a registered pension or pension annuity, or disabled persons, receiving support from one or more specified disability programs, whose household income is \$50,000 or less, and have owned the property for at least one year.
- A 40% rebate of taxes paid for registered charities owning or occupying space in commercial or industrial properties and meeting other conditions of the program

2018 Total Property Tax Levy \$6.45 Billion



Education Levy 2018 - \$2.206 Billion Municipal Levy 2018 - \$4.246 Billion



The table below illustrates the 2018 taxes payable for the average household in Toronto with an assessed value of \$624,418.

	2018 Tax Rate	2018 Property Tax
Municipal Purposes	0.4655054%	\$2,907
Education Purposes	0.1700000%	\$1,061
Total	0.6355054%	\$3,968

#### Other Taxation

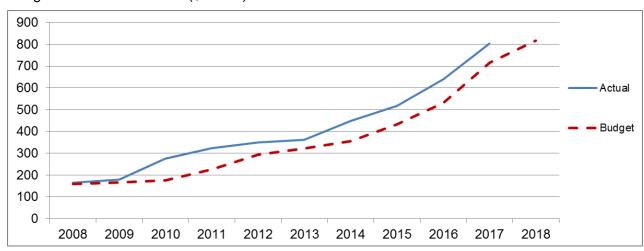
The City of Toronto is the only Ontario municipality with the legislative authority (City of Toronto Act, 2006) to allow it to levy taxes other than property taxes. The Municipal Land Transfer Tax (MLTT) was implemented on February 1, 2008, and Personal Vehicle Tax (PVT) on September 1, 2008. On December 16, 2010, however, City Council approved the termination of the City's Personal Vehicle Tax (PVT) effective January 1, 2011.

MLTT revenues continue to exceed expectations. In 2018, budgeted gross MLTT revenues were \$818 million (including transaction fees). This represents an increase of \$110 million or 16% when compared to the 2017.

The chart that follows illustrates how actual revenues from 2008-2018 compare with budget revenues for the same period.

#### **MUNICIPAL LAND TRANSFER TAX**

Budget v/s Actual Revenue (\$million)



City Council approved the Third Party Sign Tax in 2009. Implementation of the tax, however, was delayed by a court challenge from the outdoor advertising industry. After a favourable court ruling in 2012, the City retroactive collected sign tax revenues for the period from 2009 to 2012. The Third Party Sign Tax generates approximately \$11 million per year for the City.

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#### **User Fees**

User fees are the City's third largest source of funding for the Operating Budget after Grants and Subsidies from Other Governments. Excluding Rate-Supported Programs, the City collects approximately \$2.0 Billion in user fee revenues annually through approximately 3,000 individual user fees. The largest component is TTC passenger fares of \$1.2 Billion, which generates about 63% of the TTC's operating funding.

As a result of a comprehensive User Fee Review in 2011, City Council approved a new corporate policy for establishing the initial and annual price of a user fee and determining the amount that should be recovered.

A new funding system for Solid Waste Management Services, the volume-based rate structure, was implemented November 1, 2008 to fund the service objective of 70% waste diversion. This funding plan transforms Solid Waste Management (garbage, recycling, green bin, litter prevention, landfill management and other diversion programs) from being property-tax-based to user-fee-based, and its fees are now part of the City's Utility Bill, together with the water charges. The entire Solid Waste Management program is now funded from revenue other than property taxes (representing user fees, funding from Waste Diversion Ontario, and sales proceeds from recyclable materials).

The following link can be used for more detailed information related to the City's User Fee Policy on our website:

http://www.toronto.ca/legdocs/mmis/2011/ex/bgrd/backgroundfile-40701.pdf

## **Development Charges**

Development charges are fees collected from developers at the time a building permit is issued and represent an important source of funding for the Capital Budget. The fees help pay for the cost of growth-related, eligible capital projects (and related operating costs). Most municipalities in Ontario use development charges to ensure that the cost of providing infrastructure to service new development is not imposed on existing residents and businesses in the form of higher property taxes.

City Council adopted a new Development Charges Bylaw on October 11th, 2013, in accordance with the requirements of the Development Charges Act, 1997 and related Regulations, with higher rates - 75% increase in residential rates and 25% for non-residential rates. In order to mitigate the potential adverse effect of the higher development charges on the rate of development in the City, the new by-law includes a schedule to phase-in the adopted rates over a two year period.

The following categories of services are eligible for varying pre-determined portions of development charge revenues:

- Spadina Subway Extension -7.3%
- Transit (Balance) 32.0%
- Parks and Recreation 14.9%
- Library 4.2%
- Subsidized Housing 3.4%
- Police 2.0%
- Fire 0.9%
- Emergency Medical Services 0.5%
- Development-related Studies -0.7%

- Civic Improvements 0.6%
- Child Care 1.0%
- Health 0.2%
- Pedestrian Infrastructure 0.2%
- Roads & Related 12.4%
- Water 10.1%
- Sanitary Sewer 7.6%
- Stormwater Management 2.0%

Note: Percentages relate to Development Charges for a Two Bedroom and Larger Apartment on February 1<sup>st</sup>, 2018.

## **Funding Transfers from Other Governments**

The City receives grants and subsidies from other orders of government which are mainly for mandated programs such as Social Assistance, Child Care, Public Health, Social Housing, and some Transit capital funding. These transfers represent about 21% of its Tax-Supported Operating Budget.

#### **RESERVES AND RESERVE FUNDS**

Reserves and Reserve Funds are monies set aside by Council to finance future expenditures for which it has authority to spend money, to defend the City against an unbudgeted or unforeseen event that may result in a budget deficit such as an economic downturn, to smooth out future program expenditures which may fluctuate from one year to the next, or to accumulate funds for future capital requirements or contingent liabilities. While the reserve fund balances would appear to be a large sum, it should be noted that the majority of these funds are committed to special purposes.

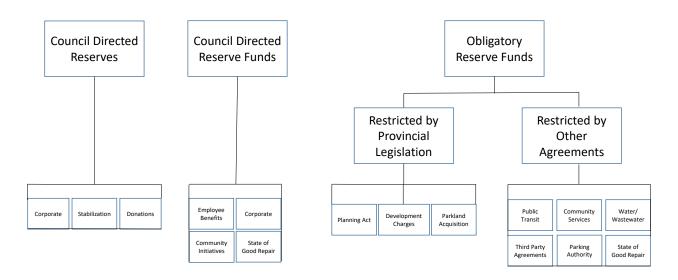
Toronto Municipal Code, Chapter 227 - Reserves and Reserve Funds - provides all pertinent information regarding the City's reserves and reserve funds, including definitions, the authority to establish new reserves and reserve funds, closing out inactive reserves and reserve funds, as well as the use and administration of reserves and reserve fund monies. A link to Chapter 227 of the Toronto Municipal Code is provided below:

http://www.toronto.ca/legdocs/municode/1184 227.pdf

The City maintains approximately 265 active Reserves and Reserve Funds (including Obligatory Reserve Funds) that are classified into three major categories, namely Council-Direct Reserves, Council-Directed Reserve Funds and Obligatory Reserve Funds, or Deferred Revenues. They are sub-divided into 16 sub-categories according the nature of their purposes.

The main difference between Reserves and Reserve Funds is that earnings from the investment of Reserve Funds must be allocated to and form part of the reserve fund, while earnings from Reserves flow to the Operating Budget as investment revenue. In addition, Reserve Funds are restricted to fund specific purposes set out by bylaws, legislation or agreements. The Chart below shows our structure:

#### Reserves & Reserve Funds Structure



#### **Council-Directed Reserves and Reserve Funds**

Council Directed Reserves and Reserve Funds are made up of several major categories: Corporate, Employee Benefits, Stabilization for Operations, Corporate, State of Good Repair (Capital), Community Initiatives and Donations. These funds have been set aside by Council to earmark revenues to finance a future expenditure for which it has authority to spend money, to defend the City against "rainy days", e.g. economic downturn or other extraneous reasons resulting in a budget deficit, to smooth out future program expenditures which may fluctuate from one year to the next, or to accumulate funds for future capital requirements.

## **Deferred Revenues/Obligatory Reserve Funds**

Funds that are set aside for specific purposes by legislation, regulation or agreement and may only be used in the conduct of certain programs or the completion of specific work are reported as Deferred Revenues (but are also known as Obligatory Reserve Funds). These include funds received from the other orders of government, Development Charges or third parties earmarked for certain purposes, e.g. Transit, Social Housing, Parkland Acquisition, Long Term Care Homes and Services. These amounts are recognized as liabilities in the year the funds are deposited, and received into revenue in the fiscal year the related expenditures are incurred or services performed. These funds are all committed, some of which will be used to fund some of the City's priority capital needs like transit expansion, and are not available at Council's discretion.

## **Reserve Sub-Categories**

**Corporate** - Reserves that provide funding for capital and operating items of a corporate nature. The Reserves with the largest balances are: Capital Financing, Working Capital and Vehicle & Equipment Replacement.

**Stabilization** – Reserves that provide funding to stabilize the City's budgets from year to year due to various unanticipated financial pressures. The stabilization reserves with the largest balances are: Water/Wastewater, Assessment Appeal and Tax Rate.

**Donations** – Reserves that provides funding for various projects.

#### **Council Directed Reserve Fund Sub-Categories**

**Employee Benefits** – Reserve Funds for the employee benefit costs of employees and retirees, as directed by Council. The reserve funds with the largest balances are: Employee Retiree Benefits, Sick Leave and Worker's Compensation.

**Corporate** - Reserve Funds for capital and operating items of a corporate nature, as directed by Council. The reserve funds with the largest balances are: Strategic Infrastructure Partnership, Land Acquisition and Transit Infrastructure.

**Community Initiatives** - Reserve Funds that provide funding for a variety of grants programs, as directed by Council. The reserve funds with the largest balances are: Childcare Capital Cost, Child Care Expansion and Capital Revolving – Affordable Housing.

**State of Good Repair** – Reserve Funds for the rehabilitation and major repair of City assets, as directed by Council. The reserve funds with the largest balances are: Waste Management, Solid Waste Perpetual Care and Public Realm.

### Obligatory Reserve Fund Sub-Categories (Also known as Deferred Revenues)

**Development Charges** – Reserve Funds that hold funding received from real estate developers that will be used offset the capital cost of providing growth-related municipal infrastructure that may be required as a result of the new development. The reserve funds with the largest balances are: Parks & Recreation, Transit and Water.

**Community Services** – Reserve Funds for specific community services by legislation, regulation or agreement. The reserve funds with the largest balances are: National Child Benefit, Social Housing Federal and Kids @Computers Scholarship Project.

**Parkland Acquisition/New Development** – Reserve Funds that provide funding for the acquisition of parkland and/or other public recreational purposes, including the erection of buildings and the acquisition of machinery for park or recreational purposes. The reserve funds with the largest balances are: Alternative Parkland Dedication, City-Wide Land Acquisition and South District Local Land.

**Third Party Agreements** - Reserve Funds that provide funds for purposes established in agreements with a third party. The reserve funds with the largest balances are: Section 16, Gardiner West and Public Realm Improvement.

**Public Transit Funds** – Funds received from Other Orders of Government that are specific to public transit expansion. The reserve funds with the largest balances are: MoveOntario 2020, Toronto-York Spadina Subway Extension and Canadian Strategic Infrastructure.

**State of Good Repair** – Reserve Funds that are set aside by reason of legislation, regulation or agreement for the rehabilitation and major repair of City assets. The reserve funds with the largest balances are: Building Code Act Service Improvement and Harbourfront Parkland.

**Water/Wastewater** – Reserve Funds that are set aside by reason of legislation, regulation or agreement for water/wastewater Reserve Funds capital projects. The reserve funds with the largest balances are: Wastewater Capital and Water Capital.

**Parking Authority** - Reserve Funds that are set aside by legislation, regulation or agreement with the Toronto Parking Authority. The reserve funds with the largest balances are: Parking Authority Shopping Mall Rented Properties and Parking Payment In Lieu.

**Planning Act** – Reserve Funds that hold and dispense funds collected under the Provincial Planning Act. The reserve funds with the largest balances are: Section 37, Section 45 and Transportation Cash-in-Lieu.

# MAJOR RESERVES & RESERVE FUNDS/GROUPS WITH MAJOR REVENUE SOURCES AND SERVICES PROVIDED

Reserve Type	Major Funding Source(s)	Services Provided
Capital Financing	Prior Year Surplus revenue.	Funding primarily for priority transit and transportation projects and other major city building projects.
Development Charges	Property Developers.	Funding for all growth related municipal infrastructure.
Donations	Citizen and corporate donations.	Funding for a wide variety of projects across all program areas.
Employee Benefits	Non-Program Operating Budget.	Funding for employee benefits costs for employees and retirees.
Land Acquisition	Proceeds from sale of lands.	Multiple accounts used by individual programs or all programs to help fund the acquisition of land.
Parkland Acquisition	Contributions from Property Developers for cash in lieu of parklands.	Funding is used by Parks, Forestry & Recreation Division to acquire property for parklands.
Section 37	Contributions from property owners as set out in a development agreement under Section 37 of the Provincial Planning Act.	Funds are used by the City for a wide variety of community improvements identified in site specific bylaws.
Stabilization	Program operating contributions.	Holds funds to stabilize the City's program budgets from year to year due to various unanticipated financial pressures.
State of Good Repair	Program operating contributions.	A variety of SOGR program/project specific accounts existing to hold funds for the rehabilitation and major repair of major city assets, as directed by Council.

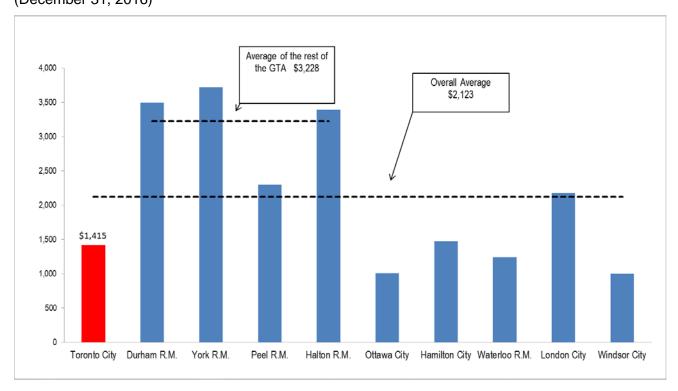
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Strategic Infrastructure Partnership	One-time monetization of a corporate hydro bond.	Provides funding for major infrastructure programs (ie. transit and waterfront) in partnership with other orders of government and major environmental capital projects with external funding partners.
Tax Rate Stabilization	Prior Year Surplus revenue.	Provides funding for any future operating deficit.
Transit	Funding from provincial and federal orders of government.	Funding for replacement and new transit vehicles and related infrastructure.
Vehicle & Equipment	Program operating contributions.	Vehicles and equipment for all major programs
Waste Management	Fees changed to households for waste collection.  Fees collected at solid waste transfer stations.	Funding for development and operation of city's waste facilities.
Water/Wastewater Capital	Net revenues from water/wastewater operations.	Holds funding for water/wastewater capital projects.
Working Capital	Prior Year Surplus revenue.	Holds funding to stabilize the City's budgets from year to year due to various unanticipated financial pressures.

On a comparative basis, the City's overall reserve fund balance on a per capita basis is much lower than those in other Ontario jurisdictions. Toronto's 2015 reserve per capita of \$1,415 was considerably less than the rest of the GTA (\$3,228) and the average of all of the cities and municipalities shown in the chart below (\$2,123). The City has established long-term reserve strategies for major reserves, e.g. employee benefits reserves, landfill sites and water and wastewater stabilization reserves, and make sure that adequate funds are in place, by determining needs and establishing contribution policies.

## **Comparison of Per Capita Reserves and Reserve Fund Balances**

Reserve per capita (December 31, 2016)



Sources: Ontario Ministry of Municipal Affairs & Housing – 2016 FIR Regional data consolidated for upper and lower tiers Balances include Obligatory Reserve Funds/Deferred Revenues

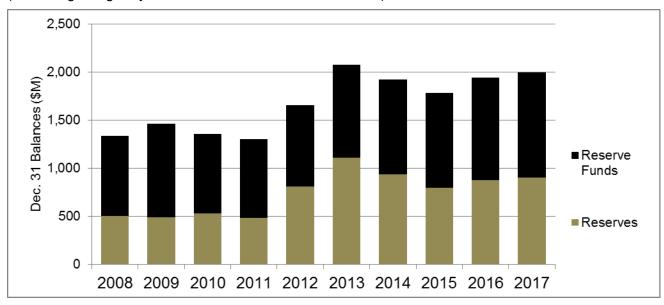
Reserve and	Reserve Fu	unds Matrix	by major	reserve fund	grouping
			, ,		J

			Community		Development		Third Party	Public	Water/		Planning		
PROGRAM/R&RF CATEGORY		Stabilization		Donations	Charges	Acquisition	Agreements	Transit	Wastewater	Authority	Act		Good Repair
Affordable Housing Office	X	X	X		X						X	X	
Children's Services	X		X		X						Х	Х	X
City Council	X											X	
City Planning	X						X				Х	Х	
Courts Services	X	X										X	
Economic Development & Culture	X	Х	X	Х			X				Х	X	X
Emergency Medical Services	X				X							X	
Facilities Management	X											X	X
Finance	X	X			X		Х				Х	Х	
Fire	X			Χ	X							Х	
Fleet Services	X											Х	
Long-Term Care Homes & Services	X		X		X						X	Х	X
Municipal Licensing & Standards	X		X									Х	
Parks, Forestry & Recreation	X			Х	X	X	Х				Х	Х	X
Police	X				X							Х	
Public Health	X				X							Х	
Shelter, Support & Housing Admin.	X	X			X						Х	Х	X
Social Development	X	X	X		X							Х	
Solid Waste Management Services	X				X							Х	X
Technical Services	X											Х	
Toronto Building	X											Х	
Toronto Parking Authority	X									Х		Х	
Toronto Water	X	X			X				Х			Х	
Transit	Х	Х			X		Х	Х				Х	
Transportation Services	Х	Х			X			Х			Х	Х	X
Zoo	X											Х	X

The following chart shows the historical trend of reserve and reserve fund balances since 2006. The chart shows the consolidated balance remaining in a range from \$1.8-\$2.1 billion since 2013 after a sharp two-year spike in 2012 and 2013.

#### City's Reserves and Reserve Funds

(Excluding Obligatory Reserve Funds/Deferred Revenues)



#### **Deferred Revenues**

Funds that are set aside for specific purposes by legislation, regulation or agreement and may only be used in the conduct of certain programs or the completion of specific work are reported as Deferred Revenues (previously Obligatory Reserve Funds). These include funds received from the other orders of government, Development Charges from third parties earmarked for certain purposes, e.g. Transit, Social Housing, Parkland Acquisition, Long Term Care Homes 2018 City of Toronto Budget Summary

and Services. These amounts are recognized as liabilities in the year the funds are deposited, and received into revenue in the fiscal year the related expenditures are incurred or services performed. These funds are all committed, for uses including funding the City's priority capital needs like transit expansion.

#### **CAPITAL FINANCING AND DEBT**

The City borrows money to finance capital expenditures. It cannot borrow to finance operating expenditures under the City of Toronto Act. The goal for capital financing is to maximize all funding from external sources, including federal and provincial governments, development charges, donations and reserve funding, before using the City's own revenue sources, namely operating contributions to capital and the issuance of debt. Toronto has enjoyed relatively low debt levels in the past; however, in light of the growing capital infrastructure needs, there is a sizeable and growing gap between future capital expenditure needs and ongoing sustainable revenue sources. As well, the City does not have the fiscal capacity for all necessary growth related expenditures, e.g. TTC and Transportation Services needs.

The City has implemented a framework for developing multi-year capital and operating budgets that ensure that limited resources are aligned to priorities to maximize the benefits for Toronto's residents.

In 2010, the City refinanced parts of its debt by paying down existing debt and borrowing funds for selected projects on 30-year terms as opposed 10-year terms. The 30-year debt was used to finance long-term assets to more closely match the life span of the infrastructure being built or purchased, e.g. subway tunnels and subway cars.

Even with the above-noted actions, estimates showed that the City's net long-term outstanding debt would increase from \$5.0 billion in 2018 and grow steadily to \$6.7 billion by 2026.

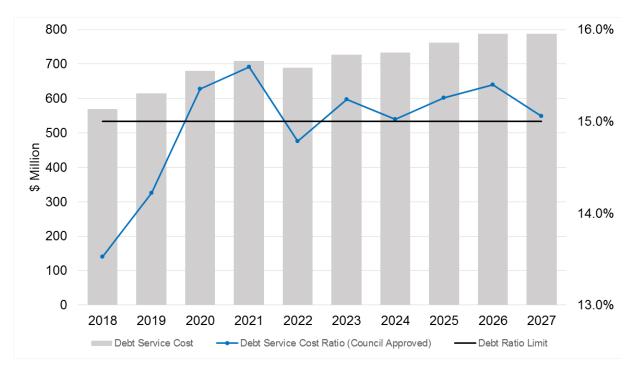
### **Debt Services Ceiling**

City Council has ultimate authority in setting borrowing restrictions as the City of Toronto is exempt under the City of Toronto Act from the Provincial Municipal Act requirement that generally limits long-term borrowing of other municipalities to 25% of most own-source revenues (excluding development charges). Nevertheless, the City of Toronto's debt service limit is well under the Provincial standard.

City Council previously approved a debt service limit such that the debt service cost (annual principal and interest payments) would not exceed 15 per cent of property tax revenues. This limit means that at least 85 cents on each tax dollar raised is available for operating purposes. Given the large unfunded capital backlog, Council approved a Capital Plan that funds an additional \$1.1 billion in key unfunded projects. As shown in the chart to follow, the City is expected to have an average debt service charges to Property Tax Levy ratio over the next ten years of 14.94%. While the debt service ratio exceeds 15%, the average over ten years remains within the City's current debt service ratio policy. The ratio peaks in 2021 at close to 15.6%.

## Tax-Supported Debt Services as a % of the Property Tax Levy – 2018 to 2027

This chart shows a line graph of the forecasted ratio of the City's annual debt charges as percentage of the annual property tax levy from 2018 to 2027.



The additional debt room funds strategic investments in critical state of good repair projects, TCHC Interim Capital Funding, Accessibility to Ontarians with Disability Act ("AODA") compliance projects, modernization and innovation projects and other major studies.

To meet its borrowing obligations, the City budgets debt service charges in its Operating Budget to repay both the principal and interest cost associated with its debt issuance for capital projects. In 2018, the debt service charge is budgeted at \$569 million, increasing steadily to \$788 million by 2027.

#### **INVESTMENT ACTIVITIES AND CAPITAL MARKETS**

#### **Investment Activity**

The City owns and manages the General Group of Funds and the Sinking Fund, each having specific goals and objectives. The General Group of Funds portfolio is composed of two individual funds (the Bond and Money Market Funds) that are managed interactively. The Bond Fund is positioned to fund the City's future reserve and reserve fund requirements and therefore takes a longer view of the market. The Money Market portfolio is primarily focused on ensuring that adequate liquidity is maintained to meet the immediate cash flow requirements of the City's daily operations. The Sinking Fund is for the use of retiring the City's debt as it becomes due and payable. The City also manages other smaller funds where the assets are not owned by the City (e.g. Trust Funds).

Investment earnings consist of the annual earned interest income and capital gains/losses that are realized on the portfolio. In 2017, investment earnings on the City's managed funds totalled of \$130.0 million. The earnings were allocated to the Operating Budget (\$113.4 million) and reserve funds (\$16.3 million) according to the Council-approved interest allocation policy.

The 2017 distribution of investment earnings is summarized in the table below:

## **Investment Portfolio Income for the Year 2017 (\$millions)**

Portfolio	Average Fund Balance	Earned Income	Earned Return on Capital*	
1. Bond Fund	\$2,724.6	\$92.8	3.4%	
2. Money Market & Cash	\$2,394.5	\$37.2	1.6%	
Total General Funds	\$5,119.10	\$130.0	2.5%	

<sup>\*</sup> Earned Return on Capital includes earned interest income and realized capital gain.

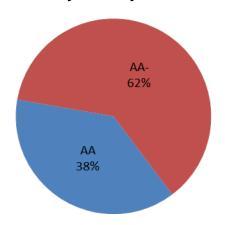
The Operating Budget component was over budget in the Non-Program account by \$14.4 million. This variance was mainly attributable to two factors:

- 1. lower than forecasted income allocation to reserve funds due to lower than forecasted interest rates
- 2. introduction of high-yielding new investment products during 2017

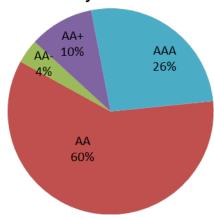
The City's Money Market and Bond Fund continue to exhibit high credit quality, especially during these extended periods of economic turbulence. The pie charts to follow show a breakdown of the City's Money Market and Bond Funds by credit quality (i.e. AAA, AA+, AA).

## Credit Quality – Money Market and Bond Funds As at December 31, 2017

**Credit Quality – Money Market** 



Credit Quality – Bond Fund



Sinking Funds were established by the City and are required by legislation when a municipality issues sinking fund debt. Sinking Fund contributions are invested and earn income to accumulate sufficient funds to retire the sinking fund debt at maturity. The City made \$247 million in sinking fund contributions in 2017.

Sinking Fund assets as at Dec 31, 2017 were \$1.7 billion to fund debt of \$6.1 billion maturing between 2017 and 2046. These assets are invested in high quality fixed income securities as shown in the pie chart below. In 2017, investment income for sinking funds was \$60 million, representing a rate of return of \$3.84%. Additional contributions from the City will be received annually during the period from 2017 to 2046.

#### **CREDIT RATINGS**

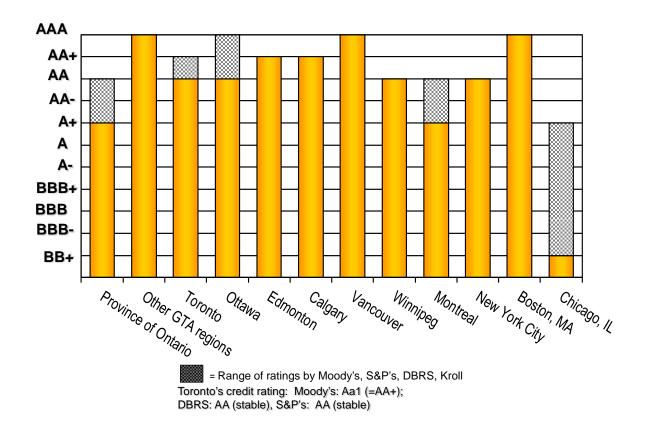
The City of Toronto is recognized as an important participant in global financial markets. The maintenance of a high quality credit rating is essential to ensure that the City's ability to access the most cost-effective world capital markets will continue as it needs to borrow funds for capital purposes.

Credit rating agencies assess the City's financial position by comparing it with other cities and regions. A number of factors affect the credit rating, such as quality of management; strength of economy; level of reserves, state of repair of assets, debt levels, etc. If a municipality's current debt levels and future trends appear to be high, this will have a negative impact on its credit rating. If debt levels are considered low, this will have a positive impact. The rating essentially indicates the City's ability to make payments on the debt now and in the future.

Credit ratings affect the City's ability to borrow, as well as the cost of borrowing. A higher rating translates into a lower cost of borrowing, as well as a wider market for investors to invest in City debt. Below a certain rating, investors may have policies that don't allow them to purchase the City's debt. Then the City would have to offer a higher interest rate to attract investors.

The City's credit rating remains comparable to other large North American cities such as New York, Boston, Vancouver and Montreal.

## **Toronto's Credit Rating**



Currently, the City of Toronto's credit ratings are:

- AA with a stable outlook from Standard and Poor's Canada (S&P's) confirmed October 20, 2017
- AA with a stable trend from the Dominion Bond Rating Service Ltd.(DBRS) confirmed August 10, 2017
- Aa1 with a stable outlook from Moody's Investor Service confirmed July 12, 2017

City of Toronto's Credit Rating History	1997 and Prior	1998-2001	2002-2017
Dominion Bond Rating Service	AAA	AA (High)	- AA (Stable)
Standard and Poor's	AA+/ AAA	AA+	- AA (Stable)
Moody's Investors Services	Aa2	Aa2	- Aa1 (Stable) (Equivalent to AA+)

Credit Rating agencies regularly issue reports respecting the industries and individual issuers. Here are some of the excerpts from those reports that generally explained the high rating held by the City of Toronto:

"The stable outlook reflects our expectation that in the next two years Toronto's broad economy will continue to expand, supporting revenue growth...We believe the city's economic depth and diversity limits volatility, bolstering our assessment of its economy"

#### Standard & Poor's

"The ratings are supported by Toronto's large and dynamic economic structure as the leading commercial centre in Canada, its relatively low debt burden and considerable base of liquidity and reserves to manage unforeseen events."

## **Dominion Bond Rating Service**

"The City of Toronto's Aa1 rating benefits from a low debt burden, a healthy liquidity profile evidenced by a net cash position, a large and diversified economic base as well as a track record of consolidated surpluses since 2008... The rating also reflects the city's additional unique taxation powers, which allow it to access additional revenue sources besides property taxes and user charges for environmental services."

#### **Moody's Investors Services**



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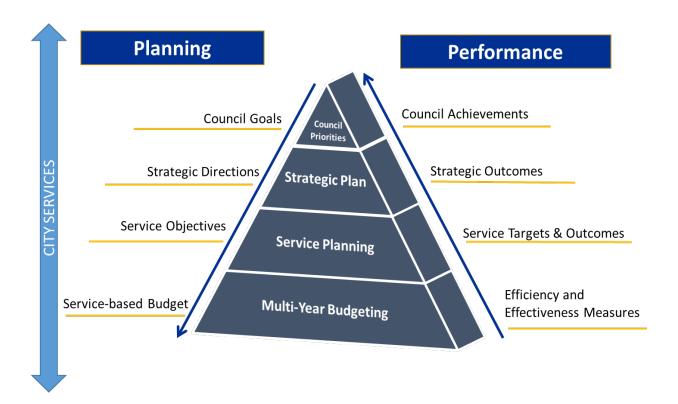
#### Overview

The City's integrated planning and performance framework is built upon a multi-year approach designed on the best practice of linking long term service and financial planning, priority setting, performance monitoring, evaluation and reporting based on the services the City delivers. This framework, illustrated below, allows the City to ensure the effectiveness and efficiency of services that respond to public needs, while improving accountability and transparency.

Through this approach, the City has achieved major strides in providing a common model that the entire organization can follow, as well as communicating to everyone what is important. It also helps to create the right balance between what the organization can afford to do versus what the organization would like to do, and aligns resources to ensure that initiatives support the strategic objectives and priorities.

# City of Toronto's Framework

Integrated Planning and Performance Framework



As illustrated by the above triangle, Council sets the direction with its goals and priorities. The strategic direction determined by Council forms the basis for the development of the Corporate Strategic Plan. This integrated framework enables the City to take a multi-year view to guide the service planning and budgeting process and also ensures resources are allocated to fund services and the priority actions that will contribute to achieving Council goals.

On the Performance side, there are efficiency and effectiveness metrics, and performance measurement in place to track progress on service priorities, service delivery and service levels. Through this process, the City knows whether the investment undertaken are truly helping in delivering those services to meet objectives, and if those objectives are indeed meeting the outcomes of Council directives.

In summary, the Integrated Planning and Performance Framework focuses on "results". It enables the City to:

- Focus strategic investments to achieve results and intended outcomes
- Provide increased transparency and accountability regarding the services it delivers to the public
- Take a multi-year view to guide the City's service planning and budgeting process. This
  approach ensures that resources are efficiently allocated to services to achieve long-term
  strategic outcomes
- Monitor results and impact of services; thereby providing staff and Council with the added capacity to re-allocate resources based on short and long-term goals and priorities.

The Integrated Planning and Performance Framework allows City Council to achieve its vision, mission and strategic actions by monitoring performance and allocating resources, in accordance with its budget principles and policies, through the City's multi-year service-based planning and budgeting process.

## 1. Council's Vision for the City of Toronto

#### Toronto is a caring and friendly city.

We have opportunities to sustain and enrich our lives and reach our highest potential. Our diversity is valued and celebrated and our communities are a source of pride. We are actively involved in the social, cultural and political life of the city.

## Toronto is a clean, green and sustainable city.

We integrate environmental stewardship into our daily activities. We maintain and improve the health of the environment for present and future generations.

#### Toronto is a dynamic city.

As the nation's leading economic engine, we are a centre of innovation and growth with a strong international presence. Our dynamic city is well positioned to succeed in the world economy.

### Toronto invests in quality of life.

We invest in quality of life – socially, economically, culturally and environmentally – to make Toronto a desirable place to live, prosper and visit.

## 2. Mission Statement for City Government

The Government of the City of Toronto champions the economic, social and environmental vitality of the city. The City strives to provide high quality and affordable services that respond to the needs of our communities and invests in infrastructure to support city building. The City is a leader in identifying issues of importance and in finding creative ways of responding to them.

The City of Toronto promotes and maintains a system of responsible and accountable governance where the interests of individuals and communities are balanced with those of the city as a whole. Public participation is an integral part of the City's decision-making processes.

#### Our actions are guided by the following principles

Advocacy	We are advocates on	behalf of our city	's needs with other order	s of
, (a v o o a o v	TTO GIO GGVOGGGO OII	Donail Or Oar Oity	O HOCOGO WIGH OTHER OF GOVE	

government

Community We facilitate active community involvement in all aspects of civic life,

Participation both locally and city-wide

Equity We respond to and support diverse needs and interests and work to

achieve social justice

Effectiveness We set and accomplish objectives, pursue innovative approaches,

safeguard public assets and make efficient use of our resources

Leadership We plan for change and take a leadership role on issues of importance

to the City

Partnerships We actively seek out partnerships with constituents, community groups,

businesses and other public institutions and orders of government

2018 City of Toronto Budget Summary

Sustainability

We integrate environmental, social, economic and fiscal perspectives in our actions

# 3. Strategic Actions

In 2012, the City Manager led the development of a planning process to establish new Strategic Actions 2013-2018 to complement the City's initiatives and programs over the next five years. The 26 strategic actions were affirmed by City Council and reflect how the City will advance Council's vision, mission and goals for the next five years. The 26 strategic actions are aligned with 6 strategic themes (focus areas) and will help ensure the success of Toronto for its residents as well as strengthen the government of the City of Toronto to meet its future challenges.

The strategic themes and 26 strategic actions are summarized below:

# **Strategic Themes**

# City Building

 City building views the City as a whole and focuses on investment in social and physical services and infrastructure, which are fundamental to the city's quality of life.

# **Economic Vitality**

 Economic vitality refers to the health of the city's economy and includes such factors as diversified employment, skilled workforce, competitiveness, investment and affordability.

### Environmental Sustainability

 Environmental sustainability encompasses principles of environmental balance and the integration of environmental considerations in our social and economic activities.

### Social Development

 Social development encompasses principles of social equity, social well-being and citizen engagement, and is an important determinant of healthy communities and quality of life.

#### Good Governance

 Good governance refers to the system of municipal government in terms of its role as a democratic institution, a public policy maker and a deliverer of public services.

### Fiscal Sustainability

 Fiscal Sustainability refers to the City's ability to maintain its program and services while also funding its growing commitments.

# Strategic Actions for 2013-2018

### City Building

- 1. Implement Smart Urban Growth Strategies
- 2. Invest in Culture
- 3. Develop a Long-term Transportation Plan and Policies

### **Economic Vitality**

- 4. Increase Employment Opportunities
- 5. Accelerate Economic Growth

### **Environmental Sustainability**

- 6. Support Environmental Sustainability
- 7. Develop a Long-term Solid Waste Management Strategy

# Social Development

- 8. Support Affordable Housing
- 9. Strengthen Neighbourhoods
- 10. Enhance the City's Quality of Life
- 11. Advance Toronto's Motto 'Diversity our Strength'
- 12. Improve Emergency Response and Prevention

### **Good Governance**

- 13. Open Government by Design
- 14. Engage the Public
- 15. Strengthen Public Service Governance
- 16. Strengthen Intergovernmental Relationships
- 17. Enhance the City's Capacity to Serve Toronto's Diversity
- 18. Develop and Implement a Workforce Plan
- 19. Improve Customer Service
- 20. Enhance Performance Measurement
- 21. Improve Organizational Excellence
- 22. Implement Shared Services

### **Fiscal Sustainability**

- 23. Update the Long-term Fiscal Plan
- 24. Improve Service and Financial Planning
- 25. Ensure State of Good Repair for Infrastructure
- 26. Finance the City's Growth

The direction that the City takes in pursuing the strategic themes must strike a balance to ensure that progress is made in all goal areas. Priorities to guide choices about which directions to pursue provides the context for considering strategies around City programs and services and resource allocations. The City has various initiatives to achieve these strategic actions, including critical efforts to move the City to fiscal sustainability:

- 1. Continue to leverage Municipal Land Transfer Tax (MLTT) as a substantial revenue source and lower property tax rate increase;
- 2. Continue to upload social services to the Province;
- 3. Eliminate the use of prior year surplus as a tool for balancing the Operating budget;
- 4. Control and look for means to reduce expenses through efficiency savings and line by line review, as well as maximize user fees in accordance with the user fee policy; and
- 5. Use non debt financing strategies to reduce debt issuance.

### LONG-TERM FINANCIAL PLAN

The Long-Term Financial Plan: The City of Toronto's Roadmap to Financial Sustainability was approved by Executive Committee on March 19, 2018, with a recommendation for the City Manager to report back on individual strategies and key actions contained within the Long-Term Financial Plan, as appropriate, following the start of the 2018 to 2022 term of Council.

The Long-Term Financial Plan provides a framework for longer-term financial decision-making, including strategies and key actions to facilitate multi-year, integrated, strategic decision-making. It does not provide a detailed implementation plan so as to respect the role of City Council and the existing political decision-making processes in determining the way forward for Toronto. It offers a series of practical steps which, if assessed and implemented, will help City Council realize the positive vision it has established.

The key actions and strategies contained in the Long-Term Financial Plan are intended to improve the long-term financial stability of the City. Implementation of the actions and directions will shift how the City approaches financial decision-making through its annual budget, service and financial planning, key expenditure, revenue and asset strategies, and intergovernmental fiscal frameworks.

# **Key Challenges**

There are four key challenges to delivering on Council's directions:

# Moderate but growing risk, notably revenue volatility

- Municipal Land Transfer Tax
- Impact on current service levels

# Gap between service commitments and revenue

Growing gap between spending and Council directions for increased service levels

# Modernization and transformation

Needed to achieve efficiencies and savings

# Intergovernmental transfers

- City still pays disproportionate share of costs for services that provide regional and province-wide benefit
- Uncertain intergovernmental relationships going forward

# **Key Principles**

This report also outlines five principles to support Council's priorities. Within each principle there are a number of key actions. How Council uses each principle and key action will be dependent on its desired strategic direction.

Better information     to support strategic     decision-making	2. Improve value for money	3. Secure adequate and fair revenue
Better use of existing Council decision making processes, structures & tools	Set more strategic labour relations objectives	Adopt property tax policies to link tax increases with multi-year expenditures
Align policy & financial direction	Rebuild back-office functions & front-line operations	Reduce cyclical risk of MLTT by allocating portion of revenue to capital reserves
Implement operating & capital budget changes to support decision-making	Modernize & transform how the City does business	Ensure property development levies pay for cost of growth
Improve risk analysis & reporting	Adopt new models of procurement	Identify all costs & report annually on tax & fee discounts, rebates, exemptions
		Develop a user fees pricing strategy

4. Improve focus on financial balance sheet & financial health	5. Better integration with provincial & federal policies & fiscal direction
Establish goals & report on financial health measures annually	Continue to pursue share policy outcomes with senior orders of Gov't
Review debt service ratio and increase limit, as appropriate	Development a strategic intergovernmental approach based on Council's priorities
Review reserve & reserve fund adequacy	Augment provincial & federal investments in Toronto in a fair & equitable manner
Explore revenue performance of Toronto Hydro & TPA	
Optimize investment returns through Investment Board	

# **Multi-Year Service-Based Planning and Budgeting Process**

The City's planning and budgeting process is intended to establish a longer-term focus regarding the allocation of resources required to deliver the programs and services needed by the community, and to accomplish Council's goals and priorities for its term of office by integrating (a) Service Planning and Priority Setting and (b) Multi-Year, Service-Based Budgeting.

The City's Multi-Year Financial Planning and Budgeting process has the following key elements:

- Engages stakeholders in priority-setting through upfront public consultation;
- Has a long-term perspective for planning and budgeting that promotes service and fiscal sustainability;
- Introduces a structured service planning process that links resource allocations to service objectives and targets driven by Council priorities over a multi-year timeframe;
- Is service-based and performance-focused: it focuses budget decisions on service objectives, service levels, results and outcomes using performance targets and metrics
- Emphasizes the evaluation of service performance so that planned results are achieved;
- Establishes roles and responsibilities for Standing Committees, the Budget Committee and Executive Committee.

This approach establishes and reinforces the relationship between Council priorities and strategic actions with program-level plans and resources; and enables Programs and Agencies to set achievable objectives with realistic timeframes and provides a more efficient, systematic and consistent methodology to allocate resources across all services.

# Service-Based Planning

Service Planning is a key pillar of the Integrated Planning and Performance Framework as it provides the link between strategies and budgets. It links Council's strategic goals, community, corporate and service objectives to service delivery plans and provides a tool that supports informed decision-making. A Service Plan addresses strategic issues, as well as operational issues by establishing service objectives with strategies and priority actions, targets, and performance measures to assess results.

The financial planning cycle incorporates key elements of management accountability that begins with the strategic directions established by the Mayor and Council.

# Toronto's Planning and Budgeting Cycle



The Service Planning process is guided by the following key principles:

- The service planning cycle will be aligned with Council's term of office and service plans
  will be reviewed in subsequent years to address emerging issues, evaluate performance,
  and confirm or recommend service priority changes.
- The service planning process will incorporate strategic directions and corporate priorities and will provide a link to the multi-year budgeting process for resource allocation and performance reporting through service objectives and priority actions.
- Meaningful collaboration of clients and stakeholders through upfront consultation that will provide input into the planning and budgeting process.
- Service plans will identify performance measures that will be used to assess service efficiency and effectiveness.
- Service plans will be presented on the service view (program map) structure.

### **Multi-Year Budgeting**

The multi-year service based budgeting approach enables Programs and Agencies to set achievable objectives with realistic timeframes and provides a more efficient, systematic and consistent approach to allocate resources across all services, guided by the following principles:

Based on Council's multi-year service priorities and budget targets, the 10-Year Capital Budget and Plan and the 3-Year Operating Budget and Plan are established.

Capital and Operating Budgets are reaffirmed each year in order to appropriate funds.

- The City Manager (CM) and Deputy City Manager & Chief Financial Officer (DCM-CFO) review all Program and Agency Budgets to ensure that resources are allocated to service priorities efficiently and effectively; ensure compliance with budget directions, guidelines and targets.
- The Budget Committee members conduct team member reviews of staff recommended budgets in the Fall prior to Budget Launch to determine whether services are delivered efficiently and effectively and resource requests are aligned to service priorities and meet budgetary directions and guidelines.
- The Budget Committee review process includes public deputations.
- The Tax-Supported Operating and Capital Budgets are approved no later than mid-February (in a non-election year).
- The Rate-Supported Operating and Capital Budgets are approved by December of the previous year (in a non-election year).

The budget process incorporates the following key elements to support the multi-year budgeting approach:

- Staff prepares and Council approves a 1-year Operating Budget with a 2-year Plan and a 10-year Capital Plan comprised of a 1-year Capital Budget with an accompanying 9year Plan. The City's multi-year budgets establish a longer-term focus regarding the allocation of resources required to deliver the services and service levels needed by the community, and to accomplish Council's goals and priorities.
- Over the years, the City has increasingly focused its operating budget deliberations on the services and services levels provided to the public. This has moved the City from solely examining the operating budget in the traditional expenditure view. City Council approves a service-based Operating Budget and 2-year Plan that has been reoriented to a service view, with key financials, staff complement, service level and performance information organized by the 155 services and their activities as articulated in Program Maps.
- On the capital side, the City's capital budget and plan has migrated from a 1-year budget and 9 year forecast to a 1-year budget and 9-year plan based on annual debt affordability and a focus on how investments address the City's backlog on state of good repair while balancing service improvement and growth projects that contribute to City building objectives.
- Notwithstanding the above advancements made in multi-year planning and budgeting, the City has yet to fully implement the service planning and priority setting phase of the integrated service-based planning and budgeting process. True multi-year budgeting

cannot occur in the absence of a process that establishes both an "expenditure plan" as well an "investment plan" over a longer term horizon that can guide multi-year budgets.

# **Reporting and Monitoring**

The City is committed to establishing a common approach to the monitoring and reporting of financial and non-financial information, including staff complement and performance measures. The principles, protocols and practices that will guide the monitoring and reporting of budget and performance information will ensure consistency; enhance the financial management of the City's affairs; and support fiscally responsible decision-making.

Monitoring of the approved Operating Budget will occur on an ongoing basis to assess whether targets are being met, assess performance, guide decision-making and provide transparency and accountability for how resources are managed. Budget monitoring will identify variances from plans; changing patterns or circumstances that need corrective actions; and assess the extent to which resources are being used efficiently and effectively in contributing to strategic goals and Council's priorities.

Pursuant to prudent financial management practices and budgetary control, the quarterly and year-end operating and capital variance reports will be submitted to Committee and Council to provide information on how approved operating and capital funds are spent, and on an exception basis, identify issues that require direction and/or decisions of City Council.

# **Enterprise Performance Management**

The performance management system establishes a unified approach to collecting, monitoring and reporting of key performance indicators (KPIs), incorporating best practices for analysis and forecasting; thus improving decision- making across the organization.

Enterprise Performance Management (EPM) will deliver reporting, analytics and score-carding solutions for the City, to improve service, reduce costs, and enable faster collection of data for decision-making purposes. This will advance the public service by developing a more knowledgeable workforce, with access to real-time data and the skills to utilize new self-service reporting tools.

Enterprise Performance Management (EPM) will further leverage service information in order to organize, integrate, automate, and analyze performance measures, processes, and systems to drive successful business performance results. Through EPM, the team will be leveraging automation tools, for capturing performance measurement and service and financial data, and utilizing this information for forecasting, simulating and reporting purposes.

The objectives of Enterprise Performance Management is to:

- 1. Enable the integration of performance management best practices across the organization;
- 2. Improve performance management through the automation of collecting, monitoring and reporting processes; and

3. Leverage technology and tools to improve performance management processes.

### EPM deliverables include:

### 1. Data Governance & Business Intelligence Framework

Integrate People, Processes, Data and Technology to support Automated Reporting, Predictive Analytics and Agile Data Visualization

## 2. Automated Reporting

- > Empower users with self service analysis and automated reporting to integrate service, financial, complement and performance data into reports for better insight into historical events
- Automation of Divisional FPARS measures (Performance and Services)
  - Source Systems and Business Rules
  - Divisional Process
  - List of Management and Operational measures
- Cluster KPI (Key Performance Indicators) reporting and MID (Management Information Dashboard) reporting

## 3. Predictive Analytics

- Empower users with self serve predictive analytic tools to be proactive by forecasting events and support evidence-based decision-making
- Forecasting, Analytics and Predictive Modelling (Predictive Analytics Library (PAL))
- SSM (SAP Strategy Management)

# 4. Agile Data Visualization

- Empower users with self serve visualization tools to create highly-interactive, visually-simulating information for increased understanding to aid in innovative problem solving and provide transparency for better results
- Open Budget (City of Baltimore), Performance Score Card (City of Boston) reporting
- Data Visualization and reporting (Lumira/Design Studio)

### PERFORMANCE MEASUREMENT AND BENCHMARKING INITIATIVES

To provide context when examining Toronto's service delivery performance, it is important to consider that municipal property taxes represent approximately 10.5 per cent of the total taxes, in all forms, paid annually by an average Ontario family to all orders of government. These various forms of taxes include income taxes, consumption taxes such as the Harmonized Sales Tax, and embedded taxes, which are included in the price of items such as gasoline, liquor and tobacco. Property tax is based on a percentage of the assessed value of land and buildings. Property tax is highly visible as it is one of the only forms of tax where taxpayers receive a bill. The discussion that follows on Toronto's performance is focussed on how Toronto utilizes its 10.5 per cent share of the total tax dollar.

Toronto's annual <u>Performance Measurement and Benchmarking Report</u> (PMBR) is based on data from the Municipal Benchmarking Network Canada (MBNCanada). The City of Toronto builds on MBNCanada data to compare to 15 other national municipalities and reflect on the City of Toronto's historical trends. The Report includes:

- Approximately 208 service/activity level indicators and performance measurement results for 36 service areas.
- Over ten years of Toronto's historical data to examine short and long term internal trends, as well as results compared externally to 15 other Canadian municipalities (ranked by quartile)
- Web links where similar neighbourhood-based data for Toronto are available through <u>Wellbeing Toronto</u> to complement the city-wide information in the report
- A summary of key achievements completed and future initiatives planned
- Results from various international rankings and reports issued by external organizations comparing Toronto to other international cities.

By examining our own operations and working with other municipalities through the <u>Municipal Benchmarking Network of Canada</u>, these processes encourage Toronto's service areas to continuously look for opportunities to improve operations and performance.

### **SUMMARY OF TORONTO'S RESULTS**

Toronto is unique among Canadian municipalities because of its size and role as Ontario's and Canada's economic engine. It is also the centre of Ontario's business, culture, entertainment, sporting and provincial and international governance activities.

Despite the unique characteristics of Toronto, there is value in comparing results to other municipalities. Through the MBNCanada partnership, performance measurement results are shared between municipalities and are included in Toronto's own Benchmarking Report. Toronto's results are ranked and placed in quartiles relative to the other participating municipalities.

By examining our own operations, and by working with other municipalities through the MBNCanada process, these practices encourage Toronto's service areas to continuously improve. The 36 municipal services included in the Report each have a colour coded summary of results, a reference to their respective charts and a detailed narrative for approximately 208

indicators and measures. Highlights of Toronto's overall results are described below.

# Internal Trends - Service/Activity levels indicators

Examples of areas in which Toronto's service levels or levels of activity have increased or remained stable include:

- More transit vehicle hours per capita were provided
- More investment/expenditure per 1,000 Children (12 & under)
- More licenses issued per 100,000 population

#### **Internal Trends – Performance Measures**

Examples of areas in which Toronto's performance indicators improved include:

- Higher regulated child care spaces in municipality per 1,000 children (12 & under)
- Shorter time to resolve a complaint
- Higher number of green vehicles in Toronto's Fleet Services
- Higher number of visits to municipal website per capita
- High rate (94%) of satisfaction among long-term care home residents and families
- Decrease in the level of uncollectable amounts (low rate of bad debt expense)

# **External Comparison – Service/Activity Level Indicators**

Examples from the Report where Toronto has higher service levels in relation to other cities include:

- Highest rate of transit vehicle hours provided
- Higher number of library holdings/collections per capita
- Higher number of formal MFIPPA requests per 100,000 population
- Higher number of total police staff (officers and civilians) per 100,000 Population compared to others
- High levels of participant capacity for registered Sport and Recreation programs

### **External Comparison – Performance Measures**

Changes in Toronto's quartile ranking for individual measures are more likely to occur over a five year period or longer. Areas where Toronto has the top/best result in comparison to the other municipalities include:

- Highest rate of library (electronic and non-electronic) uses per capita
- Lower rate of by-law complaints by Toronto residents
- Highest percentage of residential waste diverted for houses (Curbside) and highest percentage of residential waste diverted for multi-residential.
- Lower reported number of property crime incidents per 100,000 population compared to others

Examples in the Report where results are lower than other municipalities (in terms of levels of service) can often be explained by the population density in Toronto. Compared to other municipalities, Toronto has a high population density (persons per square kilometre). Municipalities with higher densities have a larger number of people that can make use of a single service, because it is convenient for them to access this service. In contrast, municipalities with lower densities require more service locations to make it convenient to access these services. For example, Toronto ranks lower in number of library hours per capita, because municipalities with low population densities require more library branches, and hence, more service hours, so that service can be provided within a reasonable distance of its residents.

For additional information on the City of Toronto's Benchmarking Report please visit our website:

https://www.toronto.ca/city-government/data-research-maps/toronto-progress-portal/reports-on-how-toronto-is-doing/2016-pmbr/

## Toronto in international rankings and reports

Toronto is one of the most liveable and competitive cities in the world as demonstrated by various international rankings and reports issued by external organizations. In addition to securing its position on the world stage, Toronto's rankings confirm that it continues to offer a high quality of life for the 2.9 million residents who live and work here. The highlights of some of the recent external rankings are provided in the section below.

# Toronto Ranks 16th in the Mercer Quality of Living Survey: 2018

The 2018 Mercer Quality of Living Survey ranked Toronto as the 16th best city to live in. The annual survey evaluated 231 cities, and assessed conditions related to quality of living in each city. The ten categories in the report include political & social, economic, socio-cultural, medical, education, public services and transportation, recreation, consumer goods, housing, and natural environments. Toronto tied with Melbourne in the ranking, but came ahead of other cities such as Luxembourg, Ottawa, and Hamburg.

## QS Quacquarelli Symonds' Best Student Cities Index: 2018

QS Quacquarelli Symonds' <u>Best Student Cities 2018</u> index ranked Toronto 13 of 101 cities (tied with Boston). The study, a rating system that ranks best university cities in the world for international students, examined six key categories including student mix, desirability, employer activity, affordability, and student view. Toronto scored highest in the area of desirability, providing students with a high quality of life and a great destination to live and study for students worldwide.

# Toronto ranks 9th in JLL City Momentum Index for Future Proofing: 2018

<u>JLL's City Momentum Index</u> identifies cities that are prepared for changes in technology over the short and long term. The Index is compiled of two components of city dynamism:

- short term market momentum
- future-proofing (a new section in 2018)

The future proofing section identifies cities that are most prepared for changing technologies in the future. The key variables of the future proofing study include a weighted score of the presence of the world's top universities, international patent applications, air quality, public transport infrastructure, third-party indices of the innovation economy, and the presence of technology firms.

Toronto ranks 9th of 30 cities. Toronto ranks high because of its ability to commercialize new technology and government support for innovative initiatives.

# Mercer's 2018 Cost of Living Survey

Toronto ranks 109 of 209 most expensive world city according to Mercer's 24th annual Cost of Living Survey. The Mercer survey reviews cost of living and housing for employees that are sent on international assignments, and includes factors such as the stability of the housing market, inflation rates, and prices of goods and services. Toronto's position, tied with Vancouver, increased by ten places due to an increase in rental accommodation costs for expatriates.

Note, this is a listing of the most expensive major world cities to live for expatriates, thus a lower ranking is desirable. The most expensive city for expatriates is Hong Kong (ranked 1st), while the least expensive city is Tashkent (ranked 209th).

### 2018 Cities in Motion Index (CIMI)

The <u>IESE's 2018 Cities in Motion Index (CIMI)</u> ranked Toronto as the 8th world's smartest city, with a CIMI score of 78.16/100. The CIMI index evaluated 165 cities based on nine dimensions. The nine dimensions studied include: human capital, social cohesion, economy, environment, governance, urban planning, international outreach, technology, and mobility and transportation. Toronto ranked high in the governance and urban planning categories.

# Toronto is fourth most livable city in Economist Intelligence Unit Global Liveability Report: 2017

Toronto ranks in the top 5 of the most livable cities in the world according to the <u>Economist Intelligence Unit</u>. Cities are rated across five categories; stability, healthcare, culture and environment, education and infrastructure. In each of the categories, cities are given a score between 1 and 100, where 1 is considered intolerable and 100 is considered ideal. Once all category scores are compiled and weighted, an overall score is given between 1 and 100. Toronto received an overall score of 97.2. Toronto received high scores (100) in stability, healthcare and education. Toronto's lowest score (89.3) was in infrastructure. Since 2011, Toronto has placed 4th on the Economist's Livability Survey.

### Toronto ranks fourth in the Global Fintech Centres of the Future: 2017

Toronto was ranked fourth in the world in the list of global fin tech centres of the future, according to a survey published by the <u>Toronto Financial Services Alliance</u> and Z/Yen. The survey was based on responses from 300 individuals working in financial centres across the world. The report highlighted the key factors behind Toronto's favourable rank included a "very strong government support, low cost of accommodation, great cultural diversity and plenty of capital available."

More information is also available from <a href="https://www.toronto.ca/progress/world\_rankings.htm">www.toronto.ca/progress/world\_rankings.htm</a>.

# The World Council on City Data (WCCD) and ISO-37120 indicators

In addition to the local and national initiatives described in the sections above, the City of Toronto also benchmarks its performance results against other global cities.

The City of Toronto is a member of the World Council on City Data (WCCD), which has developed a new International Standard for city indicators, known as ISO-37120. The data for all cities is independently verified and deemed to be in conformity with ISO-37120 standards.

The indicators currently identified by ISO-37120 cover a total of 100 indicators across a range of themes relating to quality of life, service levels and the outcomes or impacts that these services have on residents. The responsibility of city governments under these theme areas can vary from one country to another, as well as within a country. Federal and Provincial or State governments can play an important role in the outcomes in many of these theme areas.

The WCCD has awarded the City of Toronto a platinum designation for its compliance with ISO-37120 – the first international standard for sustainable cities. The current list of 59 cities that are certified against ISO-37120 include:

AALTER, Belgium AHMEDABAD, India AMMAN, Jordan AMSTERDAM, Netherlands BARCELONA, Spain BOGOTÁ, Colombia BOSTON, United States BRISBANE, Australia BUENOS AIRES, Argentina CAMBRIDGE, Canada CAPE TOWN, South Africa DORAL, United States **DUBAI. United Arab Emirates** EINDHOVEN, Netherlands GDYNIA, Poland GREATER MELBOURNE, Australia GUADALAJARA, Mexico HAIPHONG, Vietnam HEERLEN, Netherlands HELSINKI, Finland

JAMSHEDPUR, India JOHANNESBURG, South Africa JUÁREZ, Mexico KIELCE, Poland KOPRIVNICA, Croatia LEÓN, Mexico LONDON, United Kingdom LOS ANGELES. United States MAKATI, Philippines MAKKAH. Saudi Arabia MELBOURNE LGA, Australia MINNA, Nigeria OAKVILLE, Canada OSLO, Norway PIEDRAS NEGRAS, Mexico PORTLAND, United States PORTO, Portugal PUNE, India QUÉBEC, Canada RIYADH, Saudi Arabia

SAINT-AUGUSTIN-DE-DESMAURES, Canada SAN DIEGO, United States SHANGHAI, China SHAWINIGAN, Canada SINTRA, Portugal SURAT, India SURREY, Canada TAINAN CITY, Taiwan TAIPEI, Taiwan TBILISI, Georgia THE HAGUE, Netherlands TORONTO, Canada TORREÓN, Mexico TSHWANE, South Africa VALENCIA, Spain VAUGHAN, Canada ZAGREB, Croatia ZWOLLE, Netherlands

ROTTERDAM, Netherlands

Using the ISO standardized city indicators provides cities with a common language and standardized technical definitions in measuring city performance, as well as a global framework for third party verification of city data. International standardization of city data is important so that the data is reliable and useful for making meaningful comparisons among cities.

Comparable data supports more informed and fact-based decision making on urban issues that are important to residents, and will enable cities to share better practices in becoming sustainable and prosperous.

Through the ISO-37120 certification process, Toronto collaborates with other accredited cities to compare, share and learn about different approaches to urban issues. WCCD data from Toronto, and other participating cities is available at <a href="www.dataforcities.org">www.dataforcities.org</a>. The Open Data Portal allows Toronto to compare its results relative to other certified cities.

### TORONTO PROGRESS PORTAL

The Toronto Progress Portal website (<a href="https://www.toronto.ca/city-government/data-research-maps/toronto-progress-portal/">https://www.toronto.ca/city-government/data-research-maps/toronto-progress-portal/</a>) is an initiative intended to consolidate, in one location, multiple sets of performance and indicator data and other information. It allows users to better understand how Toronto is progressing over multiple dimensions. The Progress Portal includes information or links to items such as:

- Metrics related to service delivery
- An interactive dashboard with social and economic indicators
- Toronto's position in various world rankings authored by third parties
- Neighbourhood level indicators
- International Rankings

Balancing the optimal combination of efficiency and customer service/community impact requires ongoing commitment. City staff are responsible for the efficient delivery of services, while considering the highest customer service and/or positive impact on the community as possible. At the same time, the City adheres to the financial resources and associated service levels and/standards approved by Council. An isolated focus on efficiency may have an adverse effect on customer service or community impact; and vice versa.

The Toronto Progress Portal measures its performance to identify where the City is doing well and where more effort or new approaches are needed. This knowledge strengthens the City's accountability and enhances transparency for everyone.

For additional information on the City of Toronto's progress please visit our website at (https://www.toronto.ca/city-government/data-research-maps/toronto-progress-portal/)

## 2018 Budget Process

Each year the City of Toronto develops its operating and capital budgets on the basis of the budget directions, targets, and schedule approved by City Council. The budget process is based on principles of good governance and leading practices in financial planning and budgeting, including:

- Service-based budgeting
- Public education and engagement
- Accessible information
- Transparent decision-making
- Gender equity analysis

In support of the City's multi-year planning and budgeting framework, the operating budget is developed and assessed on a three-year basis in order to show trends, future impacts and provide analysis of potential growth. The capital budget differs in that a Ten Year Capital Budget and Plan is established to provide a long term range of infrastructure needs, financing requirements, and future operating impacts. However, in accordance with the City of Toronto Act, Council must approve and adopt an annual capital and operating budget based on one year.

The City's budget process is comprised of 3 major phases that incorporates the rate-supported (utility) and tax-supported budgets. Each phase involves a collaborative effort between City Administration, Program and Agency staff, and Council Committees. The 3 major phases of the budget process are:

- 1) Budget submission
- 2) Administrative reviews
- 3) Committee and Council reviews

The 2018 budget process began with budget submissions due in June 2017, followed by various rounds of administrative reviews, and the public launch of the budget on November 30th.

### **Budget Submission**

For the 2018 budget process, City Programs and Agencies develop their budgets based on the City Council approved targets, directions and guidelines issued by the City Manager and the Chief Financial Officer. Each Program and Agency initially prepares an operating budget submission based on what is required to maintain current service levels. The 10 Year Capital Budget and Plan submission from each Program and Agency is updated based on affordability targets and must demonstrate commitment to achieve a balance between maintaining existing assets through investment in state of good repair projects, while financing service improvements and growth related projects that address service gaps and priorities on a citywide basis.

#### **Administrative Reviews**

In collaboration with City Programs and Agencies, the administrative review process undertaken by City staff provides structure and consistency in establishing predictable capital spending and debt limits through focusing on project readiness and capacity to deliver, as well as assessing projects based on needs and benefits. With respect to operating spending, the administrative reviews focus on the confirmation of compliance with directions and guidelines and the evaluation of service-based budgeting and actual expenditures, revenues and complement, business case cost/benefit justification for funding requests and service level impacts.

This approach incorporates resource allocation, prioritization, outcomes, service performance, evaluation of internal and external factors, and cost analysis, to arrive at a preliminary budget and plan for operating and capital.

### **Committee and Council Reviews**

The reviews of the budget during this phase known as the political process incorporate public input and focus on major fiscal and policy issues. To give the public ample opportunity to participate in the budget process, town-hall meetings are conducted by City Councillors to educate constituents and receive input on the preliminary budgets. The public is also provided the opportunity for input staff presentation of programs and agencies budgets during the Budget Committee review of the process. These actions encourage public participation in the budget decision making process prior to adoption of the preliminary budgets by City Council.

The final stage of the budget review process ends with Council confirming and adopting a budget that will implement the City's priorities in a fiscally sustainable manner.

# 2018 Rate and Tax Supported Operating and Capital Budgets Schedule

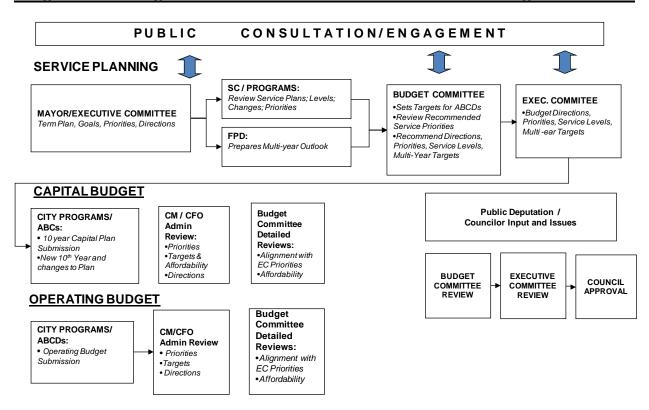
Activity	Rate Supported	Tax Supported
Budget Launch - Budget Committee	November 2,2017	November 30, 2017
Budget Briefings - Budget Committee	November 10, 2017	December 12, 14, 15 & 18, 2017
Public Presentations and Deputations – Budget Committee	November 10, 2017	January 8, 9 & 10, 2018
Budget Committee Final Review	November 27, 2017	January 23, 2018
Executive Committee Review	November 29, 2017	February 6, 2018
Final Approval of Budget - City Council	December 6-7, 2017	February 12-13, 2018

### **Future Year Budget Process**

The 2018 budget process sets a foundation for future years' service plans by establishing service objectives and challenges that link to the City strategic direction and included a review of service levels and standards by Standing Committees, representing the first stage in implementing the integrated service-based planning and budgeting process.

As illustrated in the chart below, public consultation/engagement is an integral input to the service planning process, which in turn guides the development of the capital and operating budgets. When fully implemented, service planning will complete the City's multi-year, service-based planning and budgeting process:

- Guided by Council's strategic directions, all City Programs and Agencies will develop five-year service plans to address services provided and the infrastructure that supports those services delivered.
- Standing Committees will have the opportunity to have extensive reviews of service
  plans annually, consider service policy, service level and service delivery issues,
  strategies and recommend service priorities and, in subsequent years, Standing
  Committees will also monitor service performance; assess progress against service
  objectives; targets and priority actions; and develop strategies to address emerging
  service issues and adjust service plans, as necessary.
- Standing Committees will engage the public prior to setting priorities as part of their service plan reviews.
- Budget Committee will review Standing Committee's recommended service level
  priorities, associated service objectives, targets and costs and assess service
  performance within the City's fiscal circumstances and financial outlook and recommend
  multi-year service priorities, budget directions and targets to Executive Committee.
- Executive Committee will set service priorities, objectives and targets together with multiyear budget targets that will guide the annual operating and capital budgeting process.



### **FINANCIAL POLICIES**

#### Overview

The City of Toronto's financial policies provide a framework to assist in the decision-making process and are based on principles that will ensure strong financial management, sustainability of resources, and consistent adoption and adherence of practices across the organization. These policies provide City Programs and Agencies with agility to effectively manage service delivery and capital programs for which they are accountable, while ensuring transparency, accountability and financial control.

# **Basis of Budgeting**

In compliance with the City of Toronto Act, 2006, City Council will adopt an operating budget in each year. The City of Toronto develops its budgets on a modified cash requirements basis. Revenues are on a full accrual basis, while expenses are reflected on a modified accrual basis in which capital expenditures, repayments of debt principal (including sinking fund contributions), and funding for agencies and corporations are included. The operating budget excludes the following expenses: actuarial expenses (future employment benefits, landfill closure & post-closure, and insurance claims), environmental costs, and amortization.

The operating budget approved by Council in any given year must be balanced: estimated revenues must be equal to estimated expenditures. Any in-year increase in budgeted operating expenditures or decrease in budgeted revenues that could result in a budget imbalance will require Council approval of appropriate budget revisions to ensure that the budget remains balanced.

The City also has a capital budget, which reflects capital expenditures and does not show items acquired as assets. Capital funding sources include debt issuance, which is a liability, not a revenue for financial statement purposes.

The City also has a reserve and reserve fund budget, which reflects amounts set aside by legislation or by Council, to fund operating or capital items in the future. Where legislated, these amounts are treated as deferred revenues for financial reporting purposes, whereas Council-directed amounts are shown as allocations of accumulated surplus.

# **Basis of Accounting**

For financial reporting purposes, the consolidated financial statements of the City of Toronto are prepared in accordance with Canadian generally accepted accounting principles (GAAP) established by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants Canada ("CPAC").

PSAB requires full accrual accounting for all of a government's assets and liabilities. Revenues are recognized in the year the events giving rise to the revenues occur and the revenues are

earned. Amounts received which relate to revenues that will be earned in a subsequent year, are deferred and reported as liabilities. Expenses are recognized in the year the events giving rise to the expenses occur and there is a legal or constructive obligation to pay. Since 2009, municipal governments must also record tangible capital assets, which are amortized over their useful lives.

# **Bridging the Basis of Budgeting and Accounting:**

Some of the differences between the cash requirements basis of budgeting and full accrual basis of accounting are:

Budget reporting	Financial reporting
Tangible capital assets shown as expenditures as acquired	Tangible capital assets shown as assets, and amortized over their useful lives
Employee benefit expenses shown as expenses as paid	Employee benefit expenses written off as earned using an actuarial calculation
Landfill, insurance and environmental liabilities recorded as paid	Landfill, insurance and environmental expenses written off as incurred using an actuarial calculation
Debt issuances shown as revenues in the capital budget	Debt issuances shown as liabilities
Principal payments on debt shown as debt charges in the operating budget	Principal payments shown as reductions of liabilities
Amounts payable to reserve or reserve funds shown as expenditures and amounts received as revenues	The legislated funds are treated as deferred revenue. For council directed funds, amounts paid to or from funds are eliminated

### **Operating Budget Policies**

### **Multi-Year Service Based Budgeting**

Multi-year operating budget is prepared for a three-year period and approved for a one-year period during the annual budget process, in order to ensure compliance with the City of Toronto Act 2006. The budget for each year must include a base amount (Base Budget) that projects costs for the multi-year period of maintaining the current year's services and service levels.

# a) Service-Based View

The Operating Budget shall be presented on a service view basis to provide more relevant financial and non-financial information to the public in order to facilitate the assessment of service performance and guide meaningful discussion on service issues and support decision making.

# b) Budget Adoption

In compliance with the City of Toronto Act, 2006, City Council will adopt a one-year operating budget each year. The municipal tax rates will also be set by council annually. In the second year, and each subsequent year to which the multi-year budget applies, City Council will review proposed adjustments to the budget.

# c) Balanced Service Budget

The total operating budget for the City, approved by Council in any given year, must be balanced; which means that estimated revenues must be equal to estimated expenditures. Any change to the operating budget that results in adjustments to gross expenditure; total revenue and/or net expenditure (tax supported funding); staff complement count; and changes to services and/or service levels will require Budget Committee review and Council Approval to ensure that the budget remains balanced.

## d) Estimates of Expenditures and Revenues

Each year, City Council approves the following components of the Operating Budget, which establishes the spending limit for each Program and Agency:

- i. Total gross expenditures required to fund the cost of providing services at the approved service level:
- ii. Total revenue as summed by the non-tax revenue sources;
- iii. Net expenditure, which represents the level of tax funding required to balance the Operating Budget;
- iv. Service Levels; and
- v. Complement

### e) In-Year Budget Adjustments

In-year adjustments to the approved operating budget and the impact on the following two years of the multi-year plan will be considered under the following circumstances:

 External factors such as provincial or federal impacts on the City's budget, or changes imposed by legislation.

- Unforeseen changes to forecasting assumptions that affect costs, service demand/volume, or revenue projections.
- Council-directed changes to priorities, services or service levels.
- Response to budget guidelines and directions.

All budget reallocations and transfers are reported to City Council through either a staff report or the Quarterly Variance Reporting process. All in-year adjustments need sign-off by Division Heads before inclusion in a quarterly variance report for Council approval. Below are the current practices:

- Operating budget expenditure reallocations / transfers impacting net expenditures between City programs or services require Council approval.
- Operating budget expenditure reallocations / transfers that are less than \$500K within services for the same program requires CFO and City Manager approval.
- Capital budget adjustments between projects greater than \$250K require Council approval.

# f) Budget Monitoring and Reporting

Monitoring of the approved operating budget will occur on an ongoing basis to identify variances from plans; changing patterns or circumstances that need corrective actions; and assess the extent to which resources are being used efficiently and effectively in contributing to Council's strategic priorities.

Variance reports will be submitted quarterly to Standing Committees and Council and will include both financial and non-financial information that will assess performance, guide decision-making and provide transparency and accountability in managing resources.

### **Salary Cost Planning**

As with any service organization, personnel costs are a significant part of the total operating budget of the city.

- The salary and benefit budget will include all known costs for collective agreements, step and progression pay increases, and fringe benefits.
- Gapping represents the amount of potential reduction in the requirement for salary dollars as a result of vacancies that will not be filled for a full year or part year, and unplanned staff turnover. Salary budgets should be adjusted for vacancies that will not be filled and for staff turnover.

# **Revenue Policy**

The revenues received by the City of Toronto include property tax, user fees and charges, grants and subsidies, interest income and donations.

- Diversified Revenue Sources Diversified and stable revenue sources will be
  encouraged in order to improve the city's ability to handle the impact of short term
  revenue fluctuations and uncertainty, and to better distribute the cost of providing
  services.
- One-Time Revenues One-time revenues will be used for appropriate purposes such
  as early debt retirement, and capital expenditures. The use of one-time revenues to fund
  ongoing expenditures will be restricted to extraordinary situations, which must be
  approved by council on a case-by-case basis.
- User Fees and Charges Where it is determined that a service provided by a program
  or agency confers a direct or special benefit to users of the service, the City will establish
  fees and charges at a level reasonably related to the full cost of providing the services,
  except where application of the full cost recovery principle conflicts with City Council
  policy objectives, or other conditions exist that would justify the exception.
- **Surplus Management** Any operating surplus realized by the City at year-end, will be allocated to the Capital Financing Reserve Fund, and to finance any under-funded liabilities, and any other reserves or reserve funds.

# **Capital Budget Policies**

Capital Expenditures generally include any expenditure on an asset acquired, constructed or developed with the intention of being used beyond the current budget year. Capital Expenditures also include major improvements, which alter or modernize an asset in order to substantially prolong its useful life or improve its physical output or service capacity.

A 10-Year Capital Plan will be updated annually as part of the budget process. The 10-Year Capital Plan will address capital needs that fulfil City Council's strategic priorities, maintains existing infrastructure in a state of good repair, and invests in new infrastructure to ensure sustained delivery of approved services and service levels. Key principles of the capital budget policies include the following:

- Each year City council will approve the total project cost and cash flow requirements for the fiscal year, plus future-year cash flow commitments for multi-year projects; and will approve in principle a capital plan for the ensuing 9 years which will form the basis for preparing future years' capital budgets.
- Projects included in the capital budget and plan must be supported by business cases
  that must demonstrate that acquisition and I or creation of capital assets are properly
  planned; that capital assets are justified based on cost-benefit analysis; that the most

- effective financing option is selected; and that risks along with mitigating strategies are identified.
- All projects will be evaluated annually to assess readiness to proceed, including capacity
  to deliver and spend with a view to adjusting planned cash flow estimates to reflect
  actual spending experience.
- The use of debt financing will be restricted to fund long-term capital improvements.
   Other funding sources must be maximized to reduce reliance on debt.
- All capital projects will be prioritized based on urgency and cost-benefit implications.
   Projects are prioritized within the following categories:
  - o Health and Safety projects that demonstrate health and safety hazards risks
  - Legislated projects that are required to comply with Provincial or Federal legislation.
  - State of Good Repair these projects provide for major maintenance of capital assets, and the repair or replacement of existing assets.
  - Service Improvement projects that support and improve service delivery.
  - o Growth-Related —projects that support growth and development across the city.

# **Financial Control By-Law**

The Financial Control By-law is the legislative document that governs the financial operations of the City. This By-law is currently being reviewed to reflect the City's organizational and financial maturity as Canada's largest City. The key objectives of the review are:

- Based on industry's recognized best practices, establish a principle-based framework that broadens the Bylaw to include both financial management and control requirements.
- Provide a solid foundation for managing the City's resources based on accountability, appropriate lines of responsibility and transparency.
- Support transformation of the City into a service based and performance focussed organization.
- Eliminate confusion by creating a common platform for interpreting the Financial Management and Control Bylaw.
- Balance the need for financial accountability while providing senior staff agility to meet service demands.
- Ensure compliance with Provincial and other related legislative requirements.

2018 Operating Budget and 2018-2027 Capital Budget and Plan

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# Council Approved Tax and Rate Supported 2018 Operating Budget and 2018 – 2027 Capital Budget and Plan

### **SUMMARY**

The City of Toronto's Council approved the 2018 Operating Budget and 2018 - 2027 Capital Budget and Plan for Rate Supported Programs on December 5 - 8, 2018 and Tax Supported Programs on February 12, 2018. This summary presents City Council approval of the 2018 Operating Budget with service spending plans, service budgets and associated service levels, and staffing detailed therein; the 2018 Capital Budget and future year cash flow commitments and planned estimates over the 2018 to 2027 capital planning period.

The 2018 Operating Budget, as approved by City Council, is \$12.986 billion gross and \$4.176 billion net, representing an increase of \$520.940 million or 4.2% in gross expenditures and \$129.750 million or 3.2% in net expenditures over the 2017 Council Approved Operating Budget for Tax and Rate Supported Programs. The \$129.750 million net increase is offset by assessment growth and a residential property tax rate increase of 2.1%.

The City's services and service levels funded by the 2018 Council Approved Budget require a total staff complement of 55,844.8 positions. This represents an overall net increase of 489.6 positions or a 0.9% increase when compared to the 2017 Council Approved Staff Complement for Tax and Rate Supported Programs.

The 2018 Council approved Capital Budget totals \$4.993 billion (including 2017 carry forward funding of \$0.982 billion) requiring \$1.410 billion in debt funding and the 2019-2028 future year cash flow commitments of \$12.824 billion. Council also approved the 2019 - 2027 Capital Plan of \$23.007 billion, which will form the basis for developing future capital budgets and plans, in accordance with the City's multi-year financial planning and budgeting policies and practices.

In May 2017, City Council approved a 0% Operating target reduction for all City Programs, Agencies, and Accountability Offices to address budget pressures forecasted for 2018. In terms of the 10-Year Capital Budget and Plan, City Council directed staff to undertake a review of cash flow spending to better match project activities and timing given the average 65% spending rate being experienced across the City and implement a stage-gating review process for major capital projects. Should any debt capacity be made available, priority would be given to funding capital projects that would address high-needs social infrastructure, critical State of Good Repair (SOGR), ensure Accessibility for Ontarians with Disabilities Act (AODA) compliance, and other transformation, modernization and innovation projects that would generate financial benefits.

With this direction, the City Manager, the Interim Chief Financial Officer, and the Executive Director of Financial Planning presented an Operating Budget for 2018 with its \$510 million opening budget gap closed. The 2018 Preliminary Operating Budget delivered a balanced base budget that: maintained existing service levels without service reductions or a TTC fare increase; included \$14.7 million gross and \$0.2 net (revenue) in service and capital delivery improvements; and provided a residual \$3.725 million in unallocated tax funding to be used towards funding a list of new and enhanced service priorities valued at \$95.1 million gross and \$41.3 million net for Budget Committee's consideration.

The 2018 Preliminary Operating Budget was balanced with expenditure reductions of \$175.4 million made possible with most City Programs and Agencies achieving the 0% reduction target except where costs driven by external factors or previous City Council decisions were significant and fixed (shelter demand, opening of new subway extension, debt servicing), \$49.0 million in one-time bridging strategies, and increased revenues of \$285.4 million. This level of increased revenue reflects continued strong revenue growth, most notably from the Municipal Land Transfer Tax (MLTT), with an increase for 2018 based on 2017 experience, assessment growth, and an inflationary residential property tax rate increase of 2.1%.

As a result of realigning cash flow funding to better match project spending, implementing stage-gating for major capital projects, and incorporating the 2 cent increase in Ontario gas tax funding into the 10-year Capital Plan, additional debt capacity was made available to add in new capital projects that met Council's budget direction. A total of \$1.084 billion was included in the 2018 - 2027 Preliminary Capital Budget and Plan that will fund Toronto Community Housing Corporation (TCHC)'s state of good repair and inflight revitalization projects for an interim 2 year period and the George Street Revitalization Project, both high needs social infrastructure projects. Projects to ensure AODA compliance and address critical SOGR; modernization and transformation projects, including 3 major capital studies to advance City building objectives were also added to the capital plan.

Budget Committee undertook a detailed review of City Program and Agency expenses, revenue; explored key issues, and considered the unfunded new/enhanced service and capital requests, taking into account public input. Based on these deliberations, Budget Committee, on January 23, 2018 recommended a series of changes that added funding to both the 2018 Preliminary Operating Budget and 2018 - 2027 Preliminary Capital Plan for new and enhanced service priorities and capital projects that advance several and, in a few cases complete, service strategies and/or infrastructure plans.

After consideration, City Council approved an increase of \$161.658 million gross and \$54.926 million net that provides funding to begin, continue or complete several service plans previously approved by City Council. Some of the key priorities funded include Child Care Growth (\$69.8 million), Shelter Expansion (\$28.0 million) and Transit Fare Equity (\$4.8 million) as part of the Poverty Reduction Strategy as well as investments that advance environmental sustainability such as TransformTO (\$2.5 million) and Tree Canopy Expansion and Planting (\$6.7 million); improve transit and safe mobility such as the 2-hour time based transfer and improve bus overcrowding in TTC (\$4.0 million) and introducing Traffic Enforcement Officers (\$1.3 million). Funding for these new/enhanced service priorities was made possible primarily through increased revenues from higher that initially planned growth and one-time sources.

Similarly, Council approved \$240.3 million gross and \$194.4 million debt be included in the 2018 - 2027 Capital Budget and Plan, primarily to fund some key capital priorities such as 3-year shelter expansion plan that will add 1,000 beds to 11 new sites, additional funding for the St. Lawrence Market North redevelopment, Union Station revitalization projects, acceleration of the City's Vision Zero Road Safety Plan and John Street revitalization project. Overall, the level of debt borrowing required to fund the 2018 to 2027 Capital Plan will maintain the City's debt servicing ratio to property tax revenue to an average of 14.94% over the 10-year period.

The 2018 - 2027 Council Approved Capital Budget and Plan delivers funding to meet the City's increasing capital needs for SOGR, service improvement and growth related projects. A total of \$19.599 billion is allocated in the 10-Year Capital Plan to specifically address SOGR needs. This level of funding in the approved Capital Budget and Plan helps stabilize the SOGR backlog in many areas but not all. However, as City Programs and Agencies continue to update the

condition of their infrastructure, the need for SOGR funding will also rise while the City continues to identify future projects to address growth and City building objectives.

Based on the approval of the Council Approved 2018 Operating and Capital Budgets, expenditures are forecasted to increase by \$464 million (gross) in 2019 and \$360 million (gross) in 2020. The expenditure pressures are primarily driven by:

- Reversal of one-time bridging strategies used to balance the 2018 Operating Budget;
- Annualized costs of 2018 new/enhanced service investments;
- Inflationary cost increases to maintain and provide prior year services and service levels, including the cost of living adjustments and additional costs associated with the impact of legislative changes to Bill 148 'Fair Workplace, Better Jobs Act";
- Agency expenses, predominantly the Toronto Transit Commission (TTC); and.
- Ongoing debt servicing costs for the City's approved capital works program.

Revenue estimates are based on inflationary-type increases for program fees, including TTC fare as well as for residential property tax rate increases, using current inflationary projections for each of these years; moderate assessment growth, and flat-lined MLTT given that the impact of recent interest rate and regulatory changes on the housing market are not known at this time.

Accounting for these drivers, the forecasted net pressure is anticipated to be \$305 million (net) in 2019 and \$216 million (net) in 2020. These estimates do not include any additional funding for new service priorities arising from existing or new service strategies and plans.

The Council Approved 2018 Operating Budget and 2018 - 2027 Capital Budget and Plan have provided increased funding to invest in new service priorities and capital infrastructure that respond to a demand for services that meet a wide and complex set of needs for its residents, businesses and visitors. However to do so, has required the use of one-time funding sources despite significant expenditure reductions and revenue growth which will result in added pressures for 2019. The continued practice of matching MLTT revenue to actual revenue gains in the face of uncertain housing market conditions places a level of risk in the 2018 Operating Budget that, at a minimum may mean the absence of future gains being available to offset future expenses, or at a maximum, may create a further revenue pressure for 2019, thereby widening the gap between expenses and revenues.

Keeping pace with a growing population requires the City to continue investing in the improvement and expansion of services and infrastructure to address these needs while ensuring that current service levels are not eroded and existing assets are reliable.

Achieving fiscal sustainability in the face of these challenges requires the City to consider a combination of strategies that reduce or alter spending with changes to service models and levels; increase stable revenue through policy changes that raise existing revenues or implement new revenue sources or some combination of these strategies.

# FINANCIAL IMPACT

# Council Approved Tax and Rate Supported 2018 Operating Budget and 2018 - 2027 Capital Budget and Plan Summary

The 2018 Council Approved Tax and Rate Supported Operating Budget is \$12.986 billion gross and \$4.176 billion net and the 10-Year Capital Budget and Plan is \$39.842 billion gross and \$11.546 billion debt with a 2018 Capital Budget of \$4.011 billion gross and \$1.334 billion debt (excluding 2017 carry forward funding to 2018) as summarized in Table 1 below.

Table 1: Council Approved Tax and Rate Supported 2018 Operating Budget and 2018 - 2027 Capital Budget and Plan

Operating \$M) Budget			Capital Budget & Plan				
	2018 2018		2018 2018 2018 - 202		2027		
Programs	Gross	Net	Gross	Debt	Gross	Debt	
City Operations	5,335	1,991	1,076	547	6,509	3,491	
City Agencies	4,035	2,242	1,829	757	15,664	6,625	
Corporate	1,755	(57)	90	31	3,805	1,429	
Total Tax Supported	11,126	4,176	2,996	1,334	25,978	11,546	
Total Rate Supported	1,860	-	1,015	0	13,863	0	
Total City Budget	12,986	4,176	4,011	1,334	39,842	11,546	

Note: Above table excludes the special levy for Scarborough Subway Extension and City Building Fund and the 2017 carry forward funding.

# 2018 - 2027 Council Approved Tax and Rate Supported Capital Budget and Plan Overview

Including the 2017 carry forward funding, the 2018 Council approved Tax and Rate Supported Capital Budget totals \$4.993 billion, comprised of previously approved projects requiring 2018 cash flow funding of \$3.364 billion (incl. 2-year carry forward funding of \$0.084 million), 2018 cash flow funding for new and change in scope projects of \$647 million, and 2017 carry forward funding of \$0.982 billion. In addition, the 2019-2027 Council approved future year commitments totals \$12.824 billion, comprised of 2019-2027 new and change in scope project cost of \$4.009 billion and previously approved future year commitments of \$8.725 billion. In addition, the 2018 Council approved Tax and Rate Supported Capital Budget and Plan includes planned capital estimates of \$23.007 billion that form the base for future capital planning and budgeting, bringing the City's 10-year Capital Budget and Plan to \$39.842 billion.

Operating impact of capital projects is a key driver of the annual operating budget pressure. The approval and implementation of the 2018 - 2027 Council Approved Tax and Rate Supported Capital Budget and Plan will add incremental cost of \$38.4 million in 2018 and \$7.5 million in 2019 to operate and sustain completed capital projects, incremental debt service charges of \$40.0 million in 2018 and \$45.2 million in 2019, and incremental capital contribution from the operating fund as pay-as-you-go financing for capital projects of \$59.5 million in 2018 and \$35.2 million in 2019, respectively.

Over the 10 years, it's projected that a total incremental operating cost of \$861 million will be added to the operating budget by year 2027 including \$65 million from increased operating costs from completed capital projects, \$537 million to fund the capital contribution and \$259 million from incremental debt service charges based on planned debt funding levels.

The 2018 to 2027 Cash Flow Commitment for New/Change in Scope Projects, Previously Approved, Carry Forward and 2019-2027 Future Capital Plan Estimates are outlined in Table 2 below:

Table 2: 2018 - 2027 Council Approved Capital Budget and Plan and Incremental Operating

(Millions)	2018	2019-2027	2018-2027
2018 New / Change in Scope Projects and Future			
Year Commitments	647	4,099	4,746
Previously Approved Projects and Future Year			
Commitments	3,280	8,725	12,005
2-Year Carry Forward for Preapproval	84		84
Capital Plan Estimates		23,007	23,007
Sub-Total	4,011	35,831	39,842
1-Year Carry Forward to 2018	982		982
Total	4,993	35,831	40,824
Operating Impact	38	27	65
Capital from Current	59	478	537
Debt Service Charge	40	219	259
Total Incremental Operating Impact	138	724	861

## 2018 Council Approved Tax and Rate Supported Operating Budget Overview

The 2018 Council Approved Rate Supported Operating Budget is \$1.860 billion, representing \$89.4 million or 5.0% increase in gross expenditures when compared to the 2017 Council Approved Operating Budget.

The 2018 Council Approved Tax Supported Operating Budget is \$11.126 billion gross and \$4.176 billion net, representing a \$426.6 million or 4.0% increase in gross expenditures and a \$129.8 million or 3.2% increase in net expenditures over the 2017 Council Approved Operating Budget.

The \$129.8 million or 3.2% increase in net expenditures, as shown in Table 3 below, has been funded by a total overall tax rate increase of 1.47% after assessment growth which is below the rate of inflation,. This translates to an equivalent residential property tax rate increase of 2.1% for budgetary purposes in 2018.

Table 3: 2018 Council Approved Tax and Rate Supported Operating Budget

	20	2017 2018		Change				
	Bud	get	Bud	lget	Gro	oss	Ne	et
\$ Millions	Gross	Net	Gross	Net	\$	%	\$	%
City Operations	5,159.6	1,945.7	5,335.3	1,991.0	175.7	3.4%	45.3	2.3%
Agencies	3,985.5	2,199.6	4,035.2	2,242.5	49.7	1.2%	42.9	1.9%
Corporate Accounts	1,554.1	(98.9)	1,755.3	(57.3)	201.2	12.9%	41.6	42.1%
Total Tax Supported	10,699.3	4,046.4	11,125.8	4,176.2	426.5	4.0%	129.8	3.2%
Total Rate Supported	1,770.9		1,860.4		89.4	5.0%		
Total City	12,470.2	4,046.4	12,986.2	4,176.2	516.0	4.1%	129.8	3.2%

The 2018 Council Approved Tax Supported Operating Budget allocates \$161.658 million gross and \$54.926 million net to fund new/enhanced service priorities that advance Council approved service and infrastructure strategies and plans, as detailed in Appendix 1.6.1.

The 2018 Council Approved Tax and Rate Supported Operating Budget also provides funding for a total staff complement of 55,844.8 positions (50,996.8 permanent and 4,848.0 temporary) to deliver current and new/enhanced services and service levels. This indicates an overall net increase of 489.6 positions or 0.9% when compared to the 2017 Council Approved Staff Complement. The increase is primarily due to an addition of 360.9 positions to deliver new/enhanced service priorities that is partially offset by a reduction of base positions due to full implementation of 2017 decisions and new 2018 service efficiencies (decrease of 131.1 positions). An additional 242.6 positions are required to deliver the City's capital program, bringing the overall increase in staff complement to 489.6 positions.

Please refer to Appendix 1.5.4 for the 2018 Council Approved Staff Complement details by City Program and Agency.

# Property Tax Rate Increase to Fund the 2018 Council Approved Operating Budget

The 2018 Council Approved Tax Supported Operating Budget keeps the cost of City services affordable with a residential tax rate increase of 2.1%, reflective of an inflation-level adjustment. This represents a \$59.3 annual increase for an average household with a home value assessed at \$624,418 for 2018.

In addition, City Council previously approved in 2017 an incremental special tax levy of 0.5% for each of 5 years that will grow to 2.5% by 2021 for the City Building Fund to be dedicated to fund transit and social housing capital expenditures. This incremental levy adds \$14 to the average household's tax bill in 2018.

When taking into account City Council tax policy and Current Value Assessment (CVA) policy shifts and other regulatory impacts, the total residential tax rate is increased by a further 0.31% or \$8.7 to a total of 2.91%, resulting in a \$82 annual increase for a household with an average assessed home value. The total City of Toronto property tax rate, when taken across all tax classes, increases by 2.37% as shown in Table 4 below.

Table 4: Budget Tax Increase Including City Building Fund and Current Value Assessment (CVA) Policy Shift

	Residential Tax	Total City Tax	
	Increase	Increase	
Budget Impact	2.10%	1.47%	
City Building Fund	0.50%	0.35%	
CVA / Policy / Regulatory Impacts	0.31%	0.54%	
Total Impact	2.91%	2.37%	

# 2019 and 2020 Operating Plans

Looking out two years, the City of Toronto will be challenged with addressing gross expenditure pressures of \$464 million in 2019 and \$360 million in 2020. The forecasted pressures are primarily driven by costs associated with 2018 decisions such as the reversal of one-time

bridging strategies used to balance 2018 Operating Budget and the annualized costs of 2018 new/enhanced service investments. These 2018 decisions result in a \$123 million net pressure for 2019 and \$44 million for 2020.

Incremental debt servicing costs and operating contribution to capital to finance the City's approved capital works program as well as increased base budget expenses to maintain 2018 services and service levels will have a cumulative cost of \$342 million gross in 2019 and \$316 million gross in 2020.

As outlined in Table 5 below, after accounting for revenue changes, that include an inflationary increase in TTC fares, moderate assessment growth, tax rate increases pegged to inflation, the net expenditure pressure on the tax base is estimated to be \$305 million in 2019 and \$216 million in 2020. Given uncertain housing market conditions, no increase has been forecasted for the Municipal Land Transfer Tax.

Table 5: 2019 and 2020 Incremental Operating Budget Plan

Table 5. 2019 and 2020 incremental Operating Budget in	Incremental	
(\$ Million)	2019	2020
Reversal of 2018 Bridging Strategies	54	
		27
Incremental Cost for 2018 New/Enhanced Priorities	68	17
Total Prior Year Decisions:	122	17
Total Filor Total Boololollo.		44
Operating Impact from Approved Capital Works	87	112
Incremental Operating Costs	255	205
Total Incremental Expense Pressures:	342	205
Total moremental Expense Fressures.	J-12	316
Total Gross Pressures	464	
		360
Page Payenus Changes	(22)	(10)
Base Revenue Changes Municipal Land Transfer Tax	(22) 0	(10) 0
TTC Fare Increase (Inflationary)	O .	O
, , , , , , , , , , , , , , , , , , , ,	(20)	(20)
Assessment Growth	(= a)	(= a)
2.20/ / 2.20/ Pasidential Property Tay Ingresse*	(50)	(50)
2.3% / 2.2% Residential Property Tax Increase*	(67)	(64)
Total Revenue Changes	(01)	(01)
_	(159)	(144)
Total Net Pressure	305	
		216

<sup>\*</sup> Moody's & Conference Board of Canada forecast

It is important to note that these forecasted estimates do not account for any investment in new/enhanced service priorities and service levels required in the corresponding years.

### **BACKGROUND**

### 2017 Budget Implications for 2018

Based on the approval of the 2017 Operating Budget, the 2018 gross expenditures were forecasted to increase by \$499 million. With revenues assumed to grow by only \$156 million, the tax supported budget pressures were estimated to be \$343 million net in 2018.

Prior year decisions, in fact, represented about 25% of the budget pressures for 2018. These 2017 and prior year decisions alone resulted in a \$112 million gross expenditure pressure from the reversal of one-time bridging strategies in 2017 for TCHC and TTC (\$86 million), the cost of operating the completed capital projects such as Toronto-York Spadina Subway Extension (TYSSE) and the implementation costs for TTC's Presto card (\$20 million), and the final phase-in impact of the loss of pooling compensation grants for housing (\$8 million), for examples. Some of these pressures were partially offset by the new revenues with part year implementation to reflect full year impact.

When combined with inflationary cost increases for compensation and contracts for City Programs; base operating cost pressures projected for the City's largest Agencies - TTC, Toronto Police base operating pressures as well as the debt servicing and 10% Capital from Current ("pay as you go") increases required to fund the already approved Capital Budget and Plan, gross expenditure pressures were projected to increase by \$499 million.

After accounting for the final instalment in the 10-year phased uploading of OW Benefits to the Province and available revenue sources including a planned 2.0% residential property tax rate increase and moderate assessment growth, the net expenditure pressure on the tax base was estimated to be \$343 million net for 2018.

With approval of the 2017 - 2026 Capital Budget and Plan, the City's 15% debt service ratio policy was relaxed to an average of 14.84% over the 10-year capital planning period. Despite added capital investments of \$5.381 billion in 2017, the City still had over \$30 billion in unfunded capital unmet needs which needed to be addressed in 2018 onwards.

Taking into account the forecasted pressures and unfunded service and infrastructure plans, strategies and priorities, there was little additional financial capacity available to invest in new/enhanced service priorities and new capital works in 2018. This forecast and financial position formed the basis for the budget directions and guidelines established for the 2018 Budget process.

# 2018 Budget Process, Directions and Guidelines

City Council adopted the report entitled "2018 Budget Process: Budget Directions and Schedule (EX25.18)" at its meeting on May 24, 2017 that established the 2018 Budget process including budget targets, directions, and schedule for all City Programs, Agencies, and Accountability Offices to follow.

The 2018 Budget process is similar to the 2017 Budget process which is based on principles of good governance and incorporates best and leading financial planning and budgeting practices; namely:

- Service-Based Budgeting;
- Public Education and Engagement;
- Accessible Information;

- Transparent Decision Making; and most recently
- Gender Equity Analyses: The 2018 budget process provided City Council and the public with gender equity information to better understand the implications of proposed changes to the budget to support informed budgetary decision making.

The 2018 Budget process' administrative review stage began, for staff, with budget submissions due in early June 2017, and ended with the Public Launch November 30, 2017. The review by elected officials includes:

- Budget Committee's review of City Programs and Agencies in December 2017;
- Public deputations at the 6 Civic Centres location in January 2018;
- Final budget deliberation and consideration by Budget Committee on January 23, 2018;
- Executive Committee consideration of Budget Committee recommendations on February 6, 2018;
- Final approval of the budget by City Council on February 12, and 13, 2018.

# Guidelines and Directions for the 2018 Operating Budget

The 2018 Budget directions and guidelines are shaped by the need to address the City's projected Operating Budget shortfall due to the forecasted budget pressures arising from the approval of the 2017 Operating Budget. As a result, City Council approved a 0% budget reduction target for all City Programs, Agencies and Accountability Offices requiring that particular emphasis to be placed on efforts to modernize, transform, and innovate City services, service levels, and service delivery processes and to demonstrate their resultant benefits by leveraging the following strategies:

- modernize, transform and innovate City services;
- review service levels and service delivery processes and to demonstrate their resultant benefits;
- Cross-divisional collaboration and/or dependencies;
- Functional and organizational reviews;
- Vacancy and attrition opportunities;
- Reengineering and/or streamlining of business processes;
- Rationalization of space, technology, equipment and vehicles; and
- Continued implementation of Shared Services.

Given the fiscal situation, there would be little opportunity to fund new/enhanced requests for 2018.

#### Guidelines and Directions for the 2018 - 2027 Capital Budget and Plan

In the absence of other revenue sources, the 2018 - 2027 Capital Budget and Plan was to be prepared on a status quo basis. This requires that:

- Annual cash flow funding estimates be reviewed to more realistically match cash flow spending to project activities and timing given an average 65% spending rate across the city;
- Priority be placed on completing transit, transportation and social infrastructure projects funded through intergovernmental agreements in order to meet program conditions and deadlines and to mitigate risk to the City; and,

- Capital funding priorities be limited to projects that address:
  - Critical SOGR, including energy retrofits; AODA Compliance; Transformation, Modernization and Innovation projects with financial benefits High-needs social infrastructure.
- A stage gating process be implemented to govern the development and approval process for new major capital projects during the entire project lifecycle based on project complexity with
  - a. each of 5 stages requiring Council approval for project advancement and
  - b. funding approval be subject to the completion of the prior gate, with procurement and construction approval requiring completion of 30% design for standard design/bid/build project delivery or in the case of an alternative procurement and delivery, 15% to 30% as dictated by the chosen method of procurement; and,
  - c. Funding being secured.

#### Strategies to balance the 2018 Preliminary Operating Budget

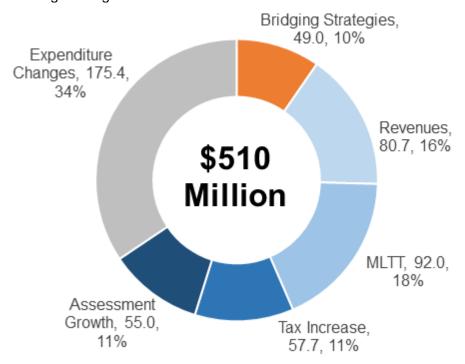
Based on the receipt of actual submissions, the 2018 opening gross expenditure pressure increased slightly to \$510.0 million from an initial forecast of \$499.0 million (identified in May 2017).

The opening budget pressure of \$510.0 million was driven primarily by: prior year decisions for TTC (\$24 million), the reversal of one-time measures in 2017 (\$92 million); external pressures (arising from increase demand for emergency shelter system and the loss of federal funding (\$31 million) and WSIB costs and arbitration award costs in Fire Services (\$8 million); Salary and non-salary inflationary costs (\$127 million); higher debt servicing and CFC costs (\$112 million) and an increased provision for tax deficiencies (\$44 million).

Through the strategies and measures identified in the 2018 Budget Directions Report, staff explored and identified all services for base expenditure reductions and efficiency saving opportunities. Most of the City Programs and Agencies were able to find sustainable savings and delivered their respective budgets with a 0% increase over the net 2017 budget, except in areas where costs were driven by external factors such as increased shelter demand and prior year decisions mostly related to operating impacts from completed capital projects such as costs for TTC's Presto implementation and the opening of the TYSSE.

Chart 1 below illustrates the number of actions taken to fully address the overall budget pressure of \$510.0 million to achieve a balanced 2018 Preliminary Operating Budget.

Chart 1: Balancing Strategies



Base expenditure reductions including efficiency savings from City Programs and Agencies totalled \$175.4 million, which essentially absorbed base budget cost pressures. The use of one-time bridging strategies of \$49.0 million were employed that included expense deferrals of \$21 million primarily for TCHC and one-time reserve draws of \$28 million for various City Programs and Agencies.

Base revenue increases accounted for \$80.7 million, generated from the final year of uploading of social services and court security costs to the Province, TTC ridership growth / fare mix, updated Supplementary Taxes, increased interest and investment income, and annualized revenue from the implementation of a new Hotel and Lodging Tax. The continuation of a practice to match 2018 MLTT revenue to the 2017 actual experience provided \$85 million due to a strong real estate market and \$7 million in annualized revenue from the harmonization of MLTT rate increases in 2017. TTC fares remained unchanged for 2018.

Finally, a moderate year-over-year assessment growth estimate of \$55.0 million combined with an assumed 2.1% residential inflation-level property tax rate increase equivalent to \$57.7 million resulted in a balanced base budget and a small positive variance of \$3.725 million.

The 2018 Preliminary Operating Budget additional revenues and expenditure drivers are illustrated in Chart 2 below:

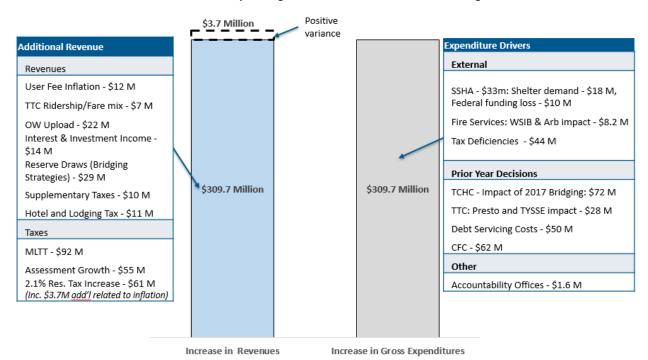


Chart 2: 2018 Balanced Preliminary Budget with Year-Over-Year Changes

# Strategies to fund the 2018 - 2027 Preliminary Capital Budget & Plan

As part of the 2018 Capital review process, steps were taken to create investment capacity to address Council directed key priorities and critical unmet needs. In the last few years, a significant portion of added capital investment was prioritized to undertake major capital projects such as transit expansion (SmartTrack, Scarborough Subway Extension) and to reduce the SOGR backlog such as, the Gardiner Expressway Revitalization and matching Federal (PTIF) funding for transit and transportation state of good repair. For 2018, any additional debt capacity were to be directed to funding high needs social infrastructure projects; projects that will ensure AODA compliance and meet critical SOGR; and transformation, modernization and innovation projects that result in financial benefits.

As directed by Council, a thorough review of every Program and Agency Capital Plan was undertaken to more realistically match cash flow spending to project activities and timing, especially in the first 5 years of the Capital Plan's timeframe. The realignment of cash flow funding released total debt room of \$268 million in the first 5 years. The implementation of stage-gating for major capital projects also was a factor where cash flow estimates were aligned with each stage gate.

Furthermore, the incremental commitment of increasing Gas Tax Funding from the Provincial Government was allocated to release \$1.096 billion in planned debt that was made available to fund other Council directed key priorities and unmet needs, as outlined in Table 6 below:

Table 6: Realignment of cash flow creating debt room in early years

(\$M)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	10 Yr Total
Capital Needs - Base Submission	1,039	1,314	1,162	1,089	868	616	1,634	1,339	1,690	611	11,362
Debt Target	1,423	1,295	1,175	1,000	848	631	1,491	1,195	1,677	654	11,389
Over/(Under)	(384)	19	(13)	90	20	(15)	142	144	13	(43)	(27)
Gas Tax Impact on Debt	5	(24)	(65)	(137)	(152)	(119)	(157)	(157)	(157)	(134)	(1,096)
Debt Room Freed up for Unmet Needs	(379)	(5)	(78)	(47)	(132)	(134)	(15)	(13)	(144)	(176)	(1,123)
Unmet Needs Funded	243	147	56	51	48	501	26	3	4	6	1,084
Remaining Debt Room	(136)	141	(22)	4	(84)	367	12	(10)	(140)	(170)	(38)

The available debt room was allocated to the following key capital priorities such as:

# **Investing in High-needs Social Infrastructure**

- The introduction of a new 2-year interim funding model to fund TCHC's SOGR backlog and inflight revitalization projects to avoid the permanent closure of its units. This is the first year to include TCHC in the City's capital plan as part of the Tenant First Interim Strategy. The City will provide:
  - Direct debt funding of \$216.0 million to TCHC in 2018; and
  - Contribution of \$63.1 million in 2019 for partnership with the Provincial Government.
- Funding the George Street Revitalization for project management and construction (Phase 3) slated for 2020 – 2023 of \$485.9 million;
- \$2 million to provide the City's initial contribution to child care growth from 2018 to 2020 for a total of \$6 million for the *Anishawabe Child Care Centre* which, when completed will provide 62 new childcare spaces.

## **Ensuring AODA Compliance**

\$206.151 million to various programs over the 10-year period to fund work to ensure AODA compliance in civic and corporate buildings plus AODA audits for various Programs and Agencies to plan capital work that will ensure the City's facilities meet AODA standards as specified by the provincial legislation by 2025.

#### **Funding Major Capital Studies**

- \$3.000 million for the design and development phase of determining *Future Uses of Old City Hall*;
- \$6.400 million for the feasibility of the *Rail Deck Park* to address the shortage of parks in the Downtown area as part of the City's "TOcore: Planning Downtown" study to provide balanced growth and infrastructure provision in the Downtown core; and
- \$3.500 million to allow the Toronto Realty Agency to retain consultants to complete a detailed building program, schematic and design development based on the winning design for the new *Etobicoke Community Centre* on the Westwood Theatre Lands (WTL) site.

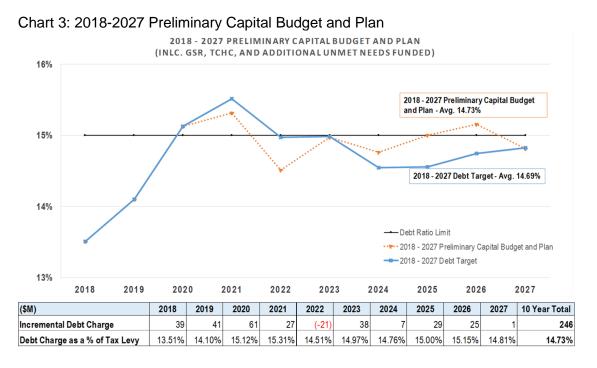
## **Addressing Critical SOGR**

- \$44.782 million for critical SOGR projects such as the St Lawrence Centre Roof project, Facility Construction project, The Roding Park Refresh Project, Toronto Strong Neighbourhoods Strategy project and Multi-Branch Renovation project of Toronto Public Library;
- \$12.630 million and \$7.000 million for the Glen Road Pedestrian Bridge and York Street Tunnel respectively to address the current state of deterioration and to provide further extension of the PATH system along York Street south of Bremner Boulevard; and
- \$2.000 million to address critical waterfront rehabilitation work due to high lake effect flooding;

#### **Transformation, Modernization and Innovation**

- Capital funding of \$40.610 million to support capital works in:
  - Fire Prevention Technology Integration;
  - Office modernization as part of the broader Modernization and Innovation Projects; and
  - Information and Technology to support *Technology Infrastructure*, *Data*Architecture, Information Management Infrastructure, Application Systems and Business Sustainment System projects.

As a result of the debt re-alignment and the availability of the additional gas tax, 2018 – 2027 Preliminary Capital Budget and Plan doesn't require additional debt issuance comparing to the debt target set out at the beginning of the year. Subsequently, the debt service cost as percentage of total property levy – a key indicator of the City's debt level - is able to maintain at the current, yet now relaxed level of below 15% on the 10 year average, as illustrated in Chart 3 below:



## COMMENTS

# **Outcome of Budget Committee Deliberations**

The City's Budget Committee has the mandate to review and recommend annually an Operating Budget and Capital Budget and Plan to the Executive Committee for its consideration and recommendation to City Council. In fulfilling this mandate, the Budget Committee's review and decision making process includes a detailed review of the Preliminary Budgets, examining and assessing all City Program, Agency and Accountability Officer expenses, revenues and associated service issues as well as their respective capital plans. The Budget Committee also assesses respective fiscal performance, ensuring the efficient and effective use of City resources as well as the alignment of the budgets with City Council priorities.

Through the middle of December, 2017, Budget Committee completed a detailed review of Program, Agency, and Accountability Officer Budgets, the list of new / enhanced service requests not included in the 2018 Preliminary Operating Budget but provided to the Committee for its consideration along with any emerging unfunded capital and service priorities.

The Committee held public deputation sessions at the six Civic Centre sites to seek public input and considered more detailed information on key issues with a series of Budget Briefing Notes provided by City staff in early January 2018. As a result of its deliberations, BC recommended a number of changes to the 2018 Preliminary Operating Budget and 10-Year Capital Plan that prioritized service funding and new and enhanced service requests, capital projects and responded to issues raised during the public deputation sessions.

# **Council Approved Changes for 2018 Tax Supported Operating Budget**

At its meeting on January 23, 2018, BC recommended the addition of \$122.836 million gross and \$52.353 million net to fund new/enhanced service priorities and \$0.671 million gross and net for debt servicing costs associated with the Committee recommended inclusion of new and added funding for key capital projects.

As noted previously, the 2018 Preliminary Operating Budget (when presented by staff on November 30, 2017) provided a small positive variance of \$3.725 million revenue as a result of an additional 0.1% adjustment in the residential property tax rate increase made to match actual the inflation increase. Together with an additional \$5.5 million in vacancy rebate saving offset in the base budget and \$1.0 million expenditure reduction, a total of \$7.251 million gross and \$6.5 million net was available that could offset additional new/enhanced service requests totalling \$95.135 million and \$41.291 million net not included in the 2018 Preliminary Operating Budget.

In addition to the above, the balance of funding for the increased investment was made possible through a combination of ongoing and one-time revenues, as outlined in Table 7 below.

Table 7: Summary Council Approved Operating Changes for 2018 Tax Supported Operating Budget

Buaget					
		2018		2019	2020
		Approved Cl	_	Increme	
(\$000s)	Gross	Net	Position	Net	Net
		}		}	
		l			
2018 Preliminary Operating Budget	10,982,478	4,159,160	52,323.9	)	
BC Recommended Expenditure Reductions:				ì	
Vacancy rebate reduction to offset poverty reduction		)			
and distressed retail	(5,500)	(5,500)		Į.	
Expenditure Adjustments	(1,751)	(1,000)	(16.0)		
Subtotal BC Recommended Reductions		(6,500)	(16.0)	_	-
Cubicial Do Recommended Reductions	(1,201)	(0,000)	(10.0)		
BC Recommended Additions:		(		1	
Additional New/Enhanced Service Priorities	122,836	52,353	273.8	64,291	18,408
Additional Debt Charges	671	671		4,548	4,980
Subtotal BC Recommended Additions	123,507	53,024	273.8	68,839	23,388
Total BC Recommended Reductions & Additions	116,257	46,524	257.8	68,839	23,388
BC Recommended Balancing Strategies:	Í			,	, , , , , , , , , , , , , , , , , , ,
Further Increase in MLTT Based on 2017 Actual		)		į.	
Experience		(10,000)		Ţ	
Revised estimate for Tax Penalty Revenues		(2,200)		T.	
One-Time Dividend from Toronto Parking Authority		(3,420)		3,420	
Contributions from Tax Stabilization Rate Reserve		(13,888)		13,888	
Subtotal BC Recommended Balancing Strategies	-	(29,508)	-	17,308	-
Total BC Recommended Changes	116,257	17,016	257.8	86,147	23,388
2018 BC Recommended Operating Budget	11,098,735	4,176,176	52,581.7	86,147	23,388
EC Recommended Additions:					
Additional Provincial Funding for Children's Services	21,809	<b> </b>			
Heritage Conservation District Studies (Capital		)		1	
Funded)	122	)	1.0	Ĭ.	
TCHC Fire Safety Task Force	806	806	10.0	437	134
Contributions from Tax Stabilization Rate Reserve		(806)		806	134
Subtotal EC Recommended Additions	,	-	11.0	1,243	269
2018 EC Recommended Operating Budget	11,121,472	4,176,176	52,592.7	87,390	23,657
Council Approved Additions:		(			
Expand of Parks Ambassador Program	350	(	3.5	387	12
Swim to Survive (Phase 4)	154	ľ	3.5	156	
Home Ownership Opportunities in Phase 2 of the		<b>[</b>			
Alexandra Park Revitalization	1,563	<u> </u>			
Improve Affordable Rental Dwelling Units in A.H.		)		1	
Rundle House	212	)		Ĭ.	
Add a Social Procurement Officer	55	}	1.0		
Constituency Services and Office Budget Policy	192			-	
Relieve Overcrowding for TTC	2,000		27.0	2,000	
Subtotal Council Approved Additions		-	35.0	2,543	11.50
2018 Council Approved Operating Budget	11,125,998	4,176,176	52,627.7	89,933	23,668
Additonal Property Tax				)	
2018 Preliminary Operating Budget Positive Variance		(3,725)		}	
Due to Additional 0.1% Inflationary Tax Increase		l 		}	
Revised Assessment Growth Estimate		(13,291)			
Total Additional Property Tax	-	(17,016)	-	-	-

These expenditure and funding changes will result in an incremental budget pressure of \$89.933 million net in 2019 to reflect the full year expenditure costs for the full implementation of

the new service priorities and to account for the reversal of one-time revenue sources applied in 2018 that will not be available for 2019.

As noted above, the 2018 Preliminary Operating Budget provided a small positive variance of \$3.725 million revenue as a result of additional 0.1% of residential property tax corresponding to inflation increase. Together with the additional \$5.5 million in vacancy rebate savings and \$1.0 million in expenditure reduction, a total of \$7.251 million gross and \$6.5 million net was available that could offset additional new/enhanced service requests of \$161.658 million gross and \$54.926 million net in new/enhanced service priorities to support City Council approved service plans and priorities. As a result of adding these new investments, this will result in incremental budget pressure of \$65.084 million net in 2019 to reflect their full year costs as well as the reversal of one-time revenue sources.

On the capital side, Council approved additional \$78.992 million gross and \$46.401 million debt to the 2018 Capital Budget and \$240.337 million gross and \$194.368 million debt to the total 10-year Capital Budget and Plan, as summarized in Table 8 in the following section.

#### **New Investments**

City Council approved significant service and capital investments that begin, advance and complete several service and infrastructure strategies and plans.

Table 8: Summary of New Investments Approved by City Council

<u> </u>	C	perating Bu	dget		Capital Budg	get and Plan	
		2018		201	18	2018-	2020
In \$ Thousands	Gross	Net	Postions	Gross	Debt	Gross	Debt
Funding from Operating Budget:							
Advancing Environmental Sustainability							
Expanding Tree Canopy	6,727.3	0.0	2.0				
TransformTO	2,546.9	2,270.2	27.0				
Advancing Environmental Sustainability - Sub-Total	9,274.2	2,270.2	29.0				
Investing in Arts & Culture	3,250.0	2,000.0		500.0		2,229.0	
Improving Access, Equity & Diversity	2,696.9	2,696.9	13.0	325.0		325.0	
Supporting Business & Distressed Retail	1,259.6	927.9					
Funding from Operating Budget and Capital Budgets:							
Investing in Poverty Reduction							
Child Care Growth	69,848.6	2,106.8	48.4				
Shelter Expansion	28,034.0	17,434.0	35.0	43,880.0	43,880.0	178,560.0	178,560.0
Transit Fare Equity	4,800.0	4,600.0					
Other	9,010.9	5,048.2	22.0				
Investing in Poverty Reduction - Sub-total	111,693.5	29,189.0	105.4	43,880.0	43,880.0	178,560.0	178,560.0
Improving Transit & Safe Mobility							
TTC two hour time based transfers / reduction in bus overcrowding	4,000.0	9,100.0	27.0	5,000.0		5,000.0	
Traffic Enforcement Officers	1,318.8	1,318.8	19.0			İ	
Other (including Union Station Revitalization Project)	2,676.9	1,255.6	19.0	25,421.0	2,521.0	48,357.0	15,808.0
Improving Transit & Safe Mobility - Sub-total	7,995.6	11,674.3	65.0	30,421.0	2,521.0	53,357.0	15,808.0
Enhancing Access to Parks & Recrecation	2,752.9	1,774.8	68.4	3,847.0		5,847.0	
Improving Service Delivery, Management & Oversight	22,735.4	4,393.0	124.8	19.0		19.0	
Grand Total	161,658.1	54,925.9	405.6	78,992.0	46,401.0	240,337.0	194,368.0

Key investments are described in detail below:

# **Advancing Environmental Sustainability**

- Advance the Tree Canopy goals with a focus of maintaining and protecting the City's tree canopy in good condition and increasing tree planting on hard surfaces, totaling \$6.727 million gross and \$0 net; and
- Accelerate the implementation of the prioritized TransformTO short term strategies, at a cost of \$2.270 million net in addition to the base budget increase of \$0.723 million net.

#### **Investing in Arts & Culture**

 Complete the phase-in of the 4-year Arts and Culture Plan to achieve \$25 per capita spending benchmark for arts and culture, for \$2.0 million net.

## Improving Access, Equity and Diversity

- Establishment of an Indigenous Affairs Office totaling \$0.520 million and 4.0 positions; and
- Create an action plan to confront Anti-Black racism totaling \$0.995 million and 5.0 positions.

#### **Supporting Business and Distressed Retail**

 Business and distressed retail supports includes the following: construction mitigation best practices, options and support; provide locate services to BIA's; provide local capacity building for retail areas; conduct a study of current and future state of the City's retail totaling \$1.259 million gross and \$0.927 million net.

#### **Investing in Poverty Reduction**

- Deliver and manage child care growth, including providing an additional 825 childcare space subsidies; support for the new Child and Family Centres Program and the first phase of the City's 20% share of \$2.0 million as part of the Child Care Growth Strategy (Phase 1) implementation totalling \$69.849 million gross and \$2.106 million net;
- In response to increased shelter demand, add new capital funding of \$178.560 million to acquire and construct 9 shelter sites and to renovate 2 leased sites over a three year period that adds 1,000 new permanent shelter beds. Also, operating funding was increased by \$28.034 million for 2018 to: add 700 respite shelter beds to April 15, 2018 (\$10.6 million) and to their extension to December 2018 (\$14.026 million) totaling \$24.626 million; provide 35 additional positions to provide operational support and oversight for the expansion in the shelter system for \$1.750 million; and operate 3 new sites for \$1.658 million;
- Implement the Tenants First Project fully funded by TCHC reserves for three pilot communities (\$3.019 million gross and \$0 net); Note: this is in addition to the capital contribution of \$216.037 million in 2018 and \$63.146 million in 2019 already in the 10-year Capital Plan to fund, on a 2 year basis, TCHC's inflight revitalization projects and state of good repair capital projects that will prevent the permanent closure of units.

- Begin the Transit Fare Equity Program (Phase 1) which provides discounted TTC passes for Ontario Works (OW) and Ontario Disability Support Program (ODSP) recipients who do not receive transportation supports at a cost \$4.6 million net in 2018;
- Complete the planned six year phase-in of municipal investments for the student nutrition program in order to reach the municipal investment target of 20% by 2018. This final planned investment of \$2.124 million gross and net achieves the City's objective to provide municipal core funding to 20 publicly funded schools serving 205,000 children and youth; and
- Expand programs at Toronto Public Library totaling \$1.264 million gross and net for the following: additional Youth Hub locations including staff and programming; enhancement of Sunday hours; and Wi-Fi hotspot lending.

## Improving Transit and Safe Mobility

- Implement the TTC's two-hour time-based transfer policy on Presto, requiring operating funding of \$1.0 million gross and \$6.1 million net; and capital funding of \$5.000 million to support the Fare System Project's implementation of the 2-hour transfer program.
- Relieve overcrowding on bus routes to 30% above current overcrowding standards for peak and off- peak hours, starting in September 2018 (\$3.0 million gross and net);
- Implement congestion-fighting measures by introducing Traffic Enforcement Officers (\$1.319 million gross and net);
- Provide an additional \$22.800 million for the Union Station Revitalization project to continue the improvements to this strategic transit hub; and
- Accelerate the implementation and expansion of the Vision 0 Road Safety Plan over 3 years by increasing capital funding of \$6.403 million for a total investment of \$10.048 million.

#### **Enhancing Access to Parks and Recreation**

 Address unmet demand for recreational programs by increasing the number of recreational spaces by 10,000 and accelerating an additional 10,000 spaces for a total of 20,000 new recreational spaces at a cost of \$0.786 million.

#### 2018 Council Approved Operating Budget for Tax Supported Programs

The 2018 Council Approved Operating Budget for Tax Supported Programs is \$11.126 billion gross and \$4.176 billion net, resulting in a \$426.649 million or 4.0% increase in gross expenditures and a \$129.750 million or 3.2% increase in net expenditures over the 2017 City Council Approved Operating Budget, as detailed in Table 9 below:

Table 9: 2018 Council Approved Operating Budget by Major Tax Supported Program

			Change f	rom 2017		2018 CN	Change fr	om 2017
	2017	2018 Base	Over (l	Jnder)	2018 New	App'd	Over (L	Jnder)
Cluster (in \$ 000's)	Budget	Budget	\$	%	/Ehn. Budget	Operating Budget	\$	%
Gross Expenditures								
City Programs	5,150,264	5,180,298	30,033	0.6%	144,957	5,325,255	174,991	3.4%
Accountability Offices	9,374	10,058	684	7.3%		10,058	684	7.3%
TTC	1,955,452	1,974,477	19,025	1.0%	4,000	1,978,477	23,025	1.2%
TCHC	241,700	243,795	2,095	0.9%	3,019	246,814	5,114	2.1%
Toronto Police Service (Inc. Board)	1,133,716	1,139,059	5,343	0.5%		1,139,059	5,343	0.5%
Toronto Public Library	199, 103	200,093	990	0.5%	1,514	201,607	2,504	1.3%
Other Agencies	455,578	461,979	6,401	1.4%	7,313	469,292	13,714	3.0%
Total Agencies	3,985,549	4,019,402	33,853	0.8%	15,846	4,035,248	49,699	1.2%
Capital from Current	311,814	373,374	61,560	19.7%		373,374	61,560	19.7%
Debt Charges	566,377	603,871	37,494	6.6%		603,871	37,494	6.6%
Non-Program	675,971	777,337	101,366	15.0%	855	778,192	102,221	15.1%
Total Corporate Accounts	1,554,161	1,754,581	200,420	12.9%	855	1,755,437	201,275	13.0%
Total Gross Expenditures	10,699,348	10,964,340	264,991	2.5%	161,658	11,125,998	426,649	4.0%
Net Expenditures	1							
City Programs	1,936,294	1,942,957	6,664	0.3%	38,015		44,679	2.3%
Accountability Offices	9,374	10,058	684	7.3%		10,058	684	7.3%
TTC	689,524	713,166	23,642	3.4%	9,100		32,742	4.7%
TCHC	241,700		2,095	0.9%	3,019		5,114	2.1%
Toronto Police Service (Inc. Board)	998,635	998,635	0	0.0%		998,635	0	0.0%
Toronto Public Library	179,108	180,769	1,661	0.9%	1,514		3,175	1.8%
Other Agencies	90,672	90,046	(626)	(0.7%)	2,423		1,797	2.0%
Total Agencies	2,199,638	2,226,411	26,773	1.2%	16,056	2,242,466	42,829	1.9%
Capital from Current	311,814	373,374	61,560	19.7%		373,374	61,560	19.7%
Debt Charges	505,349	· · · · · · · · · · · · · · · · · · ·	50,692	10.0%		556,041	50,692	10.0%
Non-Program	(916,042)	(987,591)	(71,549)	7.8%	855	()	(70,694)	7.7%
Total Corporate Accounts	(98,879)	(58,176)	40,703	(41.2%)	855	(57,321)	41,558	(42.0%)
Total Net Expenditures	4,046,426	4,121,251	74,824	1.8%	54,926	4,176,177	129,750	3.2%
Assessment Growth		(68,291)	(68,291)			(68,291)	(68,291)	
Inflationary Res Prop Tax Inc		(61,459)	(61,459)			(61,459)	(61,459)	
Net Operating Budget	4,046,426	3,991,500	(54,926)	(1.4%)	54,926	4,046,426	0	0.0%
Positions	52,155	52,222	67	0.1%	406	52,628	472	0.9%

On a gross expenditure basis, the base budget for City Programs increase by 0.6% over the 2017 Approved Operating Budget. Most City Programs were able to meet the budget target with the exception of certain City Programs facing significant external pressures that include: Shelter, Housing, Support and Administration's increase in shelter demand and loss of Federal funding (\$33 million); and Fires Service's increase in WSIB costs and arbitration impact (\$8.2 million).

On a net expenditure basis, City Programs' budgets to deliver existing services increase by 0.3% driven primarily by: the additional \$21.774 million in Provincial revenue that represents the final year of the upload of total OW costs to the Province; an increase in provincial funding for Toronto Paramedic Services of \$6.144 million; and savings in Court Services mainly from the discontinuation of the Parking Offence Act system and the expansion of Red Light Camera totaling \$4.090 million.

City Agency base operating budgets increase by slightly higher at 0.8% gross and 1.2% net, mainly due to unavoidable costs associated with the implementation of the Presto card and operating costs associated with the TYSSE (\$28 million).

Corporate Accounts increase by 12.9% or \$200.420 million on a gross basis, reflecting an increase in capital financing costs of \$99.054 million. On a net basis, Corporate Accounts sees an increase of only \$40.703 million with Non Program Revenues after taking into account the adjustment to MLTT to match 2017 experience, increased Interest and Investment Income, and 2018 City of Toronto Budget Summary

the annualized revenue of the implementation of the Hotel and Short Term Rental Tax (\$147 million).

With the addition of all new and enhanced service investments, the 2018 Council Approved Operating Budget has a 4.0% gross and 3.2% net increase over the 2017 Approved Budget.

## **Staff Complement Changes to Deliver Services and Capital Projects**

The City's services and service levels funded by the 2018 Council Approved Tax Supported Operating Budget require a staff complement of 52,627.8 positions (49,075.5 operating and 3,552.3 capital). Position increases to support direct service delivery total 229.8 positions with 360.9 positions required for new/enhanced service investments that is partially offset by a reduction of base positions due to the full implementation of 2017 decisions and new 2018 service efficiencies (decrease of 131.1 positions). An additional 242.6 positions are required to deliver the City's capital program, bringing the overall increase in staff complement to 472.4 positions for Tax Supported Programs.

Table 10 below summarizes the overall complement changes as a result of the Council Approved Operating Budget for Tax Supported Programs:

Table 10: Summary of 2018 Council Approved Complement Changes for Tax Supported

Programs

	Operating	Capital	Total
2017 Approved Complement	48,845.7	3,309.6	52,155.3
Prior Year Impact	(45.1)		(45.1)
Operating Impacts of Capital	17.1		17.1
Other Base Changes	(18.9)		(18.9)
Delivery of Capital Projects		197.9	197.9
Efficiencies	(84.2)		(84.2)
Base Changes	(131.1)	197.9	66.8
New/Enhanced Services	360.9	44.7	405.6
2018 Council Approved Complement	49,075.5	3,552.2	52,627.7
Changes from 2017 Approved Complement	229.8	242.6	472.4

For details, please refer to Appendix 1.5.4 for the 2018 Council Approved Staff Complement by City Program and Agency.

The 2018 Council Approved Operating Budget of \$11.126 billion gross for Tax Supported Programs is funded by the following revenue sources, reserves and recoveries as detailed in the following Table 11:

Table 11: Sources of Funding for Tax Supported Programs

	2017	2018	Chai	nges	% of Total
Funding Sources (\$M)	2017	2010	\$	%	% OI TOLAI
Total Revenues	10,699.3	11,125.9	426.7	4.0%	100.0%
Province	2,113.6	2,203.3	89.7	4.2%	19.8%
Federal	169.0	158.6	(10.5)	6.2%	1.4%
Reserve Draws	511.5	518.4	6.9	1.4%	4.7%
User Fees & Fines	797.0	825.8	28.9	3.6%	7.4%
TTC Fares	1,246.1	1,238.6	(7.5)	0.6%	11.1%
Transfers from Capital	169.3	177.7	8.4	5.0%	1.6%
Investment Income	207.3	232.4	25.1	12.1%	2.1%
Other (IDC's, Supplementary Tax, etc.)	723.2	777.2	54.0	7.5%	7.0%
Municipal Land Transfer Tax	715.8	817.7	101.9	14.2%	7.3%
Total Non-Property Tax Revenue	6,652.8	6,949.8	296.9	4.5%	63%
Total Property Tax	4,046.4	4,176.2	129.8	3.2%	38%

- Provincial and Federal funding totals \$2.362 billion, with 2018 transfers being \$79.2 million higher than 2017. This is reflective of the federal and provincial funding received mainly for childcare growth and the final year of the 10-year uploading of OW benefit costs to the Province;
- Transfers from the Capital Budget to fund capital project delivery and reserve draws, amount to \$\$0.696 billion, representing a minimal increase of \$15.3 million;
- User fees, charges and fines total \$2.060 billion. TTC fares are unchanged while volumes have declined resulting in decrease in revenue. In total, User Fee and Fines have increased by \$21.4 million. Specifically, User fee price changes to existing user fees and new user fees generates incremental gross revenues of \$5.738 million for 2018 mainly from the following:
  - \$4.346 million from rate changes based on inflationary adjustments;
  - \$0.485 million from adjustments to current market prices and/or to recover full costs of providing the related user fee services; and
  - \$0.907 million from the introduction of new fees.
- Details of all user fee changes are provided in the Budget Briefing Note # 4 entitled
  "Changes to Existing User Fees and New User Fees in the 2018 Preliminary Operating
  Budget" that was provided to Budget Committee at its meeting of December 12, 2017. The
  Budget Briefing Note supplements the public notice for all approved user fee changes in
  2018.
  - https://www.toronto.ca/legdocs/mmis/2017/bu/bgrd/backgroundfile-109911.pdf
- Investment Income is higher by \$25.1 million in 2018, primarily due to increased dividends from Toronto Hydro and other long-term fund investments.
- MLTT revenues of \$818 million is 14% higher than 2017. The budget has benefited from the additional MLTT revenue of \$101.9 million. Increasing MLTT to reflect growth and actual experience is consistent with past practice since 2015.
- Municipal property tax is the funding of last resort and it is important for the City of Toronto to maximize all other revenue sources first. For 2018, property tax revenue totals \$4.176 billion, with the 2.1% residential property tax rate increase equivalent to \$61.5 million and

the revised estimate for 2018 assessment growth of \$68.3 million following the return of the final assessment roll.

# 2018 Property Tax Rate Changes on the Average Household (Municipal Taxes)

The 2018 Council Approved Operating Budget keeps the cost of City services affordable with an inflation-level residential property tax rate increase of 2.1% and an overall total tax rate increase of 1.47% for budgetary purposes. This represents an increase of \$59 for an average household with a home value assessed at \$624,418 for 2018. However, it is important to note that the 2.1% residential property tax rate increase does not include the previously approved 0.5% property tax levy or \$14 increase to be a dedicated contribution to the City Building Fund for capital transit and housing projects. The property tax levy for the City Building Fund will increase by 0.5% annually for the next 5 years to a total of 2.5% in 2021 as outlined in Table 12 below.

Table 12: Special Levy for City Building Fund

Year	2017	2018	2019	2020	2021
City Building					
Fund	0.5%	1.0%	1.5%	2.0%	2.5%

When combining the impact of the CVA policy that shifts 1/2 of the budgetary property tax increase from non-residential to residential from its current policy of shifting one-third, the total residential tax increase is 2.91% or \$82 for an average value of home assessed at \$624,418 for 2018, as shown in Chart 4 below.

Chart 4: 2018 Property Tax Increase Including City Building Fund and Current Value Assessment (CVA) Policy Shift

	\$	%	
2017 Tax	2,825		2017 Average CVA \$585,227
CVA/Regulatory Impact	(8.7)	-0.31%	<b>4303,227</b>
Policy Impact	<u>17.4</u>	<u>0.62%</u>	
	2,834	0.31%	
<b>Budget Increase</b>	59.3	2.1%	
City Building Fund	<u>14.1</u>	<u>0.5%</u>	
	73.4	2.60%	
<b>Total Impact</b>	82.1	2.91%	2018 Average CVA
2018 Tax	2,907		\$624,418

Base on the approved residential property tax rate increase (equivalent to an annual increase of \$82 per household), Chart 5 below illustrates what services the average property tax of \$2,907 (based on the average home assessed value at \$624,418) funds.

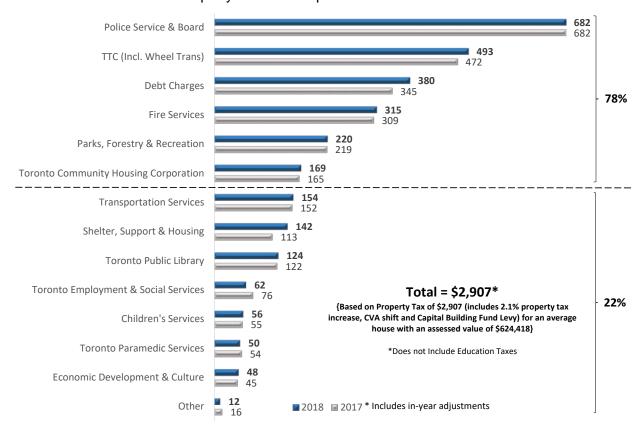


Chart 5: Where the 2018 Property Taxes are Spent

As outlined above in Chart 5, 78% of the overall City budget is spent on 5 services and debt servicing costs. Of the total budget, 23% of property taxes paid goes to fund the Toronto Police Service and Board. Given this, the Toronto Police Services Board has developed various strategies to review its service delivery model and costs. In 2016, the Transformational Task Force recommended a three-year hiring moratorium on hiring for officers and civilians. This moratorium allows the Toronto Police Service to ensure that it has the right type and number of members for its new service delivery model and the most cost effective management structure to lead and oversee the Service.

With 13% spent on Debt Charges, it is critical that the City manages its debt borrowing as debt repayment must be funded within the City's Operating Budget. The higher these debt servicing costs, the less funding is available for the delivery of City services. The City policy that ensures debt charges at 15% of property taxes over a 10 year period assists in constraining debt costs.

For 2018, the City's operating subsidy to Toronto Community Housing Corporation (TCHC) has been separated from Shelter, Housing, Support and Administration's Operating Budget to highlight the City's contribution to TCHC that totals 5.8% of the overall City budget. When translated into a tax bill, this is equivalent to \$169 for an average household. Critical work has been undertaken to implement an interim funding strategy for TCHC following a review of TCHC's operating and capital requirements through the City's financial planning and management processes. Subsequently, a permanent funding formula including operating and capital costs for TCHC will launch in 2020 in conjunction with the City's Tenants First Strategy.

It should be noted that TTC and Emergency Services, including Toronto Police Service, Toronto Fire Services and Toronto Paramedic Services, account for \$1,539 or slightly more than half of the average taxes paid by households.

# 2018-2027 Council Approved Tax Supported Capital Budget and Plan

The 2018-2027 Council Approved Capital Budget, excluding 2017 carry forward funding, totals \$2.996 billion in 2018 and \$25.978 billion for the 10-year capital planning period. A breakdown of the 10-year Capital Budget and Plan by project category is provided in Table 13 below:

Table 13: City's Capital Investment by project category

Expenditures (\$M)	Budget	Capital Plan				2018-	-2022	2023	-2027	2018-2027		
expenditures (\$101)	2018	2019	2020	2021	2022	Total	tal         %         Total         %         Total         %           109         0.9%         110         0.8%         219         0           657         5.2%         288         2.2%         945         3           390         58.4%         5,794         43.5%         13,185         50           679         13.3%         4,561         34.3%         6,240         24	%				
Health and Safety	31	19	20	18	20	109	0.9%	110	0.8%	219	0.8%	
Legislated	85	136	154	154	128	657	5.2%	288	2.2%	945	3.6%	
State of Good Repair	1,668	1,805	1,445	1,309	1,163	7,390	58.4%	5,794	43.5%	13,185	50.8%	
Service Improvement	564	453	342	181	138	1,679	13.3%	4,561	34.3%	6,240	24.0%	
Growth Related	647	560	544	466	612	2,829	22.3%	2,561	19.2%	5,390	20.7%	
<b>Total Expenditures</b>	2,996	2,974	2,504	2,129	2,062	12,664	100%	13,315	100%	25,978	100%	

<sup>\*</sup>Excluding 2017 Carry Forward Funding to 2018

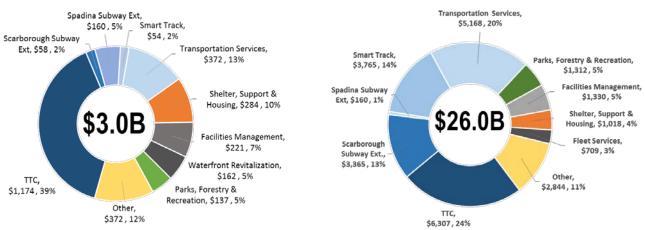
The 2018-2027 Council Approved Capital Budget and Plan allocates \$1.668 billion or 56% of funding in 2018 and 51% of the total funding over 10 years to State of Good Repair projects to ensure the City's infrastructure required to deliver City services to the public are reliable by maintaining them in a state of good repair to meet service outcomes.

Over the 10-year period, 45% of capital funding is dedicated to service improvement and growth related capital projects in order to meet service needs arising from the City's growth, such as Transit and Transportation improvements including SmartTrack, the Scarborough Subway Extension (SSE) as well as other key priority areas such as Port Lands Flood Protection, George Street Revitalization Project (GSR); and expansion plans for Shelter sites; childcare and community centres.

The breakdown of the 2018 and 10-year capital expenditures by Program are outlined in the Chart 6 and Chart 7 below, which demonstrate the service areas the capital funding is invested in for the respective periods.

# Chart 6 2018 Capital Budget

# Chart 7 2018-2027 Capital Budget & Plan



As demonstrated in Chart 6 above, \$1.819 billion or 61% of the 2018 Capital Budget is dedicated to Transit and Transportation Services to projects such as purchase of buses and streetcars, subway expansion, Smart Track and the Gardiner Expressway Rehabilitation, to name a few. For 2018, a strong focus was placed on funding TCHC capital needs bringing the 2018 Capital Budget for Shelter, Support and Housing Program to \$283.932 million representing 9% of City's overall 2018 Capital Budget's expenditures.

From a 10-year standpoint, the Council Approved Capital Budget and Plan continues to focus on Transit and Transportation Services dedicating \$18.766 billion or 72% of the 10-year Capital Budget and Plan spending to these areas. In addition to the projects mentioned above, top priority projects such as the George Street Revitalization (\$562.057 million), the Shelter Expansion (\$178.560 million), Community Centres (\$437.039 million) and Port Lands Flood Protection (\$411.400 million) projects are also prominent in the 10-year Capital Plan.

#### **SOGR Funding and Backlog**

The City's capital program ensures the City's \$76 billion in physical assets are maintained in a state of good repair. Managing the accumulated SOGR backlog is a key capital strategic priority for the City and critical to ensuring that limited resources are allocated in a manner that maximizes the utility of the City's capital assets. Despite the City's \$13.185 billion investment in SOGR projects in the 10-year Capital Plan, the SOGR backlog is still growing annually.

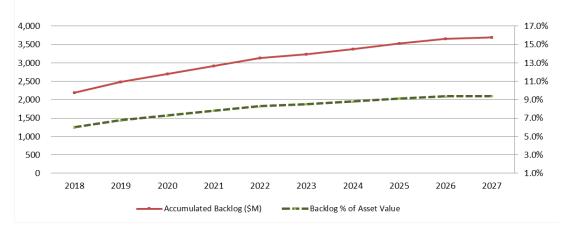
The City continues to assess the condition of its capital assets, and as a result, these updated conditions plus the fact that some assets will be coming to the end of their useful life, will add to the SOGR backlog that have to be addressed. Work is also underway to implement best practice asset management strategies to undertake effective capital planning that ensures funding is in place to support reliable service delivery. This latter point is particularly important as the Province will be introducing legislation that will require all municipalities to have asset management plans in place, beginning in 2019 with linear assets and over a 4-year period for all asset classes.

The 10-year Capital Budget and Plan will address the backlog in some key areas, such as the elimination of the Gardiner Expressway backlog, however funding is not keeping pace with the growth in SOGR needs, resulting in the backlog in some areas continues to grow.

As demonstrated in Chart 8 below, when one excludes the Gardiner Expressway project from the City's overall SOGR Backlog estimates, the City's accumulated SOGR backlog is increasing

over the 10-year period from \$2.192 billion or 6.0% of the total asset value in 2018 to \$3.697 billion or 9.4% of the total asset value by 2027:

Chart 8 SOGR Backlog as a Percentage of Total Asset Value (excl. Gardiner Express)



# **Operating Impact of Capital**

The cost of maintaining and operating new infrastructure, rehabilitated or expanded facilities as well as the cost to sustain new technology are some key drivers that impact the City's operating budget. These cost drivers must be identified for consideration when evaluating capital projects to determine the costs and benefits of capital projects.

As a result, it is projected that Council approved 2018 Capital Budget will add a total of \$137.9 million to the operating budget in 2018 should the capital project be fully implemented and funding sources be used as identified in the 2018 Capital Budget. This includes the impact of \$38.4 million in operating cost, \$59.4 million in CFC and \$40.0 million in debt service charges. Correspondingly, the Council approved 2018 – 2027 Capital Budget and Plan will add a total of \$861.5 million in incremental costs to the operating budget by year 2027, as outlined in Table 14 below:

Table 14: 10-year view of incremental Impact on Operating Budget

Incremental Impact on Operating Budget (\$M)	2018	2019	2020	2021	2022	2023	2024	<u>2025</u>	2026	2027	10-Yr Total
Operating Costs	38.4	7.5	6.6	2.0	3.3	3.2	2.2	0.7	0.7	0.4	64.9
Capital from Current	59.5	35.2	38.7	42.6	46.8	51.5	56.7	62.3	68.6	75.4	537.4
Debt Charges	40.0	45.2	66.4	29.0	(21.0)	37.9	6.5	29.0	25.4	0.7	259.1
<b>Total Operating Impact</b>	137.9	87.9	111.7	73.6	29.2	92.6	65.4	92.0	94.6	76.5	861.5

## **Capital Financing**

Capital projects are financed by various sources. The City's priority is to ensure that it leverage all non-City funding first before it issues debt. Funding allocation decisions are carefully made with the objective of optimizing returns and are in alignment with project priorities. The breakdown of funding sources are summarized in the following table:

Table 15: Funding Sources for Capital Budget and Plan

Capital Budget & Plan - Tax						2018-2022		2023-2027		2018-2027	
Funding Source (\$M)	2018	2019	2020	2021	2022	Total	%	Total	%	Total	%
Provincial	222	259	304	339	500	1,623	12.8%	2,508	18.8%	4,131	15.9%
Federal	471	313	257	294	367	1,702	13.4%	2,175	16.3%	3,878	14.9%
Reserves	401	353	216	156	167	1,293	10.2%	1,151	8.6%	2,444	9.4%
Reserve Funds	86	92	79	38	17	311	2.5%	96	0.7%	407	1.6%
Debt - Recoverable	180	170	123	26	25	523	4.1%	417	3.1%	940	3.6%
Development Charges	196	163	202	207	166	934	7.4%	410	3.1%	1,344	5.2%
Capital from Current	352	387	426	468	515	2,148	17.0%	3,459	26.0%	5,607	21.6%
Debt	982	1,114	812	536	249	3,692	29.2%	2,247	16.9%	5,939	22.9%
Other	106	123	86	66	57	438	3.5%	852	6.4%	1,290	5.0%
Total Funding	2,996	2,974	2,504	2,129	2,062	12,664	100%	13,315	100%	25,978	100%

The primary financing sources for the 2018 - 2027 BC Recommended Capital Budget and Plan include:

- Federal and Provincial subsidies of \$0.693 billion (23%) for 2018 and \$8.008 billion (31%) for the 10-year period predominately allocated to the Toronto Transit Commission;
- Reserve and reserve funding of \$0.486 billion (16%) for 2018 and \$2.850 billion (11%) over 10 years that reflects the use of Capital Financing Reserve funding provided from the City's non-debt capital financing strategies which will be described in more detail below;
- Capital from Current of \$0.352 billion (12%) for 2018 and projected \$5.607 billion (14%) over 2018 to 2027 is also a part of non-debt capital financing strategies to minimize reliance on debt as described below:
- Other funding sources include development charges, donations, third party funding and recoverable debt which provide \$0.483 billion (16%) for 2018 and \$3.574 billion from 2018 to 2027 (14%);
- Debt accounts for \$0.982 billion (33%) of the 2018 Capital Budget's funding and \$5.938 billion (23%) over the 10 years from 2018 to 2027.

To minimize the debt level and the debt service burden on the operating budget while adding spending capacity to fund unmet capital needs, the City uses non-debt financing strategies, as discussed in the following section.

# Non-Debt Capital Financing Strategies

In order to mitigate City-wide debt requirements, the City has established a series of non-debt capital financing strategies that enable the City fund new capital investments from various funding sources. These strategies ensure that the capital projects are properly funded, the City's debt is minimized, and that the City is protected from adverse economic risks. The funding of the non-debt financing strategies are mainly from the following sources:

#### • Capital from Current (CFC)

CFC funding, is a provision of tax funding that is transferred from the Current / Operating Fund to the Capital Fund in order to finance capital projects on a pay-as-you- go basis. This financing provides a financing mechanism for ongoing capital needs that have a shorter lifecycle. It is strategically increased at a 10% year-over-year growth rate to achieve a 50% debt and "pay-as-2018 City of Toronto Budget Summary

you-go" target. CFC funding helps to constraint debt servicing costs at the Council affirmed ratio of 15% of the property tax levy.

## • Allocation of the Operating Surplus

The City's Surplus Management policy approved by Council in 2004 states that the annual operating surplus be applied in priority order to the following:

- Capital Financing Reserve (at least 75% of the surplus); and
- The remainder to fund any underfunded liabilities and / or reserve funds as determined by the Deputy City Manager & Chief Financial Officer.

Based on this policy, 75% of each year's operating surplus is allocated to the Capital Financing Reserve which is a major source of funding for this reserve that is utilized to fund approved major capital projects included in the 10-year Capital Plan.

#### Dividends and One-time Proceeds

Another major source of non-debt funding applied to capital comes from proceeds generated from the value of City assets managed by the City's various entities. These proceeds come in the form of annual dividends paid to the City by Build Toronto as well as other one-time dividends from the sale of air rights by the Toronto Parking Authority. In the past, City Council has also directed other one-time proceeds as a contribution to the Capital Financing Reserve such as the sale of Enwave and part of the proceeds from the Bank Tower appeal settlement.

#### • Contribution from the MLTT Revenue

Starting in 2015, \$40 million of Municipal Land Transfer Tax revenue has been budgeted as a contribution to the Capital Financing Reserve as part of the annual budget approved by City Council. This serves as another source of capital funding as well as a buffer on the operating budget should MLTT revenues decline.

The funds contributed to the Capital Financing Reserve from the above sources are applied in a strategic manner against major capital projects. As indicated in Table 16 below, since 2012, over \$1.455 billion of funding has been secured in the Capital Financing Reserve and have funded critical capital projects. It is projected that from 2012 to 2026, an estimated total of \$2.202 billion is required to fund capital initiatives that are dependent on this strategy, including over \$1 billion for TTC, \$966 million for Transportation Services, and over \$200 million for other Programs such as Waterfront Revitalization, Parks and Information Technology.

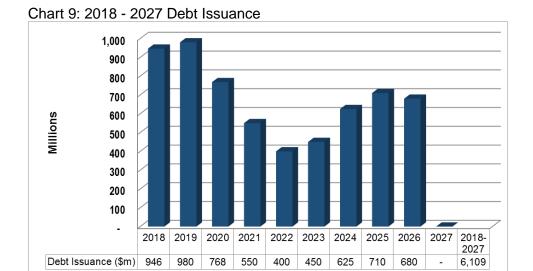
Table 16: Capital Financing Reserve

		2012 -	2017 S	ecured	Revenue		Future Year Capital Financing Strategy Revenue Estimates									
Description (\$ Millions)	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Enwave	167															167
Enwave Dividend	11															11
TPLC Dividend	40															40
Prior Year Operating Surplus	214	186	126	155	98	151	50	50	50	50	50	50	50	50	50	1,380
MLTT (Above Operating Budget)				40	40	40	40	40								200
DC Increases																(
Future Years BT Dividend	20		10	15	15	25	25	25	25	25	25	25	25	25	25	310
Future Years Fed/Prov																(
TPA One-Time				67	0	0										67
Other	1	3														
Bank Tower Surplus		30														30
Total:	453	219	136	277	153	216	115	115	75	75	75	75	75	75	75	2,210

		Past, (	Current	& Futu	re Year	Fundir	ıg Requ	uiremen	its							
Description (\$ Millions)	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
TTC Capital	45	60	252	228	46	50	70	157	38							945
TTC TYSSE					39	27	24									90
Transportation Capital		15	61	61	48	47	63	45	44	43	43	270	137	30	30	936
FREEE Capital (St. Lawrence N.)						8	8								29	44
Union Station							23									23
Waterfront Revitalization Initiative						0.3	6	15	7							27
Eglinton East LRT					2	2										4
Other Program Draws			37	13	28	6	6	12	1	0.4				0.6		103
Loss of Pooling Compensation (2014 Surplus)				30												30
Total	45	75	350	331	163	140	200	228	89	43	43	270	137	31	59	2,202

#### Debt Issuance

To accommodate the capital investments set out in the 2018 - 2027 Council approved Capital Budget and Plan, the City will need to issue \$6.109 billion of debt over the next 10-year period that will be repaid through the property tax levy and special dedicated property tax levies for the Scarborough Subway Extension. Chart 9 below shows the estimated debt issuance annually during the 10-year period.



As a result of the debt issuance, the City's outstanding net debt will total \$5.877 billion at the end of 2027 as outlined in Chart 10:

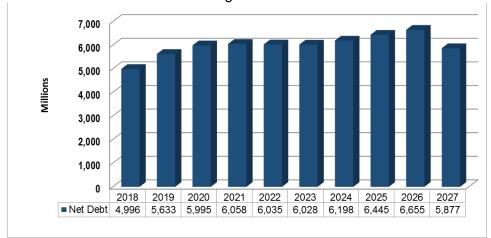


Chart 10: 2018 - 2027 Outstanding Debt

#### Authority to Issue Debentures During 2018

The proceeds from the issuance of debentures will be used to finance capital expenditures that have been incurred or committed to projects approved by Council. The authority to borrow up to \$950 million in 2018 has been authorized under By-law No. 75-2015.

#### **Issuance Activity during 2017**

The debenture authority approved by Council for 2017 was \$900 million as outlined in Table 17 below. Due to favourable capital market conditions and timing considerations, debenture issuance in the full amount of \$900 million was completed during the year.

Issue Date	28-Mar-17	24-May-17	18-Aug-17
Settlement Date	12-Apr-17	07-Jun-17	29-Aug-17
Size	\$300 million	\$400 million	\$200 million
Coupon	3.25%	2.40%	3.50%
Maturity Date	24-Jun-46	07-Jun-27	02-June-36
Term	30 years	10 years	19 years
Issue Yield	3.508%	2.430%	3.27%

Table 17: 2017 debenture issuance details as approved by the Debenture Committee

## **Approval of 2018 Sinking Fund Levies**

The City of Toronto Act, 2006 (COTA), sub-section 255 (4) states that, "If in any year an amount is or will be required by law to be raised for a sinking fund or retirement fund of the City, the City Treasurer shall prepare for City Council, before the budget for the year is adopted, a statement of the amount."

This report requests Council's approval for the 2018 sinking fund levies of \$291.462 million in respect of the City's outstanding debt.

## Looking Forward: Challenges and Risks for 2019 and Beyond

The following highlights some of the key challenges and risks the City will have to consider as it develops strategies to meet the complex needs of its growing population while at the same time, address the fiscal gap between expenditures and revenues.

#### Capital Unmet Needs

Balancing the extensive capital maintenance needs of the City's expansive and aging infrastructure against demands for new investments to satisfy service requirements of a growing population and emerging priorities continues to be a challenge for the City. Despite the continued increase in approved capital investments in response to these requirements, the City has a growing list of unfunded capital needs to ensure current assets are reliable and new assets are provided to meet growth and city building objectives.

Capital unmet needs are capital works that cannot be accommodated within the City's debt affordability targets given the City's 15% debt service ratio policy and are therefore not included in the Capital Budget and Plan. The list of unmet needs is refined on an annual basis, with projects potentially added to the Capital Plan through project prioritization and/or additional secured funding.

The total estimated value of capital unmet needs has risen to over \$30 billion over for the next 15 year period. At this time, the list of unmet needs is primarily driven by transit expansion projects, transit and transportation infrastructure projects and the state of good repair backlog for social housing, libraries, major maintenance and restoration/preservation of heritage elements and other facilities.

It is anticipated that future federal and provincial funding partnership will contribute to addressing these capital needs. When the capital investment in planned SOGR capital works is less than the annual SOGR need, the unfunded balance is added to the accumulated SOGR backlog. The City tracks the SOGR backlog dollar amount as well as the percentage of the total asset value to monitor the backlog level. When the F.G. Gardiner Rehabilitation project is excluded from these estimates, the City's accumulated SOGR backlog is projected to rise over the next 10 years from \$2.192 billion or 6.0% in 2018 to \$3.697 billion or 9.4% by 2027 as outlined in Table 18:

Table 18: SOGR Backlog without the F.G. Gardiner Expressway – Summary

Tax Supported Programs (without Gardiner)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Total Asset Value (\$M)	36,488	36,778	37,059	37,366	37,685	38,041	38,369	38,707	39,041	39,389
Accumulated Backlog (\$M)	2,192	2,489	2,700	2,918	3,130	3,240	3,377	3,533	3,651	3,697
Backlog % of Asset Value	6.0%	6.8%	7.3%	7.8%	8.3%	8.5%	8.8%	9.1%	9.4%	9.4%

SOGR investments included in the proposed Capital Budget and Plan will reduce the SOGR backlog in some Program areas, but not all, as outlined in Table 19 below. In 2018, the priority for SOGR funding has been placed on dedicating any additional funding capacity to critical social infrastructure, namely Social Housing and Shelters and to ensure the City's compliance with AODA by 2025. For 2019 and beyond, priority will be given to the Programs with increasing accumulated SOGR backlog such as Toronto Public Library (TPL); Facilities Real Estate, Environmental and Energy (FREEE), Parks, Forestry & Recreation (PF&R), and Toronto Transit Commission (TTC).

Table 19: SOGR Backlog by Program – Summary

											10 Yr
Program (\$M)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Change
Transportation Services (excl. Gardiner)	766	876	978	1,073	1,170	1,223	1,307	1,375	1,444	1,513	830 🔺
Facilities Management, Real Estate & Environment	328	492	568	650	714	727	718	728	723	670	329 🔺
Parks, Forestry & Recreation	458	466	480	490	507	528	554	584	607	600	146 🔺
Toronto Transit Commission	26	56	101	153	201	244	285	328	376	427	427 🔺
Toronto & Region Conservation Authority	235	225	214	205	194	181	172	165	153	143	(90) ▼
Toronto Public Library	67	70	82	84	92	97	111	129	136	146	86 🔺
Other	313	304	277	264	253	240	231	224	211	197	(131) ▼
Total SOGR Backlog (end of Year)	2,192	2,489	2,700	2,918	3,130	3,240	3,377	3,533	3,651	3,697	1,597 🔺
Total Asset Value (end of year)	36,488	36,778	37,059	37,366	37,685	38,041	38,369	38,707	39,041	39,389	
SOGR as % Asset Value	6.0%	6.8%	7.3%	7.8%	8.3%	8.5%	8.8%	9.1%	9.4%	9.4%	

As the City continues to perform condition audit of the capital assets and identify additional state of good repair or asset replacement needs, the SOGR Backlog may continue to grow. This will increase the challenge of funding additional unmet needs.

#### Debt Maximized Against Current Benchmark

To meet its borrowing obligations, the City budgets debt service charges in its Operating Budget to repay both the principal and interest costs associated with its debt issuance for capital projects. In 2018 budget, the debt service charge is \$569 million, and is projected to increase to \$788 million in 2027 based on the implementation of the 2018 – 2027 Council approved Capital Budget and Plan.

Capital spending, which is largely supported through borrowing, is guided by the City's current policy on debt servicing costs and associated affordability concerns in the operating budget. The debt service cost as percentage of total property tax levy (also referred to as the debt ratio) associated with the 2018 – 2027 Council approved Capital Budget and Plan will be at 13.52% in 2018 and gradually increase to a peak level of 15.59% in 2021 before declining to 14.78% the following year and rising to 15.40% in 2026.

The debt ratio for 2018-2027 Council approved Capital Budget and Plan will average 14.94% over the 10-year capital planning period. While the average remains within the City's current debt service ratio policy, the debt service ratio is projected to exceed 15% of property tax revenue by 2020 as displayed in Chart 11 below. It is also worth noting that the below 15% 10 year average is largely helped by the lower percentage in the first two years (2018 and 2019) of the 10-year Capital Plan. When 2018 and 2019 are phased out, the average debt service cost as % of property tax levy is very likely to exceed 15%. The City will have to consider the debt service ratio limit as part of its debt policy to ensure continued support for capital investment needs while considering the associated operating funding that will be required to service the debt.

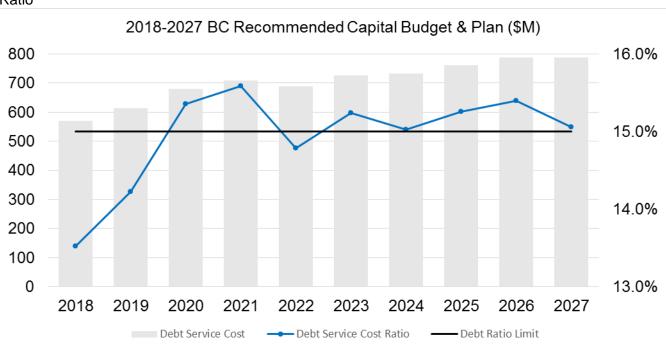


Chart 11: 2018 - 2027 Council Approved Capital Budget & Plan and Debt Servicing Cost & Ratio

#### Capital Budget Impact on the Operating Budget

Every year, the operating impact from capital budget is a key driver of the annual operating budget pressure. At the beginning of the 2018 Budget process, the total pressure from capital related costs totalled \$112 million or about 21% of the operating opening pressure. The approval of capital projects will impact the Operating Budget in the following ways:

- Principal and interest payments on issued debt to finance the capital plan (debt service costs). In 2018, \$569 million of debt service costs will be paid from the 2018 Operating Budget, representing a \$40 million incremental cost compared to 2017. Over the 10-year period, debt service cost will increase by a total of \$259 million by year 2027, should this capital plan be implemented.
- Direct contributions from the operating budget to finance pay-as-you-go capital projects thereby reducing the annual borrowing requirements (Capital from Current). In 2018, the CFC allocation from the Operating Budget to fund capital is \$352 million representing a \$59.5 million increase from 2017. Over the 10-year period, it' is expected that CFC funding will increase by \$537 million by year 2027 to achieve a debt/CFC target ratio of 50%.
- Increased operating costs including on-going maintenance and program costs for new
  infrastructure and rehabilitated or expanded facilities; cost to sustain new technology; and /
  or partially offset by efficiency savings from capital investments that reduce operating costs.
  In 2018, incremental operating impact of completed capital projects is \$38 million. By year
  2027, the incremental operating impact is expected to total \$65 million.

The annual operating impact from approval and implementation of the 2018-2027 Council approved Capital Budget and Plan is illustrated in Chart 12 below:

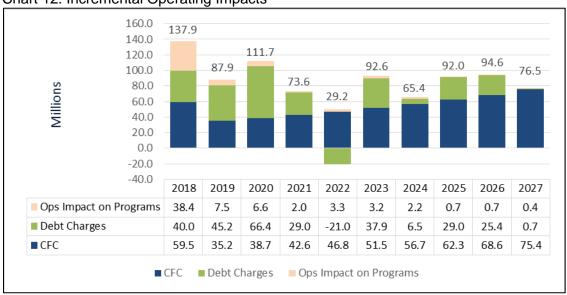


Chart 12: Incremental Operating Impacts

As the need for capital investment grows, the cost of servicing the debt and other operating costs will also grow and compete for funding City services.

## Unsustainable Balancing Strategies

The 2018 Council Approved Operating Budget incorporates bridging strategies totalling \$79.1 million that includes the deferral of expenses and the use of one-time revenues and reserve contributions. This will result in an equivalent pressure `for 2019, thus making the goal of achieving financial sustainability more challenging.

- One-time funding sources of \$28 million primarily from reserves are being used to fund additional new/enhanced service investments;
- TCHC's deferral of sinking fund contribution of \$18.0 million to retire public debentures until 2020 when a sustainable funding model for TCHC is expected to be established;
- TTC's use of its Stabilization Reserve to reduce its budget pressure by \$14.0 million despite the fact that the TTC Stabilization Reserve is to be depleted by the end of 2018;
- SSHA's recovery of \$10.6 million from the Social Housing Federal Reserve to address surge capacity in the shelter system for more winter respite services;
- Funding of \$5.8 million to reinstate the occupancy grant funding to the 4 school boards is
  provided from the Child Care Expansion Reserve Fund as a bridging strategy for 2018 and
  2019. The continuation of occupancy grant funding beyond 2019 will be considered as part
  of the future year budget process after taking into consideration any policy and regulatory
  changes implemented by the Ministry of Education to improve the Education Funding
  Formula to include the occupancy cost and provision of security of tenure of early learning
  and child care space in schools; and
- TESS's additional recovery of \$2.7 million from the Ontario Works Reserve to further offset program pressures.

The City continues to utilize bridging solutions to close the budgetary gap and to fund new/enhanced services in the following year. Funding ongoing expenses with one-time revenue sources adds pressures to the following year and the need to find permanent funding sources for these important services priorities in the future.

#### Increased Dependence on Municipal Land Transfer Tax

The Municipal Land Transfer Tax (MLTT) has become a more significant funding source and has played a critical role in the City Council's ability to maintain below or at inflation-level property tax rate increases. Since 2015, the annual Operating Budget has relied on revenue gains in the MLTT to balance the budget.

The 2018 Council Approved Tax Supported Operating Budget includes \$817 million in MLTT revenue which represents an increase of \$102 million or 14.2% when compared to the 2017 Budget to reflect actual experience (\$95 million) and the full year impact from the rate harmonization from the current Ontario Land Transfer Tax (\$7 million). Matching budgeted revenues to prior year actual experience has been practice that has been consistently applied since 2015.

Maximizing MLTT revenues in the Operating Budget helps mitigate property tax rate increases. However, this revenue is cyclical, sensitive to economic conditions. Recent changes to provincial and federal legislation regarding the housing market may impact MLTT revenue performance. \$40 million of the total MLTT revenue is budgeted as an annual contribution to the Capital Financing Reserve Fund. In addition to providing much-needed capital funding, it also acts as buffer or hedge in the event of revenue volatility. Given the uncertainty of market conditions, MLTT revenues are forecasted to be flat-lined for 2019 and 2020. In the interim, MLTT results continue to be monitored very closely.

# 2019 and 2020 Plan

The City of Toronto continues to face budgetary pressures in the next 2 years. It is projected that the expenditure budget pressure is estimated to be at least \$464 million gross in 2019 and \$360 million gross in 2020, as shown in Table 20:

Table 20: 2019 and 2020 Incremental Operating Budget Plan

2019 and 2020 incremental Operating Budget Plan	Incremental 2019 2026 Changes: Gone-Time Reserve Draws 47 -Time Reductions / Deferrals 8 Intotal: Reversal of 2018 Bridging Strategies 54 Impact of New/Enhanced (incl. TTC) 55 Incosts of Other Prior Year Decisions 13 Subtotal: Annualization Cost 67 In Year Decisions 122 Impact of Completed Capital Projects 8 Imm Current 35 Impact of Completed Capital Projects 8 Imm Current 35 Impact from Capital 87 Impact of Completed Capital Projects 9 Impact	
	Increm	ental
(\$ Million)	2019	2020
Expenditure Changes:		
Reversal of One-Time Reserve Draws	47	6
Other One-Time Reductions / Deferrals	8	21
Subtotal: Reversal of 2018 Bridging Strategies	54	27
Annualized Impact of New/Enhanced (incl. TTC)	55	18
Annualized Costs of Other Prior Year Decisions	13	(1)
Subtotal: Annualization Cost	67	17
Total Prior Year Decisions	122	44
Operating Impact of Completed Capital Projects	8	7
Capital From Current	35	39
Debt Charges	44	66
Total Operating Impact from Capital	87	112
Salary and Benefits	108	114
Additional Bill 148 Impact	20	18
Economic Factors	16	15
Other Base Budget Changes	27	30
Other Non-Program Expenses and Revenues	9	(5)
Toronto Transit Commission (Before Fare Increase)	75	33
Total Incremental Base Pressure	255	205
Total Pressure before Revenue Changes	464	360
Revenue Changes:		
Municipal Land Transfer Tax	-	-
Base User Fee Change	` '	(3)
Hotel & Lodging Tax	(3)	-
Interest / Investment Earnings	(4)	(4)
Dividend Income	(10)	(3)
Assessment Growth	(50)	(50)
Total Revenue Changes	(71)	(61)
Total Net Pressure before Policy Changes	392	300
Toronto Transit Commission Fare Increase (Inflationary)	(20)	(20)
2.3% / 2.2% Residentail Property Tax Increase*	(67)	(64)
Total Net Pressure after Policy Changes	305	216

<sup>\*</sup> Moody's & Conference Board of Canada forecast

The pressure is primarily driven by the following key drivers:

 The reversal of one-time bridging measures used to reduce and/or offset expenditure increases in the 2018 BC Recommended Operating Budget;

- Incremental costs to reflect the full year implementation for all 2018 new/enhanced service priorities and service levels in the 2019 budget year and beyond;
- Escalating service costs due to contractually obligated increases in inflationary salaries and benefits, contracts, and other expenditures to provide prior year services and service levels;
- Impacts from legislative changes related to Bill 148 "Fair Workplace, Better Job Act" resulting in additional costs to pay workers for the first 2 Emergency Leave days which were previously unpaid prior to the introduction of the Act;
- Increased debt servicing costs and Capital from Current funding to finance additional capital works approved in the 2018 - 2027 Council Approved Capital Budget and Plan; and
- Increasing operating costs for the TTC operating costs, including the first full year implementation of Presto in addition to inflationary increases in (energy, benefits, and material prices). Together, these pressures are estimated to be approximately \$75.0 million before fare increases.

The 2019 and 2020 pressure estimates do not take into account any progress to be made on the City's unfunded capital infrastructure needs as well as any additional investments in new/enhanced service priorities and service levels guided by the many service and infrastructure plans and strategies approved by City Council or any new ones.

These cost pressures will be reduced to \$305 million net for 2019 and \$216 million net for 2020, due to an assumed property tax rate increases at the rate of inflation and continued moderate assessment growth. In addition, these budget pressures are anticipated to be partially offset by an inflationary TTC fare increase in 2019 and 2020.

When all the above factors are considered, the City will continue to experience a structural gap between expenses and revenues. Achieving fiscal sustainability in the face of these challenges requires City Council, with the support of staff, to develop and implement strategies to close the gap with:

- expenditure strategies that lower or alter spending by making changes to service levels or service delivery models and/or the mix of operating and capital spending; or
- revenue strategies that increase stable revenue through policy change by raising existing revenues or implementing new revenue options; or
- A combination of both the expenditure and revenue strategies described above.

#### **APPENDICES**

Appendix 1: 2018 Capital and Operating Budgets – Detailed Schedules

2018 Council Approved Capital Budget and Future Year Commitments by Program and Funding Source

Appendix 1.1.1 – Including 2017 Carry Forward Funding 1.1.2 – Excluding 2017 Carry Forward Funding

1.1.3 – New and Change in Scope

1.1.4 – Previously Approved

2018 Council Approved Capital Budget by Program and Funding Source

Appendix 1.1.5 – Including 2017 Carry Forward Funding

1.1.6 – Excluding 2017 Carry Forward Funding

1.1.7 – 2017 Carry Forward Funding

2018 – 2027 Council Approved Capital Budget and Plan

Appendix 1.2.1 – by Category and Funding Source

1.2.2 – by Program and Category

1.2.3 – by Program vs. 2017 Council Approved Capital Budget

2018 – 2027 Council Approved Capital Budget and Plan by Program

Appendix 1.3.1 – by Year, Excluding 2017 Carry Forward Funding

2018 -2027 Council Approved Capital Budget and Plan by Program & Funding Source

Appendix 1.4.1 – Total 10 years, Excluding 2017 Carry Forward Funding

1.4.2 - First 5 Years, Excluding 2017 Carry Forward Funding

1.4.3 – Last 5 Years, Excluding 2017 Carry Forward Funding

2018 Council Approved Operating Budget

Appendix 1.5.1 – 2018 Net Expenditure Budget

1.5.2 – 2018 Gross Expenditure Budget

1.5.3 – 2018 Revenue Budget

1.5.4 – 2018 Staff Complement

1.6.1 – 2018 Total New and Enhanced Service Investments



# TORONTO 2018 Council Approved Capital Budget and Future Year Commitments - Including 2017 Carry Forward

## - by Program and Funding Source

	Total		1	Budget and C	Commitment						Fund	ling Sources				
	Cash Flow	2018	2019	2020	2021	2022	2023 to 2027	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
(\$000s)	2018 - 2027															
Citizen Centred Services "A"																
Children's Services	64,947	36,036	13,536	8,426	4,576	2,373			13,235		42,577		7,221	41	1,873	
Economic Development and Culture	37,704	26,463	9,512	50	100	1,579					2,881	620	11,851	13,886	8,466	
Long Term Care Homes Services	14,606	11,168	3,438								3,936			9,260	1,410	
Parks, Forestry & Recreation	532,059	202,898	196,027	108,506	21,878	2,428	322	225	121,321	8,793	104,400	238	149,138	92,127	55,817	
Shelter, Support & Housing Administration	545,716	311,205	147,005	75,786	3,146	3,146	5,428			2,533	8,134		220	533,929	900	
Toronto Employment & Social Services	15,161	7,651	3,623	2,675	1,212			2,500		6,113	6,548					
Toronto Paramedic Services	20,562	5,332	1,080	6,450	6,968	732			6,332	730			350	12,600	550	
Total Citizen Centred Services "A"	1,230,755	600,753	374,221	201,893	37,880	10,258	5,750	2,725	140,888	18,169	168,476	858	168,780	661,843	69,016	
Citizen Centred Services "B"																
City Planning	9,759	6,781	2,578	400					3,409					4,032	2,318	
Fire Services	24,065	15,731	7,646	688					10,123	4,667		516	725	7,462	572	
Transportation Services	3,037,121	522,056	504,486	539,219	496,451	489,992	484,917		140,366	488,344	11,893	40,854	84,934	2,223,344	40,389	6,997
Waterfront Revitalization Initiative	487,401	165,045	166,003	114,940	26,057	14,756	600	7,500	47,082	28,775	605	15,000	4,132	67,807		316,500
Total Citizen Centred Services "B"	3,558,346	709,613	680,713	655,247	522,508	504,748	485,517	7,500	200,980	521,786	12,498	56,370	89,791	2,302,645	43,279	323,497
Internal Corporate Services																
311 Toronto	12,083	6,391	2,938	1,887	210	657							684	8,403	2,996	
Facilities Management, Real Estate & Environment	559,041	351,982	129,503	51,738	12,318	2,500	11,000	8,130	7,500	42,860	43,788	1,265	41,765	223,427	48,764	141,542
Fleet Services	153,704	79,010	59,694	15,000						133,548	20,000		156			
Information & Technology	122,158	62,262	34,358	16,507	6,063	2,062	906			31,512	4,567		3,610	50,853	31,616	
Total Internal Corporate Services	846,986	499,645	226,493	85,132	18,591	5,219	11,906	8,130	7,500	207,920	68,355	1,265	46,215	282,683	83,376	141,542
Office of CFO																
Financial Services	37,393	25,339	7,779	4,275					508		5,127		1,198	11,859	18,701	
Total Office of CFO	37,393	25,339	7,779	4,275					508		5,127		1,198	11,859	18,701	
Other City Programs																
Accountability Offices																
City Clerk's Office	9,961	7,891	1,925	95	50					319	2,240		1,150	3,782	2,470	
Corporate Initiatives	92,260	90,060	2,200				<b>+</b>	368,588		517	4,400	26,537	6,158	(313,518)	95	
Sustainable Energy Plan	,2,200	20,000	2,230				<u> </u>	300,300			.,,.00	20,037	0,130	(3.2,510)		
IT Related Projects	(7,092)	(3,546)	(3,546)				<b>+</b>							(7,092)		
Total Other City Programs	95,129	94,405	579	95	50			368,588		319	6,640	26,537	7,308	(316,828)	2,565	
Total City Operations	5.768.609	1,929,755	1,289,786	946,642	579,029	520,225	503.173	386,943	349,876	748,194	261.096	85.030	313.292	2.942.202	216.937	465,039



# TORONTO 2018 Council Approved Capital Budget and Future Year Commitments - Including 2017 Carry Forward

- by Program and Funding Source

	Total			Budget and C	Commitment						Fund	ing Sources				
	Cash Flow	2018	2019	2020	2021	2022	2023 to 2027	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
(\$000s)	2018 - 2027															
Agencies																
Exhibition Place	7,254	4,465	2,789											2,889	4,365	
Sony Centre (Hummingbird)	5,486	5,294	192											3,209	2,277	
Toronto & Region Conservation Authority	31,163	19,830	2,394	446	476	507	7,510				3,500		12,917	9,068	5,678	
Toronto Police Service	63,191	56,991	5,200	1,000					2,931	28,265				20,515	11,479	
Toronto Public Health	6,735	3,455	2,775	505				164			102			3,451	3,018	
Toronto Public Library	106,575	34,328	35,967	21,164	10,769	4,347			28,538	197		165	4,972	55,782	16,921	
Toronto Zoo	12,156	11,456	700										1,820	2,936	7,400	
Total Other City Programs	232,560	135,819	50,017	23,115	11,245	4,854	7,510	164	31,469	28,462	3,602	165	19,709	97,850	51,138	
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	6,001,169	2,065,573	1,339,803	969,757	590,274	525,079	510,683	387,107	381,345	776,657	264,698	85,195	333,001	3,040,052	268,075	465,039
Toronto Transit Commission (TTC)																
Toronto Transit Commission	4,671,706	1,410,655	1,225,302	743,444	473,748	228,626	589,931	1,127,382	497,013	249,079		1,164,330	70,730	1,478,826	84,346	
Scarborough Subway Extension	412,621	113,251	119,768	179,602				340,202	6,066			208,993		(142,640)	)	
Spadina Subway Extension	200,386	200,386						47,205		99,124				54,057		
Transit Studies	56,240	56,240										28,120	22,208	5,912		
Total TTC	5,340,953	1,780,532	1,345,070	923,046	473,748	228,626	589,931	1,514,789	503,079	348,203		1,401,443	92,938	1,396,155	84,346	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	11,342,122	3,846,105	2,684,873	1,892,803	1,064,022	753,705	1,100,614	1,901,896	884,424	1,124,860	264,698	1,486,638	425,939	4,436,207	352,421	465,039
RATE SUPPORTED PROGRAM																
Solid Waste Management	263,810	114,406	57,042	33,157	17,775	18,931	22,499				196,869					66,941
Toronto Parking Authority	89,766	68,506	21,260					2,000					87,766			
Toronto Water	6,121,541	964,089	1,245,340	1,050,645	813,638	616,756	1,431,073		286,862		5,803,421		31,258			
TOTAL RATE SUPPORTED PROGRAM	6,475,117	1,147,001	1,323,642	1,083,802	831,413	635,687	1,453,572	2,000	286,862		6,000,290		119,024			66,941
TOTAL CAPITAL PROGRAM	17,817,239	4,993,106	4,008,515	2,976,605	1,895,435	1,389,392	2,554,186	1,903,896	1,171,286	1,124,860	6,264,989	1,486,638	544,963	4,436,207	352,421	531,980



## 2018 Council Approved Capital Budget & Future Year Commitments - Excluding 2017 Carry Forward

- by Program and Funding Source

	Total			Budget and C	Commitment						F	unding Source	s			
	Cash Flow	2018	2019	2020	2021	2022	2023 to 2027	Provincial Grants &	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt/CFC	Capital from Current	Debt - Recoverable
(\$000s)	2018 - 2027							Subsidies								
Citizen Centred Services "A"																
Children's Services	47,478	18,567	13,536	8,426	4,576	2,373			9,608		28,701		7,255	41	1,873	
Economic Development and Culture	30,416	19,175	9,512	50	100	1,579					750	500	8,723	11,977	8,466	
Long Term Care Homes Services	12,128	8,690	3,438								3,288			7,430	1,410	
Parks, Forestry & Recreation	466,926	137,765	196,027	108,506	21,878	2,428	322	225	104,431	8,283	93,678	145	112,223	92,124	55,817	L
Shelter, Support & Housing Administration	518,443	283,932	147,005	75,786	3,146	3,146	5,428				8,134			509,409	900	L
Toronto Employment & Social Services	9,823	2,313	3,623	2,675	1,212					3,275	6,548					l
Toronto Paramedic Services	18,262	3,032	1,080	6,450	6,968	732			6,332	730				10,650	550	<u> </u>
Total Citizen Centred Services "A"	1,103,476	473,474	374,221	201,893	37,880	10,258	5,750	225	120,371	12,288	141,099	645	128,201	631,631	69,016	
Citizen Centred Services "B"																L
City Planning	9,759	6,781	2,578	400					3,409					4,032	2,318	
Fire Services	14,472	6,138	7,646	688					8,661	1,523		516		3,200	572	
Transportation Services	2,887,110	372,045	504,486	539,219	496,451	489,992	484,917		132,391	475,803	8,715	9,942	50,749	2,162,124	40,389	6,997
Waterfront Revitalization Initiative	484,357	162,001	166,003	114,940	26,057	14,756	600	7,500	47,082	28,775	600	15,000	4,132	64,768		316,500
Total Citizen Centred Services "B"	3,395,698	546,965	680,713	655,247	522,508	504,748	485,517	7,500	191,543	506,101	9,315	25,458	54,881	2,234,124	43,279	323,497
Internal Corporate Services																<b> </b>
311 Toronto	9,688	3,996	2,938	1,887	210	657								6,692	2,996	
Facilities Management, Real Estate & Environment	427,971	220,912	129,503	51,738	12,318	2,500	11,000	1,705	5,000	41,325	22,454	150	20,915	193,255	48,764	94,403
Fleet Services	149,100	74,406	59,694	15,000						128,944	20,000		156			l
Information & Technology	118,414	58,518	34,358	16,507	6,063	2,062	906			31,512	4,433			50,853	31,616	ı
Total Internal Corporate Services	705,173	357,832	226,493	85,132	18,591	5,219	11,906	1,705	5,000	201,781	46,887	150	21,071	250,800	83,376	94,403
Office of CFO																L
Financial Services	32,636	20,582	7,779	4,275					88		5,057		1,198	7,592	18,701	ı
Total Office of CFO	32,636	20,582	7,779	4,275					88		5,057		1,198	7,592	18,701	<b>_</b>
Other City Programs																İ
Accountability Offices																
City Clerk's Office	7,582	5,512	1,925	95	50					315	2,002			2,795	2,470	
Corporate Initiatives	92,260	90,060	2,200					368,588		2.2	4,400	26,537	6,158	(313,518)	95	
IT Related Projects	(7,092)	(3,546)	(3,546)					200,200			.,.00	20,231	0,130	(7,092)		
Total Other City Programs	92,750	92,026	579	95	50			368,588		315	6,402	26,537	6,158	(317,815)	2,565	 
V M	5.329.734	1,490,879	1,289,786	946,642	579,029	520,225	503,173	378.018	217.002	720,485	208.760	52,790	211,509	2.806,332	216,937	417.900
Total City Operations	5,329,734	1,490,879	1,289,786	946,642	5/9,029	520,225	503,173	378,018	317,002	720,485	208,760	52,790	211,509	2,806,332	216,937	417,900



## 2018 Council Approved Capital Budget & Future Year Commitments - Excluding 2017 Carry Forward

- by Program and Funding Source

	Total		1	Budget and C	Commitment						F	unding Source	es			
(2000)	Cash Flow 2018 - 2027	2018	2019	2020	2021	2022	2023 to 2027	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt/CFC	Capital from Current	Debt - Recoverable
(\$000s)	2010 - 2027															
Agencies																
Exhibition Place	7,254	4,465	2,789											2,889	4,365	
Sony Centre (Hummingbird)	3,443	3,251	192											1,166	2,277	
Toronto & Region Conservation Authority	31,163	19,830	2,394	446	476	507	7,510				3,500		12,917	9,068	5,678	
Toronto Police Service	50,343	44,143	5,200	1,000					2,931	21,060				14,873	11,479	
Toronto Public Health	6,462	3,182	2,775	505				164						3,280	3,018	
Toronto Public Library	101,085	28,838	35,967	21,164	10,769	4,347			25,164			65	4,367	54,568	16,921	
Toronto Zoo	8,720	8,020	700										1,320		7,400	
Total Other City Programs	208,470	111,729	50,017	23,115	11,245	4,854	7,510	164	28,095	21,060	3,500	65	18,604	85,844	51,138	
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	5,538,204	1,602,608	1,339,803	969,757	590,274	525,079	510,683	378,182	345,097	741,545	212,260	52,855	230,113	2,892,176	268,075	417,900
Toronto Transit Commission (TTC)																
Toronto Transit Commission	4,423,502	1,162,451	1,225,302	743,444	473,748	228,626	589,931	1,117,503	497,013	249,079		1,155,561	70,730	1,249,270	84,346	
Scarborough Subway Extension	357,804	58,434	119,768	179,602				336,983				174,094		(153,273)		
Spadina Subway Extension	160,255	160,255						47,205		99,124				13,926		
Transit Studies	11,824	11,824										5,912		5,912		
Total TTC	4,953,385	1,392,964	1,345,070	923,046	473,748	228,626	589,931	1,501,691	497,013	348,203		1,335,567	70,730	1,115,835	84,346	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	10,491,589	2,995,572	2,684,873	1,892,803	1,064,022	753,705	1,100,614	1,879,873	842,110	1,089,748	212,260	1,388,422	300,843	4,008,011	352,421	417,900
RATE SUPPORTED PROGRAM																
Solid Waste Management	242,205	92,801	57,042	33,157	17,775	18,931	22,499				185,702					56,503
Toronto Parking Authority	78,501	57,241	21,260					2,000					76,501			
Toronto Water	6,022,673	865,221	1,245,340	1,050,645	813,638	616,756	1,431,073		280,968		5,713,039		28,666			
TOTAL RATE SUPPORTED PROGRAM	6,343,379	1,015,263	1,323,642	1,083,802	831,413	635,687	1,453,572	2,000	280,968		5,898,741		105,167			56,503
TOTAL CAPITAL PROGRAM	16,834,968	4,010,835	4,008,515	2,976,605	1,895,435	1,389,392	2,554,186	1,881,873	1,123,078	1,089,748	6,111,001	1,388,422	406,010	4,008,011	352,421	474,403



#### 2018 Council Approved Capital Budget and Future Year Commitments - New and Change in Scope

- by Program and Funding Source

	Total		ı	Budget and Co	mmitment						Fu	nding Source	s			
	Cash Flow	2018	2019	2020	2021	2022	2023 to 2027	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
(\$000s)	2018 - 2027															
Citizen Centred Services "A"																
Children's Services	21,872	6,425	5,422	5,966	2,646	1,413			(1,593)		16,967		5,025		1,473	
Economic Development and Culture	25,300	15,059	8,512	50	100	1,579					750	500	5,867	11,215	6,968	
Long Term Care Homes Services	8,690	5,890	2,800								2,479			5,980	231	
Parks, Forestry & Recreation	175,027	54,981	69,233	39,869	9,550	1,194	200	225	16,152	1,500	36,968		8,749	74,857	36,576	
Shelter, Support & Housing Administration	458,643	260,817	125,186	72,640										457,743	900	
Toronto Employment & Social Services	9,823	2,313	3,623	2,675	1,212					3,275	6,548					
Toronto Paramedic Services	17,312	2,082	1,080	6,450	6,968	732			6,332	730				10,650	(400)	
Total Citizen Centred Services "A"	716,667	347,567	215,856	127,650	20,476	4,918	200	225	20,891	5,505	63,712	500	19,641	560,445	45,748	
Citizen Centred Services "B"																
City Planning	6,910	4,502	2,008	400					2,442					3,029	1,439	
Fire Services	4,693	2,615	1,390	688						1,075		516		2,830	272	
Transportation Services	1,566,106	53,972	230,026	279,198	265,965	268,048	468,897		49,007	232,199	5,415		24,551	1,238,103	19,296	(2,465
Waterfront Revitalization Initiative	(763,300)	(117,745)	(146,833)	(175,698)	(181,719)	(89,505)	(51,800)	(381,600)	7,500			(381,600)		(7,500)		(100
Total Citizen Centred Services "B"	814,409	(56,656)	86,591	104,588	84,246	178,543	417,097	(381,600)	58,949	233,274	5,415	(381,084)	24,551	1,236,462	21,007	(2,565
Internal Corporate Services																
311 Toronto	8,688	2,996	2,938	1,887	210	657								5,692	2,996	
Facilities Management, Real Estate & Environment	174,017	70,687	73,671	28,254	1,405			1,253		22,800	1,575		4,015	112,568	19,856	11,950
Fleet Services	70,802	23,925	31,877	15,000						50,802	20,000					
Information & Technology	78,310	32,756	23,836	14,366	4,384	2,062	906			8,919	4,433			40,033	24,925	
Total Internal Corporate Services	331,817	130,364	132,322	59,507	5,999	2,719	906	1,253		82,521	26,008		4,015	158,293	47,777	11,950
Office of CFO																
Financial Services	3,665	3,665													3,665	
Total Office of CFO	3,665	3,665													3,665	
Other City Programs																
Accountability Offices																
City Clerk's Office	1,208	505	658	45						105				698	405	
Corporate Initiatives	4,400	2,200	2,200					344,038			4,400			(344,038)		
Total Other City Programs	5,608	2,705	2,858	45				344,038		105	4,400			(343,340)	405	
Total City Operations	1,872,166	427,645	437,627	291,790	110,721	186,180	418,203	(36,084)	79,840	321,405	99,535	(380,584)	48,207	1,611,860	118,602	9,385



#### 2018 Council Approved Capital Budget and Future Year Commitments - New and Change in Scope

- by Program and Funding Source

	Total		1	Budget and Co	ommitment						Fu	nding Source	S			
	Cash Flow	2018	2019	2020	2021	2022	2023 to 2027	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
(\$000s)	2018 - 2027															
Agencies																
Exhibition Place	4,465	4,465												100	4,365	
Sony Centre (Hummingbird)	2,719	2,527	192											442	2,277	
Toronto & Region Conservation Authority	31,163	19,830	2,394	446	476	507	7,510				3,500		12,917	9,068	5,678	
Toronto Police Service	34,084	34,084								21,060				3,845	9,179	
Toronto Public Health	2,882	511	1,866	505				164						2,371	347	
Toronto Public Library	46,861	10,005	20,150	13,789	2,917				5,780				116	34,139	6,826	
Toronto Zoo	6,540	5,840	700										820		5,720	
Total Agencies	128,714	77,262	25,302	14,740	3,393	507	7,510	164	5,780	21,060	3,500		13,853	49,965	34,392	
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	2,000,880	504,907	462,929	306,530	114,114	186,687	425,713	(35,920)	85,620	342,465	103,035	(380,584)	62,060	1,661,825	152,994	9,385
Toronto Transit Commission (TTC)																
Toronto Transit Commission	428,339	183,248	146,787	98,483	(25,763)	13,266	12,318	626,640	26,998	43,401		135,967	6,012	(403,833)	(6,846)	
Scarborough Subway Extension	338,782	39,412	119,768	179,602				336,983				168,326		(166,527)		
Spadina Subway Extension																
Transit Studies																
Total TTC	767,121	222,660	266,555	278,085	(25,763)	13,266	12,318	963,623	26,998	43,401		304,293	6,012	(570,360)	(6,846)	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	2,768,001	727,567	729,484	584,615	88,351	199,953	438,031	927,703	112,618	385,866	103,035	(76,291)	68,072	1,091,465	146,148	9,385
RATE SUPPORTED PROGRAM																
Solid Waste Management	56,857	8,516	9,597	15,135	5,195	4,930	13,484				51,656					5,201
Toronto Parking Authority	78,501	57,241	21,260					2,000					76,501			
Toronto Water	1,842,334	(146,796)	433,544	434,355	370,877	259,002	491,352		117,576		1,719,144		5,614			
TOTAL RATE SUPPORTED PROGRAM	1,977,692	(81,039)	464,401	449,490	376,072	263,932	504,836	2,000	117,576		1,770,800		82,115			5,201
TOTAL CAPITAL PROGRAM	4,745,693	646,528	1,193,885	1,034,105	464,423	463,885	942,867	929,703	230,194	385,866	1,873,835	(76,291)	150,187	1,091,465	146,148	14,586



#### 2018 Council Approved Capital Budget and Future Year Commitments - Previously Approved

#### - by Program and Funding Source

	Total			Budget and	Commitment						1	Funding Sources				
	Cash Flow	2018	2019	2020	2021	2022	2023 to 2027	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
(\$000s)	2018 - 2027							Subsidies								
Citizen Centred Services "A"																
Children's Services	25,606	12,142	8,114	2,460	1,930	960			11,201		11,734		2,230	41	400	<b> </b>
Economic Development and Culture	5,116	4,116	1,000										2,856	762	1,498	
Long Term Care Homes Services	3,438	2,800	638								809			1,450	1,179	
Parks, Forestry & Recreation	291,899	82,784	126,794	68,637	12,328	1,234	122		88,279	6,783	56,710	145	103,474	17,267	19,241	
Shelter, Support & Housing Administration	59,800	23,115	21,819	3,146	3,146	3,146	5,428				8,134			51,666		
Toronto Employment & Social Services																
Toronto Paramedic Services	950	950													950	
Total Citizen Centred Services "A"	386,809	125,907	158,365	74,243	17,404	5,340	5,550		99,480	6,783	77,387	145	108,560	71,186	23,268	<b></b>
Citizen Centred Services "B"																
City Planning	2,849	2,279	570						967					1,003	879	
Fire Services	9,779	3,523	6,256						8,661	448				370	300	
Transportation Services	1,321,004	318,073	274,460	260,021	230,486	221,944	16,020		83,384	243,604	3,300	9,942	26,198	924,021	21,093	9,46
Waterfront Revitalization Initiative	1,247,657	279,746	312,836	290,638	207,776	104,261	52,400	389,100	39,582	28,775	600	396,600	4,132	72,268		316,600
Total Citizen Centred Services "B"	2,581,289	603,621	594,122	550,659	438,262	326,205	68,420	389,100	132,594	272,827	3,900	406,542	30,330	997,662	22,272	326,062
Internal Corporate Services																
311 Toronto	1,000	1,000												1,000		
Facilities Management, Real Estate & Environment	253,954	150,225	55,832	23,484	10,913	2,500	11,000	452	5,000	18,525	20,879	150	16,900	80,687	28,908	82,45
Fleet Services	78,298	50,481	27,817							78,142			156			l
Information & Technology	40,104	25,762	10,522	2,141	1,679					22,593				10,820	6,691	
Total Internal Corporate Services	373,356	227,468	94,171	25,625	12,592	2,500	11,000	452	5,000	119,260	20,879	150	17,056	92,507	35,599	82,45
Office of CFO																
Financial Services	28,971	16,917	7,779	4,275					88		5,057		1,198	7,592	15,036	İ
Total Office of CFO	28,971	16,917	7,779	4,275					88		5,057		1,198	7,592	15,036	
Other City Programs																1
Accountability Offices									I							
City Clerk's Office	6,374	5,007	1,267	50	50					210	2,002			2,097	2,065	
IT Related Projects	(7,092)	(3,546)	(3,546)											(7,092)		
Total Other City Programs	87,142	89,321	(2,279)	50	50			24,550		210	2,002	26,537	6,158	25,525	2,160	
Total City Operations	3,457,568	1,063,234	852,159	654.852	468,308	334,045	84,970	414,102	237,162	399,080	109,225	433,374	163,302	1,194,472	98,335	408,51



2018 Council Approved Capital Budget and Future Year Commitments - Previously Approved

- by Program and Funding Source

	Total			Budget and	Commitment						1	Funding Sources				
(5000.)	Cash Flow 2018 - 2027	2018	2019	2020	2021	2022	2023 to 2027	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
(\$000s)	2018 - 2027															
Agencies																İ
Exhibition Place	2,789		2,789											2,789		İ
Sony Centre (Hummingbird)	724	724												724		
Toronto & Region Conservation Authority																
Toronto Police Service	16,259	10,059	5,200	1,000					2,931					11,028	2,300	<del> </del>
Toronto Public Health	3,580	2,671	909											909	2,671	<del> </del>
Toronto Public Library	54,224	18,833	15,817	7,375	7,852	4,347			19,384			65	4,251	20,429	10,095	
Toronto Zoo	2,180	2,180											500		1,680	<b></b>
Total Other City Programs	79,756	34,467	24,715	8,375	7,852	4,347			22,315			65	4,751	35,879	16,746	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	3,537,324	1,097,701	876,874	663,227	476,160	338,392	84,970	414,102	259,477	399,080	109,225	433,439	168,053	1,230,351	115,081	408,515
Toronto Transit Commission (TTC)																1
Toronto Transit Commission	3,995,163	979,203	1,078,515	644,961	499,511	215,360	577,613	490,863	470,015	205,678		1,019,594	64,718	1,653,103	91,192	
Scarborough Subway Extension	19,022	19,022										5,768		13,254		
Spadina Subway Extension	160,255	160,255						47,205		99,124				13,926		1
Transit Studies	11,824	11,824										5,912		5,912		<u> </u>
Total TTC	4,186,264	1,170,304	1,078,515	644,961	499,511	215,360	577,613	538,068	470,015	304,802		1,031,274	64,718	1,686,195	91,192	<u> </u>
TOTAL TAX SUPPORTED CAPITAL PROGRAM	7,723,588	2,268,005	1,955,389	1,308,188	975,671	553,752	662,583	952,170	729,492	703,882	109,225	1,464,713	232,771	2,916,546	206,273	408,515
RATE SUPPORTED PROGRAM																
Solid Waste Management	185,348	84,285	47,445	18,022	12,580	14,001	9,015				134,046					51,302
Toronto Parking Authority																ļ
Toronto Water	4,180,339	1,012,017	811,796	616,290	442,761	357,754	939,721		163,392		3,993,895		23,052			
TOTAL RATE SUPPORTED PROGRAM	4,365,687	1,096,302	859,241	634,312	455,341	371,755	948,736		163,392		4,127,941		23,052			51,302
TOTAL CAPITAL PROGRAM	12,089,275	3,364,307	2,814,630	1,942,500	1,431,012	925,507	1,611,319	952,170	892,884	703,882	4,237,166	1,464,713	255,823	2,916,546	206,273	459,817



#### 2018 Council Approved Capital Budget - Including 2017 Carry Forward

- by Program and Funding Source

					Fı	unding Source	s			
	2018	Provincial Grants &	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
(\$000s)	Cash Flow	Subsidies								
Citizen Centred Services "A"										
Children's Services	36,036		4,223	-	27,105		2,835		1,873	
Economic Development and Culture	26,463				2,881	620	8,122	6,374	8,466	
Long Term Care Homes Services	11,168				2,298			7,460	1,410	
Parks, Forestry & Recreation	202,898	225	33,682	613	37,806	238	67,641	6,876	55,817	
Shelter, Support & Housing Administration	311,205			2,533	8,000		220	299,552	900	
Toronto Employment & Social Services	7,651	2,500		3,609	1,542					<b></b>
Toronto Paramedic Services	5,332		57	730			350	3,645	550	
Total Citizen Centred Services "A"	600,753	2,725	37,962	7,485	79,632	858	79,168	323,907	69,016	
Citizen Centred Services "B"										
City Planning	6,781		2,394					2,069	2,318	
Fire Services	15,731		4,499	4,235		516	725	5,184	572	
Transportation Services	522,056		29,420	73,861	10,193	40,854	34,585	289,914	40,389	2,840
Waterfront Revitalization Initiative	165,045	6,250	7,355	7,475	605	12,500	4,032	13,928		112,900
Total Citizen Centred Services "B"	709,613	6,250	43,668	85,571	10,798	53,870	39,342	311,095	43,279	115,740
Internal Corporate Services										
311 Toronto	6,391						684	2,711	2,996	
Facilities Management, Real Estate & Environment	351,982	7,196	7,500	35,360	39,701	1,265	30,391	70,140	48,764	111,665
Fleet Services	79,010			78,854			156			<b>!</b>
Information & Technology	62,262			25,506	1,530		3,610		31,616	
Total Internal Corporate Services	499,645	7,196	7,500	139,720	41,231	1,265	34,841	72,851	83,376	111,665
Office of CFO										
Financial Services	25,339		508		665		1,198	4,267	18,701	
Total Internal Services	25,339		508		665		1,198	4,267	18,701	
Other City Programs										ı
Accountability Offices										
City Clerk's Office	7,891			164	2,010		1,150	2,097	2,470	1
Corporate Initiatives	90,060	24,550			2,200	26,537	6,158	30,520	95	
IT Related Projects	(3,546)					***************************************		(3,546)		
Total Other City Programs	94,405	24,550		164	4,210	26,537	7,308	29,071	2,565	
Total City Operations	1,929,755	40,721	89,638	232,940	136,536	82,530	161,857	741,191	216,937	227,405



#### 2018 Council Approved Capital Budget – Including 2017 Carry Forward

- by Program and Funding Source

					Fu	unding Source	S			
	2018	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
(\$000s)	Cash Flow	Substates								
Agencies										
Exhibition Place	4,465							100	4,365	
Sony Centre (Hummingbird)	5,294							3,017	2,277	
Toronto & Region Conservation Authority	19,830				1,500		12,382	270	5,678	
Toronto Police Service	56,991		2,134	28,265				15,112	11,479	
Toronto Public Health	3,455	164			102			171	3,018	
Toronto Public Library	34,328		7,940	197		165	2,035	7,070	16,921	
Toronto Zoo	11,456						1,820	2,936	6,700	
Total Agencies	135,819	164	10,074	28,462	1,602	165	16,237	28,676	50,438	
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	2,065,573	40,885	99,712	261,402	138,138	82,695	178,094	769,867	267,375	227,405
Toronto Transit Commission (TTC)										
Toronto Transit Commission	1,410,655	131,526	132,796	75,278		399,052	31,096	556,561	84,346	
Scarborough Subway Extension	113,251	23,990	6,066			59,308		23,887		
Spadina Subway Extension	200,386	47,205		99,124				54,057		
Transit Studies	56,240					28,120	22,208	5,912		
Total TTC	1,780,532	202,721	138,862	174,402		486,480	53,304	640,417	84,346	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	3,846,105	243,606	238,574	435,804	138,138	569,175	231,398	1,410,284	351,721	227,405
RATE SUPPORTED PROGRAM										
Solid Waste Management	114,406				68,025					46,381
Toronto Parking Authority	68,506	2,000					66,506			
Toronto Water	964,089		45,779		910,753		7,557			
TOTAL RATE SUPPORTED PROGRAM	1,147,001	2,000	45,779		978,778		74,063			46,381
TOTAL CAPITAL PROGRAM	4,993,106	245,606	284,353	435,804	1,116,917	569,175	305,461	1,410,284	351,721	273,786



#### 2018 Council Approved Capital Budget – Excluding 2017 Carry Forward

#### - by Program and Funding Source

					Fu	ınding Source	S			
	2018	Provincial Grants &	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
(\$000s)	Cash Flow	Subsidies	Charges		runus	Subsitiy			Current	Recoverable
Citizen Centred Services "A"	Cush 1 low									
Children's Services	18,567		596		13,229		2,869		1,873	
Economic Development and Culture	19,175				750	500	4,994	4,465	8,466	
Long Term Care Homes Services	8,690				1,650			5,630	1,410	
Parks, Forestry & Recreation	137,765	225	16,792	103	27,084	145	30,726	6,873	55,817	
Shelter, Support & Housing Administration	283,932				8,000			275,032	900	
Toronto Employment & Social Services	2,313			771	1,542					
Toronto Paramedic Services	3,032		57	730				1,695	550	
Total Citizen Centred Services "A"	473,474	225	17,445	1,604	52,255	645	38,589	293,695	69,016	
Citizen Centred Services "B"										
City Planning	6,781		2,394					2,069	2,318	
Fire Services	6,138		3,037	1,091		516		922	572	
Transportation Services	372,045		21,445	61,320	7,015	9,942	400	228,694	40,389	2,840
Waterfront Revitalization Initiative	162,001	6,250	7,355	7,475	600	12,500	4,032	10,889		112,900
Total Citizen Centred Services "B"	546,965	6,250	34,231	69,886	7,615	22,958	4,432	242,574	43,279	115,740
Internal Corporate Services										
311 Toronto	3,996							1,000	2,996	
Facilities Management, Real Estate & Environment	220,912	771	5,000	33,825	18,367	150	9,541	39,968	48,764	64,526
Fleet Services	74,406			74,250			156			
Information & Technology	58,518			25,506	1,396				31,616	
Total Internal Corporate Services	357,832	771	5,000	133,581	19,763	150	9,697	40,968	83,376	64,526
Office of CFO										
Financial Services	20,582		88		595		1,198		18,701	
Total Office of CFO	20,582		88		595		1,198		18,701	
Other City Programs										
Accountability Offices										
City Clerk's Office	5,512			160	1,772			1,110	2,470	
Corporate Initiatives	90,060	24,550			2,200	26,537	6,158	30,520	95	
IT Related Projects	(3,546)							(3,546)		
Total Other City Programs	92,026	24,550		160	3,972	26,537	6,158	28,084	2,565	
Total City Operations	1,490,879	31,796	56,764	205,231	84,200	50,290	60,074	605,321	216,937	180,266



#### 2018 Council Approved Capital Budget – Excluding 2017 Carry Forward

- by Program and Funding Source

					Fu	ınding Source	S			
	2018	Provincial Grants &	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
(\$000s)	Cash Flow	Subsidies								
Agencies										
Exhibition Place	4,465							100	4,365	
Sony Centre (Hummingbird)	3,251							974	2,277	
Toronto & Region Conservation Authority	19,830				1,500		12,382	270	5,678	
Toronto Police Service	44,143		2,134	21,060				9,470	11,479	
Toronto Public Health	3,182	164							3,018	
Toronto Public Library	28,838		4,566			65	1,430	5,856	16,921	
Toronto Zoo	8,020						1,320		6,700	
Total Agencies	111,729	164	6,700	21,060	1,500	65	15,132	16,670	50,438	
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	1,602,608	31,960	63,464	226,291	85,700	50,355	75,206	621,991	267,375	180,266
Toronto Transit Commission (TTC)										
Toronto Transit Commission	1,162,451	121,647	132,796	75,278		390,283	31,096	327,005	84,346	
Scarborough Subway Extension	58,434	20,771				24,409		13,254		
Spadina Subway Extension	160,255	47,205		99,124				13,926		
Transit Studies	11,824					5,912		5,912		
Total TTC	1,392,964	189,623	132,796	174,402		420,604	31,096	360,097	84,346	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	2,995,572	221,583	196,260	400,693	85,700	470,959	106,302	982,088	351,721	180,266
RATE SUPPORTED PROGRAM										
Solid Waste Management	92,801				56,858					35,943
Toronto Parking Authority	57,241	2,000					55,241			
Toronto Water	865,221		39,885		820,371		4,965			
TOTAL RATE SUPPORTED PROGRAM	1,015,263	2,000	39,885		877,229		60,206			35,943
TOTAL CAPITAL PROGRAM	4,010,835	223,583	236,145	400,693	962,929	470,959	166,508	982,088	351,721	216,209



#### 2018 Council Approved Capital Budget - 2017 Carry Forward

- by Program and Funding Source

					Fı	anding Source	es			
	2018	Provincial Grants &	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
(\$000s)	Carry-forward	Subsidies								
Citizen Centred Services "A"										
Children's Services	17,469		3,627		13,876		(34)			
Economic Development and Culture	7,288				2,131	120	3,128	1,909		
Long Term Care Homes Services	2,478				648			1,830		
Parks, Forestry & Recreation	65,133		16,890	510	10,722	93	36,915	3		
Shelter, Support & Housing Administration	27,273			2,533			220	24,520		
Toronto Employment & Social Services	5,338	2,500		2,838						
Toronto Paramedic Services	2,300						350	1,950		
Total Citizen Centred Services "A"	127,279	2,500	20,517	5,881	27,377	213	40,579	30,212		
Citizen Centred Services "B"										
City Planning										
Fire Services	9,593		1,462	3,144			725	4,262		
Transportation Services	150,011		7,975	12,541	3,178	30,912	34,185	61,220		
Waterfront Revitalization Initiative	3,044				5			3,039		
Total Citizen Centred Services "B"	162,648		9,437	15,685	3,183	30,912	34,910	68,521		
Internal Corporate Services										
311 Toronto	2,395						684	1,711		
Facilities Management, Real Estate & Environment	131,070	6,425	2,500	1,535	21,334	1,115	20,850	30,172		47,139
Fleet Services	4,604			4,604						
Information & Technology	3,744				134		3,610			
<b>Total Internal Corporate Services</b>	141,813	6,425	2,500	6,139	21,468	1,115	25,144	31,883		47,139
Office of CFO										
Financial Services	4,757		420		70			4,267		
Total Office of CFO	4,757		420		70			4,267		
Other City Programs										
***************************************										
Accountability Offices City Clerk's Office	2,379			4	238		1,150	987		
	2,379			4	238		1,130	96/		
Corporate Initiatives										
IT Related Projects	2.270			4	220		1 150	007		
Total Other City Programs	2,379			4	238		1,150	987		
Total City Operations	438,876	8,925	32,874	27,709	52,336	32,240	101,783	135,870		47,139



#### 2018 Council Approved Capital Budget - 2017 Carry Forward

- by Program and Funding Source

					Fı	unding Source	es			
	2018	Provincial Grants &	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
(\$000s)	Carry-forward	Subsidies								
Agencies										
Exhibition Place										
Sony Centre (Hummingbird)	2,043							2,043		
Toronto & Region Conservation Authority										
Toronto Police Service	12,848			7,205				5,642		
Toronto Public Health	273				102			171		
Toronto Public Library	5,490		3,374	197		100	605	1,214		
Toronto Zoo	3,436						500	2,936		
Total Agencies	24,090		3,374	7,402	102	100	1,105	12,006		
TOTAL TAX SUPPORTED CAPITAL PROGRAM	462,965	8,925	36,248	35,111	52,438	32,340	102,888	147,876		47,139
Toronto Transit Commission (TTC)										
Toronto Transit Commission	248,204	9,879				8,769		229,556		
Scarborough Subway Extension	54,817	3,219	6,066			34,899		10,633		
Spadina Subway Extension	40,131							40,131		
Transit Studies	44,416					22,208	22,208			
Total TTC	387,568	13,098	6,066			65,876	22,208	280,320		
TOTAL TAX SUPPORTED CAPITAL PROGRAM	850,533	22,023	42,314	35,111	52,438	98,216	125,096	428,196		47,139
RATE SUPPORTED PROGRAM										
Solid Waste Management	21,605				11,167					10,438
Toronto Parking Authority	11,265						11,265			
Toronto Water	98,868		5,894		90,382		2,592			
TOTAL RATE SUPPORTED PROGRAM	131,738		5,894		101,549		13,857			10,438
TOTAL CAPITAL PROGRAM	982,271	22,023	48,208	35,111	153,988	98,216	138,953	428,196		57,577





#### 2018 Council Approved Capital Budget and 2019 to 2027 Capital Plan (Excluding CFWD)

- by Category and Funding Source

							2018 - 2022		2023 - 2027		2018 - 2027	
Expenditures (\$m) (Tax & Rate):	2017	2018	2019	2020	2021	2022	Total	%	Total	%	Total	%
Health and Safety	44	35	28	22	20	20		0.6%		0.5%	236	0.6%
Legislated	179	224	349	391	364	312	1,641	8.3%	790	3.9%	2,431	6.1%
State of Good Repair	2,087	2,250	2,638	2,217	1,990	1,739	10,835	54.9%	8,764	43.6%	19,599	49.2%
Service Improvement and Enhancement	751	760	891	823	657	614	3,746	19.0%	7,043	35.1%	10,789	27.1%
Growth Related	647	741	693	662	577	731	3,405	17.2%	3,383	16.8%	6,788	17.0%
Total Expenditures	3,708	4,011	4,599	4,115	3,609	3,417	19,752	100%	20,090	100%	39,842	100%
Funding Source (\$m):												
Provincial	257	224	269	309	339	500	1,640	8.3%	2,508	12.5%	4,148	10.4%
Federal	679	471	313	257	294	367	1,702	8.6%	2,175	10.8%	3,878	9.7%
Reserves	263	401	353	216	156	167	1,293	6.5%		5.7%		6.1%
Reserve Funds	839	963	1,495	1,490		1,229		33.1%	6,315	31.4%	12,854	32.3%
Debt - Rec	90	216	186	136		43	621	3.1%		2.5%		2.8%
Development Charges	228	236	255	289	285	223		6.5%		3.5%		5.0%
Other	294	167	226	181	131	125	830	4.2%		5.2%		4.7%
Capital from Current	292	352	387	426		515		10.9%		17.2%		14.1%
Debt	766	982	1,114	812	536	249	3,692	18.7%	2,247	11.2%	5,939	14.9%
Total Funding	3,708	4,011	4,599	4,115	3,609	3,417	19,752	100%	20,090	100%	39,842	100%



#### $2018\ Council\ Approved\ Capital\ Budget\ and\ 2019\ to\ 2027\ Capital\ Plan-Excluding\ 2017\ Carry\ Forward$

#### - by Program & Category

				Category		
	2018 - 2027	Health and Safety	Legislated	State of Good Repair	Service Improvement	Growth Related
(\$000s)	Budget & Plan					
Citizen Centred Services "A"						
Children's Services	67,616			13,811	49,041	4,764
Economic Development and Culture	200,197	18,350	10,063	141,525	29,745	514
Long Term Care Homes Services	82,564	32,687		49,239	638	
Parks, Forestry & Recreation	1,311,549		3,272	659,211	333,766	315,300
Shelter, Support & Housing Administration	1,017,914			214,500	803,414	
Toronto Employment & Social Services	9,823				9,823	
Toronto Paramedic Services	63,097	15,280		9,505	560	37,752
Total Citizen Centred Services "A"	2,752,760	66,317	13,335	1,087,791	1,226,987	358,330
Citizen Centred Services "B"						
City Planning	62,914		6,145			56,769
Fire Services	49,712	22,214	1,188	1,600	2,780	21,930
Transportation Services	5,168,301	97,830		4,484,035	199,379	387,057
Waterfront Revitalization Initiative	523,552					523,552
Total Citizen Centred Services "B"	5,804,479	120,044	7,333	4,485,635	202,159	989,308
Internal Corporate Services						
311 Toronto	29,521			16,154	13,367	
Facilities Management, Real Estate & Environment	1,330,263	28,909	217,777	577,579	505,998	
Fleet Services	709,079	315	1,600	702,295	4,869	
Information & Technology	420,977		4,151	241,208	62,962	112,656
Total Internal Corporate Services	2,489,840	29,224	223,528	1,537,236	587,196	112,656
Office of CFO						
Financial Services	51,020		4,607	37,474	8,851	88
Total Office of CFO	51,020		4,607	37,474	8,851	88
Other City Programs						
Accountability Offices	1,400			1,400		
City Clerk's Office	36,692	600	30,297	5,795		
Corporate Initiatives	3,805,460			33,240	3,765,820	6,400
IT Related Projects	(7,092)			(3,546)	(3,546)	
Total Other City Programs	3,836,460	600	30,297	36,889	3,762,274	6,400
<b>Total City Operations</b>	14,934,559	216,185	279,100	7,185,025	5,787,467	1,466,782



#### $2018\ Council\ Approved\ Capital\ Budget\ and\ 2019\ to\ 2027\ Capital\ Plan-Excluding\ 2017\ Carry\ Forward$

- by Program & Category

				Category		
	2018 - 2027	Health and Safety	Legislated	State of Good Repair	Service Improvement	Growth Related
(\$000s)	Budget & Plan					
Agencies						
Exhibition Place	107,758	353		92,221	15,184	
Sony Centre (Hummingbird)	8,715	2,778	3,660	2,277		
Toronto & Region Conservation Authority	199,078			184,525	1,350	13,203
Toronto Police Service	523,283			348,742	173,501	1,040
Toronto Public Health	25,417		164	7,974	17,279	
Toronto Public Library	266,330		16,341	164,502	17,191	68,296
Toronto Zoo	80,720		·	54,794	19,425	6,501
Yonge-Dundas Square	450			450		
Total Agencies	1,211,751	3,131	20,165	855,485	243,930	89,040
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	16,146,310	219,316	299,265	8,040,510	6,031,397	1,555,822
Toronto Transit Commission (TTC)						
Toronto Transit Commission	6,295,173		645,744	5,144,127	208,467	296,835
Scarborough Subway Extension	3,364,933					3,364,933
Spadina Subway Extension	160,255					160,255
Transit Studies	11,824					11,824
Total TTC	9,832,185		645,744	5,144,127	208,467	3,833,847
TOTAL TAX SUPPORTED CAPITAL PROGRAM	25,978,495	219,316	945,009	13,184,637	6,239,864	5,389,669
RATE SUPPORTED PROGRAM						
Solid Waste Management	626,876		216,938	134,851	250,858	24,229
Toronto Parking Authority	512,370			69,077	443,293	
Toronto Water	12,724,229	16,223	1,269,499	6,210,072	3,854,778	1,373,657
TOTAL RATE SUPPORTED PROGRAM	13,863,475	16,223	1,486,437	6,414,000	4,548,929	1,397,886
TOTAL CAPITAL PROGRAM	39,841,970	235,539	2,431,446	19,598,637	10,788,793	6,787,555

2018 TO 2027 COUNCIL APPROVED CAPITAL BUDGET AND PLAN
Appendix 1.2.3

<b>TORONTO</b>	20	17		2018			2019			2020			2021			2022			2018-2022			2018-2027	
	Council A	Approved	Council	Approved		Council	Approved		Council A			Council A	• •		Council	Approved	Debt	Council A	Approved	Debt	Council Ap	proved	
Programs / Agencies (000s)	Gross	Actual	Gross	Debt/ CFC	Debt Target	Gross	Debt/ CFC	Debt Target	Gross	Debt/ CFC	Debt Target-	Gross	Debt/ CFC	Debt Target	Gross	Debt/ CFC	Target	Gross	Debt/ CFC	Target	Gross	Debt/ CFC	Debt Target
Citizen Centred Services - A																							
Children's Services	40,518	10,403	18,567	1,873	1,873	14,821	1,285	1,285	10,152	1,276	1,276	7,443	1,575	1,575	4,960	1,540	1,540	55,943	7,549	7,549	67,616	15,029	15,029
Court Services	1,558	368																					
Economic Development and Culture	30,653	13,442	19,175	12,931	9,762	20,419	14,842	9,800	20,988	13,988	9,900	20,116	13,096	9,500	21,978	13,699	9,500	102,676	68,556	48,462	200,197	132,477	96,962
Long Term Care Homes Services	16,398	11,670	8,690	7,040	7,040	9,328	7,040	7,040	7,977	6,327	6,327	7,977	6,327	6,327	8,150	6,500	6,500	42,122	33,234	33,234	82,564	67,734	67,734
Parks, Forestry & Recreation	237,447	144,040	137,765	62,690	66,774	216,226	63,140	63,172	198,640	60,907	59,148	170,203	67,648	67,048	135,298	73,146	72,746	858,132	327,531	328,888	1,311,549	707,075	708,232
Shelter, Support & Housing Administration	42,406	18,423	283,932	275,932	31,651	155,134	155,000	4,126	81,640	81,640	4,046	9,000	9,000	4,046	9,000	9,000	4,046	538,706	530,572	47,915	1,017,914	1,009,780	57,915
Toronto Employment & Social Services	7,838	1,245	2,313			3,623			2,675			1,212						9,823			9,823		
Toronto Housing Corporation Toronto Paramedic Services	14710	12,488	3,032	2,245	1,965	2,890	2,310	2,030	7,630	2,730	2,730	7,598	5,813	5,813	5,622	1,032	1,032	26,772	14,130	13,570	63,097	29,552	28,992
Citizen Centred Services - A	14,618 <b>391,435</b>	212,466	473,474	362,711	119,065	422,441	243,617	87,453	329,702	166,868	83,427	223,549	103,459	94,309	185,008	104,917	95,364	1,634,174	981,572	479,618	2,752,760	1,961,647	974,864
	391,435	212,080	4/3,4/4	302,/11	119,005	422,441	243,017	67,455	329,702	100,000	63,427	223,349	103,439	94,309	105,000	104,917	95,304	1,034,174	961,572	4/9,016	2,752,760	1,901,047	9/4,004
Citizen Centred Services - B City Planning	9,911	5,640	6,781	4,389	4,389	6,708	4,276	4,116	6,534	4,193	4,033	6,263	3,822	3,763	5,818	3,681	3,733	32,104	20,361	20,034	62,914	39,976	39,976
Fire Services	17,981	3,411	6,138	1,494	1,220	9,573	3,340	1,350	2,816	838	150	2,530	150	150	431	150	150	21,488	5,972	3,020	49,712	15,697	12,595
Transportation Services	508,157	272,376	372,045	269,083	335,212	535,884	453,544	444,743	553,625	461,801	419,419	552,078	451,117	430,823	557,426	462,959	469,963	2,571,058	2,098,504	2,100,160	5,168,301	4,103,631	4,086,524
Waterfront Revitalization Initiative	109,604	49,946	162,001	10,889	25,235	179,458	23,396	13,558	127,948	18,051	12,594	32,471	6,504	11,348	18,593	5,328	7,833	520,471	64,168	70,568	523,552	64,768	72,268
Citizen Centred Services - B	645,652	331,373	546,965	285,855	366,056	731,623	484,556	463,767	690,923	484,883	436,196	593,342	461,593	446,084	582,268	472,118	481,679	3,145,121	2,189,005	2,193,782	5,804,479	4,224,072	4,211,363
Internal Corporate Services	073,032	331,373	370,703	203,035	200,020	731,023	704,330	703,707	070,743	704,003	750,170	373,344	TU1,373	770,004	304,400	7/4,110	701,079	J,1+J,141	2,107,005	4,173,704	3,004,479	7,224,072	7,411,303
311 Toronto	3,119	1,780	3,996	3,996	2,770	6,003	6,003	3,522	5,152	5,152	2,179	4,744	4,744	2,179	1,146	1,146	1,696	21,041	21,041	12,346	29,521	29,521	20,826
Facilities Management, Real Estate	291,578	161,418	220,912	88,732	81,728	169,885	98,231	58,919	135,373	97,048	50,445	116,049	90,176	57,387	132,237	107,387	72,204	774,456	481,574	320,683	1,330,263	882,549	671,383
Fleet Services	49,853	44,847	74,406	00,732	01,720	71,707	70,231	30,717	82,675	27,040	30,773	67,066	20,270	51,501	67,576	107,507	72,204	363,430	401,574	320,003	709,079	002,547	071,303
Information & Technology	88,780	51,659	58,518	31,616	31,376	57,318	32,428	20,986	47,360	19,466	15,146	32,980	13,540	15,500	32,700	15,500	15,500	228,876	112,550	98,508	420,977	196,550	182,508
Internal Corporate Services	433,331	259,704	357,832	124,344	115,874	304,913	136,662	83,427	270,560	121,666	67,770	220,839	108,460	75,066	233,659	124,033	89,400	1,387,803	615,165	431,537	2,489,840	1,108,620	874,717
Office of the Chief Financial Officer	100,001	203,701	007,002	121,011	110,071	001,710	100,002	00,127	270,000	121,000	01,110	220,000	100,100	75,000	200,000	12 1,000	03,100	1,001,000	010,100	101,001	2,107,010	1,100,020	071,717
Financial Services	29,472	9,854	20,582	18,701	12,081	7,979	5,792	3,886	7,214	4,439	2,439	1,486	1,361	1,361	450		390	37,711	30,293	20,157	51,020	37,827	31,483
Office of the Chief Financial Officer	29,472	9,854	20,582	18,701	12,081	7,979	5,792	3,886	7,214	4,439	2,439	1,486	1,361	1,361	450		390	37,711	30,293	20,157	51,020	37,827	31,483
Other City Programs	->,	2,00	20,002	10,701	12,001	1,515	0,172	0,000	7,221	1,105	2,107	1,100	1,001	1,001	100		0,0	07,711	00,270	20,107	01,020	07,027	51,100
Accountability Offices	813	628																			1,400	1,400	1,400
City Clerk's Office	9,781	5,242	5,512	3,580	3,675	4,975	3,525	1,730	4,450	1,695	2,440	3,470	2,470	2,500	2,050	1,325	2,000	20,457	12,595	12,345	36,692	22,694	38,645
Corporate Initiatives	175,006	4,843	90,060	30,615	36,677	7,600	400	5,000	5,400	400	5,000	5,400	400	5,000	5,400	400	5,000	113,860	32,215	56,677	3,805,460	1,429,477	1,777,577
IT Related Projects	,	,	(3,546)	(3,546)	(3,546)	(3,546)	(3,546)	(3,546)	,		,	ĺ		,			,	(7,092)	(7,092)	(7,092)	(7,092)	(7,092)	(7,092)
Other City Programs	185,600	10,713	92,026	30,649	36,806	9,029	379	3,184	9,850	2,095	7,440	8,870	2,870	7,500	7,450	1,725	7,000	127,225	37,718	61,930	3,836,460	1,446,479	1,810,530
Total - City Operations	1,685,489	823,724	1,490,879	822,260	649,882	1,475,986	871,006	641,717	1,308,249	779,951	597,272	1,048,085	677,743	624,320	1,008,835	702,793	673,833	6,332,035	3,853,753	3,187,024	14,934,559	8,778,645	7,902,957
Agencies																							
Exhibition Place	7,207	5,800	4,465	4,465	4,965	5,595	5,345	5,345	11,930	11,820	11,820	11,628	11,538	11,538	12,615	11,415	11,415	46,233	44,583	45,083	107,758	104,808	104,808
GO Transit	60,000			-							-				-								
Sony Centre (Hummingbird)	9,564	5,182	3,251	3,251	2,750	1,825	1,825		1,200	1,200		1,200	1,200					7,476	7,476	2,750	8,715	8,715	2,750
Toronto & Region Conservation Authority	15,287	15,287	19,830	5,948	3,000	21,064	5,000	3,000	17,228	3,000	3,000	17,373	3,000	3,000	17,522	3,000	3,000	93,017	19,948	15,000	199,078	44,948	40,000
Toronto Police Service	78,798	42,640	44,143	20,949	20,949	75,386	40,137	40,137	73,153	33,125	33,125	51,166	28,740	28,740	52,397	20,768	20,768	296,245	143,719	143,719	523,283	220,442	220,443
Toronto Public Health	4,849	3,451	3,182	3,018	4,233	3,889	3,889	3,373	3,846	3,846	3,400	3,000	3,000	3,000	2,500	2,500	2,500	16,417	16,253	16,506	25,417	25,253	25,506
Toronto Public Library	37,490	28,403	28,838	22,777	21,277	36,217	21,860	21,860	33,223	22,077	22,077	30,306	20,411	20,411	24,004	17,160	17,160	152,588	104,285	102,785	266,330	180,255	178,755
Toronto Zoo	7,650	2,352	8,020	6,700	6,000	6,700	6,700	6,000	8,000	6,000	6,000	8,000	6,000	6,000	8,000	6,000	6,000	38,720	31,400	30,000	80,720	61,400	60,000
Yonge-Dundas Square					50	50	50	50	50	50	50	50	50	50	50	50		200	200	250	450	450	500
Sub-Total - Agencies	220,845	103,115	111,729	67,108	63,224	150,726	84,806	79,765	148,630	81,118	79,472	122,723	73,939	72,739	117,088	60,893	60,893	650,896	367,864	356,093	1,211,751	646,271	632,762
Tax Supported before TTC	1,906,333	926,839	1,602,608	889,368	713,106	1,626,712	955,812	721,482	1,456,879	861,069	676,744	1,170,808	751,682	697,059	1,125,923	763,686	734,726	6,982,931	4,221,617	3,543,117	16,146,310	9,424,916	8,535,719
Toronto Transit Commission																							
Toronto Transit Commission	2,303,325	1,438,185	1,162,451	411,351	596,467	1,227,132	544,803	491,438	867,672	376,211	419,629	704,893	252,137	234,557	463,975		65,055	4,426,123	1,584,502	1,807,146	6,295,173	1,815,057	2,400,183
Scarborough Subway Extension	- ,0 00,020	,,	58,434	13,254	99,499	119,768	2,000	82,000	179,602	J,	79,000	252,844	,,	68,002	471,830		48,000	1,082,478	13,254	376,501	3,364,933	285,727	439,004
Spadina Subway Extension			160,255	13,926	13,962	.,		•	,		,	,- , -		,~ ~ =	,		, - ~ ~	160,255	13,926	13,962	160,255	13,926	13,962
Transit Studies			11,824	5,912	,													11,824	5,912	~,- ~=	11,824	5,912	,
Sub-Total - Toronto Transit Commission	2,303,325	1,438,185	1,392,964	444,443	709,928	1,346,900	544,803	573,438	1,047,274	376,211	498,629	957,737	252,137	302,559	935,805		113,055	5,680,680	1,617,594	2,197,609	9,832,185	2,120,622	2,853,149
Tax Supported Programs	4,209,658	2,365,024	2,995,572	1,333,811	1,423,034	2,973,612	1,500,615	1,294,920	2,504,153	1,237,280	1,175,373	2,128,545	1,003,819	999,618	2,061,728	763,686	847,781	12,663,611	5,839,211	5,740,726	25,978,495	11,545,538	11,388,868
Rate Supported Programs																							
Solid Waste Management	129,885	84,869	92,801			80,834			61,958			50,217			58,784			344,594			626,876		
Toronto Parking Authority	164,336	55,924	57,241			96,579			87,100			57,450			61,900			360,270			512,370		
Toronto Water	843,535	667,314	865,221			1,448,334			1,462,145			1,372,634			1,234,868			6,383,202			12,724,229		
Total Rate Supported Programs	1,137,755	808,107	1,015,263			1,625,747			1,611,203			1,480,301			1,355,552			7,088,066			13,863,475		
Total - All Programs	5,347,413	3,173,131	4,010,835	1,333,811	1,423,034	4,599,359	1,500,615	1,294,920	4,115,356	1,237,280	1,175,373	3,608,846	1,003,819	999,618	3,417,280	763,686	847,781	19,751,677	5,839,211	5,740,726	39,841,970	11,545,538	11,388,868





#### 2018 Council Approved Capital Budget and 2019 to 2027 Capital Plan - Excluding 2017 Carry Forward

- by Program

	Budget & Plan	Budget					Plan				
	2018 -2027	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
(\$000s)											
Citizen Centred Services "A"											
Children's Services	67,616	18,567	14,821	10,152	7,443	4,960	2,547	3,037	3,097	1,496	1,496
Economic Development and Culture	200,197	19,175	20,419	20,988	20,116	21,978	20,875	16,122	17,881	21,789	20,854
Long Term Care Homes Services	82,564	8,690	9,328	7,977	7,977	8,150	8,150	8,073	8,073	8,073	8,073
Parks, Forestry & Recreation	1,311,549	137,765	216,226	198,640	170,203	135,298	86,807	111,735	82,470	88,950	83,455
Shelter, Support & Housing Administration	1,017,914	283,932	155,134	81,640	9,000	9,000	469,326	4,182	1,900	1,900	1,900
Toronto Employment & Social Services	9,823	2,313	3,623	2,675	1,212						
Toronto Paramedic Services	63,097	3,032	2,890	7,630	7,598	5,622	5,090	3,430	7,620	11,585	8,600
Total Citizen Centred Services "A"	2,752,760	473,474	422,441	329,702	223,549	185,008	592,795	146,579	121,041	133,793	124,378
Citizen Centred Services "B"											
City Planning	62,914	6,781	6,708	6,534	6,263	5,818	5,818	6,266	6,266	6,230	6,230
Fire Services	49,712	6,138	9,573	2,816	2,530	431	8,269	9,302	4,703	3,800	2,150
Transportation Services	5,168,301	372,045	535,884	553,625	552,078	557,426	540,058	1,265,167	259,376	265,418	267,224
Waterfront Revitalization Initiative	523,552	162,001	179,458	127,948	32,471	18,593	1,576	1,505			
Total Citizen Centred Services "B"	5,804,479	546,965	731,623	690,923	593,342	582,268	555,721	1,282,240	270,345	275,448	275,604
Internal Corporate Services											
311 Toronto	29,521	3,996	6,003	5,152	4,744	1,146	1,696	1,696	1,696	1,696	1,696
Facilities Management, Real Estate & Environment	1,330,263	220,912	169,885	135,373	116,049	132,237	144,833	121,009	97,692	97,876	94,397
Fleet Services	709,079	74,406	71,707	82,675	67,066	67,576	69,327	69,738	68,551	63,291	74,742
Information & Technology	420,977	58,518	57,318	47,360	32,980	32,700	38,337	34,181	46,203	37,950	35,430
Total Internal Corporate Services	2,489,840	357,832	304,913	270,560	220,839	233,659	254,193	226,624	214,142	200,813	206,265
Office of CFO											
Financial Services	51,020	20,582	7,979	7,214	1,486	450	500	2,275	5,564	3,252	1,718
Total Office of CFO	51,020	20,582	7,979	7,214	1,486	450	500	2,275	5,564	3,252	1,718
Other City Programs											
Accountability Offices	1,400						1,400				
City Clerk's Office	36,692	5,512	4,975	4,450	3,470	2,050	3,777	1,967	4,439	3,172	2,880
Corporate Initiatives	3,805,460	90,060	7,600	5,400	5,400	5,400	5,400	5,000	1,273,900	2,407,300	
IT Related Projects	(7,092)	(3,546)	(3,546)		-,		-,	-,		, , ,	
Total Other City Programs	3,836,460	92,026	9,029	9,850	8,870	7,450	10,577	6,967	1,278,339	2,410,472	2,880
Total City Operations	14,934,559	1,490,879	1,475,986	1,308,249	1,048,085	1,008,835	1,413,786	1,664,685	1,889,431	3,023,778	610,845



 $2018\ Council\ Approved\ Capital\ Budget\ and\ 2019\ to\ 2027\ Capital\ Plan\ -\ Excluding\ 2017\ Carry\ Forward$ 

Appendix 1.3.1

#### - by Program

	Budget & Plan	Budget					Plan				
	2018 -2027	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
(\$000s)											
Agencies											
Exhibition Place	107,758	4,465	5,595	11,930	11,628	12,615	11,985	13,435	12,235	11,935	11,935
Sony Centre (Hummingbird)	8,715	3,251	1,825	1,200	1,200			239	450	550	
Toronto & Region Conservation Authority	199,078	19,830	21,064	17,228	17,373	17,522	20,958	21,082	21,209	21,339	21,473
Toronto Police Service	523,283	44,143	75,386	73,153	51,166	52,397	45,338	54,176	42,482	40,403	44,639
Toronto Public Health	25,417	3,182	3,889	3,846	3,000	2,500	2,200	1,700	1,700	1,700	1,700
Toronto Public Library	266,330	28,838	36,217	33,223	30,306	24,004	21,757	20,955	22,785	24,572	23,673
Toronto Zoo	80,720	8,020	6,700	8,000	8,000	8,000	8,000	8,500	8,500	8,500	8,500
Yonge-Dundas Square	450		50	50	50	50	50	50	50	50	50
Total Agencies	1,211,751	111,729	150,726	148,630	122,723	117,088	110,288	120,137	109,411	109,049	111,970
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	16,146,310	1,602,608	1,626,712	1,456,879	1,170,808	1,125,923	1,524,074	1,784,822	1,998,842	3,132,827	722,815
Toronto Transit Commission (TTC)		-,	-,,,,	2,720,017	2,210,000	3,330,30	-,,	-,,	-,-,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	5,,	,
Toronto Transit Commission	6,295,173	1,162,451	1,227,132	867,672	704,893	463,975	400,212	360,995	360,407	374,357	373,079
Scarborough Subway Extension	3,364,933	58,434	119,768	179,602	252,844	471,830	1,022,350	633,625	301,910	140,900	183,670
Spadina Subway Extension	160,255	160,255									
Transit Studies	11,824	11,824									
Total TTC	9,832,185	1,392,964	1,346,900	1,047,274	957,737	935,805	1,422,562	994,620	662,317	515,257	556,749
TOTAL TAX SUPPORTED CAPITAL PROGRAM	25,978,495	2,995,572	2,973,612	2,504,153	2,128,545	2,061,728	2,946,636	2,779,442	2,661,159	3,648,084	1,279,564
RATE SUPPORTED PROGRAM											
Solid Waste Management	626,876	92,801	80,834	61,958	50,217	58,784	60,994	53,173	46,369	58,178	63,568
Toronto Parking Authority	512,370	57,241	96,579	87,100	57,450	61,900	35,700	46,600	29,500	32,800	7,500
Toronto Water	12,724,229	865,221	1,448,334	1,462,145	1,372,634	1,234,868	1,298,650	1,243,715	1,277,953	1,273,030	1,247,679
TOTAL RATE SUPPORTED PROGRAM	13,863,475	1,015,263	1,625,747	1,611,203	1,480,301	1,355,552	1,395,344	1,343,488	1,353,822	1,364,008	1,318,747
TOTAL CAPITAL PROGRAM	39,841,970	4,010,835	4,599,359	4,115,356	3,608,846	3,417,280	4,341,980	4,122,930	4,014,981	5,012,092	2,598,311



#### 2018 Council Approved Capital Budget and 2019 to 2027 Capital Plan - Excluding 2017 Carry Forward

#### - by Program & Funding Source

	2018 - 2027				Fu	ınding Source	es ·			
(000)	Budget & Plan	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
(\$000s) Citizen Centred Services "A"										
Children's Services	67,616		16,631		28,701		7,255	13,156	1,873	
Economic Development and Culture	200,197				18,727	500	48,493	124,011	8,466	
Long Term Care Homes Services	82,564				14,830		10,193	66,324	1,410	
Parks, Forestry & Recreation	1,311,549	225	248,542	35,983	192,824	145	126,755	651,258	55,817	
Shelter, Support & Housing Administration	1,017,914		210,312	33,763	8,134	1.5	120,733	1,008,880	900	
Toronto Employment & Social Services	9,823			3,275	6,548			1,000,000		
Toronto Paramedic Services	63,097		14,720	18,825	0,540			29,002	550	
Total Citizen Centred Services "A"	2,752,760	225	279,893	58,083	269,764	645	182,503	1,892,631	69,016	
Total Citizen Centred Services "A"	2,/52,/60	225	279,893	58,085	209,704	045	182,503	1,892,031	09,010	
Citizen Centred Services "B"										
City Planning	62,914		22,938					37,658	2,318	
Fire Services	49,712		16,969	16,530		516		15,125	572	
Transportation Services	5,168,301		191,332	732,303	40,315	9,942	83,781	4,063,242	40,389	6,997
Waterfront Revitalization Initiative	523,552	7,500	47,082	28,775	17,691	15,000	26,236	64,768		316,500
Total Citizen Centred Services "B"	5,804,479	7,500	278,321	777,608	58,006	25,458	110,017	4,180,793	43,279	323,497
			,		ŕ	,	,			
Internal Corporate Services 311 Toronto	29,521							26,525	2,996	
Facilities Management, Real Estate & Environment	1,330,263	9,770	5,000	65,023	22,454	150	20,915	833,785	48,764	324,403
Fleet Services	709,079	2,770	3,000	688,923	20,000	130	156	055,705	40,704	324,403
Information & Technology	420,977			219,994	4,433		150	164,934	31,616	
Total Internal Corporate Services	2,489,840	9,770	5,000	973,940	46,887	150	21,071	1,025,244	83,376	324,403
Office of CFO										
Financial Services	51,020		1,263	1,100	9,632		1,198	19,126	18,701	
Total Office of CFO	51,020		1,263	1,100	9,632		1,198	19,126	18,701	
Other City Programs	1 400							1 400		
Accountability Offices	1,400							1,400		
City Clerk's Office	36,692			665	13,333			20,224	2,470	
Corporate Initiatives	3,805,460	368,588			4,400	1,242,937	468,058	1,429,382	95	292,000
IT Related Projects	(7,092)							(7,092)		
Total Other City Programs	3,836,460	368,588		665	17,733	1,242,937	468,058	1,443,914	2,565	292,000
Total City Operations	14,934,559	386,083	564,477	1,811,396	402,022	1,269,190	782,847	8,561,708	216,937	939,900



#### 2018 Council Approved Capital Budget and 2019 to 2027 Capital Plan - Excluding 2017 Carry Forward

#### - by Program & Funding Source

	2018 - 2027				Fu	ınding Source	es			
	Budget & Plan	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
(\$000s)		Substates								
Agencies										
Exhibition Place	107,758						2,950	100,443	4,365	
Sony Centre (Hummingbird)	8,715							6,438	2,277	
Toronto & Region Conservation Authority	199,078				3,500		150,630	39,270	5,678	
Toronto Police Service	523,283		38,974	263,867				208,963	11,479	
Toronto Public Health	25,417	164						22,235	3,018	
Toronto Public Library	266,330		65,394		1,100	65	19,516	163,334	16,921	
Toronto Zoo	80,720						19,320	54,000	7,400	
Yonge-Dundas Square	450							450		
Total Agencies	1,211,751	164	104,368	263,867	4,600	65	192,416	595,133	51,138	
9	, ,		<u> </u>		ĺ		,	,	,	
(Excl.TTC)	16,146,310	386,247	668,845	2,075,263	406,622	1,269,255	975,263	9,156,841	268,075	939,900
Toronto Transit Commission (TTC)										
Toronto Transit Commission	6,295,173	1,560,300	516,404	269,371		1,980,566	153,475	1,730,711	84,346	
Scarborough Subway Extension	3,364,933	2,137,067	158,934			621,882	161,323	285,727		
Spadina Subway Extension	160,255	47,205		99,124				13,926		
Transit Studies	11,824					5,912		5,912		
Total TTC	9,832,185	3,744,572	675,338	368,495		2,608,360	314,798	2,036,276	84,346	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	25,978,495	4,130,819	1,344,183	2,443,758	406,622	3,877,615	1,290,061	11,193,117	352,421	939,900
RATE SUPPORTED PROGRAM										
Solid Waste Management	626,876				444,432					182,444
Toronto Parking Authority	512,370	17,000			9,800		485,570			
Toronto Water	12,724,229		641,146		11,992,860		90,223			
TOTAL RATE SUPPORTED PROGRAM	13,863,475	17,000	641,146		12,447,092		575,793			182,444
TOTAL CAPITAL PROGRAM	39,841,970	4,147,819	1,985,329	2,443,758	12,853,714	3,877,615	1,865,854	11,193,117	352,421	1,122,344

CFC allocation by program is only available for year 1, as such, CFC for year 2 to year 9 is reflected in the debt number.



#### 2018 Council Approved Capital Budget and 2019 to 2022 Capital Plan – Excluding 2017 Carry Forward

- by Program & Funding Source

	Total	2018		Pla	an					F	unding Source	es			
	2018 to 2022	Budget	2019	2020	2021	2022	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
(\$000s) Citizen Centred Services "A"							Substates								
Children's Services	55,943	18,567	14,821	10,152	7,443	4,960		12,438		28,701		7,255	5,676	1,873	
								12,430			500			<b></b>	
Economic Development and Culture	102,676	19,175	20,419	20,988	20,116	21,978				7,127	500	26,493	60,090	8,466	
Long Term Care Homes Services	42,122	8,690	9,328	7,977	7,977	8,150				8,888			31,824	1,410	
Parks, Forestry & Recreation	858,132	137,765	216,226	198,640	170,203	135,298	225	243,644	19,333	143,659	145	123,595	271,714	55,817	
Shelter, Support & Housing Administration	538,706	283,932	155,134	81,640	9,000	9,000				8,134			529,672	900	
Toronto Employment & Social Services	9,823	2,313	3,623	2,675	1,212				3,275	6,548					
Toronto Paramedic Services	26,772	3,032	2,890	7,630	7,598	5,622		6,332	6,310				13,580	550	
Total Citizen Centred Services "A"	1,634,174	473,474	422,441	329,702	223,549	185,008	225	262,414	28,918	203,057	645	157,343	912,556	69,016	
Citizen Centred Services "B"															
City Planning	32,104	6,781	6,708	6,534	6,263	5,818		11,743					18,043	2,318	
Fire Services	21,488	6,138	9,573	2,816	2,530	431		8,661	6,339		516		5,400	572	
Transportation Services	2,571,058	372,045	535,884	553,625	552,078	557,426		141,136	236,216	21,815	9,942	56,448	2,058,115	40,389	6,997
Waterfront Revitalization Initiative	520,471	162,001	179,458	127,948	32,471	18,593	7,500	47,082	28,775	17,691	15,000	23,755	64,168		316,500
Total Citizen Centred Services "B"	3,145,121	546,965	731,623	690,923	593,342	582,268	7,500	208,622	271,330	39,506	25,458	80,203	2,145,726	43,279	323,497
Internal Corporate Services															
311 Toronto	21,041	3,996	6,003	5,152	4,744	1,146							18,045	2,996	
Facilities Management, Real Estate & Environment	774,456	220,912	169,885	135,373	116,049	132,237	3,135	5,000	41,325	22,454	150	20,915	432,810	48,764	199,903
Fleet Services	363,430	74,406	71,707	82,675	67,066	67,576			343,274	20,000		156			
Information & Technology	228,876	58,518	57,318	47,360	32,980	32,700			111,893	4,433			80,934	31,616	
Total Internal Corporate Services	1,387,803	357,832	304,913	270,560	220,839	233,659	3,135	5,000	496,492	46,887	150	21,071	531,789	83,376	199,903
Office of CFO															
Financial Services	37,711	20,582	7,979	7,214	1,486	450		663	500	5,057		1,198	11,592	18,701	
Total Office of CFO	37,711	20,582	7,979	7,214	1,486	450		663	500	5,057		1,198	11,592	18,701	
Other City Programs															
Accountability Offices															
City Clerk's Office	20,457	5,512	4,975	4,450	3,470	2,050			540	7,322			10,125	2,470	
Corporate Initiatives	113,860	90,060	7,600	5,400	5,400	5,400	44,550			4,400	26,537	6,158	32,120	95	
IT Related Projects	(7,092)	(3,546)	(3,546)										(7,092)		
Total Other City Programs	127,225	92,026	9,029	9,850	8,870	7,450	44,550		540	11,722	26,537	6,158	35,153	2,565	-
Total City Operations	6,332,035	1,490,879	1,475,986	1,308,249	1,048,085	1,008,835	55,410	476,699	797,780	306,229	52,790	265,973	3,636,816	216,937	523,400



#### 2018 Council Approved Capital Budget and 2019 to 2022 Capital Plan – Excluding 2017 Carry Forward

- by Program & Funding Source

	Total	2018		Pl	an					F	unding Sourc	es			
	2018 to 2022	Budget	2019	2020	2021	2022	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
(\$000s)															
Agencies															
Exhibition Place	46,233	4,465	5,595	11,930	11,628	12,615						1,650	40,218	4,365	
Sony Centre (Hummingbird)	7,476	3,251	1,825	1,200	1,200								5,199	2,277	
Toronto & Region Conservation Authority	93,017	19,830	21,064	17,228	17,373	17,522				3,500		69,569	14,270	5,678	
Toronto Police Service	296,245	44,143	75,386	73,153	51,166	52,397		26,040	126,486				132,240	11,479	
Toronto Public Health	16,417	3,182	3,889	3,846	3,000	2,500	164						13,235	3,018	
Toronto Public Library	152,588	28,838	36,217	33,223	30,306	24,004		37,537		1,100	65	9,601	87,364	16,921	
Toronto Zoo	38,720	8,020	6,700	8,000	8,000	8,000						7,320	24,000	7,400	
Yonge-Dundas Square	200		50	50	50	50							200		
Total Agencies	650,896	111,729	150,726	148,630	122,723	117,088	164	63,577	126,486	4,600	65	88,140	316,726	51,138	
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	6,982,931	1,602,608	1,626,712	1,456,879	1,170,808	1,125,923	55,574	540,276	924,266	310,829	52,855	354,113	3,953,542	268,075	523,400
Toronto Transit Commission (TTC)															
Toronto Transit Commission	4,426,123	1,162,451	1,227,132	867,672	704,893	463,975	950,964	393,500	269,371		1,143,461	84,325	1,500,156	84,346	
Scarborough Subway Extension	1,082,478	58,434	119,768	179,602	252,844	471,830	569,332				499,892		13,254		
Spadina Subway Extension	160,255	160,255					47,205		99,124				13,926		
Transit Studies	11,824	11,824									5,912		5,912		
Total TTC	5,680,680	1,392,964	1,346,900	1,047,274	957,737	935,805	1,567,501	393,500	368,495		1,649,265	84,325	1,533,248	84,346	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	12,663,611	2,995,572	2,973,612	2,504,153	2,128,545	2,061,728	1,623,075	933,776	1,292,761	310,829	1,702,120	438,438	5,486,790	352,421	523,400
RATE SUPPORTED PROGRAM															
Solid Waste Management	344,594	92,801	80,834	61,958	50,217	58,784				247,077					97,517
Toronto Parking Authority	360,270	57,241	96,579	87,100	57,450	61,900	17,000					343,270			
Toronto Water	6,383,202	865,221	1,448,334	1,462,145	1,372,634	1,234,868		354,628		5,980,781		47,793			
TOTAL RATE SUPPORTED PROGRAM	7,088,066	1,015,263	1,625,747	1,611,203	1,480,301	1,355,552	17,000	354,628	-	6,227,858	-	391,063	-	_	97,517
TOTAL CAPITAL PROGRAM	19,751,677	4,010,835	4,599,359	4,115,356	3,608,846	3,417,280	1,640,075	1,288,404	1,292,761	6,538,687	1,702,120	829,501	5,486,790	352,421	620,917



2023 to 2027 Council Approved Capital Plan – Excluding 2017 Carry Forward

- by Program & Funding Source

	Total	Plan								F	unding Source	es			
	2023 to 2027	2023	2024	2025	2026	2027	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
(\$000s)							Substates								
Citizen Centred Services "A"															
Children's Services	11,673	2,547	3,037	3,097	1,496	1,496		4,193					7,480		
Economic Development and Culture	97,521	20,875	16,122	17,881	21,789	20,854				11,600		22,000	63,921		
Long Term Care Homes Services	40,442	8,150	8,073	8,073	8,073	8,073				5,942			34,500		
Parks, Forestry & Recreation	453,417	86,807	111,735	82,470	88,950	83,455		4,898	16,650	49,165		3,160	379,544		
Shelter, Support & Housing Administration	479,208	469,326	4,182	1,900	1,900	1,900							479,208		
Toronto Employment & Social Services															
Toronto Paramedic Services	36,325	5,090	3,430	7,620	11,585	8,600		8,388	12,515				15,422		
Total Citizen Centred Services "A"	1,118,586	592,795	146,579	121,041	133,793	124,378		17,479	29,165	66,707		25,160	980,075		
Citizen Centred Services "B"															
City Planning	30,810	5,818	6,266	6,266	6,230	6,230		11,195					19,615		
Fire Services	28,224	8,269	9,302	4,703	3,800	2,150		8,308	10,191				9,725		
Transportation Services	2,597,243	540,058	1,265,167	259,376	265,418	267,224		50,196	496,087	18,500		27,333	2,005,127		
Waterfront Revitalization Initiative	3,081	1,576	1,505									2,481	600		
Total Citizen Centred Services "B"	2,659,358	555,721	1,282,240	270,345	275,448	275,604		69,699	506,278	18,500		29,814	2,035,067		
Internal Corporate Services															
311 Toronto	8,480	1,696	1,696	1,696	1,696	1,696							8,480		
Facilities Management, Real Estate & Environment	555,807	144,833	121,009	97,692	97,876	94,397	6,635		23,698				400,975		124,500
Fleet Services	345,649	69,327	69,738	68,551	63,291	74,742			345,649						
Information & Technology	192,101	38,337	34,181	46,203	37,950	35,430			108,101				84,000		
Total Internal Corporate Services	1,102,037	254,193	226,624	214,142	200,813	206,265	6,635		477,448				493,455		124,500
Office of CFO															
Financial Services	13,309	500	2,275	5,564	3,252	1,718		600	600	4,575			7,534		
Total Office of CFO	13,309	500	2,275	5,564	3,252	1,718		600	600	4,575			7,534		
Other City Programs															
Accountability Offices	1,400	1,400											1,400		
City Clerk's Office	16,235	3,777	1,967	4,439	3,172	2,880			125	6,011			1,400		
Corporate Initiatives	3,691,600	5,400	5,000	1,273,900	2,407,300	2,000	324,038		123	0,011	1,216,400	461,900	1,397,262		292,000
IT Related Projects															
Total Other City Programs	3,709,235	10,577	6,967	1,278,339	2,410,472	2,880	324,038		125	6,011	1,216,400	461,900	1,408,761		292,000
Total City Operations	8,602,525	1,413,786	1,664,685	1,889,431	3,023,778	610,845	330,673	87,778	1,013,616	95,793	1,216,400	516,874	4,924,892		416,500



2023 to 2027 Council Approved Capital Plan – Excluding 2017 Carry Forward

- by Program & Funding Source

	Total	Plan								Fı	unding Source	es			
	2023 to 2027	2023	2024	2025	2026	2027	Provincial Grants &	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
(\$000s)							Subsidies								
Agencies															
Exhibition Place	61,525	11,985	13,435	12,235	11,935	11,935						1,300	60,225		
Sony Centre (Hummingbird)	1,239		239	450	550								1,239		
Toronto & Region Conservation Authority	106,061	20,958	21,082	21,209	21,339	21,473						81,061	25,000		
Toronto Police Service	227,038	45,338	54,176	42,482	40,403	44,639		12,934	137,381				76,723		
Toronto Public Health	9,000	2,200	1,700	1,700	1,700	1,700							9,000		
Toronto Public Library	113,742	21,757	20,955	22,785	24,572	23,673		27,857				9,915	75,970		
Toronto Zoo	42,000	8,000	8,500	8,500	8,500	8,500						12,000	30,000		
Yonge-Dundas Square	250	50	50	50	50	50							250		
Total Agencies	560,855	110,288	120,137	109,411	109,049	111,970		40,791	137,381			104,276	278,407		
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	9,163,380	1,524,074	1,784,822	1,998,842	3,132,827	722,815	330,673	128,569	1,150,997	95,793	1,216,400	621,150	5,203,299		416,500
Toronto Transit Commission (TTC)															
Toronto Transit Commission	1,869,050	400,212	360,995	360,407	374,357	373,079	609,336	122,904			837,105	69,150	230,555		
Scarborough Subway Extension	2,282,455	1,022,350	633,625	301,910	140,900	183,670	1,567,735	158,934			121,990	161,323	272,473		
Spadina Subway Extension															
Transit Studies															
Total TTC	4,151,505	1,422,562	994,620	662,317	515,257	556,749	2,177,071	281,838			959,095	230,473	503,028		
TOTAL TAX SUPPORTED CAPITAL PROGRAM	13,314,885	2,946,636	2,779,442	2,661,159	3,648,084	1,279,564	2,507,744	410,407	1,150,997	95,793	2,175,495	851,623	5,706,327		416,500
RATE SUPPORTED PROGRAM															
Solid Waste Management	282,282	60,994	53,173	46,369	58,178	63,568				197,355					84,927
Toronto Parking Authority	152,100	35,700	46,600	29,500	32,800	7,500				9,800		142,300			
Toronto Water	6,341,027	1,298,650	1,243,715	1,277,953	1,273,030	1,247,679		286,518		6,012,079		42,430			
TOTAL RATE SUPPORTED PROGRAM	6,775,409	1,395,344	1,343,488	1,353,822	1,364,008	1,318,747	-	286,518	-	6,219,234	-	184,730		-	84,927
TOTAL CAPITAL PROGRAM	20,090,294	4,341,980	4,122,930	4,014,981	5,012,092	2,598,311	2,507,744	696,925	1,150,997	6,315,027	2,175,495	1,036,353	5,706,327		501,427



## CITY OF TORONTO 2018 COUNCIL APPROVED OPERATING BUDGET NET EXPENDITURE

	20 Bud				
(In \$000's)	Budget	Actual	2018 Budget	2019 Plan	2020 Plan
Citizen Centred Services "A"					
Affordable Housing Office	1,170	1,170	1,170	1,243	1,305
Children's Services	80,683	80,683	82,691	101,333	120,495
Court Services	8,077	949	1,640	3,341	3,543
Economic Development & Culture	66,450	66,692 77,519	69,578	70,164	70,870
Toronto Paramedic Services Long-Term Care Homes & Services	78,285 47,376	45,643	73,873 47,376	72,507 49,605	71,936 51,579
Parks, Forestry & Recreation	320,341	327,330	322,116	336,975	346,841
Shelter, Support & Housing Administration	407,137	416,116	211,572	257,345	305,547
Social Development, Finance & Administration	32,199	32,161	39,531	44,584	44,818
Toronto Employment & Social Services	110,536	110,536	90,516	94,183	96,122
Sub-Total Citizen Centred Services "A"	1,152,256	1,158,799	940,063	1,031,280	1,113,057
Citizen Centred Services "B"					
City Planning	15,287	8,458	15,287	16,340	17,009
Fire Services	452,568 19,382	455,621 12,450	461,659 20,064	471,264 20,706	476,055 21,302
Municipal Licensing & Standards Policy, Planning, Finance & Administration	9,099	8,417	9,099	9,580	9,959
Engineering & Construction Services	4,081	(3,126)	4,081	4,081	4,082
Toronto Building	(10,694)	(38,282)	(10,694)	(10,694)	(10,694
Transportation Services	221,732	213,869	224,821	244,535	258,671
Sub-Total Citizen Centred Services "B"	711,456	657,406	724,318	755,813	776,383
Internal Corporate Services					
Facilities, Real Estate, Environment & Energy	69,603	68,902	71,699	77,243	79,572
Fleet Services	(10)	(73)	(130)	864	1,619
Information & Technology	75,310	74,813	76,423	80,518	83,952
311 Toronto	9,826	9,415	9,920	10,120	10,31
Sub-Total Internal Corporate Services	154,728	153,058	157,914	168,744	175,45
Chief Financial Officer					
Office of the Chief Financial Officer	9,783	8,740	10,202	10,656	11,129
Office of the Treasurer Sub-Total Office of the Chief Financial Officer	28,067 37,850	25,175 33,915	28,067 38,269	30,864 41,520	31,639 42,768
	37,630	33,713	36,209	41,320	42,700
City Manager City Manager's Office	47,342	44,851	48,650	50,116	51,601
Sub-Total City Manager	47,342	44,851	48,650	50,116	51,601
Other City Programs		,	Í		
City Clerk's Office	32,446	31,559	32,846	33,779	34,472
Legal Services	19,304	15,725	19,209	21,039	22,160
Mayor's Office	2,251	2,118	2,251	3,853	3,910
City Council	20,359	20,513	20,471	22,807	23,053
Sub-Total Other City Programs	74,360	69,916	74,778	81,478	83,59
Accountability Offices					
Auditor General's Office	5,903	5,388	6,445	7,909	5,080
Integrity Commissioner's Office	507	501	512	522	529
Office of the Lobbyist Registrar Office of the Ombudsman	1,154	1,094		1,216	1,24 1,98
Sub-Total Accountability Offices	1,810 9,374	1,758 8,741	1,912 10,058	1,949 11,596	8,840
TOTAL - CITY OPERATIONS	2,187,367	2,126,686	1,994,050	2,140,547	2,251,69
Agencies			, ,		
Toronto Public Health	60,827	60,142	63,185	64,480	65,44
Toronto Public Library	179,108	179,038	182,283	189,005	192,32
Association of Community Centres	7,810	7,812	7,972	8,113	8,21
Exhibition Place	(124)	(2,241)	(150)	(200)	(200
Heritage Toronto	298	298	423	358	30
Theatres	5,908	5,967	5,274	5,031	5,02
Toronto Zoo	12,034	14,539	12,083	12,516	13,32
Arena Boards of Management Yonge-Dundas Square	(20) 377	126 398	31 (0)	(16) (0)	(75 (0
Toronto Realty Agency	[ 3,7]	376	(0)	(0) (0)	)) ()
Toronto & Region Conservation Authority	3,561	3,561	3,650	3,742	3,83
Toronto Transit Commission - Conventional	546,846	475,178	578,842	654,828	660,56
Toronto Transit Commission - Wheel Trans	142,678	125,651	143,424	153,625	161,62
Toronto Police Service	996,325	987,200	996,326	998,641	1,006,40
Toronto Police Services Board	2,309	2,018	2,309	2,309	2,30
Toronto Community Housing Corporation	105=01-	1.0#0.50=	243,795	243,795	243,79
TOTAL - AGENCIES	1,957,938	1,859,687	2,239,447	2,336,227	2,362,89



#### CITY OF TORON 10 2018 COUNCIL APPROVED OPERATING BUDGET NET EXPENDITURE CITY OF TORONTO

	20 Bud		2010	2010	
(In \$000's)	Budget	Actual	2018 Budget	2019 Plan	2020 Plan
Corporate Accounts					
Capital & Corporate Financing					
Capital from Current	293,902	293,733	353,462	388,654	427,366
Technology Sustainment	17,912	17,912	19,912	19,912	19,912
Debt Charges	505,349	493,228	556,041	601,213	667,622
Capital & Corporate Financing	817,163	804,873	929,415	1,009,779	1,114,899
NI D E E					
Non Program Expenditures Tax Deficiencies/Write offs	56,477	56,370	82,607	82,915	79,991
Tax Increment Equivalent Grants (TIEG)	20,373	22,234	37,019	37,357	32,981
Assessment Function (MPAC)	42,270	42,304		45,850	47,730
Funding of Employee Related Liabilities	70,829	70,825	70,829	75,832	75,836
Tax Rebates for Registered Charities	.,	-,-	.,.	-,	
Programs Funded from Reserve Funds			(0)	(725)	(1,025)
Other Corporate Expenditures	12,535	8,890	42,704	127,502	208,369
Office of the Chief Transformation Officer	1,471		2,451	2,595	2,628
Insurance Premiums & Claims	300	300	300	300	300
Parking Tag Enforcement & Operations Exp	69,375	67,157	72,204	69,346	69,501
Vacancy Rebate Program	17,500	17,179	6,000	6,000	6,000
Heritage Property Taxes Rebate Pandemic Influenza Stockpiling	1,750 500	1,031 500	1,750	2,005	2,215
Solid Waste Management Services Rebate	144,302	142,996	144,302	144,302	144,302
Non-Program Expenditures	437,681	429,785	504,205	593,280	668,828
Ton Trogram Experiences	107,001	125,700	001,200	5,200	000,020
Non Program Revenues					
Payments in Lieu of Taxes	(100,523)	(95,449)	(95,480)	(95,480)	(95,480)
Supplementary Taxes	(35,000)	(50,230)	(45,000)	(45,000)	(45,000)
Tax Penalty Revenue	(29,000)	(27,455)	(29,800)	(29,800)	(29,800)
Municipal Land Transfer Tax	(668,000)	(763,684)	(770,000)	(770,000)	(770,000)
Third Party Sign Tax	(11,036)	(10,932)	(10,742)	(10,809)	(10,873)
Interest/Investment Earnings	(100,406)	(116,153)	(104,279)	(108,441)	(112,298)
Other Corporate Revenues Dividend Income	(8,340)	(21,955)	(8,197)	(8,197)	(8,197)
Provincial Gas Tax	(75,000) (91,600)	(72,322) (91,600)	(85,000) (91,600)	(95,000) (91,600)	(98,333) (91,600)
Parking Authority Revenues	(49,034)	(47,619)	(57,182)	(53,946)	(55,993)
Administrative Support Recoveries - Water	(18,973)	(18,973)	(18,973)	(18,973)	(18,973)
Administrative Support Recoveries - Water  Administrative Support Recoveries - Health & EMS	(16,327)	(16,327)	(16,327)	(16,327)	(16,327)
Parking Tag Enforcement & Operations Rev	(112,567)	(107,956)	(109,218)	(109,218)	(109,218)
Other Tax Revenues	(13,095)	(14,457)	(13,221)	(12,977)	(12,732)
Woodbine Slots Revenues	(16,000)	(16,206)	(16,000)	(16,000)	(16,000)
Gaming & Registry Revenues	(3,822)		(3,822)	(3,822)	(3,822)
Municipal Accommodation Tax (MAT)	(5,000)		(16,100)	(19,100)	(19,100)
Non-Program Revenues	(1,353,723)	(1,471,318)	(1,490,942)	(1,504,689)	(1,513,746)
TOTAL - CORPORATE ACCOUNTS	(98,879)	(236,661)	(57,321)	98,369	269,980
TOTAL LEVY OPERATING BUDGET BEFORE					
ASSESSMENT GROWTH AND TAX INCREASE	4,046,426	3,749,712	4,176,176	4,575,143	4,884,575
Assessment Growth			(68,291)	(68,291)	(68,291)
Property Tax Rate Increase TOTAL LEVY OPERATING BUDGET	1016 126	2 5 40 5 12	(61,459)	(61,459)	(61,459)
TOTAL LEVY OPERATING BUDGET	4,046,426	3,749,712	4,046,426	4,445,393	4,754,824
Special Levy for Scarborough Subway	40,699	40,699	40,699	40,699	40,699
City Building Fund	14,046	14,046	28,678	28,678	28,678
TOTAL LEVY INCLUDING SCARBOROUGH	14,040	14,040	20,070	20,070	20,070
SUBWAY EXTENSION LEVY	4,101,171	3,804,457	4,245,553	4,644,519	4,953,951
NOV LEVY OPER LEION					
NON LEVY OPERATION Solid Waste Management Services		(4,028)	(22,948)	(30,879)	(40,582)
Toronto Parking Authority	(63,414)	(4,028) (61,556)	(66,538)	(69,166)	(71,575)
Toronto Water	(00,111)	(27,186)	(842,594)	(858,855)	(884,077)
TOTAL NON LEVY OPERATING BUDGET	(63,414)	(92,770)	(932,080)	(958,900)	(996,235)
	/	/			



#### CITY OF TORONTO TORONTO 2018 COUNCIL APPROVED OPERATING BUDGET GROSS EXPENDITURE

	201 Bud		2019	2010	2020
(In \$000's)	Budget	Actual	2018 Budget	2019 Plan	2020 Plan
Citizen Centred Services "A"					
Affordable Housing Office	3,496	3,140	3,671	3,751	3,81
Children's Services	537,902	513,172	621,410	626,375	637,66
Court Services	52,706	45,316	50,488	48,410	48,62
Economic Development & Culture	83,076	86,153	80,212	79,000	79,65
Toronto Paramedic Services Long-Term Care Homes & Services	212,137 257,034	212,682 245,438	215,449 260,156	218,747 264,372	220,76 268,32
Parks, Forestry & Recreation	460,137	448,375	467,984	473,895	476,53
Shelter, Support & Housing Administration	843,745	772,071	618,810	573,608	549,79
Social Development, Finance & Administration	50,944	43,700	55,289	56,347	50,68
Toronto Employment & Social Services	1,083,491	1,086,803	1,096,897	1,092,312	1,091,17
Sub-Total Citizen Centred Services "A"	3,584,669	3,456,847	3,470,367	3,436,818	3,427,03
Citizen Centred Services "B"					
City Planning	48,528	47,200	51,303	52,222	52,77
Fire Services	469,670	475,195	479,879	489,414	494,0
Municipal Licensing & Standards	53,128	50,068	57,001	57,498	58,10
Policy, Planning, Finance & Administration	23,345	19,924	23,181	22,068	22,40
Engineering & Construction Services	73,273	63,840	75,220	76,797	78,08
Toronto Building	56,098	51,896 352,585	56,346 409,203	57,592 414,687	58,20
Transportation Services Sub-Total Citizen Centred Services "B"	410,138 1,134,179	1,060,710	1,152,133	1,170,278	423,78 1,187,55
	1,134,177	1,000,710	1,132,133	1,170,270	1,107,5
Internal Corporate Services	105 215	100 003	107 (21	202.054	205 50
Facilities, Real Estate, Environment & Energy Fleet Services	195,315	190,802	197,621	203,054	205,52
Information & Technology	54,207 128,435	58,256 113,906	57,739 130,365	58,503 132,940	59,52 134,77
311 Toronto	17,997	16,770	18,719	19,094	19,01
Sub-Total Internal Corporate Services	395,955	379,734	404,444	413,590	418,83
Chief Einen del Officer		Í	Í	,	
Chief Financial Officer Office of the Chief Financial Officer	16,969	14,571	17,627	18,077	18,54
Office of the Treasurer	72,214	68,566	75,577	78,438	78,70
Sub-Total Office of the Chief Financial Officer	89,183	83,136	93,204	96,515	97,24
	,	,	, .		- ,
City Manager City Manager's Office	55,926	56,591	58,051	59,210	60,63
Sub-Total City Manager	55,926	56,591	58,051	59,210	60,63
Other City Programs  City Clerk's Office	50,722	49,953	62,079	53,124	52,1
Legal Services	58,447	53,277	62,476	62,701	62,8
Mayor's Office	2,251	2,118	2,251	3,853	3,91
City Council	20,631	20,955	23,268	22,847	23,09
Sub-Total Other City Programs	132,051	126,303	150,075	142,526	142,01
Accountability Offices					
Auditor General's Office	5,903	5,388	6,445	7,909	5,08
Integrity Commissioner's Office	507	501	512	522	52
Office of the Lobbyist Registrar	1,154	1,094	1,190	1,216	1,24
Office of the Ombudsman	1,810	1,758	1,912	1,949	1,98
Sub-Total Accountability Offices	9,374	8,741 5 172 063	10,058	11,596	5 242 14
TOTAL - CITY OPERATIONS	5,401,338	5,172,063	5,338,332	5,330,532	5,342,15
Agencies					
Toronto Public Health	246,524	242,479	251,292	254,567	256,70
Toronto Public Library	198,993	201,022	201,607	207,796	211,3
Association of Community Centres Exhibition Place	8,136 50,542	8,197 47,525	8,275 55,111	8,429 56,193	8,5; 57,9;
Heritage Toronto	795	47,323 854	946	896	89
Theatres	29,080	27,489	32,359	33,911	35,5
Toronto Zoo	52,546	48,480	52,092	52,858	53,6
Arena Boards of Management	9,013	8,773	9,045	9,578	9,7
Yonge-Dundas Square	2,352	3,051	3,106	3,232	3,3
Toronto Realty Agency			11,434	11,881	12,1
Toronto & Region Conservation Authority	43,532	43,532	45,631	46,288	46,9
Toronto Transit Commission - Conventional	1,798,482	1,709,005	1,826,421	1,905,508	1,948,8
Toronto Transit Commission - Wheel Trans	151,169	133,297	152,055	163,262	172,2
Toronto Police Service	1,130,907	1,120,556	1,136,249	1,130,887	1,134,9
Toronto Police Services Board	2,809	2,380	2,809	2,809	2,8
TOTAL - AGENCIES	3,724,881	3 506 620	243,795	243,795	243,7
LOTAL - AGENCIES	3,744,001	3,596,639	4,032,229	4,131,892	4,199,5



#### CITY OF TORONTO TORONTO 2018 COUNCIL APPROVED OPERATING BUDGET GROSS EXPENDITURE GROSS EXPENDITURE

	201 Bud		2010	2010	
(In \$000's)	Budget	Actual	2018 Budget	2019 Plan	2020 Plan
Corporate Accounts					
Capital & Corporate Financing Capital from Current	293,902	293,733	353,462	388,654	427,366
Technology Sustainment	17,912	17,912	19,912	19,912	19,912
Debt Charges	566,377	547,919	603,871	649,042	715,451
Capital & Corporate Financing	878,191	859,564	977,245	1,057,608	1,162,728
Non Program Expenditures	95 252	91 224	00.204	82,915	79,991
Tax Deficiencies/Write offs Tax Increment Equivalent Grants (TIEG)	85,372 20,373	81,324 22,234	90,304 37,019	37,357	32,981
Assessment Function (MPAC)	42,270	42,304	44,040	45,850	47,730
Funding of Employee Related Liabilities	70,829	70,825	70,829	75,832	75,836
Tax Rebates for Registered Charities	5,918	6.007	5,502	5,502	5,502
Programs Funded from Reserve Funds	140,881	130,629	146,005	151,300	151,300
Other Corporate Expenditures	22,902	19,313	74,324	133,815	214,489
Office of the Chief Transformation Officer	1,775	17,515	2,576	2,595	2,628
Insurance Premiums & Claims	300	300	300	300	300
Parking Tag Enforcement & Operations Exp	69,375	67,157	72,204	69,346	69,501
Vacancy Rebate Program	17,500	17,179	6,000	6,000	6,000
Heritage Property Taxes Rebate	1,750	1,031	1,750	2,005	2,215
Pandemic Influenza Stockpiling	500	500	1,700	2,000	2,210
Solid Waste Management Services Rebate	144,302	142,996	144,302	144,302	144,302
Non-Program Expenditures	624,046	601,797	695,154	757,119	832,776
Non Program Revenues					
Payments in Lieu of Taxes					
Supplementary Taxes					
Tax Penalty Revenue	4= 040				
Municipal Land Transfer Tax	47,810	46,124	47,721	47,721	47,721
Third Party Sign Tax	1,116	796	1,154	1,154	1,154
Interest/Investment Earnings	1,709 581	1,457 8,549	6,939	6,776	6,919
Other Corporate Revenues Dividend Income	581		615 5 000	615	615
		2,678	5,000	10,000	11,667
Provincial Gas Tax					
Parking Authority Revenues					
Administrative Support Recoveries - Water					
Administrative Support Recoveries - Health & EMS Parking Tag Enforcement & Operations Rev					
Other Tax Revenues					
Woodbine Slots Revenues					
Gaming & Registry Revenues	709		709	709	709
Municipal Accommodation Tax (MAT)	703		20,900	20,900	20,900
Non-Program Revenues	51,924	59,604	83,037	87,875	89,685
TOTAL - CORPORATE ACCOUNTS	1,554,161	1,520,965	1,755,436	1,902,603	2,085,189
TOTAL LEVY OPERATING BUDGET BEFORE					
ASSESSMENT GROWTH AND TAX INCREASE	10,680,381	10,289,668	11,125,998	11,365,027	11,626,884
	10,000,001	10,20,,000	11,120,550	11,000,027	11,020,001
TOTAL LEVY OPERATING BUDGET	10,680,381	10,289,668	11,125,998	11,365,027	11,626,884
Special Levy for Scarborough Subway	40,699	40,699	40,699	40,699	40,699
City Building Fund	14,046	14,046	28,678	28,678	28,678
TOTAL LEVY INCLUDING SCARBOROUGH	14,040	14,040	20,0/8	20,0/8	20,0/8
SUBWAY EXTENSION LEVY	10,735,126	10,344,412	11,195,374	11,434,403	11,696,261
	. , ,		, ,	, , , , , ,	
NON LEVY OPERATION	202 65-	201.00	202.2	207 15	20= 2
NON LEVY OPERATION Solid Waste Management Services	393,698	384,904	382,241	385,473	387,387
NON LEVY OPERATION	393,698 96,003 1,231,928	384,904 94,051 1,199,210	382,241 99,662 446,383	385,473 104,013 460,772	387,387 107,368 473,275



## CITY OF TORONTO 2018 COUNCIL APPROVED OPERATING BUDGET REVENUE

	2017 Budget				
(In \$000's)	Budget	Actual	2018 Budget	2019 Plan	2020 Plan
Citizen Centred Services "A"					
Affordable Housing Office	2,326	1,969	2,500	2,508	
Children's Services	457,219	432,489	538,719	525,042	517,168
Court Services Economic Development & Culture	44,629 16,625	44,366 19,461	48,848 10,634	45,069 8,836	
Toronto Paramedic Services	133,852	135,163	141,576	146,240	
Long-Term Care Homes & Services	209,658	199,794	212,780		
Parks, Forestry & Recreation	139,796	121,045	145,868	136,921	129,697
Shelter, Support & Housing Administration	436,608	355,955	407,238	316,263	
Social Development, Finance & Administration Toronto Employment & Social Services	18,745 972,955	11,539 976,266	15,758 1,006,381	11,763 998,129	5,864 995,050
Sub-Total Citizen Centred Services "A"	2,432,413	2,298,048	2,530,304	2,405,538	2,313,978
Citizen Centred Services "B"					
City Planning	33,241	38,743	36,016	35,882	35,763
Fire Services	17,101	19,574	18,220		
Municipal Licensing & Standards	33,746	37,618	36,936		
Policy, Planning, Finance & Administration	14,246	11,507	14,082	12,488	
Engineering & Construction Services	69,191	66,967	71,139	72,716	74,006
Toronto Building Transportation Services	66,791 188,406	90,178 138,716	67,040 184,382	68,286 170,151	68,962 165,118
Sub-Total Citizen Centred Services "B"	422,723	403,303	427,815	414,465	411,169
	1==,:==	,		,	111,20
Internal Corporate Services Facilities, Real Estate, Environment & Energy	125,713	121,900	125,922	125,811	125,952
Fleet Services	54,217	58,329	57,869	57,639	
Information & Technology	53,126	39,093	53,942	52,422	- /
311 Toronto	8,172	7,355	8,799	8,974	8,700
Sub-Total Internal Corporate Services	241,227	226,677	246,531	244,846	243,383
Chief Financial Officer					
Office of the Chief Financial Officer	7,186	5,830	7,425	7,421	7,416
Office of the Treasurer	44,147	43,391	47,510	47,574	47,061
Sub-Total Office of the Chief Financial Officer	51,333	49,221	54,935	54,995	54,478
City Manager	8,584	11,740	9,401	9,094	9,029
City Manager's Office Sub-Total City Manager	8,584	11,740	9,401	9,094	9,029
	3,00		.,,,,,,	.,,,,,	2,4-2
Other City Programs City Clerk's Office	18,276	18,393	29,233	19,346	17,707
Legal Services	39,143	37,552	43,267	41,662	40,674
Mayor's Office	· ·	,		,	, in the second
City Council	272	442	2,797	40	40
Sub-Total Other City Programs	57,691	56,387	75,297	61,048	58,421
Accountability Offices					
Auditor General's Office					
Integrity Commissioner's Office Office of the Lobbyist Registrar					
Office of the Ombudsman					
Sub-Total Accountability Offices					
TOTAL - CITY OPERATIONS	3,213,971	3,045,377	3,344,283	3,189,986	3,090,459
Agencies					
Toronto Public Health	185,697	182,337	188,107		
Toronto Public Library	19,885	21,983	19,324		
Association of Community Centres	326	385	303	316	
Exhibition Place Heritage Toronto	50,666 497	49,765 556	55,261 524	56,393 538	
Theatres	23,173	21,522	27,085	28,881	30,570
Toronto Zoo	40,512	33,941	40,009	- ,	40,341
Arena Boards of Management	9,033	8,647	9,014	9,594	9,806
Yonge-Dundas Square	1,975	2,653	3,106		
Toronto Realty Agency Toronto & Region Conservation Authority	39,971	39,971	11,434 41,981	11,881 42,546	12,119
Toronto & Region Conservation Authority Toronto Transit Commission - Conventional	1,251,636	1,233,827	1,247,580	1,250,680	
Toronto Transit Commission - Wheel Trans	8,492	7,647	8,631	9,637	10,617
Toronto Police Service	134,581	133,356	139,924	132,246	
Toronto Police Services Board	500	363	500	500	500
Toronto Community Housing Corporation TOTAL - AGENCIES	1 766 044	1 724 052	1 702 701	1 705 665	1,836,641
	1,766,944	1,736,952	1,792,781	1,795,665	
TOTAL - CITY OPERATIONS AND AGENCIES	4,980,914	4,782,330	5,137,064	4,985,650	4,927,100



## CITY OF TORONTO 2018 COUNCIL APPROVED OPERATING BUDGET REVENUE

	201 Bud				
(In \$000's)	Budget	Actual 2018 Budget		2019 Plan	2020 Plan
Corporate Accounts					
Capital & Corporate Financing					
Capital from Current					
Technology Sustainment					
Debt Charges	61,028	54,692	47,829	47,829	47,829
Capital & Corporate Financing	61,028	54,692	47,829	47,829	47,829
Non Program Expenditures					
Tax Deficiencies/Write offs	28,895	24,954	7,696		
Tax Increment Equivalent Grants (TIEG)					
Assessment Function (MPAC)					
Funding of Employee Related Liabilities					
Tax Rebates for Registered Charities	5,918	6,007	5,502	5,502	5,502
Programs Funded from Reserve Funds	140,881	130,629	146,005	152,025	152,325
Other Corporate Expenditures	10,367	10,423	31,620	6,313	6,121
Office of the Chief Transformation Officer	304		125		
Insurance Premiums & Claims					
Parking Tag Enforcement & Operations Exp					
Vacancy Rebate Program					
Heritage Property Taxes Rebate					
Pandemic Influenza Stockpiling					
Solid Waste Management Services Rebate					
Non-Program Expenditures	186,366	172,012	190,949	163,840	163,948
Non Program Revenues					
Payments in Lieu of Taxes	100,523	95,449	95,480	95,480	95,480
Supplementary Taxes	35,000	50,230	45,000	45,000	45,000
Tax Penalty Revenue	29,000	27,455	29,800	29,800	29,800
Municipal Land Transfer Tax	715,810	809,809	817,721	817,721	817,721
Third Party Sign Tax	12,152	11,728	11,896	11,963	12,02
Interest/Investment Earnings	102,114	117,610	111,218	115,218	119,218
Other Corporate Revenues	8,921	30,504	8,812	8,812	8,812
Dividend Income	75,000	75,000	90,000	105,000	110,000
Provincial Gas Tax	91,600	91,600	91,600	91,600	91,600
Parking Authority Revenues	49,034	47,619	57,182	53,946	55,993
Administrative Support Recoveries - Water	18,973	18,973	18,973	18,973	18,973
Administrative Support Recoveries - Health & EMS	16,327	16,327	16,327	16,327	16,32
Parking Tag Enforcement & Operations Rev	112,567	107,956	109,218	109,218	109,218
Other Tax Revenues	13,095	14,457	13,221	12,977	12,732
Woodbine Slots Revenues	16,000	16,206	16,000	16,000	16,000
Gaming & Registry Revenues	4,530		4,530	4,530	4,530
Municipal Accommodation Tax (MAT)	5,000		37,000	40,000	40,000
Non-Program Revenues	1,405,647	1,530,922	1,573,979	1,592,564	1,603,432
TOTAL - CORPORATE ACCOUNTS	1,653,040	1,757,626	1,812,757	1,804,234	1,815,209
TOTAL LEVY OPERATING BUDGET BEFORE					
ASSESSMENT GROWTH AND TAX INCREASE	6,633,955	6,539,956	6,949,821	6,789,884	6,742,309
TOTAL LEVY OPERATING BUDGET	6,633,955	6,539,956	6,949,821	6,789,884	6,742,309
		,			
Special Levy for Scarborough Subway City Building Fund					
TOTAL LEVY INCLUDING SCARBOROUGH	+				
SUBWAY EXTENSION LEVY	6,633,955	6,539,956	6,949,821	6,789,884	6,742,309
	,				
NON LEVY OPERATION Solid Waste Management Services	393,698	388,932	405,189	416,352	427,969
Solid Waste Management Services Toronto Parking Authority	159,417	388,932 155,608	166,200	173,180	178,944
Toronto Water	1,231,928	1,226,396	1,288,977	1,319,628	1,357,351
TOTAL NON LEVY OPERATING BUDGET	1,785,043	1,770,935	1,860,366	1,909,159	1,964,264



#### CITY OF TORONTO 2018 COUNCIL APPROVED OPERATING BUDGET TOTAL POSITIONS

Age   Terrico Flores & Service   1.094	Division/Program	2016 Cou	ncil Approved	Positions	2017 Cou	ncil Approved	Positions	2018 Cou	ncil Approved	Positions	Chan	ge from 2017 to	2018
Miniscript Chings (Diller   150   60   170   1	C''. C . 15	Permanent	Temporary	Total	Permanent	Temporary	Total	Permanent	Temporary	Total	Permanent	Temporary	Total
Statem Services		15.0	4.0	19.0	10.0	6.0	25.0	20.0	5.0	25.0	1.0	(1.0)	(0.0)
Transformer Services   2500													
Teams   Team			39.3										
Temora Permosis Services			58.5										
Age   France   Services   2,272.0   2,272.0   2,375.0   2,375.0   2,385.0   2,386.0   4.6   2.0   4.6   4.6   2.0   4.6   4.													19.0
Prof.   Process   Recommon   1,991   2,645   4,672   1,714   4,483   2,200.0   2,515   4,222   3.6   4.68   79.0   1.00			0.5			3.,			5			0.7	16.1
Selective Specified Assemblation   152   123   775   1512   98cl   98cl   99cl   202   201   1868   150   440   98cl   150   160   1			2,648.1			2,471.7			2,516,3			44.6	79.2
Seach Devicement Funder & Administration   127.   190													59.0
Transport   Tran													9.0
Section   Sect		2,007.0	113.0	2,120.0		45.0	2,011.0		47.0	1,985.0	(28.0)		(26.0)
1979   1979	Sub-Total Citizen Centred Services "A"	10,016.8	3,021.9	13,038.7	9,988.7	2,843.0	12,831.6	10,105.8	2,926.2	13,032.0	117.1	83.2	200.4
Time Services    3,1663   3,1673   3,1673   3,1673   3,202   13   3,2033   30,0   1,0   29,	Cluster B												
Section   Computer													20.0
Nation   Planning Finance & Administrations   1970   74   1974													
improcessing & Commention Services   5346   321   5661   5351   211   5741   5648   211   5851   110   0.0   111   Control Bailing   4449   120   140													
Tomos Danislag												` /	2.6
Transportation Services   1,071.6   51.6   1,122.8   1,109.0   59.5   1,119.5   1,109.5   4,109.5   4,58   1,15   4,68   4,14   132.   Triving Composit Services   1,509   96.5   1,109.5   1,091													
inder Teach Colling and Centred Services "P"   6,215.6   126.2   6,341.8   6,249.8   148.8   6,249.8   148.8   6,397.8   6,357.4   16.2   16.2   16.2   17.2													
Fixed trained Environment & Finergy   95.52   77.3   1,922.5   945.7   65.3   1,911.0   949.3   92.3   1,932.6   65.4   22.0   22.1   1,941.0   1,	Sub-Total Citizen Centred Services "B"												122.5
Fixed trained Environment & Finergy   95.52   77.3   1,922.5   945.7   65.3   1,911.0   949.3   92.3   1,932.6   65.4   22.0   22.1   1,941.0   1,	Internal Corporate Services												
Progression   175.0   9.0   184.0   167.0   190.0   186.0   176.0   190.0   187.0   110.0   100.0   11.0   110.0   110.0   110.0   111.0   110.0   110.0   111.0   111.0   110.0   111.0   111.0   111.0   110.0   111.0   111.0   111.0   110.0   110.0   111.0   111.0   110.0   110.0   111.0   111.0   110.0   1	Facilities, Real Estate, Environment & Energy	955.2	67.3	1,022.5	945.7	65.3	1,011.0	940.3	92.3	1,032.6	(5.4)	27.0	21.6
Information Technology	Fleet Services												1.0
II Toronto	Information & Technology											` /	(1.0)
Differ of the Treament Officer   102.0   13.0   115.0   106.0   12.0   118.0   111.0   112.0   5.0   (1.0)   4.0   4.0   (1.0)   4.0   (1.0)   4.0   (1.0)   4.0   (1.0)   4.0   (1.0)   4.0   (1.0)   4.0   (1.0)   4.0   (1.0)   4.0   (1.0)   4.0   (1.0)   4.0   (1.0)   4.0   (1.0)   4.0   (1.0)   4.0   (1.0)	311 Toronto	125.0	41.3	166.3	146.0	32.0	178.0	145.0	35.5	180.5	(1.0)		2.5
Diffice of the Chief Finnical Officer   1020   130   1150   1150   1160   12.0   1180   1110   110   1220   550   (1,0)   4.1   1180	Sub-Total Internal Corporate Services	1,890.2	332.6	2,222.8	1,904.7	321.3	2,226.0	1,910.3	339.8	2,250.1	5.6	18.5	24.1
Office of the Treasure	Chief Financial Officer												
sub-Total Internal Corporate Services   758,0   81,2   839,2   720,0   43,2   763,2   724,0   55,2   779,2   4,0   12,0   16.  Tity Manager   1,0   1,	Office of the Chief Financial Officer												4.0
Tity Manager   1	Office of the Treasurer												12.0
Simple   403,0   20,0   41,0   450,0   41,0   450,0   11,0   10,0   11,0   10,0   12,0	Sub-Total Internal Corporate Services	758.0	81.2	839.2	720.0	43.2	763.2	724.0	55.2	779.2	4.0	12.0	16.0
sub-Total City Manager    10	City Manager												
Sher City Programs   140	City Manager's Office	403.0	29.0	432.0		40.0	438.0	409.0	41.0	450.0	11.0	1.0	12.0
Time   Clark Office   3991   149   4139   3790   256   4046   373.0   45.8   418.8   (6.0)   20.3   14.4   (20.0)   (4.4   4	Sub-Total City Manager	403.0	29.0	432.0	398.0	40.0	438.0	409.0	41.0	450.0	11.0	1.0	12.0
Age   Age	Other City Programs												
Mayors Office   1.0   19.0   20.0   1.0   19.0   20.0   1.0   19.0   20.0   19.0   19.0   10.0   (0.0)   (0.	City Clerk's Office												14.3
Time Council   440													(4.6)
Nation Content's Office   31,5   31,5   32,0   32,0   32,0   4,0   36,0   0,0   4,0   4,0	I -												(1.0)
Diffice of the Lobbyist Registrar   Society			136.0			136.0							8.0
Integrity Commissioner's Office  3.0 3.0 3.0 3.0 3.0 3.0 3.0 3.0 3.0 3.											0.0	4.0	4.0
12.0   12.0			0.3			0.3			0.3				
Comported Accounts   10													
Sib-Total Other City Programs 772.6 202.5 975.1 803.5 231.2 1,034.7 815.9 245.4 1,061.3 12.4 14.3 26.   IOTAL - CITY OPERATIONS 20,056.2 3,793.4 23,849.6 20,063.9 3,627.5 23,691.4 20,322.4 3,770.6 24,093.0 258.5 143.1 401.   Agencies 7		12.0		12.0		1.0					1.0	5.0	
Agencies   Coronto Public Health   1,822.0   50.0   1,872.0   1,815.0   40.9   1,855.9   1,822.9   46.0   1,868.9   8.0   5.1   13.	Sub-Total Other City Programs	772.6	202.5	975.1									26.7
Agencies  Foronto Public Health  1,822.0  50.0  1,872.0  1,741.0													
Coronto Public Health   1,822.0   50.0   1,872.0   1,872.0   1,815.0   40.9   1,855.9   1,822.9   46.0   1,868.9   8.0   5.1   13.		20,030.2	3,773.4	23,647.0	20,003.7	3,027.3	23,071.4	20,322.4	3,770.0	24,075.0	236.3	143.1	401.0
Toronto Public Library	Agencies Toronto Publio Health	1 000 0	50.0	1 972 0	1 015 0	40.0	1 055 0	1,922.0	46.0	1.000.0	0.0	5.1	12.1
Association of Community Centres   77.9   77.9   77.9   77.9   77.9   77.9   77.9   77.9   80.6   80.6   2.8   2.8   2.5   2.5   2.6   1.0			30.0			40.9			46.0			3.1	0.5
Exhibition Place   190.0   171.0   361.0   120.0   239.0   359.0   119.0   237.0   356.0   (1.0)   (2.0)   (3.6)   Feritage Toronto   7.0													2.8
Heritage Toronto 7,0	1		171.0			230 N			237.0				(3.0)
Theatres   Real Real Real Real Real Real Real Real			1/1.0			259.0					(1.0)		0.5
Foronto Zoo	Theatres		848			94.3					12.6		44.8
Arena Boards of Management A4.3 23.4 67.7 43.0 24.7 67.7 43.0 22.6 65.6 (2.1)	[												2.0
Composition   Congening   Co											2.0		(2.1)
Parking Tag Enforcement & Operations 394.0 Parking Tag Enforcement & Operations 394.0 Parking Tag Enforcement & Operations 394.0 Parking Tag Enforcement & Operations 394.0 Parking Tag Enforcement & Operations 394.0 Parking Tag Enforcement & Operations 394.0 Parking Tag Enforcement & Operations 394.0 Parking Tag Enforcement & Operations 394.0 Parking Tag Enforcement & Operations 394.0 Parking Tag Enforcement & Operations 394.0 Parking Tag Enforcement & Operations 394.0 Parking Tag Enforcement & Operations 394.0 Parking Tag Enforcement & Operations 294.0 Parking Tag Supported Operations 294.0 Parking Tag Supported Operations 294.0 Parking Tag Supported Operations 294.0 Parking Tag Supported Operations 294.0 Parking Tag Supported Operations 294.0 Parking Tag Supported Operations 294.0 Parking Tag Supported Operations 294.0 Parking Tag Supported Operations 294.0 Parking Tag Supported Operations 294.0 Parking Tag Supported Operations 294.0 Parking Parki	Yonge-Dundas Square								22.0		2.0		1.5
Create   Coronto & Region Conservation Authority   334.0   85.6   419.6   300.3   140.7   441.0   298.8   142.2   441.0   (1.5)   1.5			]			0.5						(0.5)	
Secretage   Secr	Toronto & Region Conservation Authority		85.6			140.7			142.2			1.5	
Foronto Atmospheric Fund Foronto Atmospheric Fund Foronto Transit Commission - Conventional Foronto Transit Commission - Conventional Foronto Transit Commission - Wheel Trans Foronto Prolice Service Foronto Police Services Board Foronto Police Service Board Foronto Police Service Board Foronto Police Service Board Foronto Police Service Board Foronto Police Service Board Foronto Police Service Board Foronto Police Service Board Foronto Police Service Board Foronto Police Service Board Foronto Police Service Board Foronto Police Service Board Foronto Police Service Board Foronto Police Service Board Foronto Police Service Board Foronto Police Service Board Foronto Police Service Board For	CreateTO		1								` ′		(4.0)
Coronto Transit Commission - Conventional   13,858.0   117.0   13,975.0   14,280.0   145.0   14,425.0   14,271.0   152.0   14,423.0   (9.0)   7.0   (2.0)		8.0	1	8.0		1					(2.0)		()
Toronto Transit Commission - Wheel Trans	Toronto Transit Commission - Conventional		117.0			145.0			152.0		(9.0)	7.0	(2.0)
Foronto Police Service 7,881.0 7,881.0 7,881.0 7,881.0 7,881.0 7,881.0 7,881.0 7,0 7.0 7.0 7.0 7.0 7.0 7.0 7.0 7.0 7.0 7.	Toronto Transit Commission - Wheel Trans			565.0		3.0					17.0		17.0
Sub-Total Agencies 27,300.0 648.6 27,948.5 27,670.6 803.4 28,474.0 27,698.9 846.0 28,544.9 28.3 42.7 71.  Total Tax Supported Operations 47,356.2 4,441.9 51,798.1 47,734.5 4,430.8 52,165.3 48,021.3 4,616.6 52,637.9 286.8 185.8 472.  Rate Supported Operations Solid Waste Management Services 988.5 120.2 1,108.7 993.0 120.7 1,113.7 981.0 135.7 1,116.7 (12.0) 15.0 3.  Toronto Water 1,653.0 103.7 1,756.7 1,656.0 96.7 1,752.7 1,666.0 95.7 1,761.7 10.0 (1.0) 9.  Toronto Parking Authority 249.1 53.3 302.4 323.5 323.5 328.5 328.5 5.0 5.0  TOTAL - RATE SUPPORTED OPERATIONS 2,890.5 277.2 3,167.7 2,972.5 217.4 3,189.9 2,975.5 231.4 3,206.9 3.0 14.0 17.	Toronto Police Service	7,881.0		7,881.0	7,881.0		7,881.0	7,881.0		7,881.0			
Total Tax Supported Operations 47,356.2 4,441.9 51,798.1 47,734.5 4,430.8 52,165.3 48,021.3 4,616.6 52,637.9 286.8 185.8 472.  Rate Supported Operations Solid Waste Management Services 988.5 120.2 1,108.7 993.0 120.7 1,113.7 981.0 135.7 1,116.7 (12.0) 15.0 3.  Foronto Water 1,653.0 103.7 1,756.7 1,656.0 96.7 1,752.7 1,666.0 95.7 1,761.7 10.0 (1.0) 9.  Foronto Parking Authority 249.1 53.3 302.4 323.5 323.5 328.5 328.5 5.0 5.  FOTAL - RATE SUPPORTED OPERATIONS 2,890.5 277.2 3,167.7 2,972.5 217.4 3,189.9 2,975.5 231.4 3,206.9 3.0 14.0 17.	Toronto Police Services Board		640 6			902 4			946.0		20.2	42.7	71.0
Rate Supported Operations Solid Waste Management Services 988.5 120.2 1,108.7 993.0 120.7 1,113.7 981.0 135.7 1,116.7 (12.0) 15.0 3. Foronto Water 1,653.0 103.7 1,756.7 1,656.0 96.7 1,752.7 1,666.0 95.7 1,761.7 10.0 (1.0) 9. FORONTO Parking Authority 249.1 53.3 302.4 323.5 323.5 328.5 328.5 5.0 5.  FORTAL - RATE SUPPORTED OPERATIONS 2,890.5 277.2 3,167.7 2,972.5 217.4 3,189.9 2,975.5 231.4 3,206.9 3.0 14.0 17.				-									
Solid Waste Management Services 988.5 120.2 1,108.7 993.0 120.7 1,113.7 981.0 135.7 1,116.7 (12.0) 15.0 3. Foronto Water 1,653.0 103.7 1,756.7 1,656.0 96.7 1,752.7 1,666.0 95.7 1,761.7 10.0 (1.0) 9. Foronto Parking Authority 249.1 53.3 302.4 323.5 323.5 328.5 328.5 5.0 5.0 5. FOTAL - RATE SUPPORTED OPERATIONS 2,890.5 277.2 3,167.7 2,972.5 217.4 3,189.9 2,975.5 231.4 3,206.9 3.0 14.0 17.	Total Tax Supported Operations	47,356.2	4,441.9	51,798.1	47,734.5	4,430.8	52,165.3	48,021.3	4,616.6	52,637.9	286.8	185.8	472.6
Solid Waste Management Services 988.5 120.2 1,108.7 993.0 120.7 1,113.7 981.0 135.7 1,116.7 (12.0) 15.0 3. Foronto Water 1,653.0 103.7 1,756.7 1,656.0 96.7 1,752.7 1,666.0 95.7 1,761.7 10.0 (1.0) 9. Foronto Parking Authority 249.1 53.3 302.4 323.5 323.5 328.5 328.5 5.0 5.0 5. FOTAL - RATE SUPPORTED OPERATIONS 2,890.5 277.2 3,167.7 2,972.5 217.4 3,189.9 2,975.5 231.4 3,206.9 3.0 14.0 17.	Rate Supported Operations												
Foronto Water 1,653.0 103.7 1,756.7 1,656.0 96.7 1,752.7 1,666.0 95.7 1,761.7 10.0 (1.0) 9.  Foronto Parking Authority 249.1 53.3 302.4 323.5 323.5 328.5 328.5 5.0 5.  FOTAL - RATE SUPPORTED OPERATIONS 2,890.5 277.2 3,167.7 2,972.5 217.4 3,189.9 2,975.5 231.4 3,206.9 3.0 14.0 17.	Solid Waste Management Services		120.2	1,108.7	993.0	120.7	1,113.7	981.0	135.7	1,116.7	(12.0)	15.0	3.0
TOTAL - RATE SUPPORTED OPERATIONS 2,890.5 277.2 3,167.7 2,972.5 217.4 3,189.9 2,975.5 231.4 3,206.9 3.0 14.0 17.	Toronto Water		103.7					1,666.0					9.0
	Toronto Parking Authority												5.0
TOTAL 50,246.7 4,719.1 54,965.8 50,707.0 4,648.2 55,355.2 50,996.8 4,848.0 55,844.8 289.8 199.8 489.	TOTAL - RATE SUPPORTED OPERATIONS	2,890.5	277.2	3,167.7	2,972.5	217.4	3,189.9	2,975.5	231.4	3,206.9	3.0	14.0	17.0
	TOTAL	50,246.7	4,719.1	54,965.8	50,707.0	4,648.2	55,355.2	50,996.8	4,848.0	55,844.8	289.8	199.8	489.6



## CITY OF TORONTO 2018 COUNCIL APPROVED OPERATING BUDGET 2018 COUNCIL APPROVED OPERATING BUDGET 2018 COUNCIL APPROVED OPERATING BUDGET

(In \$000's)	2017 Budget	2018 Budget	2019 Plan	2020 Plan
Gross Expenditures				
Salaries And Benefits	5,544,823	5,687,171	5,836,285	5,962,834
Materials & Supplies	742,379		770,390	
Equipment	62,168	· · · · · · · · · · · · · · · · · · ·		· · · · · · · · · · · · · · · · · · ·
Service And Rent	1,868,986		/	
Contributions And Transfers	1,666,045		1,640,687	
Capital Transfers	1,263,612			
Other Expenditures	167,861	177,199	170,454	166,422
Inter-Divisional Charges	305,017	308,218	299,709	293,563
Sub-Total Gross Expenditures	11,620,890	12,054,284	12,315,285	12,594,914
Revenues				
Inter-Divisional Recoveries	306,928	308,024	296,028	289,887
Grants	2,304,639	2,386,670	2,312,501	2,259,362
Fees And Service Charge	2,290,055	2,329,968	2,366,262	2,421,884
Other Revenue	1,488,100	1,544,974	1,451,340	1,425,103
Other Taxation	2,048,251	2,240,551	2,272,912	2,310,337
Sub-Total Revenues	8,437,972	8,810,187	8,699,043	8,706,574
Net Expenditures	3,182,918	3,244,096	3,616,242	3,888,340

Note, figures above are excluding Special Levy for Scarborough Subway and City Building Fund.



		2018	20	19	2020		
In \$ Thousands	Gross	Net	Positions	Net			Positions
Investing in Poverty Reduction						Net	
Children's Services							
Additional 825 Spaces to Support Growth	12,000.0						
Child & Family Centres (CFC) Administration Program Support	2,698.9	0.0	14.0	(0.0)		0.0	
Child and Family Centres (CFC) Program Delivery	23,825.2						
Child Care Expansion (Firgrove / Ancaster) increased spaces	534.0	106.8	6.4	(6.0)		2.7	
City 20% Share of Prov/ Federal Growth Subsidy				7,600.0		1,600.0	
Increased Provincial Support for Programming	4,313.0						
Increased staffing to manage growth	2,668.4	(0.0)	28.0	0.0	(0.0)	0.0	
Provincial Wage Enhancement program provincially funded	3,453.0						
Fee Stabilization Support program	2,768.0						
Journey Together Program Additional Funding	6,893.0						
550 new fee subsidies fundied by the province	5,474.0						
Additional Specials Needs Resourcing funding	876.0						
Additional community based capital grant projects fund	2,000.0						
Administration of two new 2018 provincial programs	345.0	• • • • •					
Additional 140 child care fee subsidies	2,000.0	2,000.0					
City Manager's Office	00.4	02.4	1.0	40.4	(0.0)	(70.1)	(1.0
Funding to Support Poverty Reduction Strategy in HR	92.4	92.4	1.0	43.4	(0.0)	(78.1)	(1.0
Shelter, Support & Housing Administration	1.750.0	1.750.0	25.0	1.755.0		01.0	
Add 35 Positions due to Increased Shelter Capacity	1,750.0	1,750.0	35.0	1,755.0		91.8	
Extension of Winter Respite Sites frm Apr 16 to Dec 31, 2018	14,026.0	14,026.0		13,999.0			
Funding for TCHC's Tenants First implementation project	3,019.0	1 (50 0		10 007 5		12 (0( 0	
Operating Impact of 11 New Shelter Sites - 3 to open in 2018	1,658.0	1,658.0		10,907.5		12,696.0	
Providing Beds/Spaces for \$10.600 million gross and \$0 net	10,600.0						
Social Development, Finance & Administration	94.0	94.0	1.0	(41.0)	(1.0)	(40.1)	
Closing Service Gap and Addressing Poverty in Downtown East	84.0 450.0	84.0 450.0	1.0	(41.9)	(1.0)	(42.1)	
Community Services Partnership Funding Increase	75.0	75.0					
Community Space Tenancy Policy Poverty Reduction Strategy - Equity Responsive Budgeting	105.0	105.0	1.0	29.9	(0.0)	3.4	
Poverty Reduction Strategy - Poverty Reduction Evaluation	150.0	150.0	1.0	(150.0)	(0.0)	J. <del>4</del>	
Toronto Strong Neighbourhoods Strategy	226.1	226.1	3.0	525.4	2.0	14.4	
Transit Fare Equity Program - Phase 1	4,800.0	4,600.0	3.0	3,400.0	2.0	100.0	
Add a Social Procurement Officer	55.0	4,000.0	1.0	3,400.0	(1.0)	100.0	
Toronto Employment & Social Services	33.0		1.0		(1.0)		
Add. Positions to Administer Transit Fare Equity Program	421.4		6.0				
Toronto Paramedic Services	721.7		0.0				
Community Paramedicine @ Home Program Expansion	355.2	355.2	5.0	524.1	5.0	4.0	
Toronto Public Health	333.2	333.2	5.0	321.1	5.0	1.0	
Adult Ontario Works Dental	100.5		1.0				
Student Nutrition Program (SNP) - Expansion	442.8	442.8	-11				
Student Nutrition Program (SNP) - Strengthen Current Program	1,681.4	1,681.4					
Toronto Urban Health Fund - 15% Budget Enhancement	339.1	84.8					
Toronto Urban Health Fund Enhancement (Year 4)	150.0	37.5		37.5			
Toronto Public Library							
Additional Youth Hub locations, staff and programming costs	390.0	390.0	3.0	260.0	2.1	260.0	1.
Sunday service enhancement	574.0	574.0		416.0		416.0	
Wi-Fi Hotspot Lending	300.0	300.0					
Investing in Poverty Reduction Total	111,693.5	29,189.0	105.4	39,299.9	7.1	15,068.2	0.9
Advancing Environmental Sustainability							
Facilities, Real Estate, Environment & Energy							
TransformTO - Acc. Work Plan - Leading by Example	330.0	96.2	4.0	100.3	3.0	4.3	(0.0)
TransformTO - Better Buildings Programs	1,136.2	1,093.2	10.0	1,652.2	6.0	661.4	(0.0)
TransformTO - Community Energy Planning & Low-Carbon Thermal	555.0	555.0	8.0	510.9	1.0	122.9	(0.0)
TransformTO Coordination	353.3	353.3	3.0	431.6	(0.0)	(70.6)	
Fleet Services							
TransformTO - Improve Fleet Fuel Efficiency	172.4	172.4	2.0	96.2	(0.0)	6.9	
Parks, Forestry & Recreation							
Achieve Tree Canopy Goal - Expand Tree Care & Maintenance	5,030.0	(0.0)	1.0	1,440.0	(0.0)	1,450.0	
Increase Tree Planting in Hard Surfaces	1,500.0	` ′			. 1		
Tree Protection Enforcement-Convert from Temp to Permanent	197.3	0.0	1.0	0.0	(0.0)	0.0	
Advancing Environmental Sustainability Total	9,274.2	2,270.2	29.0	4,231.1	10.0	2,174.8	(0.0



		2018			19	2020		
In \$ Thousands	Gross	Net	Positions	Net	Positions	Net	Positions	
Improving Transit & Safe Mobility								
Engineering & Construction Services								
Metrolinx Transit Projects	885.0	(0.0)	8.0	0.0				
Toronto Transit Commission - Conventional								
Relieve Overcrowding	3,000.0	3,000.0	27.0	3,000.0	27.0			
Time Based Transfers	1,000.0	6,100.0		14,400.0		400.0		
Transportation Services								
Construction Coordination and Traffic Mitigation	2.3	2.3	(1.0)	1.7		2.0		
Cycling Network Plan Delivery	227.4	455.0	2.0					
Incident Management Response on Expressways	477.8	477.8	5.0	9.2		5.0		
Road Safety Plan - Vision Zero	208.9	(0.0)	2.0	0.0	2.0	(0.0)		
School Crossing Guard Program Traffic Enforcement Officers	775.5 1,318.8	775.5 1,318.8	3.0	1,050.6	2.0	1,033.2		
Transit Shelter Installation	1,318.8	1,318.8	19.0	1,318.8		(0.0)		
Improving Transit & Safe Mobility Total	7,995.6	11,674.3	65.0	19,780.2	29.0	1,440.3		
Investing in Arts & Culture	1,993.0	11,074.3	03.0	19,700.2	29.0	1,440.3		
Economic Development & Culture								
Increase Grants to Specialized Collections Museums	106.0	106.0						
Indigenous Culture	300.0	300.0						
Major Cultural Organizations - Harbourfront Centre	250.0	250.0						
Museums Marketing Expansion	200.0	200.0						
Music Strategy Roll-Out	200.0	200.0						
New Year's Eve	425.0	225.0						
Public Art Operations and Maintenance	219.0	219.0						
Toronto Arts Council - Grant Program	500.0	500.0						
Toronto Significant Events Investment Program	1,050.0							
Investing in Arts & Culture Total	3,250.0	2,000.0						
Enhancing Access to Parks & Recrecation								
City Planning								
Hal Jackman Foundation Grant for Bentway Park	20.0							
Fleet Services								
Parks Ambassador Program - Fleet Services	25.3							
Parks, Forestry & Recreation								
Address Unmet Demand - Additional 10,000	482.3	386.3	11.1	6.3				
Address Unmet Demand for Recreation Programs (Phase 1)	482.3	386.3	11.1	6.3				
Bluffer's Park - Traffic Management Plan	270.0	270.0		-0.5				
Centennial West Pool Programming Reinstatement	329.3	158.8	3.6	59.6	0.9	2.9		
SH Armstrong Pool Programming Reinstatement	139.6	133.5	0.8	45.5	0.3	(1.0)		
Swim to Survive (Phase 3)	155.9	155.9	3.2	1.8		2.2		
Waterfront Lifeguard (Transfer from Police)	344.0	284.0	31.6	26.6		3.2		
Swim to Survive (Phase 4)	154.1		3.5 3.5	156.4	(0.0)	11.5		
Parks Ambassador Program  Enhancing Access to Parks & Recrecation Total	350.0 <b>2,752.9</b>	1,774.8	68.4	387.1 <b>689.6</b>	(0.0) 1.1	11.5 <b>16.6</b>		
Improving Access, Equity & Diversity	2,132.9	1,//4.0	00.4	007.0	1.1	10.0		
City Clerk's Office								
Real-time & Archived Video Captioning of Council & Ctee Mtg	400.0	400.0		200.0				
City Manager's Office	400.0	400.0		200.0				
Establishment of an Indigenous Affairs Office	519.7	519.7	4.0	(27.9)		12.2		
one-time Indigenous Cultural Competency Training	14.0	14.0	4.0	(14.0)		12.2		
Support for AODA Accountability & Compliance in EDHR	263.2	263.2	2.0	6.9		6.9		
Support for Toronto for All and AODA in HR	504.6	504.6	2.0	339.0	2.0	13.8		
Social Development, Finance & Administration		0			_,,	0		
Action Plan to Confront Anti-Black Racism	995.4	995.4	5.0	458.2	2.0	(174.9)	(0.0)	
Improving Access, Equity & Diversity Total	2,696.9	2,696.9	13.0	962.2	4.0	(141.9)	(0.0)	
Supporting Business & Distressed Retail		,					, , ,	
Economic Development & Culture								
Construction Mitigation Best Practices, Options & Support	300.0	300.0		(300.0)				
IDC with Transportation to Provide Locate Services for BIAs	165.9	165.9		165.9				
Local Capacity Building Program - Retail Areas	262.0	262.0		30.0		20.0		
Study of the Current State and Future of the City's Retail	200.0	200.0		(200.0)				
Transportation Services								
Utility Locate Services for BIAs	331.7							
Supporting Business & Distressed Retail Total	1,259.6	927.9		(304.1)		20.0		



	2018			2019		2020	
In \$ Thousands	Gross	Net	Positions	Net	Positions	Net F	ositions
Improving Service Delivery, Management & Oversight							
311 Toronto							
CSR Training on Tax & Utility Calls	290.5						
Day 2 Support Required for UCCE Technology Infrastructure	95.0	95.0					
Association of Community Centres							
Central Eglinton Additional Staff due to Increased Space	29.6	29.6	0.8	7.9		0.7	
The 519 Additional Cleaning Staff due to Increased Space	73.4	73.4	2.0	36.7			
City Manager's Office							
Permanent HR Support for City Planning	99.3		1.0				
Permanent HR Support for Toronto Building	124.8		1.0				
Provide Comm Digital Expertise to Eng & Const Services	122.7		1.0				
Resource to Provide Digital Expertise to Toronto Water	122.7		1.0				
Review of Communication Function	100.0						
Secure Permanent Client-Funding for Fire Services	122.8		1.0				
City Planning							
Committee of Adjustment Service Improvements	286.5		3.0	(4.1)		(0.2)	
Permanent HR Support							
Website Management	184.4		2.0	4.9		(4.9)	(2.0)
Temporary Project Manager for HCD Studies	122.0		1.0		(1.0)	` 1	` '
Court Services			1		( -)		
Provincial Offences Act (POA) - Photocopying User Fees		(10.5)					
Economic Development & Culture		( /					
New User Fees for the Market Gallery		(45.9)					
Toronto Business Development Centre	200.0	200.0					
Engineering & Construction Services							
Communication Coordinators (Basement Flooding & Local Roads)	227.4	0.0	2.0	(0.0)		(0.0)	
Digital Comm Expertise (Water & Transportation projects)	122.7			(***)		(***)	
Legal Advice for Properties related to Gardiner Rehab	301.3						
Review/ Project Mgmt for Lawrence Heights Revitalization	140.9		1.0				
Facilities, Real Estate, Environment & Energy	1.00		1.0				
New Paramedics Custodial & Op. Maintenance-1300 Wilson Ave	220.0						
Fire Services	220.0						
Create Permanent IDC/IDR with HR for training			(1.0)	(0.0)		(0.0)	
Market Segmentation for Public Education Pilot Program	150.0		(1.0)	20.0		130.0	
Professional Serv-Public Information Review & Training	50.0			20.0		130.0	
Road to Mental Readiness Training	92.4	92.4		62.5		(154.9)	
TCHC Fire Safety Strategy	806.0	806.0	10.0	400.1	(0.0)	(134.7)	
Heritage Toronto	800.0	000.0	10.0	400.1	(0.0)		
Website Redevelopment	23.5	6.5	0.3	(13.1)	(0.3)	(7.5)	
Heritage Enhanced Services - Manager of Philanthropy	23.2	23.2	0.5	(53.2)	(0.5)	N 18	
Heritage Status of Heritage Report Card	20.0	10.0		(7.0)		(52.3)	
	20.0	10.0		(7.0)			
Legal Services Accounting Clerk to Support Insurance Claims	64.3		1.0	0.0	(0,0)	(0.0)	
= ==	E		1.0	0.0	(0.0)	(0.0)	
Legal Services Organizational Review	120.0		2.0				
Legal Support for Gardiner Expressway Rehabilitation	301.3		2.0	0.0		(0.0)	(4.0)
Legal Support for Toronto Water Infrastructure Projects	528.0		4.0	0.0		(0.0)	(4.0)
Legal Support for TTC Real Estate Division Expropriation	310.1		2.0	7.1		5.8	(1.0)
Legal Support for Waterfront Revitalization Initiatives	219.4		1.0	0.0		(0.0)	(1.0)
Long-Term Care Homes & Services	2 0 6 0 0	(0.0)	15.0	0.0	25.0	(0.0)	25.0
Resident Acuity and Service Level Standards	2,068.8	(0.0)	17.8	0.0	25.0	(0.0)	25.0
Municipal Licensing & Standards	602.0	602.0	<b>7</b> 0	0.4		2.0	
Enforcement of Holistic Centres and Body Rub Parlours	682.0	682.0	5.0	9.4	(2.0)	3.9	
Short-term Rentals Regulations	772.7	1.4	8.0	(106.7)	(2.0)	(15.7)	
Non-Program Expenditures							
Change Management Office	855.1	855.1	6.0	134.0		24.2	
Office of the Chief Financial Officer							
3 Positions in FPD as recommended by BC	419.0	419.0	3.0	7.2		11.1	
Sr. Investment Analyst to support Investment Board	129.6	(0.0)	1.0	0.6		3.4	
Office of the Treasurer							
Property Tax Reinstate Fee & o/s Utility Notification Fee		(79.2)		(24.2)			
Merger of the City's five pension plans with OMERS	209.3		3.0		(0.0)		(3.0)
Support to the Investment Board	100.0	0.0	1.0	0.0		(0.0)	
Policy, Planning, Finance & Administration	1			E			



		2018		20	19	2020	
In \$ Thousands	Gross	Net	Positions	Net	Positions	Net	Positions
Consultation Coordinators (Basement Flooding/Local Roads)	373.1		3.0				
Shelter, Support & Housing Administration							
Provincial SHAIP funding for Program Admin and Building Cond	2,326.0		3.0		(0.0)		(3.0)
Supports and Housing for Survivors of Human Trafficking	2,068.0						
Transformative Data Analytics for Div. Perf. Measurement	286.5	120.4	4.0	101.0	(0.0)	5.9	
Social Development, Finance & Administration							
Black Youth Leadership Grant to Confront Anti-Black Racism	150.0						
Extension of Toronto For All Campaign	100.0	100.0		240.0			
Toronto Building							
Toronto Building HR Strategy Permanent Support	124.8						
Toronto Building Inspection Service Internship Program	335.0						
Toronto Paramedic Services							
Custodial & Maintenance Costs -NW Station at 1300 Wilson Ave	220.0	220.0		(110.0)			
Toronto Public Health							
ISPA (Immunization of School Pupils Act)	530.3	132.6	9.0	65.5			
Additional one-time provincial funding for program delivery	1,029.0		4.0		(2.0)		(2.0)
Toronto Public Library							
e-Learning Initiatives	250.0	250.0	2.0	50.0			
Toronto Realty Agency							
Toronto Realty Agency New Services 2018 Operating Budget	2,831.6		10.0		(10.0)		
Toronto Zoo							
Toronto Zoo - Winter Zoomobile Operations	38.3	(98.7)	2.0	(214.1)		1.8	
Transportation Services							
Customer Service and Issues Management	64.6	64.6	(0.0)	2.5		3.3	
Development Application Review Compliance	95.2		1.0				(1.0)
Enterprise Work Management System (EWMS) Implementation	264.6		2.0		(2.0)		
Neighbourhood Improvements Program	130.9		1.0				
Port Lands Acceleration Initiative	140.9		1.0				(1.0)
Project Oversight and Inspection Compliance	246.0	246.0	2.0	8.1		7.0	
City-Wide Permit Parking Feasibility Assessment	200.0	200.0		(200.0)			
Improving Service Delivery, Management & Oversight Total	22,735.4	4,393.0	124.8	425.2	7.7	(38.2)	8.0
Grand Total	161,658.1	54,925.9	405.6	65,084.1	59.0	18,539.7	8.9

Operating & Capital Budget Summaries for City Programs And Agencies

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# Operating & Capital Budget Summaries for City Programs And Agencies:

Human and Social Services



# Affordable Housing Office.

### **2018 OPERATING BUDGET OVERVIEW**

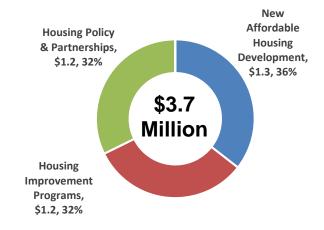
The Affordable Housing Office (AHO) is responsible for the stewardship of federal, provincial and City investments and incentives that support the creation and maintenance of safe, affordable housing for lower-income residents. The Program also develops innovative housing solutions through policy and partnerships with private and community partners, as well as leads, assists and promotes the implementation of the City's Housing Opportunities Toronto, An Affordable Housing Action Plan 2010- 2020.

### 2018 Operating Budget Highlights

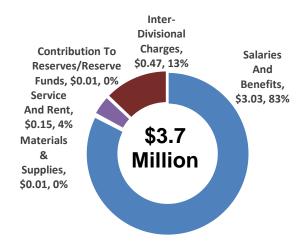
The total cost to deliver these services to Toronto residents is \$3.671 million gross and \$1.170 million net as shown below:

	2017	2018 -	Chan	ge
(in \$000's)	Budget	Budget	\$	%
Gross Expenditures	3,495.7	3,670.5	174.9	5.0%
Revenues	2,325.5	2,500.4	174.9	7.5%
Net Expenditures	1,170.1	1,170.1	(0.0)	(0.0%)

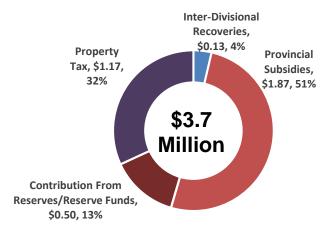
### **2018 Operating Budget**



### **By Expenditure Category**



### By Funding Source



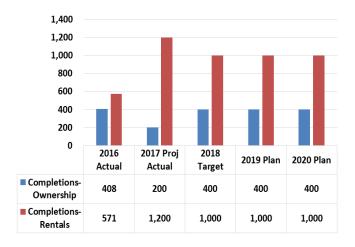
### **Fast Facts**

- In 2016 Council approved 571 new affordable rental homes and 408 new affordable ownership homes. City and Build Toronto Capital contributions and incentives for these development projects total \$48.569 million.
- The Affordable Housing Office will administer approximately \$330 million in federal, provincial and city funding and incentives to create 3,100 new affordable rental and ownership homes as well as repairs and modifications to assist 900 lower-income households in 2017.
- Investments from the City and other orders of governments will leverage approximately \$670 million in private and non-profit investments creating approximately 8,000 jobs.

### **Trends**

- AHO has financial stewardship for affordable housing projects throughout the 3-5 year lifecycle of the development process. The chart below show annual approvals in 2016 and projections for 2017 to 2020.
- The number of new affordable homes approved will exceed the HOT targets set by Council in 2017 as a result of City contributions and incentives through the new Open Door Affordable Housing Program in combination with new federal/provincial funding investments.

### New Affordable Rental & Ownership Homes Approvals



### **Our Key Issues & Priority Actions**

- Meeting Housing Opportunities Toronto (HOT) ten-year targets of 10,000 affordable rental and 2,800 ownership homes by 2020. The following opportunities and initiatives will allow the City to scale up its efforts to meet these targets over the remaining years of HOT:
  - Continued implementation of the City's Open Door Affordable Housing Program including the 2018 Call for Applications.
  - New opportunities with the federal and provincial governments following the 2017 announcement of Canada's first national Housing Strategy:
    - Details to be confirmed pending federalprovincial deliberations.
  - ✓ AHO's continued partnership with Build Toronto, Toronto Community Housing Corporation, Waterfront Toronto and others to deliver new affordable housing in mixed income communities.
  - AHOs 2018 Operating Budget funds the necessary resources required to support the goals of HOT and Toronto Prosperity.

### Key Service Deliverables for 2018

- Provide financial stewardship of an estimated \$295 million in federal, provincial and City investments which leverages approximately \$627 million in investments from private and non-profit sectors, to support 2,870 new affordable rental and ownership homes projected to be underway for 2018, creating some 7,158 jobs through the development lifecycle.
- Provide financial stewardship of an estimated \$6 million from the federal/provincial Investment in Affordable Housing (IAH) program, Social Infrastructure Fund (SIF) and Homelessness Partnering Strategy (HPS) for essential health, safety, accessibility and energy efficiency repairs and modifications underway in 2018.
  - ✓ This is projected to assist 550 lowerincome homeowner and tenant households creating approximately 166 jobs during the development lifecycle.
- The Affordable Housing office is partnering with Shelter, Support and Housing Administration's (SSHA) Information Technology staff to transform and modernize two existing databases to align with more rigorous federal, provincial and City program monitoring and reporting requirements.

### 2018 Operating Budget and Plan by Service

	•	_	•		•						
	20	)17	2018 C	perating Bu	dget			Inc	rementa	al Chang	је
(In \$000s)	Budget	Projected Actual	Base	New/ Enhanced	Total Budget	2018 vs Budget 0		20 Pla		20 Pla	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
New Affordable Housing Development											
Gross Expenditures	1,252.0	1,066.9	1,304.3	0.0	1,304.3	52.4	4.2%	30.6	2.3%	23.5	1.8%
Revenue	862.6	676.9	921.3	0.0	921.3	58.7	6.8%	3.8	0.4%	1.7	0.2%
Net Expenditures	389.3	390.0	383.0	0.0	383.0	(6.3)	(1.6%)	26.8	7.0%	21.8	5.3%
Housing Improvement Programs											
Gross Expenditures	1,121.9	1,066.9	1,181.9	0.0	1,181.9	60.0	5.3%	24.9	2.1%	21.2	1.8%
Revenue	730.8	676.9	787.7	0.0	787.7	56.9	7.8%	1.8	0.2%	1.1	0.1%
Net Expenditures	391.0	390.0	394.2	0.0	394.2	3.1	0.8%	23.1	5.9%	20.1	4.8%
Housing Policy & Partnerships											
Gross Expenditures	1,121.9	1,066.9	1,184.4	0.0	1,184.4	62.5	5.6%	25.0	2.1%	21.2	1.8%
Revenue	732.1	676.9	791.5	0.0	791.5	59.4	8.1%	1.8	0.2%	1.1	0.1%
Net Expenditures	389.8	390.0	392.9	0.0	392.9	3.2	0.8%	23.1	5.9%	20.1	4.8%
Total											
Gross Expenditures	3,495.7	3,200.7	3,670.5	0.0	3,670.5	174.9	5.0%	80.5	2.2%	65.9	1.8%
Revenue	2,325.5	2,030.7	2,500.4	0.0	2,500.4	174.9	7.5%	7.4	0.3%	4.0	0.2%
Total Net Expenditures	1,170.1	1,170.0	1,170.1	0.0	1,170.1	(0.0)	(0.0%)	73.1	6.2%	61.9	5.0%
Approved Positions	25.0	23.0	25.0	0.0	25.0	(0.0)	(0.0%)	0.0		0.0	

The Affordable Housing Office's 2018 Operating Budget is \$3.671 million gross and \$1.170 million net and meets the reduction target of 0% as set out in the 2018 Operating Budget Directions approved by Council.

- Base pressures are mainly attributable to known Cost of Living adjustments and salary and negotiated progression pay increases. These have been offset by a realignment of salary and benefit projections to match actual experience as well as grant revenue recognition adjustments to match anticipated expenditures in 2018.
- Approval of the 2018 Operating Budget will result in the Affordable Housing Office maintaining its total staff complement of 25 positions.
- The 2019 and 2020 Plan increases are attributable to known inflationary salary and benefit increases as well as higher legal costs for processing legal agreements and real estate transactions.

### **Program Map**

### **Affordable Housing Office**

To enhance the health of Toronto's people, neighbourhoods, economy and environment by delivering funding and incentives, and by developing innovative housing solutions, to create and maintain safe, affordable, rental and ownership housing for lower-income residents. This will be accomplished by:

- Delivering federal, provincial and City affordable housing programs by working with the private and non-profit sectors to develop and maintain affordable rental and ownership housing, revitalize communities and create employment.
- Work with Shelter, Support & Housing Administration as Municipal Service Manager and with other City Divisions to ensure the effective and efficient use of government investments, in line with City priorities and other legislative and policy frameworks such as Housing Opportunities Toronto: An Affordable Housing Action Plan 2010 - 2020.
- Support the City Manager and Deputy City Managers in providing strategic intergovernmental relations and program advise on housing issues.

### New Affordable Housing Development

#### Purpose:

- To facilitate the development of new affordable, supportive and transitional housing for lowerincome residents and create jobs through construction, conversion and community revitalization.
- To assist lower-income residents to purchase a new, affordable home by delivering the City's Home Ownership Assistance Program (HOAP) and federal-provincial affordable home ownership funding.
- To create affordable housing by delivering City, provincial and federal funding and incentives, pursuing innovative strategies and providing advisory services.

### Housing Improvement Programs

#### Purpose:

- To support lower-income residents, including seniors and persons with disabilities, to remain safely and affordably in their homes and communities through housing improvement loans and grants
- To facilitate essential health, safety, accessibility and energy efficiency repairs and modifications by delivering the Toronto Renovates Program with federal-provincial funds.

Legend:		
3		
	Program	Activity
	Service	

### Housing Policy & Partnerships

#### Purpose:

- To develop, promote, lead and leverage innovative affordable housing solutions through policies, programs and partnerships with the private and non-profit sectors, e.g. Open Door Affordable Housing Program.
- To ensure effective and efficient use of City, provincial and federal affordable housing funding and incentives in line with City priorities and other legislative and policy frameworks including Housing Opportunities Toronto - An Affordable Housing Action Plan 2010-2020.
- To support the City Manager and Deputy City Manager in providing strategic intergovernmental relations and other advice on affordable housing issues such as the City's National Housing Strategy submission

#### Service Customer

### New Affordable Housing Development

- Lower-income residents
- Private and non-profit housing developers
- Private sector and non-profit organizations
- City Agencies, Boards & Divisions
- Federal and Provincial governments

Indirect (Beneficial)

Residents

#### Housing Improvement Programs

- Lower-income homeowners and renters
- Seniors and persons with disabilities
- Private apartment & rooming house landlords
- · City Agencies, Boards & Divisions
- Federal and Provincial governments

#### Indirect (Beneficial)

Residents

#### Housing Policy & Partnerships

- Lower-income residents
- Private sector and non-profit organizations
- City Agencies, Boards & Divisions
- Federal and Provincial governments

#### Indirect (Beneficial)

Residents

The following section provides the service-based budget by activity and their associated service levels and performance measures.

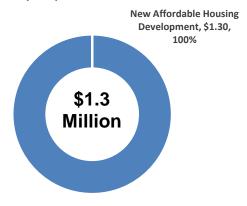
### **New Affordable Housing Development Service**

### New Affordable Housing Development

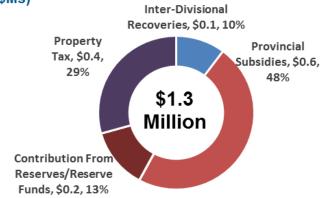
### What We Do

- Facilitate the development of new affordable, supportive and transitional housing for lower income residents and create jobs through construction, conversion and community revitalization.
- Assist lower-income residents to purchase new affordable homes by delivering the City's Home Ownership Assistance Program (HOAP) and federal-provincial affordable home ownership funding.

### 2018 Service Budget by Activity (\$Ms)



### 2018 Service by Funding Source (\$Ms)



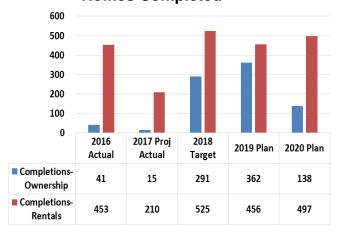
### 2018 Service Levels New Affordable Housing Development Service

Туре	Service Level Description	Status	2015	2016	2017	2018
Development of new Affordable Housing through	Federal, Provincial and City funding for new affordable rental and ownership	Approved	100%	100%	100%	100%
Construction, Conversion and Intensification.	homes under development disbursed according to prescribed requirements Council approvals, sound financial stewardship and service excellence.	Actual	100%	100%	100%	
Housing Advisory and Consultation Services,	Federal/Provincial funding is provided through the Investment in Affordable	Approved	100%	100%	100%	100%
sometimes fee based to other orders of government and other partners.	Housing (IAH) Program.	Actual	100%	100%	100%	
Implementation of Special Council and Committee	Additional federal/provincial funding is provided through the Social	Approved	n/a	n/a	100%	100%
directives.	Infrastructure Fund/IAH 2016-2018.	Actual	n/a	n/a	100%	
	Delivery of government funding for development of new affordable homes	Proposed	n/a	n/a	n/a	100%
	provided for persons from the City's equity-seeking and other vulnerable	Actual	n/a	n/a	n/a	
	Delivery of government funding for development of new affordable rental	Proposed	n/a	n/a	n/a	100%
	homes to be rented at or below Average Market Rent (AMR).	Actual	n/a	n/a	n/a	

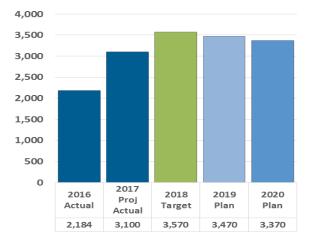
Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for New Affordable Housing Development service. However, in addition to the existing service levels, 2 new service level metrics (bolded in the chart above) are included to provide a more fulsome view of the Program's service delivery to include an equity lens in the City.

#### **Service Performance Measures**

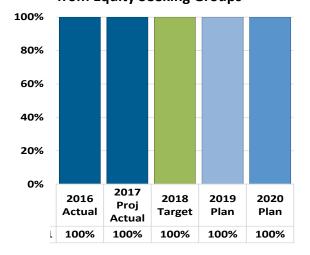
### New Affordable Rental & Ownership Homes Completed



### Number of New Affordable Rental & Ownership Homes under Development



### Percentage of Residents in Affordable Homes from Equity Seeking Groups



 The fluctuations in completions from year-toyear depends on a number of factors including project timelines, planning

approvals and government funding cycles

and levels of funding.

Housing Strategy

- With a typical 3-5 year development lifecycle, completions depend on approvals made in prior years. Future year volumes beginning in 2018 are anticipated to ramp up significantly due to strong interest in the Open Door Program as evidenced by the 2017 Call for Applications and additional revenue referred to in the 2017 National
- The AHO has financial stewardship for affordable housing projects during their 3-5 year development lifecycle. The numbers in the chart do not represent annual completions which are shown in the chart on above.
- Higher projections beginning in 2017 reflect increased funding levels and interest in the Open Door Program.

- 100% of the AHO's new affordable homes serve the City's equity-seeking and vulnerable groups including lower income residents, persons with mental health issues, seniors and persons with disabilities.
- This is done to prescribed requirements under federal, provincial and City funding programs.

This is expected to remain consistent in 2017 and future years



### **Children's Services**

Toronto Children's Services promotes access to high quality early learning, and provides child care and supports for families through a well-planned and managed system. All families in Toronto benefit from a range of services that promote healthy child development and family well-being.

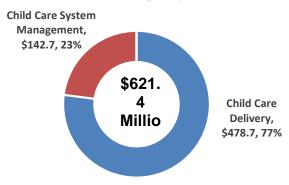
### 2018 Operating Budget Highlights

The total cost to deliver these services to Toronto residents is \$621.410 million gross and \$82.691 million net as shown below:

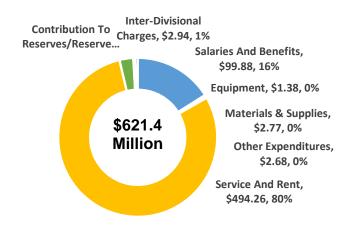
	2017	2018 -	Chang	је
(in \$000's)	Budget	Budget	\$	%
Gross Expenditures	537,902.3	621,409.9	83,507.6	15.5%
Revenues	457,219.4	538,719.4	81,500.0	17.8%
Net Expenditures	80,682.9	82,690.5	2,007.6	2.5%

### 2018 Operating Budget

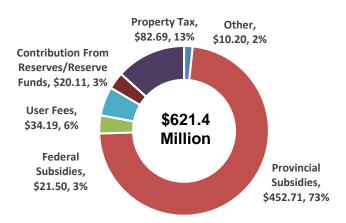
### 2018 Budget by Service



### **By Expenditure Category**



### **By Funding Source**



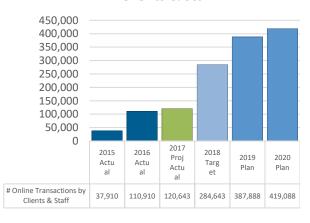
### **Fast Facts**

- Toronto's licensed child care system includes approximately 72,000 spaces for children from birth to 12 years.
- Toronto Early Learning and Child Care Services (TELCCS) has 52 centres and one home child care agency serving over 3,000 children.
- Together with community agencies, Children's Services provides support to more than 990 child care operators.
- In 2018 the Program assumed administration of the Ontario Early Years Child Care and Family Centres (OEYCFCs), including Child and Family Centres (CFCs) and the Parent and Family Literacy Centres.

### Trends

- Children's Services continues to focus on improving customer service through business transformation, automation and by providing access through a variety of service channels, including:
  - ✓ The introduction of an Online Service Request System that will allow more than 990 child care operators to ensure children with special needs and their families receive support to participate in child care programs;
  - The launch of "My Child Care Account" will provide families with a variety of self-service functions including access to information about child care options and an online application for child care fee subsidy.
- The increase in online functionally reflecting the upgrades made possible by the completion of the Customer Service Improvement capital project, will be further improved with the implementation of the Growing Child Care for Toronto project

### # Online Transactions Performed by Clients & Staff



### Our Key Issues & Priority Actions

- Manage new and expanded responsibilities as a result of provincial legislation and regulatory changes. The 2018 Budget includes:
  - > \$2.0 million for 26.4 new positions resulting from
  - legislative changes to address the staffing ratios in 52 Early Learning Centres;
  - \$26.514 million to manage the Child and Family Centre delivery, including funding for 14 position to administer the programming.
- Expand fee subsidies and public funding for operators to support Toronto's low-income children age 0-12, and invest to support a thriving work force.
  - ✓ With the new Provincial / Federal and City growth funding, 1,515 new subsidies were added in 2018, bringing the total budgeted subsidies to 30,490, an increase of 5.2% from 2017.
  - New funding of \$4.718 million for operators to offset operating costs to keep fees lower for families.
  - Develop policies and controls to ensure that public funding reduces parent fees and improves affordability.

### Key Service Deliverables for 2018

Children's Services is responsible for managing Toronto's Child Care system in accordance with the Council approved 2015-2019 Children's Services Service Plan and Provincial guidelines and within the provincially legislated requirements of the Child Care and Early Years Act, 2014.

- The 2018 Operating Budget funds the delivery of the following:
- 30,490 child care subsidies;
- 679 contracted child care centres with contracts for fee subsidy;
- 10 home child care agencies with fee contracts for subsidy;
- 68 additional child care centres with contracts for General Operating Grant;
- 900+ centres with agreements for Provincial Wage Enhancement:
- 52 Toronto Early Learning & Child Care Service Centres and 1 home child care agency;
- 21 agencies providing service for children with special needs;
- Administer the delivery of Ontario Early Years Child Care and Family Centres (OEYCFCs) through contracting with 50 agencies who deliver programming at over 262 locations.
- 34 summer day programs;
- 51 after-school & recreation programs (ARC); and
- Added new projects and capital grants to support growth in licensed child care spaces across the City.

80,682.9

1,007.5

**Total Net Expenditures** 

**Approved Positions** 

68,682.9

80,583.7

1,032.2

#### Incremental Change 2017 2018 Operating Budget Projected New/ Total 2018 Budget vs. 2017 2019 2020 (In \$000s) **Budget** Actual Base Enhanced Budget **Budget Change** Plan Plan % By Service % **Child Care Delivery** Gross Expenditures 409,723.2 393,023.2 423,001.1 55,734.6 478,735.7 69,012.4 16.8% (2,218.4)(0.5%)8,416.3 1.8% Revenue 343,256.3 338.556.3 351,699.7 53,627.8 405,327.5 62,071.3 18.1% (11,918.0) (2.9%)(2,003.3)(0.5%)71,301.4 2,106.8 73,408.2 6,941.2 10.4% 10,419.6 **Net Expenditures** 66,467.0 54,467.0 9,699.6 13.2% 12.5% Child Care System Management Gross Expenditures 128,179.1 128,179.1 128,560.2 14,114.0 142,674.2 14,495.1 11.3% 7,183.4 5.0% 2,871.6 1.9% 113,963.1 (4.5%)113.963.1 119.277.9 14.114.0 133.391.9 19.428.8 17.0% (1.759.4)(1.3%)(5.871.2)Revenue **Net Expenditures** 14,216.0 14,216.0 9,282.3 0.0 9.282.3 (4.933.6)(34.7%)8,942.8 96.3% 8,742.8 48.0% Total 83,507.6 **Gross Expenditures** 537,902.3 521,202.3 551,561.3 69,848.6 621,409.9 15.5% 4,965.0 0.8% 11,287.9 1.8% Revenue 457,219.4 452,519.4 470,977.6 67,741.8 538,719.4 81,500.0 17.8% (13,677.4) (2.5%)(7,874.5)(1.5%)

### 2018 Operating Budget and Plan by Service

The Children's Services' 2018 Operating Budget is \$621.410 million gross and \$82.691 million net, representing a 2.5% increase to the 2017 Approved Net Operating Budget which exceeds the 0% reduction target set out in the 2018 Operating Budget Directions and Guidelines approved by Council by 2.5%.

82,690.5

1,080.6

2,007.6

73.1

2.5%

7.3%

18,642.4

0.0

22.5%

19.162.4

18.9%

2.106.8

- Base pressures are mainly attributable to the increase in cost of purchased child care due to inflation and change in case mix; known salaries and benefit increases; the annualization of positions added in 2017 to support growth; and increase in the cost of maintenance based on the needs of the 52 City operated child care centres.
- Revenue adjustments include Provincial funding for positions added in 2017 to support growth; increased base provincial funding; and an increase in the parental contribution to the cost of child care, based on the actual change in family income mix.
- To help mitigate the above pressures, the Program was able to achieve budget reductions through base expenditure reductions to align the budget with actual experience, efficiency savings from the Customer Service Improvement capital project and through merging a satellite site at the Warden Woods TELCCs. A contribution of \$5.821 million from the Child Care Expansion Reserve Fund is included to fund Occupancy Grants to the 4 district school boards as a bridging strategy.
- Approval of the 2018 Operating Budget results in Children's Services increasing its total staff complement by 73.1 positions from 1,007.5 to 1,080.6.
- Enhanced programming includes provincial subsidy to fully support the delivery and administration of the Child and Family Centre programming; provincial funding to support grants to purchased child care providers to help make child care affordable for families; funding for the indigenous community to retrofit 2 existing family centres and deliver culturally sensitive programming, and underspent provincial funding from 2017 combined with new provincial, federal and City funding to provide 1,515 additional child care subsidies.
- The pressures in the 2019 and 2020 Plans are primarily attributable to the City's 20% support of provincial/ federal expansion funding; the cost of purchased child care; the known impact of COLA, progression pay and step increases. The 2020 Plan also includes the reversal of the bridging strategy that funded occupancy grants for the 4 district school boards, and the loss of funding from the National Child Benefit Supplement Reserve Fund, which together create a \$7.821 million pressure to maintain the current service levels.

### **Program Map**

### Children's Services

The Children's Services Division is the service system manager of childcare within Toronto. In partnership with the community, the division promotes equitable access to high quality care for children and support for families and caregivers. An integrated approach to planning and management ensures that services to children promote early learning and development, respond to families' needs and choices and respect the diversity of Toronto's communities.

### **Child Care Delivery**

#### Purpose:

To deliver high quality child care in high needs communities.

### Child Care Service System Management

#### Purpose:

- To plan and manage Toronto's Child Care system in accordance with Council approved Child Care Service Plan and provincial guidelines.
- To grant child care subsidies to eligible families in accordance with provincial guidelines and Council approved principles of age and geographic equity.

Legend:		
	Program	Activity
	Service	

#### Service Customer

#### Child Care Delivery

- Parents / Guardians
- Children in Child Care

#### Indirect (Beneficial)

- · Resident Families and Children
- · Child Care Service Providers

#### Child Care Service System Management

- Parents / Guardians
- Province of Ontario
- Children in Child Care

#### Indirect (Beneficial)

- Resident Families and Children
- Child Care Service Providers

The following section provides the service-based budget by activity and their associated service levels and performance measures.

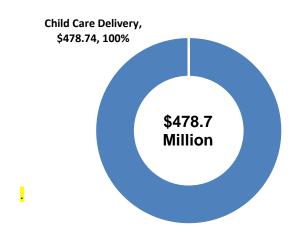
### **Child Care Delivery Service**

### **Child Care Delivery**

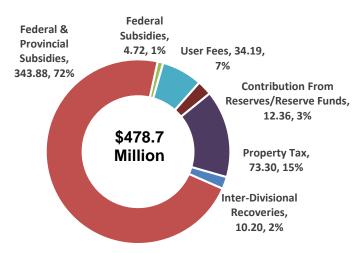
#### What We Do

- Provide fee subsidies to help eligible families with all or part of the cost of early learning and care.
- Deliver child care directly through the Toronto Early Learning and Child Care Services that provides enriched early learning and care service to families primarily in high-need and under-served neighborhoods with a focus on skill development and school readiness.
- Deliver in partnership with PF&R After School Recreation and Care programs (ARC).
- Provide Family Well-Being Support services, which include service and supports to improve positive outcomes for families and children.
- Provide fee subsidies to help eligible families with all or part of the cost of early learning and care.
- Deliver child care directly through the Toronto Early Learning and Child Care Services that provides enriched early learning and care service to families primarily in high-need and under-served neighborhoods with a focus on skill development and school readiness.
- Deliver in partnership with PF&R After School Recreation and Care programs (ARC).
- Provide Family Well-Being Support services, which include service and supports to improve positive outcomes for families and children.

### 22018 Service Budget by Activity (\$Ms)



### 2018 Service by Funding Source (\$Ms)



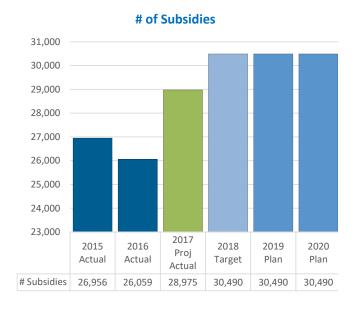
### 2018 Service Levels Child Care Delivery

Туре	Sub-Type	Service Level Description	Status	2015	2016	2017	2018
Early Learning		Frequency annual	Approved	100%	100%	100%	100%
and Education		riequency annual	Actual				
	Infants	% occupancy of children placed	Approved	98%	98%	98%	98%
	iniants	through Toronto Early Learning and Child Care Services	Actual	96%	96%	98%	
	Taddlana	% occupancy of children placed	Approved	98%	98%	98%	98%
	Toddlers	through Toronto Early Learning and Child Care Services	Actual	96%	96%	98%	
Enriched Early	December of Ob'lder	% occupancy of children placed	Approved	98%	98%	98%	98%
Care	Pre-school Children	through Toronto Early Learning and Child Care Services	Actual	96%	96%	98%	
	Kindersates and Children	% occupancy of children placed	Approved	98%	98%	98%	98%
	Kindergarten aged Children	through Toronto Early Learning and Child Care Services	Actual	96%	96%	98%	
	Och cellered Oblither	% occupancy of children placed	Approved	98%	98%	98%	98%
	School aged Children	through Toronto Early Learning and Child Care Services	Actual	96%	96%	98%	
Family Financial	0.710 5 0.1.11		Approved	25,116	26,359	28,975	30,490
Support	Child Care Fee Subsidy		Actual	26,900	27,500	28,975	
			Approved	3,852	3,912	4,112	4,312
Family Well- Being Support — Care	Children with Special Needs Served		Actual	3,852	3,912	4,112	
			Approved	44	44	44	262
	Family Resource Centres Programs		Actual	44	44	44	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Child Care Delivery, while targets have been adjusted to reflect the increased need for family financial support and family well-being support care in the community.

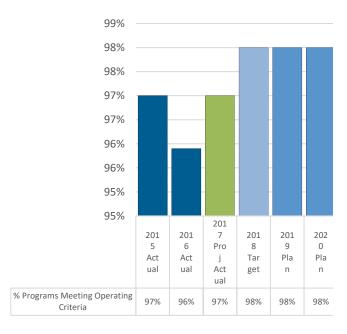
Note: 1 new and enhanced priority for \$12.0 million to add 825 new spaces in 2018 is included on the list of New and Enhanced Priorities for Budget Committee's consideration during the 2018 budget process.

### **Service Performance Measures**



- Children's Services will deliver 30,490 child care subsidies in 2018 which are allocated across City wards based on the proportion of children in the living below the low income threshold, a service level increase of 1,515, or 5.2% from the 2017 service levels.
- As a result of system expansion, the number of children served in the various programs and services delivered has increased from 58,164 in 2013 to 65,988 or 13.5% in 2017.
- In 2017, Children's Services is projecting to be slightly above target in delivering child care subsidies.

### Percentage of Programs Meeting Assessment for Quality Improvement Requirements



- All child care centres with a service contract for fee subsidy or receiving base funding are assessed for quality standards. This assessment rates a centre's activities, learning, health & safety, and adult/child interactions by comparing them to the standards laid out in the Assessment for Quality indicators, a tool used to evaluate the City's expectations of quality for child care programs.
- For 2015, 97% of the centres met the operating criteria, with a slight decline in 2016 to 96%. The 2017 projections reflect an increase to 97%, with the 2018 Target and 2019 -2020 Plans at 98%.

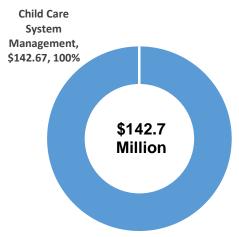
### **Child Care System Management**

Child Care System Management

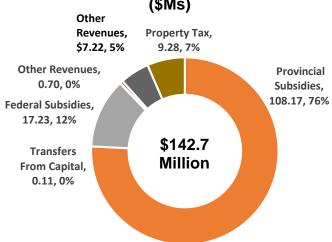
### What We Do

- Plan and manage Toronto's Child Care system in accordance with the Council approved Child Care Service Plan and Provincial guidelines.
- As Consolidated Municipal Service Manager (CMSM) for the City of Toronto, plan and implement policies and programs within the Provincial legislative framework that are designed to meet specific local requirements. In this capacity, the City develops and implements planning processes and programs to address service gaps and ensure that local goals are met.

### 2018 Service Budget by Activity (\$Ms)



### 2018 Service by Funding Source (\$Ms)



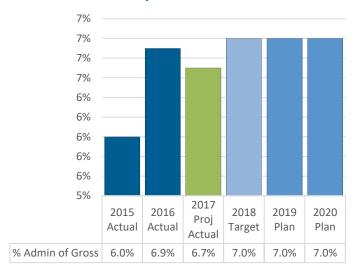
### 2018 Service Levels Child Care System Management

Туре	Sub-Type	Service Level Description	Status	2015	2016	2017	2018
Early Learning		F	Approved	100%	100%	100%	100%
and Education		Frequency annual	Actual				
	la facilità	% occupancy of children placed	Approved	98%	98%	98%	98%
	Infants	through Toronto Early Learning and Child Care Services	Actual	96%	96%	98%	
	T. dalla	% occupancy of children placed	Approved	98%	98%	98%	98%
	Toddlers	through Toronto Early Learning and Child Care Services	Actual	96%	96%	98%	
Enriched Early	D	% occupancy of children placed	Approved	98%	98%	98%	98%
Care	Pre-school Children	through Toronto Early Learning and Child Care Services	Actual	96%	96%	98%	
	Kindowata a and Okildan	% occupancy of children placed	Approved	98%	98%	98%	98%
	Kindergarten aged Children	through Toronto Early Learning and Child Care Services	Actual	96%	96%	98%	
	Oak as Land Ok'ldon	% occupancy of children placed	Approved	98%	98%	98%	98%
	School aged Children	through Toronto Early Learning and Child Care Services	Actual	96%	96%	98%	
Family Financial	0.11.0		Approved	25,116	26,359	28,975	30,490
Support	Child Care Fee Subsidy *		Actual	26,900	27,500	28,975	
			Approved	3,852	3,912	4,112	4,312
Family Well- Being Support — Care	Children with Special Needs Served		Actual	3,852	3,912	4,112	
			Approved	44	44	44	262
	Family Resource Centres Programs		Actual	44	44	44	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Child Care System Management.

#### **Service Performance Measures**

### Administration as % of Total Gross Expenditures



- Historically, the cost of program delivery is between 5% and 6% of the Program's gross expenditures.
- For 2018, administrative costs are projected to temporarily increase to 7.0% reflecting the impact of managing the expanded child care system, responding to additional Provincial requirements and implementation of the new General Operating Grant across the sector.
- Administrative cost ratios have historically been kept significantly below the Provincial guideline of 10%.



### **Children's Services**

### 2018 - 2027 CAPITAL BUDGET & PLAN OVERVIEW

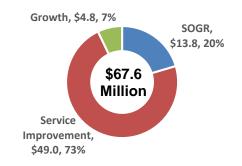
Children's Services provides high-quality licensed child care services across the City through 52 Early Learning and Child Care Centres (TELCC), with 25 in City owned facilities valued at \$53.081 million, and through 1 home child care agency.

The primary focus of the 10-Year Capital Plan of \$67.616 million is to leverage new Federal, Provincial and City funding to increase the capacity in the child care system by adding more physical spaces. Funding of \$49 million will deliver 21 new child care centres adding 1,110 spaces over the 10-year period. The Capital Plan also dedicates substantial funding of \$13.8 million to maintain the existing centres in a state of good repair.

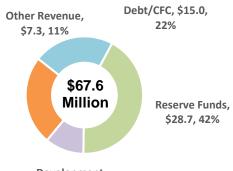
In order to support the significant system growth through tri-government operating and capital investments in 2018, funding of \$4.8 million is included for system upgrades to the existing information technology systems to develop new tools that will enhance on-line applications and business processes to improve operations and increase capacity.

The 10-Year Capital Plan will provide savings in 2018 and in the future years' Operating Budgets totalling \$0.396 million net over the 2018 - 2027 period, derived from the completion of 2 information technology projects.

### 2018 - 2027 Capital Budget & Plan By Project Category

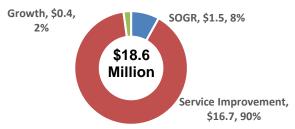


### **By Funding Source**



Development Charge, \$16.6, 25%

### 2018 Capital Budget by Project category



### **By Funding Source**



Charge, \$0.6, 3%

### **Our Key issues & Priority Actions**

- Licensed child care is not keeping pace with demand and serves less than 20% of the child population. The 10-Year Capital Plan will:
  - ✓ Leverage Federal/Provincial and City funding to deliver 3 new child care centres at a cost of \$12.9 million that will create 186 new spaces;
  - ✓ Deliver the new Capital Grants Program of \$8.885 million to support renovations and new construction in non-profit and public sector child care centres to create 430 new spaces.
- Deliver the TCS Growing Child Care for Toronto project for \$4.764 million that will provide technical enhancements to the existing IT system to manage system-wide growth.

**Capital Deliverables for 2018** 

The 2018 Capital Budget for Children's Services of \$18.567 million, excluding carry forward funding, will:

- Deliver capital upgrades in the 25 municipally owned child care centers located in Cityowned facilities (\$1.473 million).
- Begin design phase of 1 new child care centre (North East Scarborough Recreation Centre, \$0.094 million) that will provide 62 new spaces.
- Begin negotiations to deliver 3 new child care centres with Federal funding (\$4.3 million) and City Reserve Funds (\$2.0 million) that will provide 186 new child care spaces.
- Begin the development of the TCS Growing Child Care for Toronto IT project that will provide technical upgrades to the existing CSIS IT system, which will provide enhanced processes for parents, operators and upgrade administrative applications (\$0.378 million).
- Continue the construction of 14 previously approved child care centres that will deliver 689 new child care centres by 2020.

### **State of Good Repair Backlog**

The 10-Year Capital Plan's spending on State of Good Repair is \$13.811 million which will decrease the accumulated backlog from \$4.620 million in 2018 to an anticipated \$0.490 million by 2027. The SOGR backlog as a % of asset replacement value will decrease from 8.7% in 2018 to 0.9% by 2017 as a result of these planned investments.

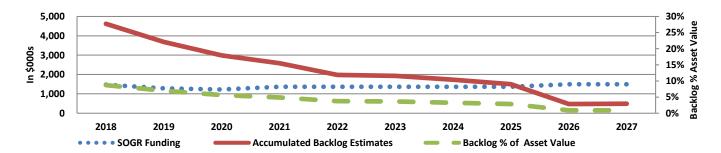


Table 1 below details all capital projects, by category, included in the 2018 - 2027 Capital Budget and Plan for Children's Services:

Table 1
2018 - 2027 Capital Plan by Project Category (In \$000s)

	Total App'd Cash Flows to Date*	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total	Total Project Cost
Total Expenditures by Category													
State of Good Repair													
TELCCS- State of Good Repair (2018)		1,473										1,473	1,473
TELCCS- State of Good Repair (2019-2027)			1,285	1,226	1,367	1,367	1,367	1,367	1,367	1,496	1,496	12,338	12,338
Sub-Total	-	1,473	1,285	1,226	1,367	1,367	1,367	1,367	1,367	1,496	1,496	13,811	13,811
Service Improvements													
St John the Evangelist Catholic School	1,312	450	2,138									2,588	3,900
Bridletown Community Centre (#6)	1,500	250	1,000	900	250							2,400	3,900
David and Mary Thompson (#7)			300	960	1,680	960						3,900	3,900
New Child Care Centre No. 6	0.775	400		500	1,500	1,220	680					3,900	3,900
Customer Service Improvements New Child Care Centre No. 9	2,775	400					500	1.670	1,730			400 3.900	3,175 3,900
Avondale Public School	1,655	(222)					300	1,070	1,730			(222)	1,433
Block 31 Child Care Centre		2,264	1.531										
Advent Health Care Child Care Centre	938	500	1,531									3,795 500	4,733
	2,210		4 400										2,710
Stanley P.S	1,837	663	1,400									2,063	3,900
St Columba C.S.	930	295	300									595	1,525
St Maurtice Catholic School.	1,400	72										72	1,472
St. Barnabas Catholic School	640	760										760	1,400
St Roch Catholic School	990	410										410	1,400
St Bartholomew Catholic School	640	760										760	1,400
North East Scarborough Recreation Centre		94	168	1,432	1,432	774						3,900	3,900
TCH Lawrence Ave Site	2,200	1,700										1,700	3,900
TCH Needle Firway	1,755	445	1,100	600								2,145	3,900
Mount Dennis Child Care Centre	6,425	1,575	1,000									2,575	9,000
Bendale Child Care Centre Child CareCentre No. 11		3,000 1.300	4 000	4.000								3,000	3,000
Anishawabe Child Care Centre		2,000	1,300 2,000	1,300 2,000								3,900 6,000	3,900 6,000
Sub-Total	27,207	16.716	12,237	7.692	4.862	2,954	1.180	1.670	1.730			49.041	76,248
Growth Related	21,201	10,710	12,201	1,002	7,002	2,004	.,.50	1,070	1,700			70,071	70,2-70
TCS Growing Child Care for Toronto		378	1,299	1,234	1,214	639						4,764	4764
Sub-Total	-	378	1,299	1,234	1,214	639	-	-	-	-	-	4,764	4,764
Total Expenditures by Category (excluding carry		5.0	.,	.,	.,							.,. 🕶	.,. 34
forward)  I for Date approved cash flows are provided for mult	27,207		14,821		7,443			3,037	3,097	1,496		67,616	94,823

<sup>\*</sup>Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2017, excluding ongoing capital projects (i.e. TELCCS SOGR)

### 2018 - 2027 Capital Projects

The 10-Year Capital Plan is in keeping with Program's objective of creating new spaces to support system growth, maintaining child care facilities in a state of good repair; and enhancing system capacity through expanding the online applications and improving administrative functions.

### State of Good Repair (SOGR)

- SOGR projects account for \$13.811 million or 20.4% of the 10-Year Capital Plan's investments.
- SOGR funding of \$13.811 maintains existing assets in a state of good repair and will reduce the backlog from 8.7% at the end of 2018 to 0.9% at the end of the 10 year period, reflecting a reduction of \$4.130 million, or 7.8% in the backlog in the 25 City operated child care centres.

#### Service Improvement projects

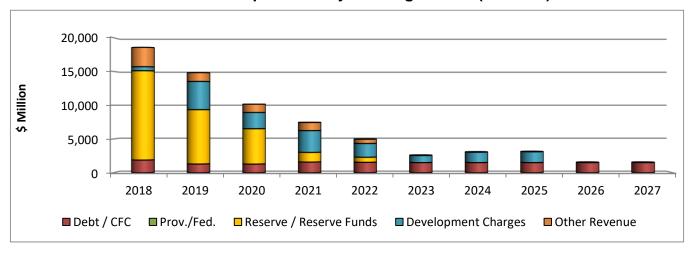
 Service Improvement projects amount to \$49.041 million or 72.5% of the 10-Year Capital Plan's investments and support the tri-government growth strategy to significantly increase the system-wide capacity.

**Children's Services** 

Three new child care centre projects will be delivered with funding from the Federal government and from the Child Care Capital Reserve Fund to support system growth (with commitments in 2019 and 2020 subject to confirmation through the future years' budget process), which in total, will deliver 186 new spaces.

### 2018 - 2027 Capital Budget & Plan by Funding Source

Table 2 below summarizes the funding sources included in the 2018 - 2027 Capital Budget and Plan for Children's Services:



2018 - 2027 Capital Plan by Funding Source (In \$000s)

The 10-Year Capital Plan of \$67.616 million will be financed by the following sources:

- Debt accounts for \$15.029 million or 22.2% of the financing over the 10-year period.
  - ➤ The debt funding of \$15.029 million meets the debt target over the 10-year planning period, with \$13.811 million allocated to SOGR projects, \$0.818 million to the construction of the 2 future-year child care centres, and \$0.400 million to the *Customer Service Improvements* project.
- Reserve and Reserve Funds constitute \$28.701 million or 42.4% of required funding over 10 years for the construction of 18 child care centres, which includes \$6.9 million of Federal funding to support the two new child care centres; and \$2.575 million from Metrolinx to complete the Mount Dennis Child Care Centre relocation, required as part of the Metrolinx construction initiative.
- Development Charges, which represent \$16.631 million or 24.6% of the 10-Year Capital Budget and Plan's funding source, provides eligible funding for the construction of 12 child care centres.
- Other sources of funding, which account for \$7.255 million or 10.7% of the 10-Year Capital Budget, will be utilized for the following child care centre projects:
  - > TCS Growing Toronto Child Care for Toronto will receive \$4.764 million from the Province to support the new IT system that will enhance the capacity of the existing IT platform, which will provide additional on-line functionality and administrative enhancements that will help the Program manage system growth.
  - Block 31 Child Care Centre project will receive \$2.230 million from secured Section 37 funding
  - Avondale Child Care Centre project will \$0.261 million from secured Section 37 funding

### 10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In \$000s)

								<i>_</i> \						
	2018 B	udget	2019	Plan	2020	Plan	2021	Plan	2022	Plan	2018	- 2022	2018 -	2027
Projects	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position
Previously Approved														
Customer Service														
Improvements	(15.0)		(29.0)	1.0							(44.0)	1.0	(44.0)	1.0
New Projects - 2017														
TCS Growing Child Care for														
Toronto			(64.0)		(211.0)		(391.0)		(157.0)	2.6	(823.0)	2.6	(352.0)	2.6
Total (Net)	(15.0)	-	(93.0)	1.0	(211.0)	-	(391.0)	-	(157.0)	2.6	(867.0)	3.6	(396.0)	3.6

The 10-Year Capital Plan will provide savings over the future year Operating Budgets by a total of \$0.396 million net over the 2018 - 2027 period, as shown in the table above.

This is comprised of the following impacts to capital projects:

- Customer Service Improvements –savings in operating costs are included through 2019, primarily resulting
  from savings in stationary supplies and a reduction in the cost of administration, reflecting business application
  enhancements. These savings are partially offset by the addition of one position required in 2019 for project
  sustainment.
- TCS Growing Child Care for Toronto savings in operating costs through 2022 resulting from reductions in supplies and administration as system enhancements are developed; these savings are offset in the later years by the addition of 2.6 positions required for project sustainment.
- There will be no operating impact from the new child care centres, as the centres will be operated by community operators. The cost of subsidies and base funding through the General Operating Grant for community operators will be supported through Provincial and Federal growth funding.

These future operating impacts will be reviewed each year as part of the annual Operating Budget process.



### **2018 Operating Budget**

### **By Service**



### **Court Services**

### **2018 OPERATING BUDGET OVERVIEW**

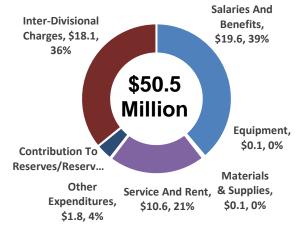
Court Services provides administrative and courtroom support to the public and a range of stakeholders that use the Provincial Offences Court and to those using three adjudicative tribunals.

### 2018 Operating Budget Highlights

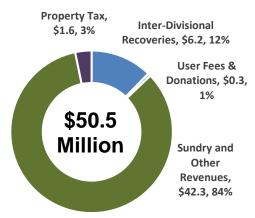
The total cost to deliver these services to Toronto residents is \$50.488 million gross and \$1.640 million net as shown below:

(*	2017	2018	Chan	ige
(in \$000's)	Budget	Budget	\$	%
Gross Expenditures	52,706.3	50,488.0 (2,218		(4.2%)
Revenues	44,629.1	48,847.8	4,218.8	9.5%
Net Expenditures	8,077.2	1,640.2	(6,437.0)	(79.7%)

### By Expenditure Category



### **By Funding Source**



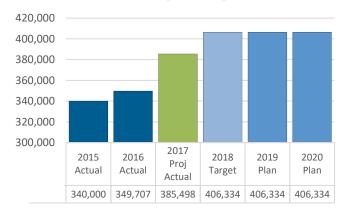
### **Fast Facts**

- Court Services provides services through a network of 30 trial courtrooms, 3 early resolution hearing rooms and 34 public service counter stations.
- The Program also provides administrative support services to three of the City's adjudicative boards: Toronto Licensing Tribunal, Administrative Penalty Tribunal (APT) and Toronto Local Appeal Body (TLAB).
- Court offices serve over 30,000 individuals at public counters and in trial courts each month.
- Provincial offences include a range of offences under Provincial legislation including a large number of traffic offences and City of Toronto bylaws.
- Over 400,000 charges are processed annually requiring the scheduling of over 300,000 trials, including 150,000 parking ticket disputes heard in trial courts.

#### Trends

- The decline in moving violation tickets filed began in 2011/2012 and reached the lowest level of 318,431 tickets in 2014.
- The 2017 projected volume is trending at over 385,000 tickets with 406,334 charges projected for 2018-2020.





### **Our Key Issues & Priority Actions**

- Collection of Court Imposed Fines remains a continuing challenge across Ontario municipalities.
  - ✓ Court Services, with support from Legal Services, continues to pursue available sanctions using civil enforcement measures to achieve results within the legislations available.
  - ✓ The 2018 Operating Budget includes funding for 3 positions to assist in intervention matters of parking tickets under the court-based system for tickets issued prior to August 28, 2017.
  - ✓ The Administrative Penalty System (APS) implemented in August 28, 2017 provides easier and faster access to resolve disputes about parking tickets than available under the former court system process.

### **Key Service Deliverables for 2018**

- The 2018 Operating Budget for Court Services is \$50.488 million gross and \$1.640 million net representing a decrease of 79.7% to the 2017 Approved Operating Budget.
- The transition from a court-based system to an administrative system to manage parking violations and additional revenue from the Red Light Camera expansion are reflected in the budget bringing the 2018 Net Operating Budget to \$6.437 million or 79.7% below the 2017 Approved Net Budget.
- Staff complement will decrease by 29 positions from 258 in 2017 to 229 in 2018 as a result of moving parking ticket disputes out of the court system in 2018.
- The 2018 Operating Budget provides funding for:
  - Supporting the expansion of the Red Light Camera program.
  - Supporting the Administrative Penalty Tribunal, Toronto Local Appeal Body and Toronto Licensing Tribunal.
  - ✓ One-time costs for the Mediation Pilot Project.
  - Court administration and courtroom support services

### 2018 Operating Budget and Plan by Service

	20	017	2018 C	perating B	udget	_		In	cremental	Change	<del>)</del>				
(In \$000s)	Budget	Projected Actual	Base	New/ Enhanced	Total Budget		2018 vs. 2017 2019 Budget Change Plan								20 an
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%				
Provincial Offences & Tr	ibunal Dis	pute Resolut	tion												
Gross Expenditures	11,374.4	9,494.4	10,893.4	0.0	10,893.4	(481.0)	(4.2%)	(653.0)	(6.0%)	61.7	0.6%				
Revenue	2,155.1	1,781.9	2,710.0	0.0	2,710.0	554.9	25.7%	(249.5)	(9.2%)	11.0	0.4%				
Net Expenditures	9,219.3	7,712.5	8,183.4	0.0	8,183.4	(1,035.9)	(11.2%)	(403.5)	(4.9%)	50.7	0.7%				
Default Fine Collection I	Manageme	nt													
Gross Expenditures	5,484.0	5,231.8	5,469.0	0.0	5,469.0	(15.0)	(0.3%)	(119.8)	(2.2%)	20.3	0.4%				
Revenue	902.1	902.1	630.6	0.0	630.6	(271.5)	(30.1%)	(379.8)	(60.2%)	0.0					
Net Expenditures	4,581.8	4,329.7	4,838.4	0.0	4,838.4	256.5	5.6%	260.0	5.4%	20.3	0.4%				
Court Case Managemen	t														
Gross Expenditures	35,847.9	32,791.0	34,125.6	0.0	34,125.6	(1,722.3)	(4.8%)	(1,305.1)	(3.8%)	131.4	0.4%				
Revenue	41,571.8	42,586.4	45,496.7	10.5	45,507.2	3,935.4	9.5%	(3,149.3)	(6.9%)	0.5	0.0%				
Net Expenditures	(5,723.9)	(9,795.4)	(11,371.1)	(10.5)	(11,381.6)	(5,657.7)	98.8%	1,844.2	(16.2%)	131.0	(1.4%)				
Total															
Gross Expenditures	52,706.3	47,517.2	50,488.0	0.0	50,488.0	(2,218.3)	(4.2%)	(2,078.0)	(4.1%)	213.5	0.4%				
Revenue	44,629.1	45,270.4	48,837.3	10.5	48,847.8	4,218.8	9.5%	(3,778.7)	(7.7%)	11.5	0.0%				
Total Net Expenditures	8,077.2	2,246.8	1,650.7	(10.5)	1,640.2	(6,437.0)	(79.7%)	1,700.7	103.7%	202.0	6.0%				
Approved Positions	258.0	234.0	229.0	0.0	229.0	(29.0)	(11.2%)	0.0	0.0%	0.0					

The Court Services' 2018 Operating Budget is \$50.488 million gross and \$1.640 million net, representing a 79.7% decrease to the 2017 Approved Net Operating Budget and is below the reduction target of 0% as set out in the 2018 Operating Budget Directions approved by Council.

- Base pressures are mainly attributable to inflationary increases in salary and benefits of \$0.344 million, which were more than offset by base expenditure savings resulting from the discontinuation of the Provincial Offences Act (POA) system to administer parking tickets including resolution of disputes in trial courts (\$0.613 million), fine revenue increases of (\$1.863 million) and additional revenue from Red Light Camera expansion (\$4.095 million).
- In addition, the Program was able to achieve service efficiency savings through reduction of costs due to the co-location of Local Appeal Body (LAB) and Administrative Penalty Tribunal (APT) of \$0.172 million.
- New user fees are included for the provision of screen prints and certified copy of materials related to POA
  charges filed following authorization provided by the Province that now allows the information to be shared with
  the public.
- Approval of the 2018 Operating Budget results in Court Services reducing its total staff complement by 29 positions from 258 to 229.
- The 2019 and 2020 Plan increases are attributable to adjustments in salaries and benefits and the annualized impact for courtroom costs that will continue following the implementation of the Administrative Penalty System.

### Program Map

### **Court Services** Provide administrative and courtroom support services to the public and a range of stakeholders that use the Provincial Offences Court and to those using the Tribunals. **Provincial Offences & Default Fine Collection Court Case Management Tribunal Dispute Resolution** Management Purpose: Purpose: Purpose: In support of having persons To allow individuals to have To record and track breaches allegations, including charges, comply with court orders, of law by individuals in reviewed in a fair manner by ensuring steps are taken to support of maintaining safe an independent person. collect fines provides the communities. public with assurance that laws are effective and fines are a meaningful deterrent when laws are broken. Hearing Interventions

#### Service Customer

#### **Provincial Offences & Tribunal** Dispute Resolution

- Persons alleged to have behaved in a manner that are in conflict with the law (Defendant)
- Prosecutors
- Paralegal representatives
- Witnesses
- Enforcement officers

#### Indirect (Beneficial)

- Judicial officers
- Interpreters Residents

#### **Default Fine Collection Management**

Legend:

Program Service

Persons who are required to pay a court imposed time

#### Indirect (Beneficial)

- Residents
- The Division that offset program costs from fine revenue collection

#### **Court Case Management**

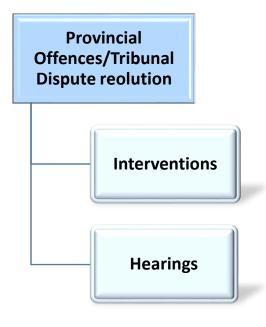
- Persons alleged to have behaved in a manner that are in conflict with the law (Defendant)
- Prosecutors
- Paralegal representatives
- Witnesses
- Enforcement officers

#### Indirect (Beneficial)

- Judicial officers
- Interpreters

The following section provides the service-based budget by activity and their associated service levels and performance measures.

### Provincial Offences/Tribunal Dispute Resolution Service

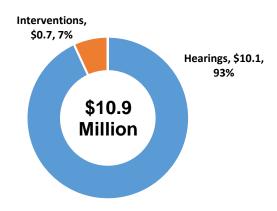


### What We Do

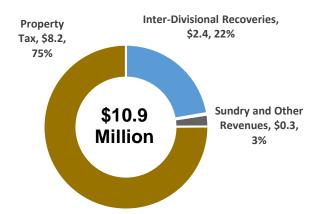
Provide administration and courtroom support for hearings stemming from offences under Provincial Offences Act and City by-laws for 4 types of hearings.

- Provincial Offences hearings on matters such as breaches under Provincial law and City by-laws with over 400,000 trials per year.
- Administrative hearings for applications under the Toronto Licensing by-law. The Toronto Licensing Tribunal hears about 200 cases per year.
- Administrative Penalty Tribunal hearing/ reviews. It is estimated that the Administrative Penalty Tribunal will conduct an estimated 20,000 hearings per year.
- Local Appeal Tribunal hearings of about 450 cases per year for minor variance and consent applications.

### 2018 Service Budget by Activity (\$Ms)



### 2018 Service by Funding Source (\$Ms)



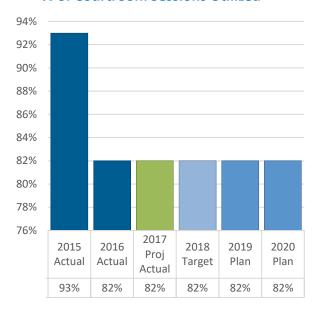
### 2018 Service Levels Provincial Offences/ Tribunal Dispute Resolution

Service Level									
Activity	Type	Description	Status	2015	2016	2017	2018		
Hearings	Trial Court	Time to trial within 6 months of offence date	Approved	Time to trial within 7 months of offence date	100%	100%	100%		
	Local Appeal Body	Time to hearing of 100 days from request date	Approved	N/A	N/A	100%	100%		
Intervention	Intake Court	Process extension/re- openings applications within 3 days	Approved	100%	100%	100%	100%		
	Appeals Court	Appeal hearing held within 120 days of receipt of appeal notification	Approved	100%	100%	100%	100%		
	Licensing Tribunal	Time to hearing within 30 days from request receipt	Approved	100%	100%	100%	100%		
	Administrative Penalty Tribunal	Time to hearing within 120 days from request date	Approved	N/A	N/A	100%	100%		

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Provincial Offences/ Tribunal Dispute Resolution. Service Level description has been added for clarity and better reflection of high level view of services provided.

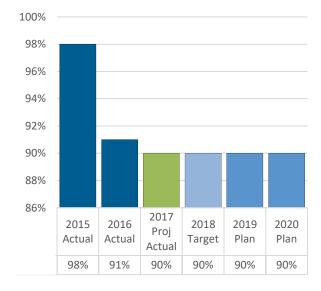
### **Service Performance Measure**

#### % of Courtroom Sessions Utilized



- The use of available court sessions is a key indicator of courtroom capacity.
- The effective and efficient use of court sessions ensures the Program is able to respond to priority matters requiring court time.
- The 2017 projected rate of 82% will remain at the same level for 2018 and future years.

### Appeal Transcripts Prepared within 90 Days of Request



 2017 projected actuals and future year targets are set at 90% of appeal transcripts prepared within 90 days of request.

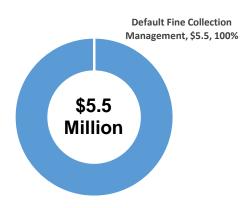
### **Default Fine Collection Management Service**

### Default Fine Collection Management

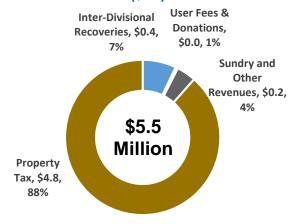
### What We Do

 Provides collection management services for the timely collection and processing of outstanding fines ensuring appropriate action is taken on fines in default.

### 2018 Service Budget by Activity (\$Ms)



### 2018 Service by Funding Source (\$Ms)



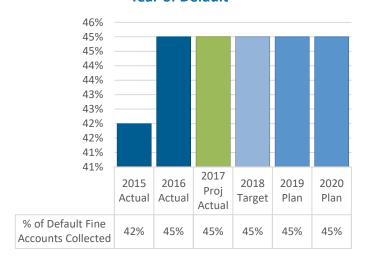
### 2018 Service Levels Default Fine Collection Management

	Service Level					
Туре	Description	Status	2015	2016	2017	2018
Processing Payments	Payments processed within 24 hours of receipt	Approved	100%	100%	100%	100%
		Actual				

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Default Fine Collection Management. Service Level Description has been added for clarity and better reflection of high level view of services provided.

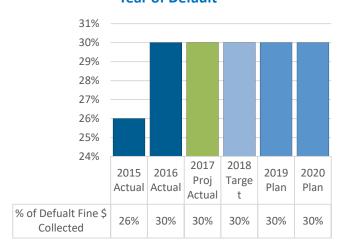
### **Service Performance Measure**

### % of Default Fines Collected within the 1st Year of Default



- Default fine collections are projected to increase from 42% in 2015 to 45% in 2018 and are projected to stay flat through 2019 and 2020.
- Current projections reflect improved collection procedures that include increased reliance on collection agencies and improved collection techniques, including electronic phone applications.

### % of Default Fine \$ Collected within 1st Year of Default



The 2017 projections for the dollar value of fines collected in the 1st year of default has increased from 26% in 2015 to a projection of 30% in 2017, with 2018 and future years remaining flat at 30%.

### **Court Case Management Service**

# Court Case Management

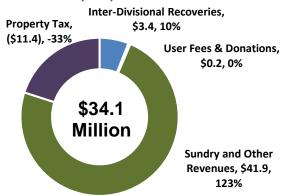
### 2018 Service Budget by Activity (\$Ms)



#### What We Do

- Provide administrative services to record and track breaches of laws by individuals in support of maintaining safe communities by:
  - Completing court administration processes respecting charges issued by enforcement officers and others under Provincial law;
  - Providing information to the public, creating, updating and maintaining the court record;
  - Scheduling trials and other hearings, processing payments; and
  - Identifying unpaid fines for enforcement.

### 2018 Service by Funding Source (\$Ms)



### 2018 Service Levels Court Case Management

	Service Level					
Туре	Description	Status	2015	2016	2017	2018
Provincial Offences non-parking charges	Accept incoming charges within 7 days of offence date	Approved	100%	100%	100%	100%
		Actual				
Provincial Offences parking charges	Accept incoming charges within 75 days of offence date	Approved	100%	100%	100%	N/A
		Actual				

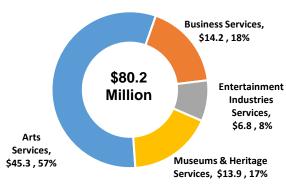
Overall, the 2018 Service Levels are consistent with the Approved 2017 Service Levels for Court Case Management. Service Level Description has been added for clarity and better reflection of high level view of services provided.

As a result of the establishment of the new Administrative Penalty System (APS) on August 28, 2017, the current court based system used to resolve parking ticket disputes will be decommissioned during 2018. With this change, the service level measures for "Provincial Offences Parking Charges" will no longer be available and will be discontinued.



### **2018 Operating Budget**

### By Service



## **Economic Development** and Culture

### 2018 OPERATING BUDGET OVERVIEW

Economic Development and Culture (EDC) advances the City's prosperity, opportunity and livability by contributing to the growth of Toronto's economy, encouraging Toronto's cultural vibrancy, and engaging partners in the planning and development of the City's economic and cultural resources.

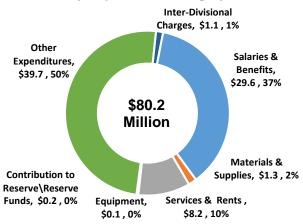
### 2018 Operating Budget Highlights

The total cost to deliver these services to Toronto residents is \$80.212 million gross and \$69.578 million net as shown below:

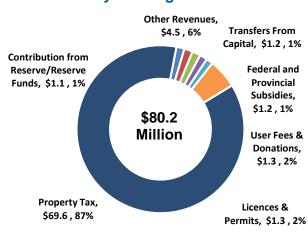
(in \$000's)	2017	2018	Change		
(111 \$000 8)	Budget	Budget	\$	%	
Gross Expenditures	83,075.8	80,212.0	(2,863.8)	(3.4%)	
Revenues	16,625.4	10,633.7	(5,991.7)	(36.0%)	
Net Expenditures	66,450.4	69,578.3	3,127.9	4.7%	

Through operational efficiencies and increased programming revenues, EDC is able to fully offset \$0.425 million in operating budget pressures arising mainly from inflation in utilities and cost of living adjustments to salaries and benefits while maintaining the 2017 service levels for 2018. New and enhanced service changes totalling \$3.082 million net are included in the 2018 budget, driving the increased net expenditures.

### **By Expenditure Category**



### **By Funding Source**



### **Fast Facts**

- Supports Major community events such as the Caribbean Festival and Pride Toronto.
- Offers annual events such as the Cavalcade of Lights, Doors Open, and Nuit Blanche Toronto.
- Supports 83 Business Improvement Areas to encourage economic growth, competitiveness and entrepreneurship.
- Manages 40 heritage properties and more than 200 public art installations.
- Issues over 3,000 film permits for more than 1,300 films each year.

#### **Trends**

- Support of the formation, maintenance and expansion of business incubators in Toronto continues to result in an increasingly number of incubator graduates into Toronto's business community.
- Continued work with other City Divisions and external stakeholders to navigate the challenges of protecting Toronto's employment lands.
- Focused programming to increase public awareness and knowledge of Toronto's history through the City's ten historical museums.



### **Our Key Issues & Priority Actions**

- BIA Utility Locate Service is legislated by the Ontario Underground Infrastructure Notification Act (ON1Call) requiring the City to assume ownership of all underground infrastructures owned by the BIAs.
  - ✓ It is estimated that the initiative will require additional funding of \$0.331 million with 50% of the expenses to be recovered from the BIAs which is included in the 2018 Operating Budget. The BIA Office will administer the initiative and work with the BIAs to implement the program, with Transportation Services as the service provider.
- New and Enhanced Initiatives Included for Economic Development and Culture totals \$2.762 million net which includes \$2.000 million of the final phase-in of the Culture Plan and funding dedicated to assist the distressed retail areas affected by major construction work.
  - ✓ These priorities will provide much needed support to small businesses and meet the \$25 per capital target for the arts and culture plan.

### **Key Service Deliverables for 2018**

The 2018 Operating Budget will enable Economic Development and Culture to:

- Produce signature events such as Cavalcade of Lights, Doors Open Toronto, and Nuit Blanche that celebrate the vibrancy and diversity of Toronto
- Serve 48,100 entrepreneurs and establish micro business owners via business consultations, incubation support and workshops.
- Establish and maintain strong export support capabilities, including building on international trade missions and foreign direct investment initiatives that foster trade opportunities for Toronto businesses.
- Provide Cultural Grants to support Toronto's arts community through organizations such as the Toronto Arts Council.

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### 2018 Operating Budget and Plan by Service

	2017		2018 Operating Budget				In	cremental	Change		
(In \$000s)	Budget	Projected Actual*	Base	New/ Enhanced	Total Budget	2018 vs. Budget C		20 Pla		202 Pla	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
<b>Business Services</b>											
Gross Expenditures	13,371.6	14,321.4	13,083.0	1,127.9	14,210.9	839.3	6.3%	(998.3)	(7.2%)	183.7	1.4%
Revenue	2,933.0	3,437.0	2,327.8		2,327.8	(605.2)	(20.6%)	(873.3)	(50.7%)		
Net Expenditures	10,438.7	10,884.4	10,755.2	1,127.9	11,883.1	1,444.4	13.8%	(124.9)	(1.0%)	183.7	1.6%
Entertainment Industries Services											
Gross Expenditures	6,407.1	6,672.5	5,516.2	1,250.0	6,766.2	359.1	5.6%	(820.9)	(14.0%)	(33.1)	(0.6%)
Revenue	2,652.8	3,220.0	1,708.5	1,050.0	2,758.5	105.6	4.0%	(924.0)	(50.9%)	(124.0)	(6.8%)
Net Expenditures	3,754.3	3,452.5	3,807.7	200.0	4,007.7	253.4	6.8%	103.1	2.5%	90.9	2.2%
Arts Services											
Gross Expenditures	48,562.6	48,675.6	43,496.1	1,800.0	45,296.1	(3,266.5)	(6.7%)	370.8	0.9%	354.3	0.8%
Revenue	7,655.1	7,162.8	2,788.2	200.0	2,988.2	(4,666.9)	(61.0%)			73.7	2.5%
Net Expenditures	40,907.4	41,512.9	40,707.9	1,600.0	42,307.9	1,400.5	3.4%	370.8	0.9%	280.6	0.7%
Museums & Heritage Services											
Gross Expenditures	14,734.5	15,053.9	13,738.8	200.0	13,938.8	(795.7)	(5.4%)	236.4	1.7%	150.5	1.1%
Revenue	3,384.5	4,199.0	2,513.4	45.9	2,559.3	(825.2)	(24.4%)	(0.4)	(0.0%)		
Net Expenditures	11,350.0	10,855.0	11,225.4	154.1	11,379.5	29.5	0.3%	236.8	2.1%	150.5	1.3%
Total											
Gross Expenditures	83,075.8	84,723.4	75,834.1	4,377.9	80,212.0	(2,863.8)	(3.4%)	(1,212.0)	(1.5%)	655.4	0.8%
Revenue	16,625.4	18,018.7	9,337.9	1,295.9	10,633.7	(5,991.7)	(36.0%)	(1,797.7)	(16.9%)	(50.3)	(0.6%)
Total Net Expenditures	66,450.4	66,704.7	66,496.2	3,082.0	69,578.3	3,127.9	4.7%	585.7	0.8%	705.7	1.0%
Approved Positions	300.5		300.5		300.5			3.0	1.0%	1.4	0.5%

<sup>\*</sup> Based on the 2017 9-month Operating Variance Report

The Economic Development and Culture's 2018 Operating Budget is \$80.212 million gross and \$69.578 million net, representing a 4.7% increase to the 2017 Approved Net Operating Budget and is in line with the budget target of 0% as set out in the 2018 Operating Budget Directions approved by Council.

- Base pressures are mainly attributable to cost of living adjustments (COLA) to salaries and benefits, as well
  as inflationary increases to utilities for all museum and heritage sites.
- To help mitigate the above pressures, the Program was able to achieve savings through line-by-line review, increased revenue through adjustments to general admission rates for all museums, and adjusting services to reflect actual experience.
- New and enhanced initiatives include introduction of new user fee at the Market Gallery, increasing grants support to Harbourfront Centre and Toronto Arts Council, expansion on museum digital marketing program, enhancement of business services strategies and providing funding for Toronto Significant Events Investment Program.
- The 2018 Operating Budget will maintain Economic Development and Culture's total approved complement of 300.5 positions.
- The 2019 and 2020 Plan increases are attributable to operating impacts of capital arising from the enhancement of arts and culture services at Clark Centre for the Arts, and COLA to salaries and benefits.

#### **Program Map Economic Development and Culture** Making Toronto a place where business and culture thrive **Entertainment Industry** Museum & Heritage **Business Services** Arts Services Services Services Purpose: To promote and strengthen To promote, preserve and To promote and support To promote and increase Toronto's business Toronto's entertainment opportunities to create, engage present Toronto's history and industries, including creative heritage while effectively environment and support and experience local, national entrepreneurs and businesses screen, events, music and and international arts in engaging the public to develop and grow tourism, to develop and grow **Toronto** Collection & Heritage **Business & Industry** Entertainment **Culture Grants Properties Industry Advice** Advice Conservation Training, Historical Museums, City-Produced Business Training & Engagement & Collection & Heritage **Events** Festivals & Events Other Initiatives **Properties** Arts Activities, Museum Classes, **BIA Support &** Film Permitting Classes, Exhibits & Governance **Exhibits & Events Events** International Arts Venues & Visitor Information Alliances Services Public Art **Business** Legend: **Incentives** Activity Program Service

#### Service Customer

#### **Business Services**

- Entrepreneurs
- New Immigrants
- Youth
- Sector / Industry Associations
- Sector Businesses **Business Incubators**
- Indirect (Beneficial)

- Unions / Trade Commissions
- Other Levels of Government
- **Education Sector**
- Residents

#### **Entertainment Industry Services**

- Entertainment Industry Associations
- Entertainment Businesses
- Film & Media Companies
- **Tourism Companies**
- Restaurants & Hotel Industries
- Visitors (Domestic & International)
- Volunteers
- Indirect (Beneficial)
- Residents
- Businesses / Business Associations

#### Arts Services

- Artists
- Arts & Cultural Organizations
- Residents
- Visitors (Domestic & International) Indirect (Beneficial)
- **Event Organizers**
- Exhibitors
- Shows and Events Attendees

#### Museums & Heritage Services

- Arts & Theater Groups
- Education Sector (Schools & Students)
- Residents
- Visitors (Domestic & International)
- Public and Private Schools
- New Immigrants
- Indirect (Beneficial)
- Private Companies

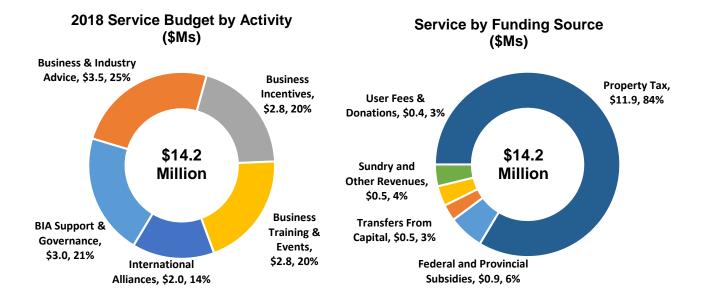
The following section provides the service-based budget by activity and their associated service levels and performance measures.

#### **Business Services**



#### What We Do

- EDC supports local businesses create jobs through programs and services such as Gold Star Program, an Imagination, Manufacturing, Innovation Technology (IMIT) property tax incentive.
- EDC advocates and consults with industry to promote the growth of businesses in specific sectors including design, education, financial services, technology, and more.
- EDC links entrepreneurs with the tools they need to grow and develop their businesses which include one-on-one business plan consultations.
- EDC supports 83 business improvement areas through financial incentives, and hands-on advice to create thriving and competitive businesses.



## 2018 Service Levels

### **Business Services**

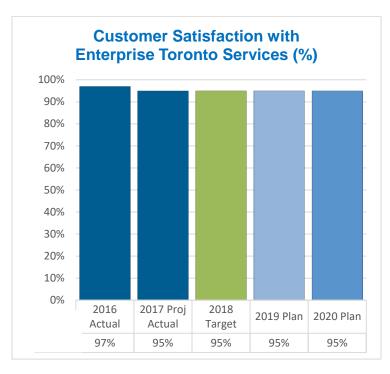
Activity	Туре	Service Level Description	Status	2015	2016	2017	2018
	Business	% total response time to customers within 1	Approved	100%	100%	100%	N/A
	Advice	business day	Actual	100%	100%	N/A	
Business & Referrals/		# of companies provided with	Approved	300	300	297	300
Industry Advice	Connections	consultations and/or assistance	Actual	330	300	300	
	Facilitation &	# of facilitated advancement and	Approved	33	31	31	31
	Expediting	completion of Gold Star projects	Actual	30	30	30	
Business		# of produced and delivered business	Approved	175	110	75	75
Training & Events	Training	information and training sessions	Actual	110	75	120	
		% of audited financial statements, annual	Approved	99%	99%	99%	99%
BIA Support & Governance	BIA Governance and Oversight	budgets submitted, annual general meetings held within approved timeframes.	Actual	99%	99%	99%	
	Advisory	% of achieved completion rate for	Approved	75%	75%	75%	75%
	Services	Capital Projects.	Actual	75%	75%	75%	
		# of undertaken partnership/friendship	Approved	5	5	5	5
International Alliances	City to City Alliances	City Economic Development projects	Actual	6	5	8	
	Export Assistance and	# of clients provided with export	Approved	100	100	100	100
	Facilitation	assistance/facilitation	Actual	137	100	100	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Business Services. A minor service improvement is proposed to providing consultations and assistance to businesses and companies.

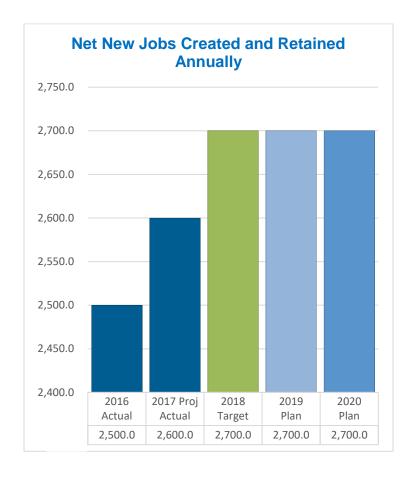
#### **Service Performance Measures**



- The retention and growth of businesses in Toronto supported by Business Services results in investment in Toronto and its economy.
- This measure indicates the investment in Toronto as a result of business remaining or expanding in Toronto, with support from EDC.
- There is an expected growth in investment over the next several years, however, various factors may impact this growth.
- Investment dollars in 2020 will decline if staff resources are supporting International Activity vs. Investment Activity.

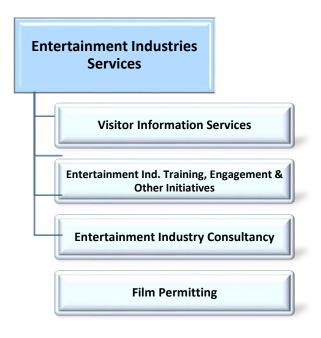


- Enterprise Toronto is a one-stop source to start and grow small business in the City of Toronto.
- Enterprise Toronto provides important business advice on business plan reviews, entrepreneur outreach, and training on how to run small businesses.
- Customer satisfaction survey suggests strong effectiveness of the program for those individuals and small businesses served, at 95% in 2017 and forward.



- Various services and programs offered through Enterprise Toronto and Citysupported incubators support the creation and retention of jobs in Toronto.
- This measure indicates the number of jobs created or retained in Toronto businesses that were supported by Entrepreneurship Support services (business consultation and registration, incubation funded infrastructure).

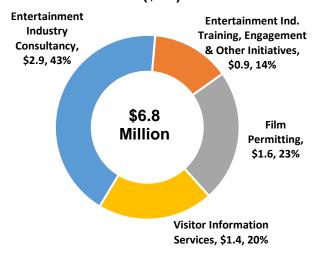
#### **Entertainment Industries Services**



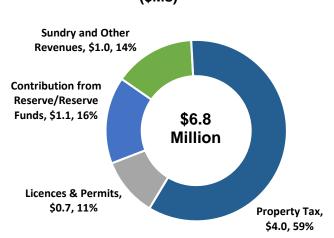
#### What We Do

- The Toronto Film, Television & Digital Media Office co-ordinates and issues permits for all location filming that happens in Toronto.
- EDC leads several partnerships to encourage advancement of the music industry in Toronto.
- EDC provides logistical support and advice to organizers that produce the hundreds of festivals, and events within Toronto each year.
- Visitor Information Services provide front desk and in-person concierge-like services for tourists, maintain the City's festival and event calendar, and deliver the We've Been Expecting You (WBEY) customer service training program.

# 2018 Service Budget by Activity (\$Ms)



# Service by Funding Source (\$Ms)



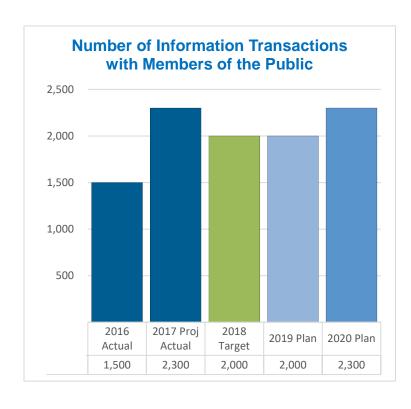
# 2018 Service Levels

## **Entertainment Industries Services**

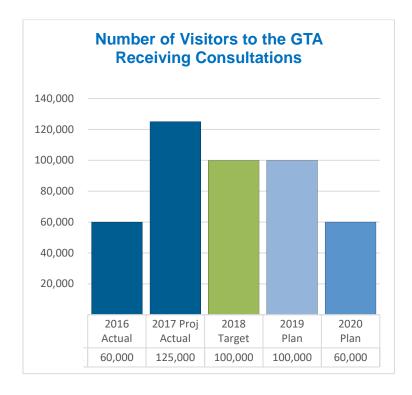
Activity	Туре	Service Level Description	Status	2015	2016	2017	2018
	Advice	% total response time to client	Approved	N/A	90%	90%	90%
Entertainment	Advice	requests within 5 business days	Actual	N/A	90%	90%	
and Industry Advice	Special Event	# of community groups provided	Approved	390	420	450	450
Facilitation & Expediting		with timely support that wanted to produce an event on city property	Actual	500	800	800	
Training, Engagement		# of organizations engaged in	Approved	600	500	500	500
& Other Initiatives	Training	Hospitality Excellence program.	Actual	500	500	500	
Film	Film Permitting	% of film permits issued in 2	Approved	100%	100%	100%	100%
Permitting	Fillireitiilling	business days or in agreed upon time	Actual	100%	99%	100%	
	Consultations with	# of people serviced with	Approved	110,000	60,000	60,000	60,000
	Visitors/Public (interactive)	accurate information and advice	Actual	130,000	60,000	60,000	
Visitor	Maps and Information	# of maps distributed after	Approved	800,000	800,000	800,000	800,000
Services	Information Products	rasing sufficient sponsorship funds	Actual	2,000,000	800,000	800,000	
	Neighbourhood Tour	# of visitors matched with	Approved	775	775	700	700
	Coordination volunteers offering (TAP into TO!) tours		Actual	500	650	700	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Entertainment Industries Services.

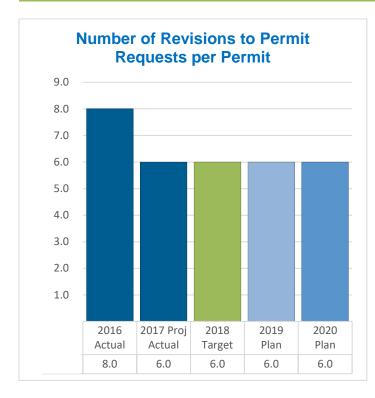
#### **Service Performance Measures**



- EDC engages the members of the public through front desk and in-person concierge-like services through the Union Station Visitor Information Centre and the INFOTOGO Mobile unit.
- Through the TAP into TO! Greeter program, volunteer Toronto residents are matched with visitors to share what they love about their hometown.



- Visitor Information Services' provides Toronto's visitors and residents with the information they need to enjoy the city. Services include: Tourist Information Centres and a Toronto Greeters Program.
- This measure indicates the number of visitors EDC staff provided with information or consultations.
- Lower consultations in 2020 reflect new tools to be introduced to make webbased support more widely used.



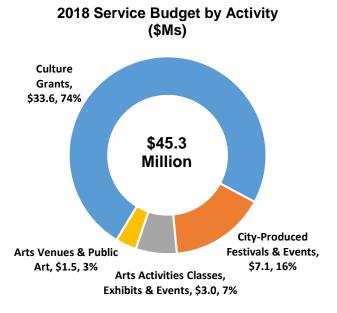
- Higher efficiency in 2017 is attributable to new IT initiatives that began in 2017 such as the new customer relationship management software and an online solution to film permit management.
- The new "FilmPal" online tool was implemented to facilitate an automated film permitting request process and eliminate manual processes previously involved in approving film permits.
- Implementation of the new IT infrastructure will allow Film Permit Officers to allocate staff hours mainly to engage with the clients directly.

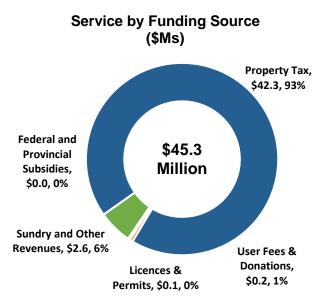
#### **Arts Services**



#### What We Do

- Arts Services contribute to the development of arts and culture in Toronto by consulting with and advocating for the city's cultural industries, providing financial support to arts institutions and individual artists, as well as producing major cultural events and inclusive arts programs.
- Celebrate the vibrancy and diversity of Toronto and enrich the city's quality of life through a series of annual cultural events including Cavalcade of Lights, Nuit Blanche Toronto and Doors Open Toronto.





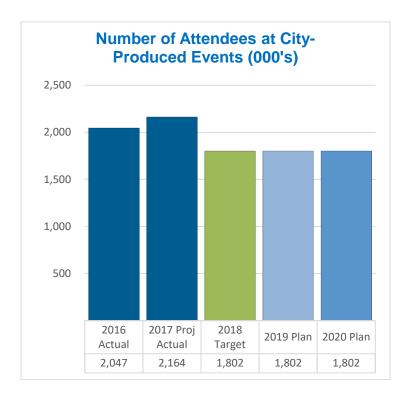
# 2018 Service Levels

# **Arts Services**

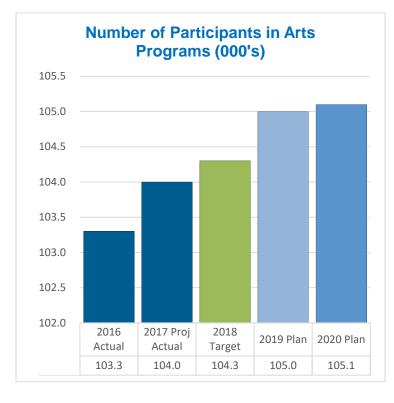
Activity	Туре	Service Level Description	Status	2015	2016	2017	2018
	Community Arts	# of classes	Approved	425	425	425	425
Arts	Programs	provided per year	Actual	425	425	425	
Activities, Clases,	Community Art	# of events	Approved	425	425	435	435
Exibits &	Events	produced/supported annually	Actual	425	430	435	
Events	Community Art	# of exhibits	Approved	95	45	50	50
	Exhibits (City- organized)	presented annually	Actual	95	57	50	
Art	Public Art Selection,	# of arts projects	Approved	15	15	20	20
Venues & Public Art	Location and Maintenance	managed annually	Actual	15	15	20	
		# of signiture events produced annually	Approved	8	8	8	8
City- produced	Design and Delivery of	on time and on budget	Actual	8	9	8	
Festivals & Events	Events	# of programming days produced	Approved	82	74	62	62
0		annually on time and on budget	Actual	82	73	54	
	# of mo		Approved	4	4	4	4
Cultural Grants	Grant Review and Processing	process and secure Council approval for grants	Actual	4	4	4	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Arts Services.

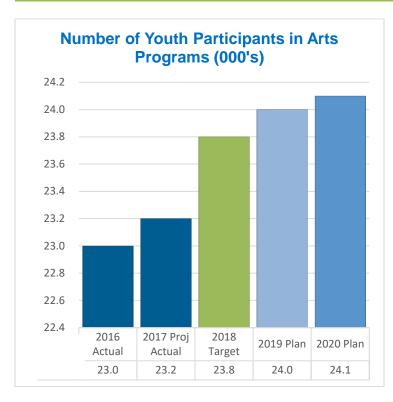
#### **Service Performance Measures**



- Annual City-Produced events include Cavalcade of Lights, Nuit Blanche Toronto, and Doors Open Toronto.
- More attendees in 2017 due to one-time Canada 150 Celebrations.
- 2018 and future year outlooks reflect normalized level of events produced by the City.



- Arts Services provide arts programming to the general public such as the Cultural Hotspots, Arts Lab for growing the arts sector, and Live Arts for investing in youth arts.
- A steady increase in participation is expected over the next three years.



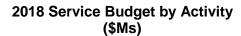
- Arts Services provide various programming focussed on Toronto's youth (ages 18 to 25).
- Arts Services also provide arts programming to the general public such as the Cultural Hotspots, Arts Lab for growing the arts sector, and Live Arts for investing in youth arts.
- This measure indicates the number of Toronto's youth participating in programs offered by Arts Services.
- A steady increase in participation is expected over the next three years.

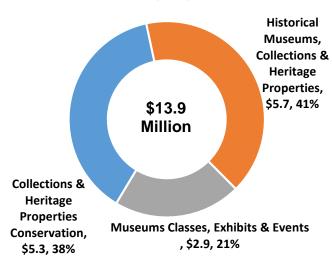
## **Museum & Heritage Services**



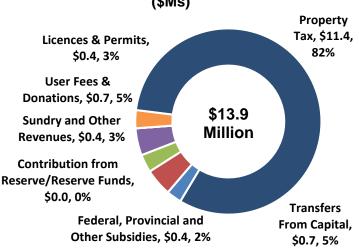
#### What We Do

- Manage 10 Toronto historic sites and offer a broad range of programs, events and exhibits.
- Responsible for the care, conservation and display of a large and significant collection of historic objects – 150,000 items such as furniture, clothing and documents – as well as roughly 1.1 million archaeological objects that are authentic and tangible reminders of Toronto's history.
- Restoration, maintain and provide major service improvement of 100 City-owned heritage buildings located on a total of 40 properties including Colborne Lodge and Casa Loma to cultural centres such as Berkeley Street Theatre and the St. Lawrence Centre for the Arts.





# Service by Funding Source (\$Ms)



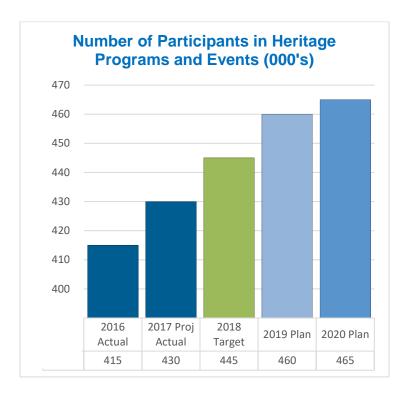
# 2018 Service Levels

# **Museum & Heritage Services**

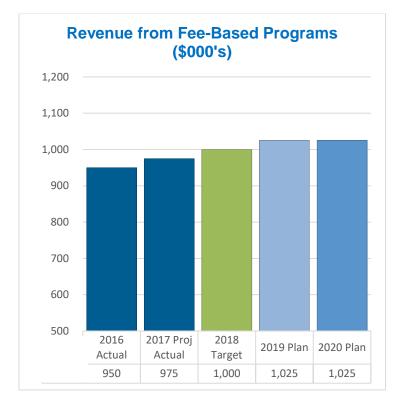
Activity	Туре	Service Level Description	Status	2015	2016	2017	2018
Historical Museums, Collections	Cultural Facilities Maintenance	# of properties maintained and managed to keep	Approved	40	40	40	40
and Heritage Properties	and Development	cultural facilities in a state of good repair	Actual	40	40	42	
	Acquisition and	% of the City art collection that is	Approved	75%	75%	75%	75%
Collections &	conservation of art and artefact collections	made publicly available, while conserving artifacts and works of art	Actual	75%	75%	75%	
Heritage Properties		% of projects	Approved	100%	100%	100%	100%
Conservation	Adaptive Reuse of Heritage	completed on time	Actual	100%	100%	100%	
	Sites	% of projects completed on	Approved	100%	100%	100%	100%
	complete budget.		Actual	100%	100%	100%	
Museums, Classes,	Museum &	# of managed heritage facilities	Approved	12	12	12	12
Exhibits and Events	xhibits and Programs that develop and		Actual	12	12	12	12

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Museums & Heritage Services

#### **Service Performance Measures**



- EDC manages 10 Toronto historic sites and offer a broad range of programs, events and exhibits.
- Based on actual experience, the number of participants are expected to grow steadily.



- Heritage based programs and events generate revenue for the City through permits, programs, events and rental fees.
- A steady increase is expected from 2018 to 2019 with a normalized level in 2020.



# **Economic Development** and Culture

#### 2018 – 2027 CAPITAL BUDGET & PLAN OVERVIEW

Economic Development and Culture's (EDC) 10-Year Capital Plan supports the Program's mission to advance the City's prosperity, opportunity and liveability by fostering employment and investment, cultural expression and experiences and engaging partners in the planning and development of the City's cultural and economic resources.

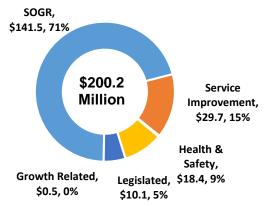
The 2018-2027 Capital Plan of \$200.197 million focuses on maintaining EDC's heritage buildings in a state of good repair (SOGR), revitalizing neighbourhoods and generating economic growth through capital works such as BIA Streetscape Improvement and the maintenance of public art.

The Economic Development and Culture Division's 10-Year Capital Plan also includes service improvement and growth initiatives such as the Guild Revitalization, renovations to Montgomery's Inn, Fort York Enhancements, Economic Competitiveness Data Management Systems, Commercial Façade Improvements, and public art development projects at various locations.

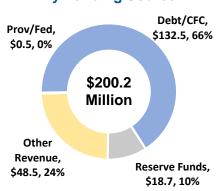
The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$0.347 million net over the 2018 - 2027 period, primarily for the Guild Revitalization project.

# 2018 - 2027 Capital Budget & Plan

## **By Project Category**



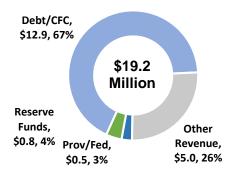
### **By Funding Source**



# 2018 Capital Budget By Project Category



#### By Funding Source



#### **Our Key issues & Priority Actions**

- The State of Good Repair Backlog is estimated to decrease from \$52.262 to \$22.555 million from 2018 to 2027. However, this figure does not include the SOGR backlog for Toronto Centre for the Arts.
  - ✓ The 10-Year Capital Plan includes debt funding for the St. Lawrence Centre 10year SOGR backlog totalling \$26.510 million.
  - ✓ Toronto Centre for the Arts will complete its building condition audit to inform the SOGR backlog at the Theatre and report back through the 2019 Budget Process.
- Review of Capital Projects and Spending resulted in cash flow adjustments to the BIA Equal Share Funding program.
  - ✓ The Capital Program revised the cash flows for the BIA Equal Share Funding program to reflect historical actuals, and included a new Streetscape Master Plan Program to assist BIAs with planning for the streetscape improvement projects

#### **Capital Deliverables for 2018**

The 2018 Capital Budget for Economic Development and Culture of \$19.175 million, excluding carry forward funding, will:

- Restore and preserve heritage elements including \$0.750 million for Casa Loma Exterior and \$0.175 million for Fort York Restorations.
- Continue the BIA Streetscape, Commercial Façade Improvement and Mural projects, and begin the Streetscape Master Plan Program to invest in BIAs for \$6.905 million.
- Complete the St. Lawrence Centre Roof replacement project for \$1.250 million and begin addressing the SOGR, Health and Safety, and AODA related projects at St. Lawrence Centre for \$0.600 million.
- Commence technology projects totaling \$0.800 million for Museum Sites POS Systems, and Digital Service Delivery.
- Commence Cultural Infrastructure Development projects including \$2.707 million for Guild Sitework and Revitalization, and \$1.038 million for Public Art development at 11 Wellesley St. West.

## State of Good Repair Backlog

The 10-Year Capital Plan's spending on State of Good Repair is \$141.525 million which will decrease the accumulated backlog from \$52.262 million in 2018 to an anticipated \$22.555 million by 2027. The SOGR backlog as a % of asset replacement value will decrease from 16.4% in 2018 to 7.0% in 2026, primarily due to providing additional debt funding to address the SOGR backlog at the St. Lawrence Centre for the Arts.

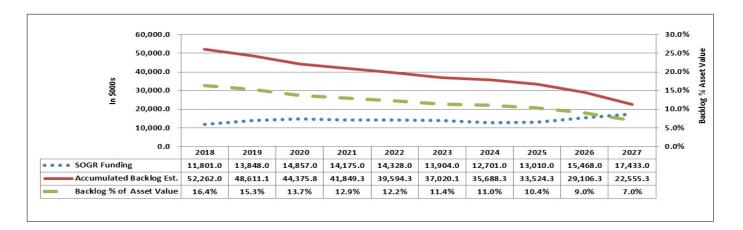


Table 3 below details all capital projects, by category, included in the 2018 - 2027 Capital Budget and Plan for Economic Development and Culture:

Table 3 2018 - 2027 Capital Plan by Project Category (In \$000s)

	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total	Total Project
Total Expenditures by Category												
Health & Safety												
Restoration/Preservation of Heritage Elements	750	350	2,750	2,000	1,000	4,500		1,500	4,500	1,000	18,350	18,350
Sub-Total	750	350	2,750	2,000	1,000	4,500		1,500	4,500	1,000	18,350	18,350
Legislated												
Cultural Infrastructure Development	1,038		50	100	1,579						2,767	2,767
Major Maintenance	404	1,000	900	1,100	1,250	600	600	600	100		6,554	6,554
Restoration/Preservation of Heritage Elements	342					300	100				742	742
Sub-Total Sub-Total	1,784	1,000	950	1,200	2,829	900	700	600	100		10,063	10,063
State of Good Repair												
BIA Equal Share Funding	3,786	4,381	4,581	4,781	4,781	5,181	5,181	5,181	5,181	5,181	48,215	48,215
BIA Financed Funding	2,448	2,448	2,448	2,448	2,448	2,448	2,448	2,448	2,448	2,448	24,480	24,480
Collections Care	99		200		150	200	100	250	400	100	1,499	1,499
Economic Competitiveness Data Mgnt System	200	700									900	900
Major Maintenance	3,351	3,872	5,218	4,296	4,399	3,375	2,872	3,331	4,539	7,154	42,407	42,407
Bloor West Village BIA Streetscape Improvements	84										84	84
St Lawrence Market Neighbourhood BIA Streetscape Improvements		1,000									1,000	1,000
The Kingsway BIA Streetscape Improvements	70										70	70
Village of Islington BIA Streetscape Improvements	100										100	100
Refurbishment and Rehabilitation	100	300		800	1,050		200		200	300	2,950	2,950
Restoration/Preservation of Heritage Elements	1,563	1,147	2,410	1,850	1,500	2,700	1,900	1,800	2,700	2,250	19,820	19,820
Sub-Total Sub-Total	11,801	13,848	14,857	14,175	14,328	13,904	12,701	13,010	15,468	17,433	141,525	141,525
Service Improvements												
Collections Care					300			100		250	650	650
Commercial Facade Improvement Program	521	521	521	521	521	521	521	521	521	521	5,210	5,210
Cultural Infrastructure Development	2,805	3,750	570	200					300	600	8,225	8,225
Economic Competitiveness Data Mgnt System	600	600	500								1,700	1,700
Mural Program	50	50	50	50	50	50	50	50	50	50	500	500
Refurbishment and Rehabilitation				100			200		300	200	800	800
Service Enhancement	250	200	690	1,770	2,850	900	1,850	2,000	450	700	11,660	11,660
Streetscape Master Plan Program	100	100	100	100	100	100	100	100	100	100	1,000	1,000
Sub-Total Sub-Total	4,326	5,221	2,431	2,741	3,821	1,571	2,721	2,771	1,721	2,421	29,745	29,745
Growth Related												
Cultural Infrastructure Development	514										514	514
Sub-Total	514										514	514
Total Expenditures by Category (excluding carry forward)	19,175	20,419	20,988	20,116	21,978	20,875	16,122	17,881	21,789	20,854	200,197	200,197

# 2018 - 2027 Capital Projects

The 10-Year Capital Plan supports Economic Development and Culture's objective of creating an environment in which business and culture can thrive, with capital budget priorities focussed on maintaining and supporting the heritage and culture sites and partnering with the BIAs on streetscape projects.

## Health and Safety

• The Health and Safety category includes one project:

Restoration/Preservation of Heritage Elements (\$18.350 million) – This project is focussed on restoring the Casa Loma exterior elements to ensure that buildings are in a safe and stable condition.

### Legislated

- Major Legislated projects total \$10.063 million or 5.0% of the total 10-Year Capital Plan's expenditures.
  - Cultural Infrastructure Development (\$2.767 million) This project includes two public art projects at 11 Wellesley Street which is part of a parkland design for a Ward 27 site that is currently under development and John Street which is fully funded by Section 37 and 45 (Planning Act Reserve Fund).
  - Major Maintenance (\$6.554 million) This project includes three sub-projects to address accessibility and AODA compliance at St. Lawrence Centre, Alumnae Theatre, and Theatre Passe Muraille, as well as two sub-projects to repair the mechanical and electrical systems at various museum sites.
  - > Restoration/Preservation of Heritage Elements (\$0.742 million) Three sub-projects are included here to address AODA deficiencies and accessibility issues at the Goulding Massey Estate, and Lambton House.

## State of Good Repair (SOGR)

- SOGR projects account for \$141.525 million or 70.7% of the total 10-Year Capital Plan's investments dedicated to various SOGR project groupings that focus on required capital maintenance, including:
  - Restoration/Preservation of Heritage Elements (\$19.820 million) This project includes small restoration and preservation works, spread throughout the 10-year period at museum and historical sites such as the Zion Church, Windfields Estate, and Fort York projects, as well as preventative maintenance and outdoor public art maintenance.
  - ➤ Refurbishment and Rehabilitation (\$2.950 million) Funding for refurbishment work on the interiors of various museums and heritage sites such as the Montgomery's Inn, the Colborne Lodge and the Gibson House is included in this category.
  - Collections Care (\$1.499 million) Collections Care supports the maintenance of the historical collection of artifacts, including outdoor items as well as the collection facilities.
  - Major Maintenance (\$42.407 million) This project will provide maintenance at cultural sites that are owned by the City, such as St. Lawrence Centre for the Arts Theatre, Alumnae Theatre, Berkley Theatre, Young People's Theatre, Neilson Park Creative Centre and Franklin Carmichael Gallery. It also includes the full 10-Year Capital Plan required to address all outstanding SOGR backlog at St. Lawrence Centre for amounts totalling \$26.510 million.
  - ➢ BIA Equal Share Funding (\$48.215 million) The Business Improvement Area (BIA) equal share funding model provides 50% debt funding towards streetscape improvement capital projects with the balance of funding provided by the BIAs.
  - ➤ BIA Financed Funding (\$24.480 million) The BIA Financing Program supports larger streetscape improvements by providing 35% debt funding up to \$0.350 million and loans to the participating BIAs, repayable over 10 years, for the BIA's share of the project cost.
  - ➢ BIA Streetscape Improvements Projects (\$1.254 million) This includes one new sub-project, Village Islington BIA, and three continuing sub-projects for St. Lawrence Market Neighbourhood, Bloor West Village, and The Kingsway BIAs which are fully funded by secured Planning Act Revenues (Section 37 and 45) and will support the BIAs' existing streetscape improvement projects.

Economic Competitiveness Data Management System (\$0.900 million) – This project will invest in IT online infrastructure to all museum and heritage sites to enhance the network security, internet accessibility, and telecommunication improvements for the benefit of the public and staff.

#### Service Improvements

- Service Improvement projects total \$29.745 million or 14.9% of the total 10-Year Capital Plan's expenditures.
  - Cultural Infrastructure Development (\$8.225 million) This project includes the continuation of the Guild Revitalization project which will repurpose Building 191 as an arts hub as well as site servicing and landscaping projects.
  - Service Enhancement (\$11.660 million) Improvements will be made to various heritage sites, a number of projects at Fort York such as exhibits and visitor centre façade extension, renovations to Montgomery Inn's Briary Room to expand the facilities and construct a more accessible washroom.
  - Refurbishment and Rehabilitation (\$0.800 million) Refurbishment work will be performed at various museums and the interior of Mackenzie House.
  - > Collections Care (\$0.650 million) This project will address the building envelope needs at Atlantic Avenue and Chaplin Crescent, which also houses the Cultural Assets Storage Workshop.
  - ➤ Economic Competitiveness Data Management System (\$1.700 million) EDC will install a new point-of-sale system to improve the operational efficiencies of the museum sites and revitalize the City's website to improve digital interaction with the public.
  - Commercial Façade Improvement Program (\$5.210 million) This project provides funding for up to 50% toward the costs of restored and improved facades, assisting in the revitalization of commercial areas to lead to increased assessment values, presentation and enhancement of other building stock and economic benefits.
  - Mural Program (\$0.500 million) This program will provide funding for grants of up to \$0.005 million to community groups to undertake murals promoting local themes in commercial or employment districts with preference given to City's under-served neighbourhoods and commercial neighbourhood identities.
  - > Streetscape Master Plan Program (\$1.000 million) This program will support BIAs for the initial design and planning phase of the streetscape improvement and beautification projects.

#### Growth Related

 A Growth Related project for \$0.514 million includes debt funding to install public art at the TTC Leslie Barns.

# 2018 - 2027 Capital Budget & Plan by Funding Source

Chart 3 below summarizes the funding sources included in the 2018 - 2027 Capital Budget and Plan for Economic Development and Culture:

25,000 20,000 \$ Million 15,000 10,000 5,000 0 2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 ■ Prov./Fed. ■ Reserve / Reserve Funds ■ Debt / CFC ■ Development Charges

Chart 3
2018 - 2027 Capital Budget & Plan by Funding Source (In \$000s)

The 10-Year Capital Plan of \$200.197 million will be financed by the following sources:

- Debt accounts for \$132.477 million or 66.2% of the financing over the 10-year period.
  - ➤ The debt funding is above the 10-year debt affordability target of \$96.962 million allocated to this Program by \$35.515 million, driven by 10 new sub-projects, added following a review of City-wide unmet needs:
    - AODA Compliance projects (\$6.400 million) including:
      - Goulding Estate (\$0.200 million),
      - Lambton House (\$0.400 million),
      - o St. Lawrence Centre for the Arts (\$4.000 million),
      - o Theatre Passe Muraille (\$0.600 million), and
      - Alumnae Theatre (\$1.200 million).
    - IT Initiatives (\$1.100 million).
    - Restoration of St. Lawrence Centre for the Arts' Roof and including the full 10-year SOGR (\$27.760 million).
    - Public Art at TTC Leslie Barns (\$0.514 million).
- Federal subsidy of \$0.500 million or 0.2% of the financing over the 10-year period from the Canadian Cultural Spaces, Department of Canadian Heritage/Patrimoine Canadien will be used to fund the St. Lawrence Centre Roof Replacement.
- Reserve and Reserve Funds constitute \$18.727 million or 9.4% of required funding over 10 years for the following major projects:
  - The Casa Loma Exterior Restoration project is funded from the Casa Loma Capital Maintenance Reserve Fund (XR1501) for \$18.350 million.

- The *John St. Roundhouse Machine Shop* sub-project is funded by the Land Acquisition Reserve Fund (XR1214) for \$0.200 million.
- Major Maintenance project which provides small maintenance work for Theatre Passe Muraille and Young People's Theatre totaling \$0.177 million, funded by 16 Ryerson Capital Maintenance Reserve Fund (XR3213) and Heritage Reserve Fund (XR1019).
- Other sources of funding, which account for \$48.493 million or 24.2% will be utilized for the following redevelopment/revitalization projects:
  - > BIA Streetscape Improvement projects will receive \$43.456 or 89.6% of its total funding from the BIAs' share of funding requirements and Planning Act Revenues to complete the streetscape improvements.
  - ➤ Cash donations of \$2.270 million will contribute to the service enhancement work at Fort York's Visitor Centre for the planned façade extension and addition of a kitchen.
  - ➤ The Cultural Infrastructure Development project accounts for \$2.767 million or 5.7% of the other sources category and uses Section 37 community benefit funding for the public art project at 11 Wellesley Street West and Section 37 and 45 for the public art project at John Street.

# 10-Year Capital Plan: Net Operating Budget Impact

# Table 5 Net Operating Impact Summary (In \$000s)

	2018 Budget		2019 Plan		2020 Plan		2021 Plan		2022 Plan		2018 - 2022		2018 - 2027	
Projects	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position
New Projects - 2018														
Cultural Infrastructure Development	5.0		202.0	3.0	133.0	1.4	(8.0)	1.2			332.0	5.6	332.0	5.6
Economic Competitiveness Data Mgnt System			15.0								15.0		15.0	
Total (Net)	5.0		217.0	3.0	133.0	1.4	(8.0)	1.2			347.0	5.6	347.0	5.6

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$0.347 million net over the 2018 - 2027 period, as shown in the table above.

This is comprised of estimates from completed capital projects:

- Cultural Infrastructure Development Includes operating impacts of \$0.005 million in 2018, \$0.202 million in 2019, \$0.133 million in 2020, and (\$0.008) million in 2021, arising from completing the Guild Revitalization Project, to pay for additional staff required to administer the arts and culture programming, and maintenance of the site.
- Economic Competitiveness Data Management System Includes operating impacts of \$0.015 million in 2019 to support two IT initiatives as they relate to installing new museum POS systems and improving the IT infrastructures.

These future operating impacts will be reviewed each year as part of the annual Operating Budget process.



# Long-Term Care Homes & Services

### **2018 OPERATING BUDGET OVERVIEW**

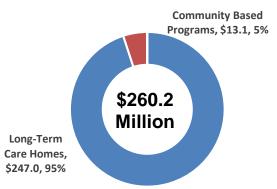
Long-Term Care Homes & Services (LTCHS) provides a continuum of high quality long-term care services to eligible adults in both long-term care homes and the community. LTCHS are leaders in excellence and ground-breaking services for healthy aging.

#### 2018 Operating Budget Highlights

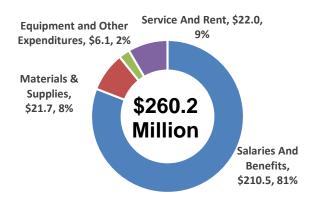
The total cost to deliver these services to Toronto residents is \$260.156 million gross and \$47.376 million net as shown below:

(in \$000!a)	2017	2018	Change				
(in \$000's)	Budget	Budget	\$	%			
Gross Expenditures	257,034.1	260,156.4	3,122.3	1.2%			
Revenues	209,658.0	212,780.3	3,122.3	1.5%			
Net Expenditures	47,376.1	47,376.1	0.0	0.0%			

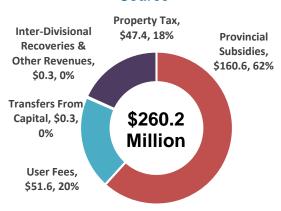
# 2018 Operating Budget 2018 Budget by Service



## By Expenditure Category



# 2018 Budget By Funding Source



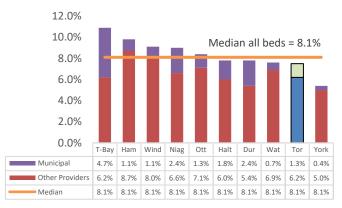
#### **Fast Facts**

- There are 627 long-term care homes in Ontario operating 78,120 beds. In Toronto, 52 different organizations operate 84 long-term care homes with 15,222 beds; 17% of the beds are City of Toronto directly operated, according to the Program's 2016 2020 Service Plan.
- Residents come from over 49 countries of origin, speak 39 languages and practice 34 faiths or denominations.
- 2,300 volunteers provide over 136,000 hours per year which is over 50 hours of volunteer time per resident.

#### Trends

- The 2011 Canadian Census confirms that seniors now make up the fastest growing age group in the country, with nearly five million adults aged 65 and over in Canada, and projected to double over the next 25 years to more than 10 million by 2036.
- Ontario will have 43 per cent more seniors by 2022 and 50 per cent more by 2032. In the Greater Toronto Area (GTA) between 2006 and 2011, the over-65 and over-75 age groups grew by 16.5%. Between 2011 and 2016, GTA represented more than half of the provincial increase in the over-75 age group.
- The chart below shows the comparison between Toronto and other municipalities for the supply of LTC beds relative to the senior population.

# Comparison of Toronto and Other Municipalities for the Supply of LTC Beds Relative to Senior Population



#### **Our Key Issues & Priority Actions**

- The 2018 Operating Budget includes \$2.069 million in increased provincial funding to address a rise in resident acuity.
- Through collaboration and partnerships, LTCHS will continue to advance healthy aging strategies including community hub creation, safe spaces for seniors and vulnerable individuals.
- LTCHS will begin the implementation of new Model of Care to realign staffing mix and enhance rehabilitation services to improve the care provided to residents.
- LTCHS will continue to advocate for additional funding from the Province.

#### **Key Service Deliverables for 2018**

- Long-Term Care Homes & Services (LTCHS)
   provides a variety of exemplary services along with an
   effective continuum of care ranging from enabling
   vulnerable individuals to continue living in the
   community to healthy aging and quality of end-of-life
   care in Long-Term Care Homes & Services' homes.
- The 2018 Operating Budget will enable LTCHS to:
- Support the Toronto Seniors Strategy to meet growing demand for long-term care services resulting from changing demographic and new populations.
- Continue the implementation of the 2016 2020 Service Plan's key priorities: deliver exemplary care and services, serve vulnerable individuals and respond to emerging needs; and lead advances in long-term care and support services to seniors.
- Introduce the new Model of Care, supported by a state-of-the-art electronic healthcare record system and realignment of staffing to strengthen care and rehabilitation services.
- Operate approved beds in 10 long-term care homes across Toronto, each connected to its local community and responsive to local needs. The homes offer a combination of long-stay, short-stay and convalescent care beds, behavioural supports, young adult care, and specialized services.
- Serve clients at 9 supportive housing sites providing 24 hour assistance with personal care, light housekeeping, laundry, medication reminders, security checks, light meal preparation, wellness and health promotion, and a Registered Practical Nurse on site 24/7 at each location.
- Offer light housekeeping, laundry, shopping and meal preparation to help approximately 3,000 individuals to remain in their own homes and community.
- Offer a variety of quality activities and services in 4 locations through the Adult Day Programs, and provide a safe and supportive environment.

## 2018 Operating Budget and Plan by Service

	201	17	2018	Operating B	udget				Incremental	Change	
		Projected	_	New/	Total	2018 vs			2019		0
(In \$000s)	Budget	Actual	Base	Enhanced	Budget	Budget Change		nge Plan		Plan	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Long-Term Care Homes	i e										
Gross Expenditures	243,934.7	232,861.5	244,991.3	2,058.0	247,049.3	3,114.6	1.3%	4,155.2	1.7%	3,927.6	1.6%
Revenue	198,103.9	187,898.7	199,149.8	2,068.8	201,218.5	3,114.6	1.6%	1,986.8	1.0%	1,981.2	1.0%
Net Expenditures	45,830.8	44,962.8	45,841.5	(10.7)	45,830.8	(0.0)	(0.0%)	2,168.4	4.7%	1,946.4	4.1%
Community Based Prog	rams										
Gross Expenditures	13,099.4	13,099.4	13,096.4	10.7	13,107.1	7.7	0.1%	60.6	0.5%	27.9	0.2%
Revenue	11,554.1	11,554.1	11,561.8	0.0	11,561.8	7.7	0.1%	0.0		0.0	
Net Expenditures	1,545.3	1,545.3	1,534.6	10.7	1,545.3	0.0	0.0%	60.6	3.9%	27.9	1.7%
Total											
Gross Expenditures	257,034.1	245,960.9	258,087.7	2,068.8	260,156.4	3,122.3	1.2%	4,215.8	1.6%	3,955.5	1.5%
Revenue	209,658.0	199,452.8	210,711.6	2,068.8	212,780.3	3,122.3	1.5%	1,986.8	0.9%	1,981.2	0.9%
Total Net Expenditures	47,376.1	46,508.1	47,376.1	(0.0)	47,376.1	0.0	0.0%	2,229.0	4.7%	1,974.2	4.0%
Approved Positions	2,373.9	2,373.9	2,372.1	17.8	2,389.9	16.1	0.7%	25.0	1.0%	25.0	1.0%

The Long-Term Care Homes & Services (LTCHS) 2018 Operating Budget of \$260.156 million gross and \$47.376 million net is in line with the 2017 Approved Net Operating Budget, and meets the budget target set out in the 2018 Operating Budget Directions approved by Council.

- Base pressures are mainly attributed to increases in utilities and service contracts for maintaining aging home infrastructure and known salary and benefit adjustments.
- To help mitigate the above pressures, the Program was able to achieve service cost and efficiency savings through base expenditure reductions to reflect actual experience, streamlining and consolidating its operations, and realigning of current staff mix to improve service delivery while maintaining the Program's core mandate.
- New funding and additional staff resources, which will be fully funded by the Ministry of Health and Long-Term Care (MOHLTC) are included in the budget to allow all LTC homes to maintain the necessary care for resident acuity and service level standards.
- Approval of the 2018 Operating Budget will result in Long-Term Care Homes & Services increasing its total staff complement by 16.1 positions from 2,373.9 to 2,389.9 positions.
- The 2019 and 2020 Plan increases are mainly attributable to known salaries and benefit increases across all services and future year sustainment costs for the *Electronic Healthcare Record System* capital project upon completion.

# **Program Map**

# **Long-Term Care Homes & Services**

Long-Term Care Homes & Services provides a variety of long-term healthcare services for residents in the City's long-term care homes and for vulnerable individuals who reside in the community. The scope of services provided includes: 10 long-term care homes, providing permanent, convalescent and short-stay admissions; Community support programs, including adult day programs, supportive housing services, and homemaking services. As leaders in excellence and ground-breaking services for healthy aging, we are committed to providing exemplary long-term care services to residents and clients, and to actively participating in the creation of an effective continuum of care through strong partnerships with other health care organizations and community partners.

Long-Term Care Homes

#### Purpose:

For those who are no longer able to live on their own and require 24-hour nursing and personal care, there are 10 long-term care homes located city-wide that are committed to care. All of our homes offer interdisciplinary medical care in a home-like, inclusive environment. Some of our homes offer specialized services, including behavioural support, language/cultural services, short-stay respite beds and young adult care.

# Legend: Program Activity Service

#### **Community-Based Long-Term Care**

#### Purpose.

Support to seniors living in the City of Toronto. We offer a variety of community-based services, which support individuals living in the community to maintain their independence. These community-based services are an integral part of the continuum of care that is available to residents, in order that they receive the right level of care at the right time.

Community programs include Adult Day Programs, Homemakers and Nurses Services and Supportive Housing Services. All of the programs use a health promotion and wellness approach to help individuals maintain their independence and continue living in the community

Homemakers & Nurses Services	
Adult Day Program	
Supportive Housing Services	

### Service Customer

#### Long-Term Care Homes

- Residents
- Persons recovering from Surgery or illness
- Persons requiring respite
- Family Caregivers (short-stay)
- Staff & Volunteers

#### Indirect (Beneficial)

- Family Members & Partners
- Health System Partners
- Community Care Access Centre
- Local Health Integration NetworksMinistry of Health & Long-Term Care

#### Community-Based Long-Term Care

- Frail Seniors
- Persons (adults) with Disabilities
- Persons with chronic illness over the age of 59 years

#### Indirect (Beneficial)

- Staff & Volunteers
- Family Members & Partners
- Toronto Public Health
- · Housing Providers, including Toronto Community Housing
- Health Care Partners
- Community Care Access Centre
- Local Health Integration Networks
- Ministry of Health & Long-Term Care

The following section provides the service-based budget by activity and their associated service levels and performance measures.

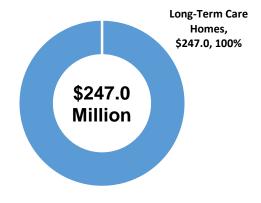
### **Long-Term Care Homes Service**

# **Long-Term Care Homes**

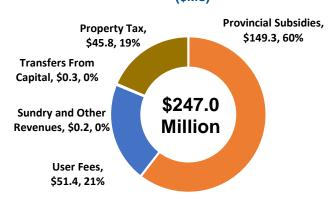
#### What We Do

- Provide 24-hour nursing/personal care and specialized services including behavioural supports, convalescent care, short-stay respite, and care for young adults.
- Support residents with multiple diagnoses and varying cognitive abilities through innovative and individualized approaches including special language and cultural services, spiritual and religious care, and community outreach including volunteer programs.

# 2018 Service Budget by Activity (\$Ms)



# 2018 Service by Funding Source (\$Ms)



# 2018 Service Levels Long-Term Care Homes Service

Activity	Туре	Service Level Description	Status	2015	2016	2017	2018
		# of days long-term care homes for extended	Approved	365	366	365	365
	Resident Care - Long Stay	period of time is operational for 24 hours/day	Actual	365	366	365	
	Resident Care - Short Stay	# of days short-stay adminission program is	Approved	365	366	365	365
	Resident Care - Short Stay	operational for 24 hours/day	Actual	365	366	365	
	Convalescent Care	# of days convalescent care program is	Approved	365	366	365	365
	Convalescent Care	operational for 24 hours/day	Actual	365	366	365	
	Behavioural Support Care	# of days behaviour support program is	Approved	365	366	365	365
	Beriavioural Support Care	operational for 24 hours/day	Actual	365	366	365	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Long-Term Care Homes.

#### **Service Performance Measures**

#### **Customer Satisfaction Rates**



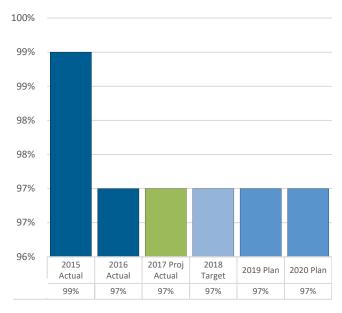
- LTCHS conducts surveys for clients to assess their level of satisfaction with services provided by the Program.
- The levels of resident satisfaction has improved since 2015 and is expected to meet the target of 96% in the next three years.

#### **Resident Care Index**



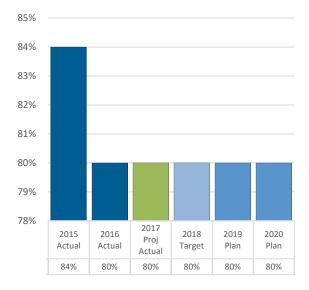
- The weighted average care requirements of residents as determined by the Ministry of Health and Long-Term Care is 100, which is a key determinant on provincial funding.
- LTCHS has consistently exceeded the average care requirements, which enables the Program to leverage provincial funding to support the operation of LTC homes.

#### **Occupancy Rate for Long-Stay Program**



 The occupancy rate for the long-stay program is expected to meet minimum threshold of 97% for the next three years.

## Occupancy Rate for Convalescent Care Program



- The occupancy rate for the Convalescent Care Program (CCP) expected to meet minimum threshold of 80% for the next three years.
- The Convalescent Care Program provides 24-hour care to seniors who require specific medical and therapeutic services in a supportive environment for a period of up to 90 continuous days.

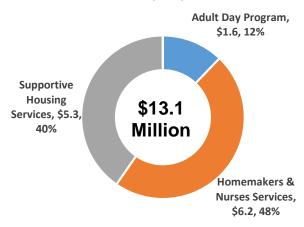
#### **Community Based Long-Term Care Service**



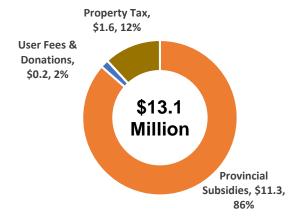
#### What We Do

- Provide quality care and services to improve or maintain the independence and quality of life for clients that may be isolated, vulnerable or would otherwise not be able to live independently in their homes.
- Provide day-time wellness programming, recreation and social activities for frail seniors living in the community.
- Provide supportive housing services such as light housekeeping and laundry, light meal preparation to eligible clients who are tenants in the nine (9) designated supportive housing sites across the City.

# 2018 Service Budget by Activity (\$Ms)



# 2018 Service by Funding Source (\$Ms)



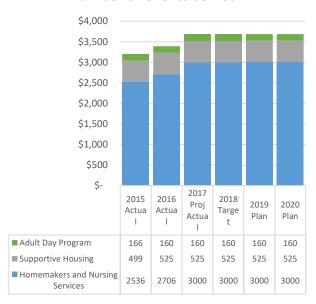
# 2018 Service Levels Community Based Long-Term Care

Activity	Туре	Service Level Description	Status	2015	2016	2017	2018
Adult Day Program	Adult Day Services	# of weeks the adult day program is	Approved	53	52	52	52
Addit Day Flogram	Addit Day Services	operational from Monday to Friday	Actual	53	52	52	
Supportive Housing	Personal Care and Homemaking	# of days the personal care and homemaking	Approved	365	366	365	365
Services	Personal Care and Homemaking	services is provided for 24 hours/day	Actual	365	366	365	
Homemakers & Nurses	Homemaking	# of weeks the homemaking service is	Approved	53	52	52	52
Services	riomemaking	available from Monday to Friday	Actual	53	52	52	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Community Based Long-Term Care Service.

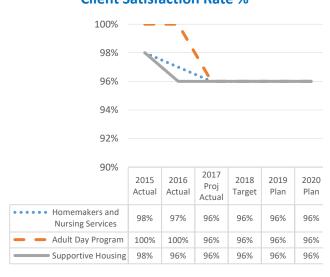
#### Service Performance Measures





The number of clients served by the Adult Day Program, the Supportive Housing, and the Homemakers & Nurses Services programs will be maintained in 2018 and in future years.

#### **Client Satisfaction Rate %**



- LTCHS conducts surveys for clients to assess their level of satisfaction with services provided by the Program.
- The levels of satisfaction for the three (3) activities included in the Community Based Program are projected to meet the target of 96% set by the Program



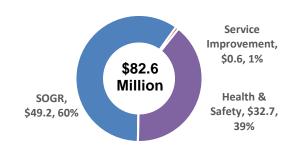
# Long-Term Care Homes & Services

#### 2018 – 2027 CAPITAL BUDGET & PLAN OVERVIEW

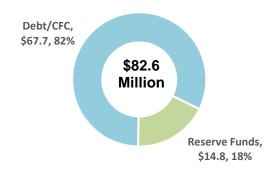
Long-Term Care Homes & Services (LTCHS) is responsible for maintaining 10 long-term care homes with an asset book value of \$248.829 million in a state of good repair to meet Ministry of Health and Long-Term Care (MOHLTC) requirements and to ensure the safety and comfort of its residents.

Included in the 10-Year Capital Plan of \$82.564 million is funding of \$81.926 million, financed from debt and reserves, to continue the capital maintenance program to maintain the City's long-term care homes at its current level of state of good repair. Also included is reserve funding of \$0.638 million for the *Electronic Healthcare Record System* project, which will improve resident care planning by enabling electronic documentation of resident health records.

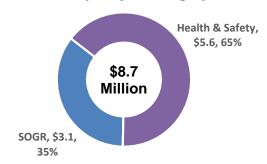
# 2018 - 2027 Capital Budget & Plan By Project Category



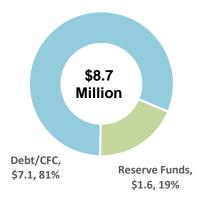
## **By Funding Source**



## 2018 Capital Budget By Project Category



#### **By Funding Source**



#### **Our Key issues & Priority Actions**

- Addressing unmet needs. Mandated by the Ministry of Health and Long-Term Care (MOHLTC), the City of Toronto has five longterm care homes with a "B" and "C" classification that need to be redeveloped over a 10-15 year period.
  - ✓ The 5 long-term care homes identified for redevelopment are Carefree Lodge, Castleview Wychwood Towers (CWT), Fudger House, Lakeshore Lodge and Seven Oaks, which will require funding of approximately \$421.582 million over the next 10-15 years.
  - ✓ The redevelopment of these homes depends on the completion of George Street Revitalization (GSR) project (refer to the Capital Budget Notes for Shelter Support & Housing Administration [SSHA]), which will provide the necessary swing space for residents during redevelopment.

Due to funding and project dependency, the capital costs to redevelop these homes are not included in the

10-Year Capital Plan. However, capital costs for the construction of the GSR project is included in the 10-Year Capital Plan for SSHA, which will serve as a catalyst for the redevelopment of other homes.

#### **Capital Deliverables for 2018**

The 2018 Capital Budget for Long-Term Care Homes & Services of \$8.690 million, excluding carry forward funding, will:

 Continue the capital maintenance plan to address the required SOGR and Health and Safety requirements at 10 long-term care homes.

# State of Good Repair Backlog

The 10-Year Capital Plan spending on State of Good Repair (SOGR) is \$49.239 million, which will maintain the City's asset in a state of good repair. The SOGR backlog as a % of asset replacement value is expected to remain at 1.8% between 2018 and 2027.

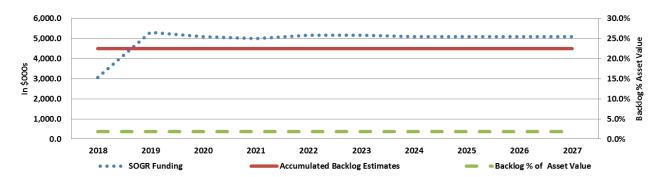


Table 1 below details all capital projects, by category, included in the 2018 - 2027 Capital Budget and Plan for Long-Term Care Homes and Services:

Table 1
2018 - 2027 Capital Plan by Project Category (In \$000s)

	Total App'd Cash Flows to Date*	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
Building Upgrades			650	650	650	650	650	650	650	650	650	5,850	
Electrical		1,400	1,111	1,111	1,211	1,211	1,211	1,211	1,211	1,211	1,211	12,099	
Mechanical		2,450	1,387	887	887	887	887	887	887	887	887	10,933	
Specialty Systems		1,780	225	225	225	225	225	225	225	225	225	3,805	
Sub-Total		5,630	3,373	2,873	2,973	2,973	2,973	2,973	2,973	2,973	2,973	32,687	
State of Good Repair													
Building Upgrades		3,060	3,292	2,829	2,829	2,829	2,829	2,829	2,829	2,829	2,829	28,984	
Electrical			810	810	810	810	810	733	733	733	733	6,982	
Mechanical			371	371	371	371	371	371	371	371	371	3,339	
Specialty Systems			844	1,094	994	1,167	1,167	1,167	1,167	1,167	1,167	9,934	
Sub-Total	-	3,060	5,317	5,104	5,004	5,177	5,177	5,100	5,100	5,100	5,100	49,239	-
Service Improvements													
Electronic Healthcare Record System	2,514		638									638	3,152
Sub-Total	2,514	-	638	-		-						638	3,152
Total Expenditures by Category (excluding carry forward)	2,514	8,690	9,328	7,977	7,977	8,150	8,150	8,073	8,073	8.073	8.073	82,564	3,152

# 2018 - 2027 Capital Projects

The 10-Year Capital Plan is in keeping with LTCHS' objectives to ensure all health and safety issues are addressed and that the physical assets are maintained in a state of good repair to ensure safe and secure places for residents and visitors.

#### Health and Safety

- Health and Safety projects include:
  - Building Upgrades (\$5.850 million) Funding is provided for flooring, roofing and external and internal structural work in the 10 long-term care homes.
  - Electrical (\$12.099 million) These funds are for work required for lighting upgrades, general electrical systems and nurse call systems at each of the LTCH's sites.
  - Mechanical (\$10.933 million) This project provides funds to undertake work on the HVAC control systems, cooling and heating plants and ventilation systems at the LTCH's sites.
  - > Specialty Systems (\$3.805 million) Funding is provided for capital maintenance work on elevators and security equipment at the LTCH's sites.

#### State of Good Repair (SOGR)

SOGR projects account for \$49.239 million or 59.6% of the total 10-Year Capital Plan's investments, which will
maintain homes in a state of good repair in order to prevent major capital costs. These SOGR work include, but
not limited to, flooring, roofing, room renovation, fencing and other structural work.

#### Service Improvements

Service Improvement project, Electronic Healthcare Record System, amounts to \$0.638 million or 0.8% of the total 10-Year Capital Plan's expenditures will deliver a technology solution to document resident health records and support case-based decisions.

### 2018 - 2027 Capital Budget & Plan by Funding Source

Chart 1 below summarizes the funding sources included in the 2018 - 2027 Capital Budget and Plan for Long-Term Care Homes & Services:

10,000 8,000 6,000 4,000 2,000 0 2018 2020 2021 2022 2023 2025 2026 2019 2024 2027 ■ Debt / CFC ■ Prov./Fed. ■ Reserve / Reserve Funds ■ Development Charges ■Other Revenue

Chart 1
2018 - 2027 Capital Budget & Plan by Funding Source (In \$000s)

The 10-Year Capital Plan of \$82.564 million will be financed by the following sources:

- Debt accounts for \$67.734 million or 82.0% of the financing over the 10-year period dedicated to Health & Safety and SOGR projects including:
  - ➤ Building Upgrades (\$20.642 million),
  - Electrical (\$19.081 million),
  - ➤ Mechanical (\$14.272 million), and
  - > Specialty Systems (\$13.739 million).
- Reserve and Reserve Funds constitute \$14.830 million or 18.0% of required funding over 10 years for the following projects:
  - > SOGR project on building upgrades (\$14.192 million) and
  - ➤ Electronic Healthcare Record System project (\$0.638 million).

### 10-Year Capital Plan: Net Operating Budget Impact

### Table 2 Net Operating Impact Summary (In \$000s)

	Total Project	Non-Debt	Debt											
Project Description (In \$000s)	Expenditure	Funding	Required	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028-2030
Carefree Lodge	83,000.0	34,313.0	48,687.0		6,781.0	18,213.0	28,800.0	29,206.0						
CWT Redevelopment	121,411.0	41,230.0	80,181.0					1,450.0	5,702.0	35,647.0	38,074.0	40,538.0		
Seven Oaks Redevelopment	126,633.0	37,594.0	89,039.0									1,280.0	17,517.0	107,836.0
Lakeshore Lodge Redevelopment	90,538.0	30,923.0	59,615.0						1,486.0	16,600.0	34,812.0	37,640.0		
Total	421,582.0	144,060.0	277,522.0		6,781.0	18,213.0	28,800.0	30,656.0	7,188.0	52,247.0	72,886.0	79,458.0	17,517.0	107,836.0

- The "Unmet Capital Needs" identified above have financial dependencies requiring upfront debt funding to proceed and the provision of replacement beds upon the completion of *George Street Revitalization (GSR)* project so that the level of services to long-term home residents can be maintained throughout the redevelopments. As a result, these projects are not included in the 2018-2027 Capital Budget and Plan for Long-Term Care Home & Services.
- With the City Council approval to prepare for the George Street Revitalization project in 2015 and 2016, (EX16.13), a multi-purpose facility at George Street is being developed via Design-Build-Finance (DBF) procurement model that will include an emergency shelter program, long-term care home facility, transitional assisted living, affordable housing and a community service hub.
- The George Street Revitalization site will provide 378 beds and the necessary swing space for LTCHS to relocate existing residents during the construction phase of the home redevelopments without having to acquire additional land in the downtown core.
- Funding for the George Street Revitalization project (\$557.717 million) is included in the 2018-2027 Capital Budget and Plan for Shelter Support and Housing Administration (SSHA). If approved by Council through the 2018 Budget process, the facility will act as a catalyst for these redevelopments. Please refer to the 2018-2027 Capital Budget and Plan for SSHA for more information.



# Parks, Forestry and Recreation

### 2018 OPERATING BUDGET OVERVIEW

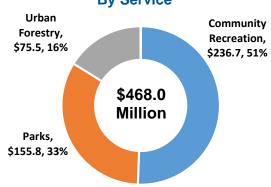
Parks, Forestry and Recreation (PFR) provides a wide variety of leisure and recreation opportunities that are key contributors to the quality of life for all Torontonians while operating and maintaining parks, playgrounds, sports fields and facilities, along with trails, forests, and ravines to support diverse needs for active and healthy lifestyles.

### 2018 Operating Budget Highlights

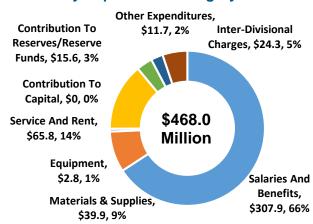
	2017		Chan	ge
(in \$000's)	Budget	0040 D. L. 4	•	0/
		2018 Budget	\$	%
Gross Expenditures	460,136.7	467,984.0	7,847.3	1.7%
Revenues	139,795.8	145,868.3	6,072.5	4.3%
Net Expenditures	320,340.9	322,115.7	1,774.8	0.6%

Through base reductions, operational efficiencies and increased revenues, the Program is able to fully offset \$5.073 million in operating base budget pressures resulting from the opening of new parks and recreation facilities, salary and benefit increases, and inflationary pressures, while maintaining the 2017 service levels for 2018. The increase of \$1.775 million is fully directed to new and enhanced services priorities mainly to expand services in parks and recreation facilities.

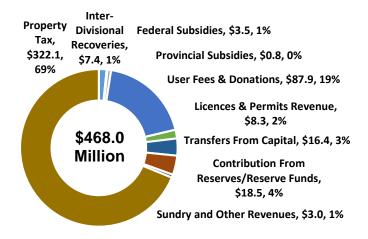
## 2018 Operating Budget By Service



### By Expenditure Category



### **By Funding Source**



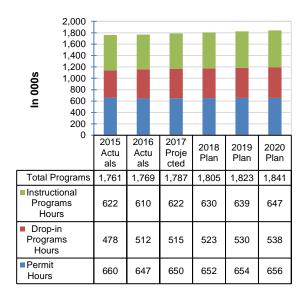
### **Fast Facts**

- Over 1.1 million hours of Instructional and Leisure Drop-in Recreation programs with 10.8 million participant visits.
- 4,405 hectares of maintained parkland with
   1.4 million booked permit hours.
- 8 Blue Flag beaches.
- Approx. 17,000 Toronto Island ferry roundtrips carrying 1.3 million passengers per year
- 509,644 Urban Forestry work orders including 120,000 trees planted each year.
- 650,000 recreation facilities bookings.

### **Trends**

- Total Recreation Service Hours increased by 1.5% between 2015 and 2017 as a result of new major recreation facilities openings.
- Future year service hours are projected to increase by approximate 1% per year due to the full implementation of programs at the York Recreation Centre and new capital investments to enable community recreation to increase service city wide.

### **Recreation Service Hours**



### **Our Key Issues & Priority Actions**

- Full implementation of the Swim to Survive initiative and developing a roadmap for a renewed Recreation Service Plan.
  - ✓ Growing the number of recreation spaces to meet increasing demand for instructional

- programs. Waitlisted spaces have grown over the past three years by 74%, now at 198,000.
- New recreation spaces in summer camps, learn to swim and sport programs are necessary to address current and future demand resulting from population growth.
- The 2013-2017 Parks Service Plan aims to maintain quality parks and improve parks spaces.
  - ✓ Increasing demand for parkland and its associated amenities from new development
- Urban Forestry continues to eenhance the urban forest assets through investment in new trees, protection and maintenance of existing assets and planning for the future.
  - Continue to address the Emerald Ash Borer (EAB) infestation (until 2019) while maintaining core service levels.

### **Key Service Deliverables for 2018**

The 2018 Operating Budget enables the Program to:

- Deliver instructional and drop-in recreation programs for all ages that teach a new skill or improve the competency level in a variety of activities including swimming, skating, summer and holiday camps, fitness, sports and arts.
- Provide self-directed recreational opportunities through permits for recreational facilities such as ice rinks, facilities, parks and sports fields to individuals and community groups.
- Provide clean, safe and well-maintained green space, park amenities and beaches including the management of natural areas through restoration and preservation activities.
- Operate two animal attractions.
- Provide transportation services to the Toronto Island Park through Ferry Operations.
- Enhance the urban forest asset through investment in new trees, protection and maintenance of the existing asset, and planning for the future.
- Participate in the development of key policies to guide parks and recreation system enhancement, including the TOcore study with City Planning, Parkland Strategy, and Parks and Recreation Facilities Master Plan.
- Modernize and transform business processes by leveraging technology solutions including the replacement of the Recreation Registration and Permitting system, a new work order management system and an effective on-line self-serve channel for customers.

### 2018 Operating Budget and Plan by Service

	2017	2018	Operating Bu	udget	2018 Bu	idget vs.		ncrementa	I Change	
			New/	Total	2017 E	Budget	2019	9	2020	)
(In \$000s)	Budget	Base	Enhanced	Budget	Cha	ange	Plar	1	Plan	
By Service	\$	\$	\$	\$	\$	%	\$	%	\$	%
Community Recreation										
Gross Expenditures	231,199.1	234,615.3	2,087.6	236,702.9	5,503.9	2.4%	5,647.8	2.4%	(264.6)	(0.1%)
Revenue	75,738.3	78,818.9	582.8	79,401.7	3,663.4	4.8%	(2,063.2)	(2.6%)	(5,759.3)	(7.4%)
Net Expenditures	155,460.7	155,796.4	1,504.8	157,301.2	1,840.5	1.2%	7,710.9	4.9%	5,494.7	3.3%
Parks										
Gross Expenditures	154,794.0	155,192.5	620.0	155,812.5	1,018.5	0.7%	1,925.3	1.2%	1,936.3	1.2%
Revenue	33,580.6	33,240.7	350.0	33,590.7	10.1	0.0%	(2,453.2)	(7.3%)	(585.7)	(1.9%)
Net Expenditures	121,213.4	121,951.8	270.0	122,221.8	1,008.4	0.8%	4,378.6	3.6%	2,522.0	2.0%
Urban Forestry										
Gross Expenditures	74,143.6	68,741.3	6,727.3	75,468.5	1,324.9	1.8%	(1,661.6)	(2.2%)	971.2	1.3%
Revenue	30,476.9	26,148.7	6,727.3	32,875.9	2,399.0	7.9%	(4,430.9)	(13.5%)	(878.5)	(3.1%)
Net Expenditures	43,666.7	42,592.6	0.0	42,592.6	(1,074.1)	(2.5%)	2,769.3	6.5%	1,849.7	4.1%
Total										
Gross Expenditures	460,136.7	458,549.1	9,434.9	467,984.0	7,847.3	1.7%	5,911.5	1.3%	2,642.9	0.6%
Revenue	139,795.8	138,208.2	7,660.1	145,868.3	6,072.5	4.3%	(8,947.3)	(6.1%)	(7,223.5)	(5.3%)
Total Net Expenditures	320,340.9	320,340.9	1,774.8	322,115.7	1,774.8	0.6%	14,858.8	4.6%	9,866.4	2.9%
Approved Positions	4,442.8	4,451.8	70.4	4,522.2	79.5	1.8%	(27.9)	(0.6%)	(0.3)	(0.0%)

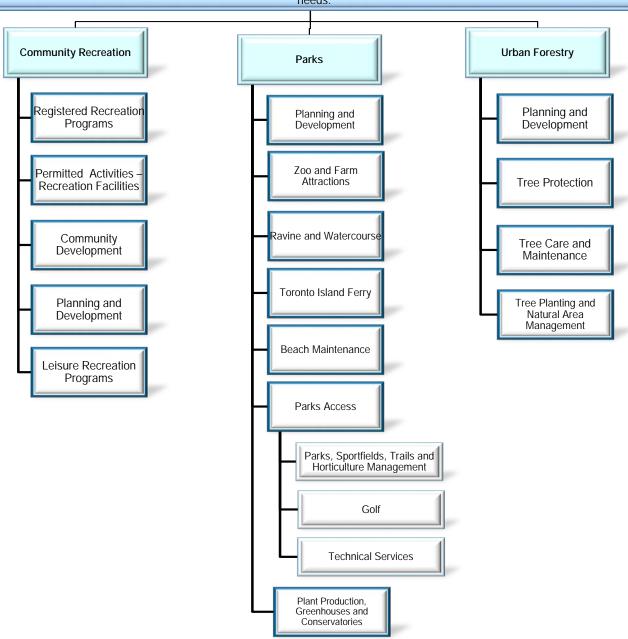
The Parks, Forestry and Recreation's 2018 Operating Budget is \$467.984 million gross and \$322.116 million net, representing a 0.6% increase to the 2017 Approved Net Operating Budget and is \$1.775 million higher than the reduction target of 0% as set out in the 2018 Operating Budget Directions approved by Council.

- Base pressures are mainly attributable to the cost of living, step and progression pay increases for salaries and benefits and non-salary inflationary impacts common across all services.
- To help mitigate the above pressures, the Program was able to achieve service efficiency savings through price management of the Urban Forestry's contracted services.
- New and enhanced services of \$7.847 million gross and \$1.775 million net, included in the 2018 Operating Budget, provides funding for the delivery of the phase 3 and 4 of the Swim to Survive Program, reinstatement of programming at SH Armstrong and Centennial West pools, as well an additional 20,000 recreation programming spaces to address unmet demand. Additional funding is also included to expand the Parks Ambassador Program, to address traffic management issues at Bluffer's Park, expand tree care and maintenance and increase tree planting in hard surfaces.
- Approval of the 2018 Operating Budget results in Parks, Forestry and Recreation increasing its total staff complement by 79.5 positions from 4,442.8 to 4,522.2 as a result of operating impacts of current and prior year completed capital projects, additional capital delivery position requirements and increased investments in new and enhanced services.
- The 2019 and 2020 Plan increases are attributable to cost pressures arising from cost of living allowances for salaries and benefits, anticipated impact of the minimum wage increases, operating impacts for new parks and facilities to be completed; the reversal of one-time funding sources; as well as phased-in adjustments for revenue target shortfalls for permitted activities that are expected to continue.

### **Program Map**

### Parks, Forestry and Recreation

Parks, Forestry and Recreation brings together all of Toronto's diverse communities on a common ground. We provide a wide variety of leisure and recreational opportunities that include all Toronto residents. In our centres, parks and playing fields, we encourage communities to help themselves, and aid Torontonians to become the best they can be. We measure our success by quality, satisfaction and community development outcomes. Our parks, playing fields and recreation centres and amenities along with our trails, forests, meadows, marshes, and ravines, will be beautiful, clean, safe, and accessible, meeting all our communities' needs.



### Purpose Statements

#### Community Recreation:

- Deliver recreation programs and services in a customer-driven, high quality, accessible, equitable and innovative manner.
- Programs and services are responsive to the needs and interests of our communities while meeting city-wide standards.
- Maintain the multi-year Recreation Service Plan to address service gaps, unmet demand, cultural and demographic changes. The plan is guided by four principles: equity, quality, inclusion and capacity building.
- Design and development of new recreational facilities, and repair of existing recreational facilities.
- Operate and maintain the City's recreational facilities.
- Deliver instructional recreation programs that teach a new skill or improve the competency level in various activities such as sport, fitness and health, art and crafts, outdoor pursuits, hobbies and continuing education.
- · Deliver recreation programs that offer various drop-in activities such as sport, fitness and health, art and crafts, outdoor pursuits, hobbies and continuing education.
- Provide self-directed recreational opportunities through permits for recreational facilities such as ice rinks, facilities, parks and sports fields to individuals and community groups.

#### Parks:

- Provide clean, safe and well-maintained green space and park amenities for passive and active permit use.
- Maintain the multi-year Parks Plan which guides the design, development and service standards of parks and amenities within four main themes:
  - o Communicate with users
  - o Preserve and promote nature
  - o Maintain quality parks
  - o Improve system planning
- Provide technical and construction services to maintain quality parks, construct and repair amenities.
- Maintain many types of turf including sports fields, lawn bowling greens, stadiums, civic centres as well as general parkland.
- Maintain 667 sports fields for use by over 1.4 million organized sports participants annually
- Manage 44 hectares of horticulture, three conservatories, four greenhouses, and grow 950,000 specialized plants every year for use in city parks and displays.
- Provide transportation services to Toronto Islands in keeping with Federal legislative requirements for ferry operations.
- Maintain 52 outdoor artificialice rink locations (68 pads) and provide winter snow clearing and maintenance of connecting parks pathways.
- Operate two animal attractions located in parks.
- Provide Opportunities to promote Urban Agriculture and Food Production in the City.

#### Urban Forestry:

- Maintain in a state of good repair and enhance the urban forest asset through investment in new trees, protection and maintenance of the existing asset, and planning for the future.
- Maintain a multi-year Urban Forestry Service Plan, including annual review and adjustment to maximize operational efficiency towards preserving and optimizing the urban forest asset, including street trees, commercial trees, park trees, and natural areas.
- Protect the existing tree and natural area assets to maximize public benefit by ensuring healthier trees and natural areas
- Plant more trees on City-owned land and promote and support tree planting on public (quasi-City) and private land to increase long term canopy potential.
- Proactively manage and maintain trees through systematic processes that encourage tree health and natural form.
- Implement a transition from reactive (complaint driven) tree maintenance to a proactive and efficient tree maintenance program with a target objective of a seven year maintenance (pruning, etc.) cycle and an optimized tree service delay of no more than 3 months.
- Maximize the investment in new tree planting by watering, fertilizing and maintaining all new and stressed trees.
- Manage hazardous trees and storm damage emergencies to minimize public risk as a supplementary program.

#### Service Customer

#### Community Recreation

- Residents of Toronto
- Resident Associations
- Businesses
- Business Improvement School Boards Associations
- Permit Holders
- Sport, Recreation, and Physical Activity Participants and
- Organizations
- Special Needs Groups Non residents Newcomers and Refugees
- Faith Groups

· Social Services

Volunteers

· I ow income families

- Visitors
- City Council
- PF&R Staff
- · Other Divisions

#### Parks

- · Residents of Toronto
- Residents of Toronto Island
- Resident Associations
- · Businesses
- Business Improvement Associations
  - Tourists
    - Sport, Recreation, and Physical Activity Participants and Organizations
    - · Conservation Organizations

#### Urban Forestry · Food Distribution Organizations

Heritage Breed Organization

· Volunteers

· Non residents

- · Residents of Toronto
- · Business Improvement Associations
- · Land Owners
- · Landscape Architects, Land Developers and Arboriculture Industry
- · Environmental Stakeholders
- · Conservation groups and organizations
- · Non residents

The following section provides the service-based budget by activity and their associated service levels and performance measures.

### **Community Recreation**



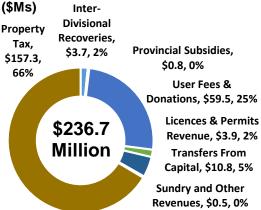
### 2018 Service Budget by Activity (\$Ms)



### What We Do

- Deliver recreation programs and services in a customerdriven, high quality, accessible, equitable and innovative manner.
- Programs and services are responsive to the needs and interests of our communities while meeting city-wide standards.
- Maintain the multi-year Recreation Service Plan to address service gaps, unmet demand, cultural and demographic changes. The plan is guided by four principles: equity, quality, inclusion and capacity building.
- Design and development of new recreational facilities, and repair of existing recreational facilities.
- Operate and maintain the City's recreational facilities.
- Deliver instructional recreation programs that teach a new skill or improve the competency level in various activities such as sport, fitness and health, art and crafts, outdoor pursuits, hobbies and continuing education.
- Deliver recreation programs that offer various drop-in activities such as sport, fitness and health, art and crafts, outdoor pursuits, hobbies and continuing education.
- Provide self-directed recreational opportunities through permits for recreational facilities such as ice rinks, facilities, parks and sports fields to individuals and community groups.

### 2018 Service by Funding Source



Activity	Туре	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
	A dente d O		# of Adapted &	Approved	Maintain compliance to	Maintain	Maintain	5,830
	Adapted & Integrated Programs		Integrated Recreation Course hours	Actual	specified instructor ratios. (1:1 to 1:3)	compliance to specified instructor ratios. (1:1 to 1:3)	compliance to specified instructor ratios. (1:1 to 1:3)	
			# of ARC &	Approved	Maintain compliance to	Maintain compliance to	Maintain compliance to	51
	After-school Recreation Care (ARC)		CLASP Locations	Actual	10 to 1 instructor ratios		10 to 1 instructor ratios	
			# of ARC /	Approved	Maintain compliance to	Maintain compliance to	Maintain compliance to	22,100
			CLASP Course hours	Actual	10 to 1 instructor ratios	10 to 1 instructor	10 to 1 instructor ratios	
	Camps		# of Specialized	Approved	Maintain compliance to	Maintain compliance to	Maintain compliance to	50,400
Registered Recreation Programs*		Specialized	Camp Course hours	Actual	specified instructor ratios. (1:1 to 1:3)	specified instructor ratios. (1:1 to 1:3)	specified instructor ratios. (1:1 to 1:3)	
		General &	# of General & Enriched Camp	Approved	Maintain compliance to	Maintain compliance to	compliance to	93,800
		Enriched	Course hours	Actual	specified instructor ratios	specified instructor ratios	specified instructor ratios	
	Instructional Aquatics	Group Lessons	# of Aquatic Course hours for	Approved	Compliance with ON Health Protection Act - Public Pools	ON Health	Compliance with ON Health Protection Act - Public Pools	187,900
	Aquatics	Lessons	group and private (semi) lessons	Actual	Regulation 565/90.	Regulation 565/90.	Regulation 565/90.	
	Instructional Arts &		# of Instructional Arts & General	Approved	Maintain compliance to	Maintain compliance to	Maintain compliance to	148,500
	General Interests		Interest Course hours	Actual	specified instructor ratios	specified instructor ratios	specified instructor ratios	
	Instructional Fitness &	Fitness	# of Fitness	Approved	Maintain compliance to	Maintain compliance to	Maintain compliance to	34,300
	Sports	Classes	Course hours	Actual	specified instructor ratios	specified instructor ratios	specified instructor ratios	

Activity	Туре	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
	Instructional Fitness &	Sports	# of Instructional Sports Course	Approved	Maintain compliance to	Maintain compliance to	Maintain compliance to	62,000
	Sports	Оронз	hours	Actual	specified instructor ratios	specified instructor ratios	specified instructor ratios	
	Instructional		# of Instructional Skating Course	Approved	Maintain compliance to	Maintain compliance to	Maintain compliance to	11,900
	Skating		hours	Actual	specified instructor ratios	specified instructor ratios	specified instructor ratios	
	Instructional		# of Instructional Skiing Course	Approved	Maintain compliance to	Maintain compliance to	Maintain compliance to	12,600
	Skiing		hours	Actual	specified instructor ratios	specified instructor ratios	specified instructor ratios	
	Danastian	Community :		Approved	Approximately	Approximately	Approximately	652,000
	Recreation Facilities	Community Centre Space	# of Permit Hours	Actual	600,000 permit hours	635,000 permit hours	638,000 permit hours	
	Recreation Facilities Ice Pads		Continuous maintenance - mostly 7 days per week coverage	Approved	Continuous maintenance - mostly 7 days per week coverage	Continuous maintenance - mostly 7 days per week coverage	Continuous maintenance - mostly 7 days per week coverage	Continuous maintenance - mostly 7 days per week coverage
				Actual		Ç		
Permitted Activities - Recreation Facilities	Recreation Facilities	Outdoor Pools	Daily inspection and maintenance for pool filtration and chemistry.	maintenance for pool		Daily inspection and and maintenance for pool filtration Daily inspection and maintenance for pool filtration		Daily inspection and maintenance for pool filtration and chemistry.
				Actual	chemistry.	and chemistry.	and chemistry.	
	Recreation Facilities	lindoor Pools I		Approved	Daily inspection and maintenance for pool filtration and chemistry.	Daily inspection and maintenance for pool filtration and chemistry.	Daily inspection and maintenance for pool filtration and chemistry.	Daily inspection and maintenance for pool filtration and chemistry.
				Actual				

Activity	Туре	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
	Stadiums		Weekly brushing, disinfectant application, infill replacement and inspecting misting systems. Surface cleaning every other day.	Approved	Weekly brushing, disinfectant application, infill replacement and inspecting misting systems. Surface cleaning every	replacement and inspecting misting systems.	replacement and inspecting misting systems. Surface cleaning	cleaning every other
				Actual	other day.			
			# of recreational assessments with	Approved	Approximately 1,100 recreational assessments	Conduct recreational assessment with	Conduct recreational assessment with	Conduct recreational assessment with families
		Investing in	families	Actual	with families on Ontario Works.	families	families	
			# of Adult	Approved	Enrolled approximately 1,100 families in programs;	Enroll approximately 975 adults and	Enroll approximately 975 adults and	975
	Community	Families	Enrollments	Actual	including 350 adults and 1,500 children		3,700 children in programs.	
Community	Engagement		# of Children	Approved	1,100 families	Enroll approximately	Enroll approximately	3,700
Community Development			Enrollments	Actual	in programs; including 350 adults and 1,500 children	*	975 adults and 3,700 children in programs.	
			# of Community	Approved	38 Community	39 Community	40 Community	40
		& Engagement	Advisory Groups	Actual	groups	advisory groups	advisory groups	
	Special Events	Community Special Events	Locally planned community events	Approved	Locally planned community	Locally planned community events	Locally planned community events	Locally planned community events
	E			Actual	events			

Activity	Туре	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
	Volunteerism		# of Volunteers	Approved	Approximately 6,000	Approximately	Approximately	6,000
				Actual	volunteers	6,000 volunteers	6,000 volunteers	
				Approved	32 youth advisory councils,	42 Youth advisory	42 Youth advisory	42
	Youth Outreach	Youth Outreach th Worker Program	# of Youth Advisory Councils	Actual	100,000 Youth Referrals & 90,000 Youth contacts	councils, 380,000 Youth referrals & contacts	councils, 380,000 Youth referrals & contacts	
			# of Youth	Approved	32 youth advisory councils,	42 Youth advisory councils,	42 Youth advisory councils,	380,000
			Referrals & Contacts	Actual	100,000 Youth Referrals & 90,000 Youth contacts	380,000 Youth referrals & contacts	380,000 Youth referrals & contacts	
	Large Community Centres		# of Community	Approved	137 community	136 community	136 community	123**
	Small Community Centres		Centres	Actual	centres	centres	centres	
Planning &	Facility Feasibility		As Required	Approved	As Required	As Required		As Required
Development	Study			Actual				
Pa Ou	Indoor Ice Pads		# of Indoor Ice Pads operated by	Approved	48 Pads	48 Pads	48 Pads	48***
	Paus		PFR	Actual				
	Outdoor Ice Pads	# of Outdoor Ice Pads operated by		Approved	65 Pads	65 Pads	70 Pads	67****
			PFR	Actual				

Activity	Туре	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
	Indoor Pools		# of Indoor Pools	Approved	-65 Pools	65 Pools	61 Pools	61
	IIIdooi Foois		# Of ITIQUOT POORS	Actual	OS FOOIS	OS FOOIS	o i Poois	
	Outdoor		# of Outdoor	Approved	-58 Pools	58 Pools	59 Pools	59
	Pools		Pools	Actual	Jo Foois	30 F 0015	J9 F00IS	
	Leisure Arts &		# of Leisure Arts	Approved	Maintain compliance to	Maintain compliance to	Maintain compliance to	77,100
	General Interests		& General Interest Program hours	Actual	specified supervision ratios	specified supervision ratios	specified supervision ratios	
	Leisure	Fitness Centres &	# Leisure Fitness	Approved	Maintain compliance to	Maintain compliance to	Maintain compliance to	148,300
	Fitness & Sports	Weight Rooms	Program hours	Actual	specified supervision ratios	specified supervision ratios	specified supervision ratios	
	Leisure		# of Leisure	Approved	Maintain compliance to	Maintain compliance to	Maintain compliance to	76,200
Leisure Recreation		Sports	Sports Program hours	Actual	specified supervision ratios	specified supervision ratios	specified supervision ratios	
Programs*			# of Leisure	Approved	Maintain compliance to	Maintain compliance to	Maintain compliance to	8,900
	Leisure Skating	Indoor	Indoor Skating Program hours	Actual	specified supervision ratios	specified supervision ratios	specified supervision ratios	
				Approved	Maintain	Maintain	Maintain	72,900
	Leisure Skating	Outdoor	# of Leisure Outdoor Skating Program hours	Actual	compliance to specified supervision ratios	compliance to specified supervision ratios	compliance to specified supervision ratios	
	Leisure Ski		# of Ski Hills Maintained (Weather Dependent)	Approved	Maintain 2 ski- hills for public use. Availability	Maintain 2 ski- hills for public use. Availability	Maintain 2 ski- hills for public use. Availability	2

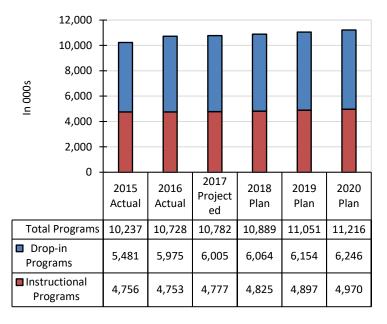
Activity	Туре	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
				Actual	is weather dependent.	is weather dependent.	is weather dependent.	
			# of Outdoor	Approved	Daily inspection and	Daily inspection and	Daily inspection and	68,600
	Leisure Swim	Outdoor & Wading Pools	Aguatic Laigura	Actual	Imaintenance	maintenance for pool filtration and chemistry.		
				Approved	Compliance	Compliance with	Compliance with ON Health	70,100
	Leisure Swim		# of indoor Aquatic Leisure Program hours	Actual	Protection Act -		Protection Act - Public Pools Regulation 565/90.	

Overall, the 2018 Service Levels are consistent with the approved 2017 service levels for Community Recreation except for the following:

- Community Recreation is changing the way in which it articulates the level of services offered.
  - ➤ The 2017 service levels for the Instructional Recreation Program and Leisure Recreation Program activities are measured based on programming hours delivered. Community Recreation will continue to ensure compliance to instructor ratios and legislative regulations.
- Historically, the City has referred to many of its indoor community recreation spaces as "community centres" regardless of facility size, function or level of access.
  - As defined in the Facilities Master Plan, a community recreation centre is a City operated facility consisting of a minimum of two or more multi-purpose rooms that can be programmed or permitted that may or may not be combined with other facilities such as a swimming pool or arena and generally have a minimum size of 6,000 square feet (560 square metres).
  - This definition excludes most clubhouses and fieldhouses. Thirteen buildings previously classified as a "community centre" have been reclassified as clubhouses, single-use facilities, and buildings that falls under the jurisdiction of an external organization.
- The City of Toronto owns 51 indoor arenas providing a total of 65 ice pads. Forty-eight pads are operated by Parks, Forestry and Recreation and 17 pads are operated by Boards of Management which are run by volunteer committees and are operationally self-sufficient with minor capital funding by the City.
- The current state of Community Recreation facility assets were examined and identified that the City offers
  opportunities for refrigerated outdoor ice skating on 61 outdoor artificial ice pads (referred to as AIRs) and six
  skating trails.

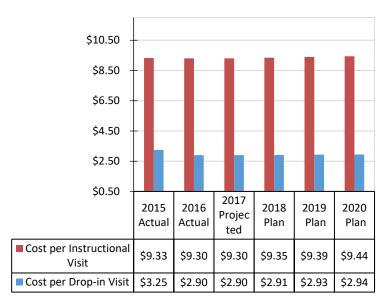
### **Service Performance Measures**

### Output Measure: Number of Participant Visits for Recreation Programs



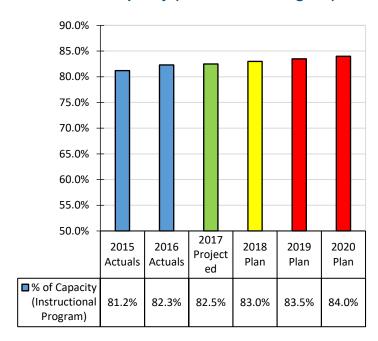
- 2016 actual participation growth was 4.8% mainly within leisure/drop-in programs while registered/instructional programs have been consistent compared to previous year.
- Growth is attributed to modified program mix, opening of new facilities, and the full implementation of free centres and 10 Enhanced Youth Spaces.

### Cost per Participant Visits for Recreation Programs



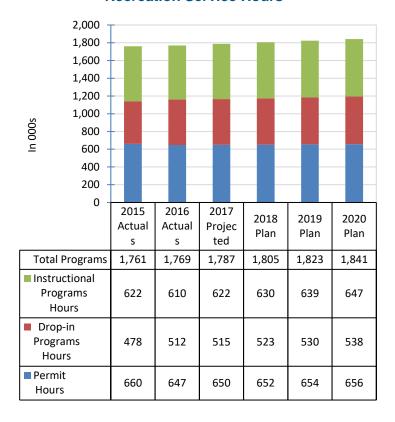
- The cost per visit in 2016 decreased from the previous year for both instructional and leisure programs.
- The 0.3% reduction of cost per visit for registered/instructional programs and 10.8% reduction of cost for leisure/drop-in programs, respectively, are due to increased participant visits resulting from modified program mix and improved utilization of programming resources.

### % of Capacity (Instructional Program)



 % of capacity utilization has been growing in recent years due to program rationalization and an increase in number of free centres and new facilities.

#### **Recreation Service Hours**



- Total recreation service hours increased by 0.46 % from 2015 to 2016 as a result of new major recreation facilities openings.
- Future year service hours are projected to increase by approximate 1% per year due to the full implementation of programs at the York Recreation Centre and new capital investments to enable Community Recreation to increase service city wide.

### **Parks**



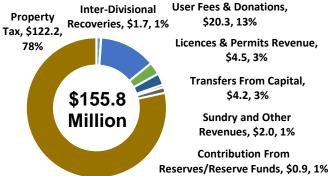
### 2018 Service Budget by Activity (\$Ms)



### What We Do

- Provide clean, safe and well-maintained green space and park amenities for passive and active permit use.
- Maintain the multi-year Parks Plan which guides the design, development and service standards of parks and amenities within four main themes:
  - Communicate with users
  - Preserve and promote nature
  - Maintain quality parks
  - Improve system planning
- Provide technical and construction services to maintain quality parks, construct and repair amenities.
- Maintain many types of turf including sports fields, lawn bowling greens, stadiums, civic centres as well as general parkland.
- Maintain 694 sports fields, cricket pitches and ball diamonds for use by organized sports participants.
- Manage 44 hectares of horticulture, three conservatories, four greenhouses, and grow 950,000 specialized plants every year for use in city parks and displays.
- Provide ferry services to Toronto Islands in compliance with Federal legislation.
- Maintain 67 outdoor artificial ice pads and skating trails in 53 locations and provide winter snow clearing and maintenance of connecting parks and pathways.
- Operate two animal attractions located in parks.
- Provide opportunities to promote Urban Agriculture and Food Production in the City.

### 2018 Service by Funding Source (\$Ms)



## 2018 Service Levels Parks

Activity	Sub - Activity	Туре	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
Planning & Development		Parkland		# ha of Parkland Plans to Review Annually	Approved Actual	Parks Plan reviewed annually. 8,093 ha of	Parks Plan reviewed annually. 8,095 ha of	Parks Plan reviewed annually. 8,100 ha of	8,106
Zoo & Farm Attractions				Animal care provided based on standards.	Approved	Animal care provided based on	Animal care provided based on	Animal care provided based on	Animal care provided based on standards.
				on standards.	Actual	standards.	standards.	standards.	
Toronto Island				# of Rounds Trips per year	Approved	Approximatel y 16,000 round trips	Approximatel y 16,000 round trips	Approximatel y 16,000 round trips	17,000
Ferry Operations				(Weather Permitting)	Actual	per year weather permitting	per year weather permitting	per year weather permitting	
Ravine & Watercourse				Annual Inspections and remove debris. Clean water infrastructure (bridge abutments and sewer inlets)	Approved	Annual inspections	Annual Inspections and remove debris. Clean water infrastructure (bridge abutments and sewer	Annual Inspections and remove debris. Clean water infrastructure (bridge abutments and sewer	Annual Inspections and remove debris. Clean water infrastructur e (bridge abutments and sewer inlets)
				, , , , , , , , , , , , , , , , , , , ,	Actual		inlets)	inlets)	
Beach Maintenance				Beaches are groomed an average of 5 days per week and adjusted based on weather	Approved	Blue flag beaches cleaned and groomed daily Other swimming beaches cleaned and	Beaches are groomed an average of 5 days per week and adjusted based on	Beaches are groomed an average of 5 days per week and adjusted based on	Beaches are groomed an average of 5 days per week and adjusted based on weather conditions
				conditions	Actual	groomed twice weekly	weather conditions	weather conditions	
	Parks, Sportfields,	Sports Fields		General services, turf maintenance and litter pick-up on a weekly basis during peak season	Approved	General services, turf maintenance and litter pick- up on a weekly basis during peak season	General services, turf maintenance and litter pick-up on a weekly basis during peak season	General services, turf maintenance and litter pick-up on a weekly basis during peak season	General services, turf maintenance and litter pick-up on a weekly basis during peak season
Parks Access	Trails and Horticulture				Actual	5543011			
Parks Access H	Horticulture Managemen t	Parks Horticulture Beds		Regular maintenance as required. Horticulture beds rejuvenated on an as needed schedule	Approved	Regular maintenance as required. Horticulture beds rejuvenated on a 5 - 7 year cycle	Regular maintenance as required. Horticulture beds rejuvenated on an as needed schedule	Regular maintenance as required. Horticulture beds rejuvenated on an as needed schedule	Regular maintenance as required. Horticulture beds rejuvenated on an as needed schedule

## 2018 Service Levels Parks

Activity	Sub - Activity	Туре	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
					Actual				
		Natural Parkland & Trails		Annual Inspections for natural areas as per grass cutting schedule and regular maintenance for trails, bridges & life rings. Life stations inspected	Approved	Annual Inspections for natural areas as per grass cutting schedule. and regular maintenance for trails, bridges & life rings. Life stations	Annual Inspections for natural areas as per grass cutting schedule and regular maintenance for trails, bridges & life rings. Life stations	Annual Inspections for natural areas as per grass cutting schedule and regular maintenance for trails, bridges & life rings. Life stations	Annual Inspections for natural areas as per grass cutting schedule and regular maintenance for trails, bridges & life rings. Life stations inspected monthly
				monthly	Actual	inspected monthly	inspected monthly	inspected monthly	
		General Parkland & Trails	General Services, Turf Maintenance	General services, turf maintenance and litter pick-up	Approved	General services, turf maintenance and litter pick- up as per the	General services, turf maintenance and litter pick-up as per the grass cutting schedule. Maintain	General services, turf maintenance and litter pick-up as per the grass cutting schedule. Maintain	General services, turf maintenance and litter pick-up as per the grass cutting schedule.
		ar	and Litter Pick-Up	as per the grass cutting schedule.	Actual	grass cutting schedule	standards for cleaning of facilities, repairs & inspection and winter maintenance.	standards for cleaning of facilities, repairs & inspection and winter maintenance.	
		General Parkland & Trails	Cleaning of Facilities, Repairs & Inspection and Winter	Maintain standards for cleaning of facilities, repairs & inspection and	Approved	General services, turf maintenance and litter pick- up as per the	General services, turf maintenance and litter pick-up as per the grass cutting schedule. Maintain standards for	General services, turf maintenance and litter pick-up as per the grass cutting schedule. Maintain standards for	Maintain standards for cleaning of facilities, repairs & inspection and winter maintenance
			Maintenance	winter maintenance.	Actual	grass cutting schedule	cleaning of facilities, repairs & inspection and winter maintenance.	cleaning of facilities, repairs & inspection and winter maintenance.	
	Golf	Golf Courses		Daily maintenance as per seasonal requirements at 5 city-run golf courses.	Approved	Daily maintenance as per seasonal requirements at 5 city-run golf courses.	Daily maintenance as per seasonal requirements at 5 city-run golf courses.	Daily maintenance as per seasonal requirements at 5 city-run golf courses.	Daily maintenance as per seasonal requirement s at 5 city- run golf courses.

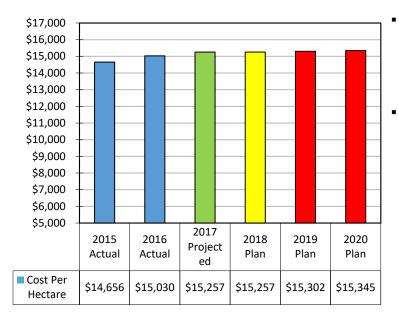
## 2018 Service Levels Parks

Activity	Sub - Activity	Туре	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
					Actual				
		Equipment Maintenanc e		Work orders completed in priority order as time and resources permit	Approved	Work orders completed in priority order as time and resources permit	Work orders completed in priority order as time and resources permit	Work orders completed in priority order as time and resources permit	Work orders completed in priority order as time and resources permit
	Technical				Actual	ротпи	ронни	ротпи	
	Services	Parks Constructio n & Asset Maintenanc		Work orders completed in priority order as time and	Approved	Work orders completed in priority order as time and resources	Work orders completed in priority order as time and resources	Work orders completed in priority order as time and resources	Work orders completed in priority order as time and resources permit
		е		resources permit	Actual	permit	permit	permit	
					Approved	Add an average of 3 community	Add an average of 3 community	Manage	1,500
		Community Gardens		# of Allotment Plots	Actual	gardens per year and supervise approximately 1,500 allotment plots	y 1,500 allotment plots	approximatel y 1,500 allotment plots	
		Conservato	Plant	# of Conservatories	Approved	3 plant conservatorie s and plant collection	3 plant conservatorie s and plant collections maintained.	3 plant conservatorie s and plant	3
Plant Production, Greenhouses & Conservatories		ries	Conservatori es	and Plant Collections Maintenance	Actual	maintained. 5 seasonal flowering shows annually.	4 greenhouses and 10 seasonal flower shows.	collections maintained. 10 seasonal flower shows.	
Consolivations:		Conservato	Seasonal Flower	# of Seasonal	Approved	3 plant conservatorie s and plant collection maintained.	3 plant conservatorie s and plant collections maintained.	3 plant conservatorie s and plant collections	10
				Flower Shows	Actual	5 seasonal flowering shows annually.	greenhouses and 10 seasonal flower shows.	maintained. 10 seasonal flower shows.	
		Plant Production		# of Annuals produced for City	Approved	950,000 annuals	950,000 annuals	950,000 annuals	
				parks & flower shows	Actual	produced for city parks and flower shows.	, ,	produced for city parks and flower shows.	950,000

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for the Park Service.

#### **Service Performance Measures**





- Cost pressures for Parks maintenance are due to higher park usage, type of park usage (increased events), environmental changes (storm events causing damage, extended seasons), and increased trees.
- Increased demand for involvement from park interest and community groups.

### Number of Sports Fields Permit Hours Booked



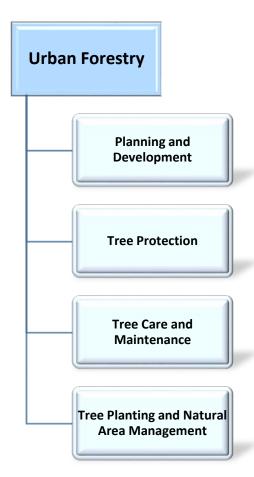
- Climate change and extreme weather may impact the season length.
- Extreme environmental and weather related events regularly causes field flooding.

### **Cost per Ferry Rider**

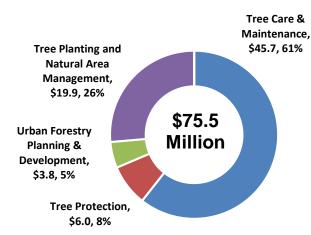


- The cost per ferry rider in 2016 decreased from the previous year. The reduction is due to increased number of ferry riders.
- The cost per ferry rider in 2017 is expected to increase from the previous years. This is because Toronto Island Park was closed from May 4 to July 30, 2017 due to severe flooding. The closure resulted in an approximate 50% reduction in ferry ridership.

### **Urban Forestry**

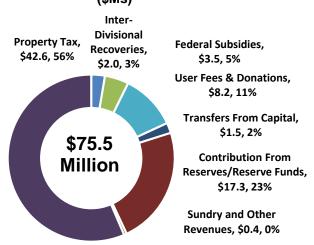


### 2018 Service Budget by Activity (\$Ms)



- Maintain in a state of good repair and enhance the urban forest asset through investment in new trees, protection and maintenance of the existing asset, and planning for the future.
- Maintain a multi-year Urban Forestry Service Plan, including annual review and adjustment to maximize operational efficiency towards preserving and optimizing the urban forest asset, including street trees, commercial trees, park trees, and natural areas.
- Protect the existing tree and natural area assets to maximize public benefit by ensuring healthier trees and natural areas
- Plant more trees on City-owned land and promote and support tree planting on public (quasi-City) and private land to increase long term canopy potential.
- Proactively manage and maintain trees through systematic processes that encourage tree health and natural form.
- Implement a transition from reactive (complaint driven) tree maintenance to a proactive and efficient tree maintenance program with a target objective of a seven year maintenance (pruning, etc.) cycle and an optimized tree service delay of no more than 3 months.
- Maximize the investment in new tree planting by watering, fertilizing and maintaining all new and stressed trees.
- Manage hazardous trees and storm damage emergencies to minimize public risk as a supplementary program.

### 2018 Service by Funding Source (\$Ms)



# 2018 Service Levels Urban Forestry

Activity	Туре	Service Level Description	Status	2015	2016	2017	2018
Planning &		# of Public Trees	Approved	Approximately 4.3	Approximately 4.4	Approximately 4.5	4.6 Million
Development		under Management	Actual	Million public trees under management	under management	Approximately 4.5 Million public trees under management  Approximately 6,000 tree permits  Approximately 1,800 by-law contraventions inspected  Approximately 25,700 trees  Approximately 163,000 tree inspections  Approximately 101,500 tree prunings  Approximately 20,500 tree removals  Approximately 20,500 tree removals  Approximately 9,200 tree stumpings  Approximately 7,000 storm clean ups  Approximately 17,400 other removal activities	
	Tree Permits	# of Tree	Approved	Approximately 5,600	Approximately		6,000
Tree	Tree Fermis	Permits	Actual	tree permits	6,000 tree permits	6,000 tree permits	
Protection	By-Law Contraventions	# of By-Law Contraventions	Approved		Approximately 1,400 By-law	eximately 4.4 an public trees management in a public trees management in a public trees management in a public trees under management in a public trees under management in a public trees under management in a public trees under management in a public trees under management in a public trees under management in a public trees under management in a public tree permits in a public tree permits in a public trees in a public tree in a public tree in a public tree in a public trees in a public tree in a public tree in a public tree in a public trees in a public tree in a public trees in a public trees in a public tree in a public trees in a public tree in a public trees in a public tree in a public tree in a public tree in a public tree in a public trees in a public tree in a public trees in a public tree in a public trees in a public tree in a public trees in a public tre	1,800
	Inspected	Inspected	Actual		contraventions inspected		
	Forest Health	# of Trees	Approved	Approximately	Approximately	Approximately	14,800
	Care	# of Trees	Actual	25,600 trees	14,800 trees	25,700 trees	
	Inspection	# of Tree Inspections	Approved	Approximately 152.900 tree	Approximately		177,500
			Actual	inspections	inspections	,	
	Pruning	# of Tree Prunings	Approved	Approximately	Approximately		132,900
Pru	1 running		Actual	81,200 tree prunings	prunings		
	Removals	# of Tree	Approved	Approximately 29,900 tree	Approximately	O tree permits  O tree permits  O,000 tree permits  O,000 tree permits  O,000 tree permits  Approximately 1,800 by-law contraventions inspected  Oo trees  Ooximately Oo trees  Ooximately Oo tree inspections  Ooximately Oo tree inspections  Ooximately Oo tree inspections  Ooximately Oo tree inspections  Ooximately Oo tree inspections  Ooximately Oo tree inspections  Ooximately Oo tree inspections  Ooximately Oo tree inspections  Ooximately Oo tree inspections  Ooximately Oo tree inspections  Ooximately Oo tree inspections  Ooximately Oo tree inspections  Ooximately Oo tree inspections  Ooximately Oo tree inspections  Ooximately Oo tree inspections  Ooximately Oo tree inspections  Approximately Oo tree inspections  Ooximately Oo tree inspections  Ooximately Oo tree inspections  Approximately Oo tree inspections  Ooximately Oo tree inspections  Ooximately Oo tree inspections  Approximately Oo tree inspections  Appro	17,100
	rtomovalo	Removals	Actual	removals	removals		
Tree Care & Maintenance	Stumping	# of Stumpings	Approved	Approximately 13,000 tree	Approximately		7,200
	Otamping	" or otumpings	Actual	stumpings	Million public trees under management  Approximately 6,000 tree permits  Approximately 1,400 By-law contraventions inspected  Approximately 14,800 trees  Approximately 152,000 tree inspections  Approximately 152,000 tree inspections  Approximately 25,700 tree inspections  Approximately 101,500 tree prunings  Approximately 20,500 tree removals  Approximately 3,000 tree removals  Approximately 4,000 tree stumpings  Approximately 7,000 storm clean ups  Approximately 32,500 other removal activities  Approximately 37,400 general maintenance activities  Approximately 14,000 wire basket  Approximately 14,000 wire basket  Approximately 14,700 wire basket		
	Storm Clean-	# of Storm	Approved	Approximately 7,000			7,000
	ups	Clean-ups	Actual	storm clean ups	·	· ·	
	Other Removal	# of Other Removal Activities	Approved	Approximately 23,500 other			14,600
	Activities		Actual	removal activities	*	,	
	General Maintenance	# of General Maintenance	Approved	Approximately 32,600 general	32,600 general	37,400 general	37,400
	Activities	Activities	Actual	maintenance activities			
Tree Planting & Natural Area Management	Wire Baskets (B & B)	# of Wire Basket Tree Plantings	Approved	Approximately 13,800 wire basket tree plantings		14,700 wire basket	14,700

## 2018 Service Levels Urban Forestry

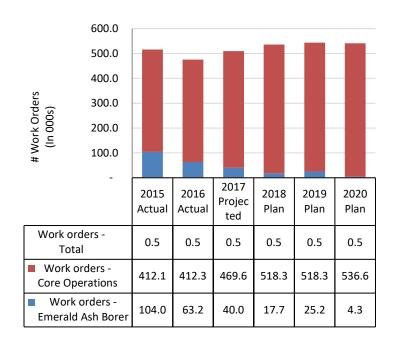
Activity	Туре	Service Level Description	Status	2015	2016	2017	2018
			Actual				
	Container / Bare Root	# of Container / Bare Root Trees	Approved	Approximately 4,900 container/bare root	Approximately 5,000 container/bare root trees planted	Approximately 6,000 container/bare root trees planted	6,000
		Planted	Actual	trees planted			
	Naturalization	# of Naturalized Tree Plantings	Approved	Approximately 79,600	Approximately 89,300	Approximately 99,300	99,300
			Actual	naturalization tree plantings	naturalization tree plantings	naturalization tree plantings	
	EAB Related Plantings	Measure no longer tracked. Reinstated if required	Approved	Approximately 6,700 EAB related tree	Approximately 5,300 EAB related	N/A	N/A
			Actual	plantings	tree plantings	I W/A	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Urban Forestry except for:

- i. the Tree Planting Activity that has been renamed to Tree Planting and Natural Area Management to better reflect the service delivered under this activity; and
- ii. the EAB related plantings that are no longer tracked as the EAB Program is being phased out.

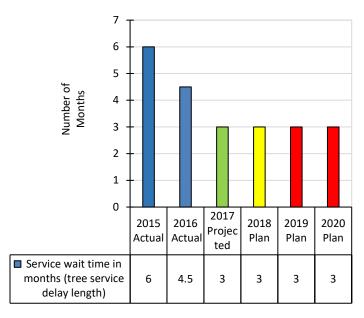
### **Service Performance Measures**

### **Urban Forestry - Number of Work Orders**



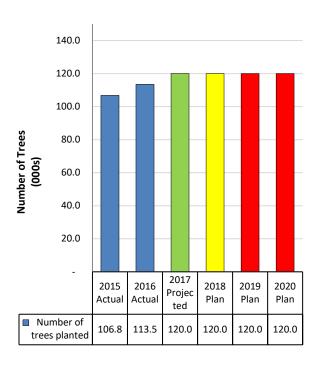
- In 2018, core operations targets increase by 10% related to advancement of proactive tree maintenance work and EAB targets decrease by 56% as EAB management begins to subside.
- Urban Forestry is incrementally advancing towards the 7 year pruning cycle by 2023 with a current cycle of 8 years.
- Future year increases are in line with the Forestry Management Plan.

### Tree Care & Maintenance Service Wait Time in Months



 Continued Investment in the Service Plan and proactive tree maintenance has allowed Urban Forestry to reduce the backlog from 24 months to 3 months and reduce the pruning cycle from 39 years to 8 years between 2007 and 2017

### **Number of Trees Planted**



Currently, Urban Forestry plants approximately 120,000 trees annually on public property including parks, natural areas and City property adjacent to City streets. In 2018, Urban Forestry is working on programs for private/public partnerships to increase tree planting on private lands. The Strategic Forest Management Plan identifies that achieving the canopy cover target will require the establishment of approximately 313,500 trees on private land annually



# Parks, Forestry & Recreation

### 2018 – 2027 CAPITAL BUDGET & PLAN OVERVIEW

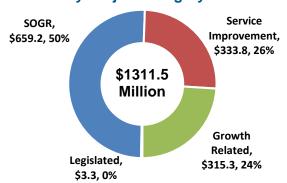
Parks, Forestry and Recreation provides a wide range of leisure and recreation opportunities to Toronto residents while operating and maintaining approximately \$3.026 billion worth of assets.

The primary focus of the 2018-2027 Capital Budget and Plan totalling \$1.312 billion is to preserve and protect existing assets in a state of good repair while meeting the demands of an expanding and changing City through service improvements and leveraging opportunities for growth in service delivery. Specifically, SOGR funding of \$659.211 million is provided for major repair and rehabilitation of parks and recreation facilities.

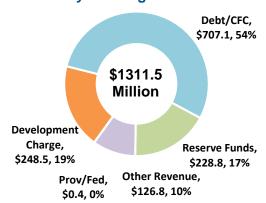
The 10-Year Capital Plan provides funding for investments in Service Improvement, including for park development and playground enhancements, and major IT business transformation projects for program registration and work management. Growth related projects result in new facilities including the construction of the Bessarion Community Centre and the Canoe Landing Community Centre.

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$15.239 million net over the 2018 - 2027 period, primarily for the ongoing operating costs of 5 new community recreation facilities and maintenance for new park developments.

## 2018 - 2027 Capital Budget & Plan By Project Category



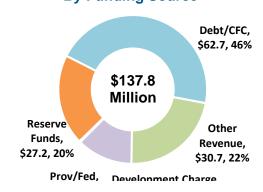
### **By Funding Source**



### 2018 Capital Budget By Project Category



### **By Funding Source**



### **Our Key issues & Priority Actions**

- Addressing State of Good Repair needs and reducing the accumulated backlog continues to be a priority. Undertaking regular condition assessments to monitor the backlog are critical to managing this need and planning future estimates.
  - ✓ The 10-Year Capital Plan includes funding of \$659.211 million for SOGR to help curb the growing backlog of \$457.491 million in 2018.
- Recommitting to investments in projects that support the delivery of the 20 Year Parks and Recreation Facilities Master Plan.
  - ✓ The 10-Year Capital Plan includes \$251.376 million for projects recommended in the Plan.
- Meeting the compliance standards under Accessibility for Ontarians with Disabilities Act (2005) (AODA).
  - Parks, Forestry and Recreation will continue with the multi-year implementation strategy to ensure City-owned facilities comply with the Accessibility Design Guidelines (ADG) by 2025.

### **Capital Deliverables for 2018**

- The 2018 Capital Budget for Parks, Forestry and Recreation of \$137.765 million, excluding carry forward funding, will:
- Continue the construction of the Wellesley Community Centre Pool (\$7.019 million).
- Continue with major business transformation projects including the Work Management System (\$3.423 million) and the Registration, Permitting & Licensing System (\$2.994 million) projects.
- Continue with the design and construction of the Canoe Landing Community Centre (\$5.197 million); the Bessarion Community Centre (\$6.381 million); and North Toronto Memorial Community Centre Improvements (\$2.000 million).
- Complete Queens Park North Park (\$3.962 million); Ramsden Park (\$1.864 million); and the College Park Artificial Ice Rink (\$1.900 million) projects.
- Continue with the Toronto Island Ferry Replacement (\$2.500 million).
- Address critical waterfront rehabilitation work due to high lake effect flooding (\$2.000 million).

### State of Good Repair Backlog

The 10-Year Capital Plan's spending on State of Good Repair is \$659.211 million. However, due to aging infrastructure, the accumulated backlog will continue grow from \$457.691 million or 15.1% of asset value in 2018 to an anticipated 19.8% of asset value or \$600.473 million by 2027. A growing backlog of \$145.975 million is not addressed by the current plan.

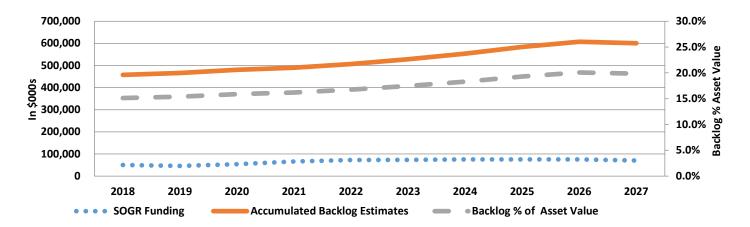


Table 3 below details all capital projects, by category, included in the 2018 - 2027 Capital Budget and Plan for Parks, Forestry & Recreation:

Table 3
2018 - 2027 Capital Plan by Project Category (In \$000s)

							•••				2018 -
	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2027 Total
Total Expenditures by Category Health & Safety											
											-
Sub-Total	-	-	-	-	-	-	-	-	-	-	-
Legislated											
Land Acquisition	462	2,310	500	-	-						3,272
Sub-Total Sub-Total	462	2,310	500	-	-	-	-	-	-	-	3,272
State of Good Repair											
Arena	8,885	6,763	9,000	11,400	13,700	13,000	10,800	5,023	6,000	6,000	90,571
Community Centres	10,069	6,265	10,893	14,700	17,027	19,550	21,723	19,000	21,000	19,125	159,352
Environmental Initiatives	1,700	4,100	2,700	2,900	3,000	3,000	3,000	3,000	3,000	3,000	29,400
Facility Components	6,677	7,250	7,000	7,200	8,000	7,900	7,800	7,800	7,800	7,800	75,227
Outdoor Recreation Centres	1,250	2,000	2,000	2,500	2,500	3,000	3,000	3,000	3,000	3,000	25,250
Park Development	4,000	4,500	5,000	5,200	5,200	5,100	5,000	5,000	5,000	5,000	49,000
Parking Lots and Tennis Courts	2,400	2,000	2,000	3,000	4,073	4,500	6,500	15,000	10,300	9,000	58,773
Playgrounds/Waterplay	800	700	800	900	900	900	900	900	900	900	8,600
Pool	4,525	3,933	4,250	5,100	5,500	4,250	4,250	4,250	5,000	5,000	46,058
Special Facilities	6,276	4,630	5,020	5,500	5,500	5,500	5,527	5,527	6,500	6,500	56,480
Trails & Pathways	3,500	4,000	5,000	7,500	7,500	7,000	7,000	7,000	7,000	5,000	60,500
Sub-Total	50,082	46,141	53,663	65,900	72,900	73,700	75,500	75,500	75,500	70,325	659,211
Service Improvements											
Arena	2,065	3,930	11,550	9,000	-	-	-	-	-	-	26,545
Community Centres	2,673	1,010	1,200	1,543	-	-	-	-	-	-	6,426
Environmental Initiatives	2,095	3,974	2,900	100	100	100	100	100	100	100	9,669
Facility Components Information Technology	600 8,190	500 9,905	500 5,446	500 800	500	500	500	500	500	500	5,100 24,341
Outdoor Recreation Centres	3,080	10,737	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	21,817
Park Development	25,650	30,511	26,992	21,715	1,249	200	200	200	200	200	107,117
Parking Lots and Tennis Courts	846	150	20,002	21,710	70	680	200	200	200	200	1,746
Playgrounds/Waterplay	8,429	4,205	4,060	3,450	3,450	3,495	4,035	3,450	3,450	3,450	41,474
Pool	7,019	8,000	664	4,004	10,685	1,782	,	-, .55	-, .55	-, .55	32,154
Special Facilities	4,567	7,152	5,150	2,500	7,200	2,650	-	720	6,800	6,480	43,219
Trails & Pathways	3,504	5,951	3,758	945	-			-		-	14,158
Sub-Total Sub-Total	68,718	86,025	63,220	45,557	24,254	10,407	5,835	5,970	12,050	11,730	333,766
Growth Related											
Community Centres	12,436	64,669	77,581	55,846	37,244	2,300	400	600	1,000	1,000	253,076
Land Acquisition	4,160	11,756	400	400	400	400	30,000	400	400	400	48,716
Outdoor Recreation Centres	1,695	-	-	-	-	-	-	-	-	-	1,695
Park Development	212	5,325	3,276	2,500	500	-	-	-	-	-	11,813
Sub-Total	18,503	81,750	81,257	58,746	38,144	2,700	30,400	1,000	1,400	1,400	315,300
Total Expenditures by Category (excluding carry forward)	137,765	216,226	198,640	170,203	135,298	86,807	111,735	82,470	88,950	83,455	1,311,549

<sup>\*</sup>Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2017, excluding ongoing capital projects (i.e. Civic Improvement projects)

### 2018 - 2027 Capital Projects

The 10-Year Capital Plan is in keeping with the Program's objective to support environmental sustainability, maintain in state of good repair more than 3,400 recreational facilities and park assets in a state of good repair and to meet growing service demand for parks, forestry and recreational services.

### Legislated

- Legislated projects reflect cash flow funding of \$3.272 million or 0.2% of the total 10-Year Capital Plan's expenditures.
  - ➤ The Land Acquisition project provides funding of \$3.272 million and for 6 site remediation sub-projects such as the Grand/Manitoba Site, Green Line, 100 Ranleigh Park, and 705 Progress Avenue to remediate these lands.

### State of Good Repair (SOGR)

- SOGR projects account for \$659.211 million or 50.3% of the total 10-Year Capital Plan's spending.
  - A primary focus of the 2018-2027 Capital Plan is to address state of good repair backlog by preserving and maintaining aging infrastructure and key public facilities.
  - ➤ Parks, Forestry and Recreation's accumulated backlog of \$454.498 million at the end of December 2017 is projected to increase to \$600.473 million or 19.8% by year-end 2027.
  - State of good repair projects focus on asset rehabilitation through the *Capital Asset Management Plan* (CAMP) program which is driven by condition assessments of facilities in all major asset categories.
  - Based on capacity to deliver, \$370.525 million or 56.2% of cash flow funds is provided in the latter years of the Capital Plan's timeframe.

### Service Improvements

- Service Improvement projects account for \$333.766 million or 25.4% of the 10-Year Capital Plan's investment
  - > The Arena project provides funding of \$26.545 million over the planning horizon and is primarily for:
    - the design and construction of the *Don Mills Civitan Arena* (\$24.500 million) that will be demolished and replaced with a new two-pad facility with some community space and surface parking by 2021, at 844 Don Mills Road (Celestica Site); and
    - the construction of an artificial ice rink at College Park (\$1.900 million) and a garage for the Zamboni at High Park (\$0.145 million)
  - ➤ Capital funding of \$6.426 million is available for the *Community Centre* project that will be dedicated to service improvements at various Community Centres including:
    - Improvements to North Toronto Memorial Community Centre (\$2.000 million); and
    - Interior improvements to Masaryk-Cowan Community Centre (\$2.993 million).
  - \$9.669 million in capital funding is provided to the Environmental Initiatives project that focuses on the following key sub-projects:
    - Mud Creek (\$4.776 million) involves creek channel stabilization, protection of infrastructure, forest management and trail improvement work.
    - Rouge Park Beare Road Construction (\$1.308 million) will construct a new multi-use trail
      connection around the Beare Hill Park site.
    - The Community Gardens Project (\$1.360 million) to create community ecological gardens in neighbourhood parks that will benefit from the restoration of a natural plant environment.

- The *Facility Components* project provides funding of \$5.00 million over the 10-year planning horizon and is primarily for investigation and pre-engineering work in preparation for service and growth projects.
- ➤ The *Information Technology* project provides funding of \$24.341 million for business transformation projects. The following are key sub-projects:
  - Registration, Permit and Licensing (\$11.236 million); Enterprise Work Management System (\$9.232 million); Interface for Recreation Payroll (\$1.855 million); and the 311 Customer Service Strategy (\$1.003 million).
- ➤ The Outdoor Recreation Centre project provides total funding of \$21.817 million over 10 years towards various sub-projects including but not limited to Sports Fields and their associated facility structures.
  - Improvements include the replacement or conversion of existing fields to artificial turf or reestablishing natural grass; and
  - The construction of washrooms and change rooms related to outdoor structures, baseball field improvements and new basketball and skateboard facilities.
- The Park Development project with planned cash flows of \$107.117 million over 10 years is comprised of over 100 sub-projects that primarily focus on the construction of new parks and the replacement or enhancement of existing parks across the City.
  - Key parks include *York Off Ramp Park* (\$11.000 million), Rosehill Reservoir Park Improvements (\$6.000 million), *Mouth of the Creek* (\$10.113 million), *10 Ordnance Street Development* S42 (\$4.400 million), Ramsden Park (\$3.000 million); *318 Queens Quay Development* (\$10.727 million); *Queens* Park North (\$3.962 million); and Edward Gardens Improvements (\$3.000 million).
- ➤ The Parking Lots and Tennis Courts project provides funding of \$1.746 million over the 10-year planning horizon and is primarily for improvements to a parking lot, replacement of a tennis bubble, tennis courts and signage. The following are key sub-projects:
  - Edwards Garden Parking Lot (\$0.750 million); L'Amoreaux Park Tennis Bubbles (\$0.516 million); and the reconstruction of the Trinity Bellwoods Tennis Courts (\$0.270 million)
- ➤ The *Playgrounds & Water Play* project with funding of \$41.474 million allocated over the 10-year timeframe is comprised of 30 sub-projects that will replace, improve, and construct new playgrounds and water plays, as well as convert existing wading pools into splash pads.
  - The Play Equipment Program and Supplemental Playground Funding sub-project includes funding years 2018 -2027 to replace 22 playgrounds City-wide per year.
- Two Pool projects with cash flows of \$32.154 million, including \$15.019 million for the design and construction of the Wellesley Community Centre Pool and \$17.135 million for the Davisville Community Pool.
- The Special Facilities project has a 10-year funding plan of \$43.219 million of which \$32.600 million is intended for the design and construction of 3 ferry boats.
  - The first ferry boat (\$11.600 million) will be built by 2020; the second vessel (\$13.000 million) by 2023; and the third (\$14.000 million) by 2027.
  - These are part of a long-term Ferry Replacement Plan to replace 4 boats over 20 years.
- ➤ The *Trails* and *Pathways* project provides funding of \$14.158 million over the 10-year planning horizon and is primarily for the construction of pathways and trail improvements. The following are key subprojects:
  - East Don Trail (\$3.995 million); Maryvale Park-Footbridge (\$1.000 million); walkway at Thomson Park (\$1.500 million); the Upper Highland Creek Trail (\$1.500 million) and the Beltline Trail (\$1.100 million)

### Growth Related

- Growth Related projects include total of \$315.300 million or 24.0% of the 10-Year Capital Plan's expenditure.
  - Land Acquisition funding of \$48.716 million is provided for future parkland and recreational areas.

- Outdoor Recreation funding of \$1.695 million is allocated to the Earl Bales Fieldhouse to construct a new gym facility.
- Park Development funding of \$11.813 million provides for new park developments including Etobicoke Civic Centre (\$4.000 million), Grand Avenue (\$2.715 million), and Gore Park (\$2.600 million).
- Community Centres funding of \$253.076 million for the construction of 6 new community centres which include the Bessarion Community Centre (\$68.113 million); the Canoe Landing Community Centre (\$55.502 million); Western North York Community Centre (\$39.798 million); North East Scarborough Community Centre (\$39.617 million); 40 Wabash Parkdale Community Centre (\$39.950 million); an othe design of the Lawrence Heights Community Centre (\$3.200 million).

### 2018 - 2027 Capital Budget & Plan by Funding Source

Chart 3 below summarizes the funding sources included in the 2018 - 2027 Capital Budget and Plan for Parks, Forestry and Recreation:

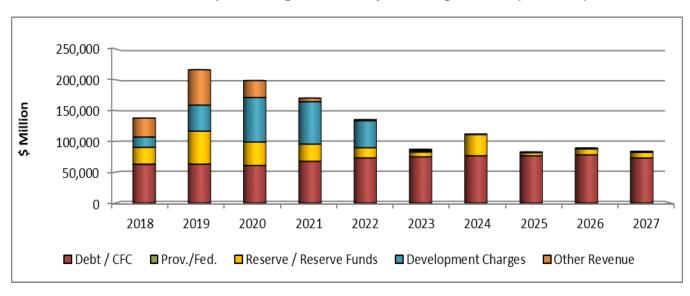


Chart 3
2018 - 2027 Capital Budget & Plan by Funding Source (In \$000s)

The 10-Year Capital Plan of \$1.312 billion will be financed by the following sources:

- Debt, which accounts for \$707.075 million or 53.9% of the financing over the 10-year period, is in line with debt target over the 10 years.
- Federal/Provincial Grants provide \$0.370 million, which has been secured from the Canada 150 Community Infrastructure Program (CIP 150) for projects planned for completion in 2018.
- Reserve and Reserve Funds constitute \$228.807 million or 17.4% of the required funding over 10 years for the following major projects:
  - Multiple Parkland Acquisition and Parks Cash-in-lieu Reserve Funds provide funding for Land Acquisition, Park Development, Playgrounds & Water play, and Special Facilities projects.
- Development Charges, which represent \$248.542 million or 19.0% of the 10-Year Capital Budget and Plan's funding source have been maximized to the greatest extent possible in the 10-Year Capital Plan and are based on the eligible growth component of capital projects and the availability of funds.
  - This funding source is primarily allocated to Community Centre, Park Development, Pool, Playgrounds & Water play, Arena, Trails & Pathways, and Outdoor Recreation Centre projects.
- Other sources of funding, which account for \$126.755 million or 9.7% consists of secured Section 37, Section 45, Section 42 Alternate Rate Cash-in-lieu, developer agreements, donations, and partnership funding and will be utilized for the following redevelopment/revitalization projects. Key projects include:
  - The Wellesley Community Centre Pool, Bessarion Community Centre, Canoe Landing Community Centre, Milliken Park Community Centre Expansion, and multiple Park Development projects including: Queens Park North, Mouth of the Creek Construction, and 10 Ordnance Street Development.

### 10-Year Capital Plan: Net Operating Budget Impact

Table 5
Net Operating Impact Summary (In \$000s)

	2018 Budget		2019 Plan		2020 Plan		2021 Plan		2022	Plan	2018 - 2022		2018 - 2027	
Projects	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position
Previously Approved														
Information Technology									26	0.6	26	0.6	26	0.6
Land Acquisition			45	0.5	46	0.5					91	1.0	91	1.0
Outdoor Recreation Centres	166	2.1	261	5.4	516	7.0					944	14.5	944	14.5
Park Development	42	1.0	325	3.4	601	5.5	364	3.4	322	2.8	1,653	16.1	1,705	16.6
Playgrounds/Waterplay			50	0.4	12	0.1					62	0.5	62	0.5
Pool					600	11.0					600	11.0	600	11.0
Arena	11	0.3	34	0.8	34	0.8					79	1.9	79	1.9
Trails & Pathways			45	0.4	162	1.5			15	0.1	222	2.0	222	2.0
Environmental Initiatives			20	0.2	63	0.6	120	1.1			203	1.9	203	1.9
Special Facilities					60	0.5					60	0.5	60	0.5
Community Centres			137	2.0	1,083	19.3	1,196	31.3	147	1.3	2,562	53.8	2,562	53.8
New Projects - 2017														
Information Technology			-173	(3.0)	1,506	2.0					1,333	(1.0)	1,333	(1.0)
Outdoor Recreation Centres			27	0.3	60	0.9					87	1.1	87	1.1
Park Development			223	1.9	308	2.9	180	1.8	84	0.7	795	7.4	795	7.4
Playgrounds/Waterplay			108	1.2	54	0.6					162	1.8	162	1.8
Arena	30	0.8	36	0.8	37	0.9					103	2.4	103	2.4
Trails & Pathways			3		48	0.5	24	0.2			75	0.7	75	0.7
Environmental Initiatives			3		166	1.5	45	0.4			214	1.9	214	1.9
Community Centres					31	0.6					31	0.6	31	0.6
New Projects - Future Years														
Outdoor Recreation Centres					15	0.3	30	0.5	225	4.1	270	4.9	420	7.4
Park Development					330	2.9	184	1.9	534	7.9	1,049	12.7	1,169	13.8
Parking Lots and Tennis Courts					38	0.3					38	0.3	38	0.3
Playgrounds/Waterplay							-18	(0.2)			-18	(0.2)	1	0.1
Pool											0	-	514	9.4
Arena							245	13.5			245	13.5	245	13.5
Trails & Pathways							45	0.4	29	0.3	74	0.7	74	0.7
Environmental Initiatives					84	0.7	90	0.8	93	0.8	267	2.3	732	6.3
Special Facilities							23	0.4			23	0.4	23	0.4
Community Centres									147	2.7	147	2.7	2,667	68.7
Total (Net)	250.0	4.1	1,143.5	14.2	5,854.0	60.8	2,528.0	55.5	1,623.0	21.3	11,398.5	155.9	15,238.5	239.7

- The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$15.239 million net and 239.7 positions over the 2018 2027 period, as shown in the table above mainly for the following:
  - Parks, Forestry and Recreation will open 5 new community centres which include: Canoe Landing CC, Bessarion CC, North East Scarborough, Western North York, and 40 Wabash/Parkdale.
  - Various Park Development projects including the Parks Services Plan, Mouth of the Creek, 705 Progress Avenue Park, and 318 Queens Quay West Park.
  - ➤ Information Technology projects are estimated to add an additional \$1.359 million in operating costs. However, the operating impacts for the Registration, Permitting and Licensing project have not been estimated or included in the Outlook years. This operating impact and any offsetting efficiencies to be realized are unknown.
- Implementation of the 20 Year Parks and Recreation Facilities Master Plan is expected to revise these amounts consistent with changes to the Capital Plan and will be reported as part of the 2019 Budget process.
- These future operating impacts will be reviewed each year as part of the annual Operating Budget process.



# Shelter, Support Housing & Administration

### **2018 OPERATING BUDGET OVERVIEW**

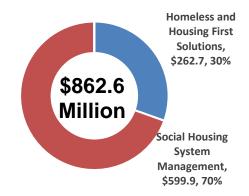
Shelter, Support & Housing Administration (SSHA) delivers the City's emergency shelter program through a network of city operated and leased facilities in collaboration with community based partners. SSHA supports the City's Social Housing system and collaborates with the Affordable Housing Office (AHO) in the administration of funding from higher orders of government and city contributions for the creation of affordable rental and home ownership to ensure that Toronto residents have a range of accessible shelter and affordable housing options

### 2018 Operating Budget Highlights

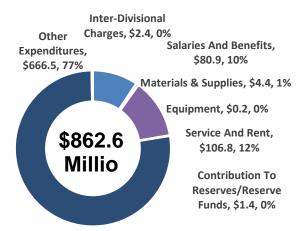
The total cost to deliver these services to Toronto.

	2017	2018 -	Change			
(in \$000's)	Budget	Budget				
	Daaget	Daaget	\$			
Gross Expenditures	843,745.1	862,605.0	18,859.9	2.2%		
Revenues	436,607.7	407,237.8	(29,369.8)	(6.7%)		
Net Expenditures	407,137.4	455,367.1	48,229.7	11.8%		

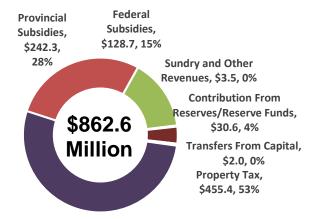
## 2018 Operating Budget By Service



### **By Expenditure Category**



### **By Funding Source**

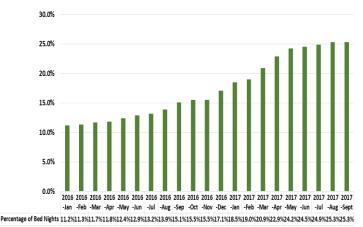


#### **Fast Facts**

- SSHA provides over 5,000 permanent emergency and transitional shelter beds in 62 locations, plus motels across the City. 10 of these facilities are City operated.
- With a social housing stock of 94,000 units and network of approximately 200 not-for profit housing providers, the City of Toronto through Toronto Community Housing Corporation and a network of not-for-profit housing providers is the largest social housing provider in the Province of Ontario.

#### **Trends**

- Demand for emergency shelter services continues to grow with system occupancy rates substantially above the Council directed level of 90% in all sectors.
- Demand for shelter beds have been exacerbated by the spike in new arrivals to the City including refugee claimants as shown in the chart below:



#### Our Key Issues & Priority Actions

- Stabilize and expand the capacity of the emergency shelter system to alleviate capacity pressures resulting from growing demand; and increase the range of available affordable housing options.
  - ✓ The 2018 Operating Budget includes new ongoing funding of \$18 million to sustain surge capacity in the emergency shelter system to allow the Program to address higher than normal demand for beds from new arrivals to the City.
  - ✓ Stabilize and expand system capacity with the opening of 531 shelter beds in 2018.
  - Securing sites to complete the George Street Revitalization-Phase 2- Seaton House Transition Plan and 3 additional sites to implement the Council approved expansion of shelter capacity.
  - ✓ Expansion and continuous operations of the City's annual Winter Respite Program.
  - ✓ Finding landlords willing to partner with the City to house clients transitioning to independent living from the shelter system.

#### **Key Service Deliverables for 2018**

- Shelter, Support and Housing Administration provides temporary shelter and housing help services for the homeless and those at risk of homelessness. The Program also administers social housing for the City as designated service manager and serves a range of equity seeking groups and vulnerable people in Toronto.
- The 2018 Operating Budget will enable Shelter, Support and Housing Administration continue to:
- Provide 24-hour emergency shelter services, street outreach and housing services to the citizens of Toronto:
- Provide over 5,000 shelter beds and 700 respite spaces to people experiencing homelessness;
- Assist people experiencing homelessness or facing the risk of homelessness through the provision of supports needed to regain and secure permanent housing;
- Administer Federal and Provincial funding under various support programs through its network of 115 community based partners;
  - Provide housing allowances to over 5,000 households to help offset the high cost of rent.

	20	17	2018	Operating Bu	ıdget			Inc	cremental	Change	
		Projected		New/	Total	2018 vs	. 2017	2019	)	202	20
(In \$000s)	Budget	Actual	Base	Enhanced	Budget	Budget C	hange	Plar	1	Pla	an
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Homeless and Housing First Solutions											
Gross Expenditures	199,017.8	209,528.8	234,680.9	28,019.1	262,700.0	63,682.2	32.0%	25,100.5	9.6%	(8,050.6)	(2.8%)
Revenue	129,136.9	125,092.9	145,011.3	10,711.3	155,722.7	26,585.8	20.6%	(8,775.6)	(5.6%)	(22,166.9)	(15.1%)
Net Expenditures	69,880.9	84,435.9	89,669.6	17,307.8	106,977.3	37,096.4	53.1%	33,876.1	31.7%	14,116.3	10.0%
Social Housing System Management											
Gross Expenditures	644,727.3	606,335.2	592,190.5	7,714.4	599,904.9	(44,822.3)	(7.0%)	(70,301.8)	(11.7%)	(15,766.4)	(3.0%)
Revenue	307,470.8	273,133.1	244,047.4	7,467.8	251,515.2	(55,955.6)	(18.2%)	(82,199.1)	(32.7%)	(49,852.4)	(29.4%)
Net Expenditures	337,256.5	333,202.2	348,143.2	246.6	348,389.8	11,133.3	3.3%	11,897.3	3.4%	34,086.0	9.5%
Total											
Gross Expenditures	843,745.1	815,864.0	826,871.5	35,733.5	862,605.0	18,859.9	2.2%	(45,201.3)	(5.2%)	(23,817.0)	(2.9%)
Revenue	436,607.7	398,226.0	389,058.7	18,179.1	407,237.8	(29,369.8)	(6.7%)	(90,974.6)	(22.3%)	(72,019.4)	(22.8%)
Total Net Expenditures	407,137.4	417,638.0	437,812.7	17,554.4	455,367.1	48,229.7	11.8%	45,773.3	10.1%	48,202.3	9.6%
Approved Positions	809.4	748.4	826.4	42.0	868.4	59.0	7.3%	4.0	0.5%	(11.0)	(1.3%)

#### 2018 Operating Budget and Plan by Service

Shelter, Support and Housing Administration's 2018 Operating Budget is \$862.605 million gross and \$455.367 million net, representing a 11.8% increase to the 2017 Approved Net Operating Budget and \$48.230 million away from the reduction target of 0% as set out in the 2018 Operating Budget Directions approved by Council.

- Base pressures in Homeless and Housing First Solutions are mainly attributable to occupancy pressures due to the increasing demand on the Shelter system exacerbated by the significant increase in the number of people arriving in Toronto and the difficulty in locating and acquiring properties to open new shelters and expand the emergency shelter system to cope with these pressures.
- The Social Housing System Management Service also continues to experience significant budget pressures resulting from the loss of Federal funding which is projected to reach \$9.737 million in 2018 in addition to higher salary and benefit costs resulting from known Cost of Living Adjustments and benefit payments to union employees.
- The 2018 Operating Budget also includes base operating subsidy to TCHC of \$243.795 million which is \$2.089 million or 0.9% above the 2017 Operating Subsidy level and maintains the \$37.2 million provided to TCHC in 2017 to stabilize operating pressures.
- To help mitigate the above pressures, the Program was able to achieve base expenditure savings through detailed review of budgeted line items and adjustment to actual experience of \$0.440 million, absorption of corporate inflationary factors, realignment of program resources, and recovery of \$3.0 million from the Social Housing Federal Reserve as a one-time bridging strategy to address surge capacity in the shelter system. The operating costs of 2 new permanent shelters originally planned to open in 2018 as part of the George Street Revitalization- Phase 2 Seaton House Transition Plan have been deferred to 2019 since these sites are not expected to be operational before then, resulting in further base reductions of \$4.426 million.
- Any further service adjustments to meet the budget target were not considered as these would adversely impact service levels.
- Approval of the 2018 Operating Budget will result in Shelter, Support and Housing Administration increasing its total staff complement by 59 positions from 809.4 to 868.4.
  - The 2019 and 2020 Plan increases are attributable to anticipated incremental funding of \$21.198 million to TCHC required for the corporation to meet its sinking fund covenants in 2020 and beyond, indexed Cost Factor increases in the Social Housing system and inflationary increases in salaries and benefits, COLA and progression pay as well as service enhancements to alleviate the strong and growing demand for emergency shelter beds, winter respite spaces and wrap around services for homeless clients. Further losses in federal subsidies are also anticipated in 2019 and 2020, however, with the recent announcements regarding the National Housing Strategy, future year impacts are not known at this time.

#### **Program Map**

#### **Shelter Support and Housing Administration** To ensure that homeless people and people at risk of homelessness have a range of shelter and affordable housing options. Provide temporary shelter and support for homeless individuals and families while assisting them to achieve permanent housing solutions. **Homeless & Housing First Social Housing System Solutions** Management Purpose: Purpose: To help people who are To manage social housing homeless and those who are at programs in the City of Toronto to ensure the ongoing viability of risk of homelessness to find and keep housing, and to provide existing social housing and improve the quality of life for tenants. emergency accommodation and related services. Emergency Shelter & Social Housing Related Support Provider Subsidies Housing Stability Policy Rent Subsidies & & Strategic Investment Housing Allowance New Affordable Housing & Other Non-

#### Service Customer

#### Homeless & Home First Solutions

Homeless persons

Program

Service

At-risk persons

#### Indirect (Beneficial)

Resident

Legend:

Community Agencies (Tenant Associations, Not for Profit Groups)

Activity

Provincial & Federal Governments

#### Social Housing System Management

Social Housing Tenants / Members

Subsidized Programs

Centralized Social

Housing Waiting List

#### Indirect (Beneficial)

- Residents
- Social Housing Owners
- Provincial & Federal Governments

The following section provides the service-based budget by activity and their associated service levels and performance measures.

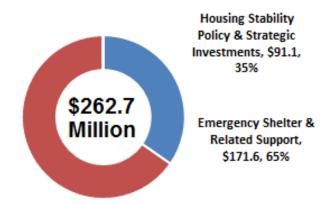
# **Homeless & Housing First Solutions Services**

# Homeless & Housing First Solutions Emergency Shelter & Related Support Housing Stability Policy & Strategic Investment

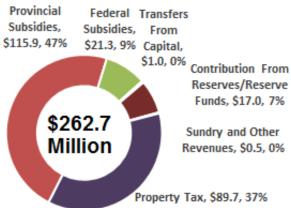
#### What We Do

- Provide street outreach services that assist street involved people find and keep permanent housing.
- Manage over 5,000 shelter system beds in Toronto, overseeing the 52 locations that are operated by community agencies under contract and the 10 shelters that are operated by City staff.

# 2018 Service Budget by Activity (\$Ms)



# 2018 Service by Funding Source (\$Ms)

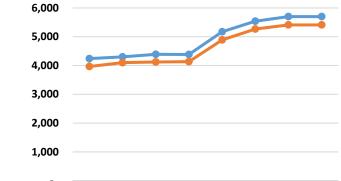


#### 2018 Service Levels **Homeless and Housing First Solutions**

Activity	Туре	Service Level Description	Status	2015	2016	2017	2018
- wurity	. , , po	# of Shelter Beds	Approved	1,658	1,658	1,715	1,668
		Food Services - # of Meals or Snacks	Actual	1,658 942,051 / \$5.7 M	1,715 1,060,914 / \$6.3 M	1,668 1,060,914 / \$6.3 M	1,269,632 / \$7.0 M
		Provided / Total Value of Meals or Snacks	Approved	42,872 / \$0.322 M	34,868 / \$0.266 M	34,868 / \$0.266 M	51,455 / \$0.562 M
		# of Food Allowances Provided / Total Value of Food Allowance	Actual	1,050,678 / \$6.2M 34,531 / \$0.264M	1,060,914 / \$6.3M 34,868 / \$0.266M	1,164,800 / \$6.4M 34,868 / \$0.386M	
	Directly operated	Personal Supports (Counselling, Housing Help services, Employment	Approved	7,700	7,700	7,700	7,700
	Directly operated	Support, Crisis Support, Daily Living Supports) - # Clients Provided with Supports	Actual				
		Children's Supports - # Children Supported	Approved Actual	1,700	1,990	1,536 1,883	1,900
		Nursing Care - Average # of	Approved	410	410	370	370
		Individuals per Day Supported with On- Site Nursing or Medical Care	Actual	369	370	216	
		Emergency Shelter funding - # Contracts with Funding / # Beds / #	Approved	32 / 2,734 / 49 / \$53.2 M	32 / 2,928 / 51 / \$57.5 M	31 / 2,950 / 52 / \$57.5 M	34 / 3,108 / 54 / \$59.4 M
Provide Emergency Shelter & Related Support	Providers / Total Value of Funding	Actual	32 / 2,950 / 49 / \$56.62 M	31 / 2,736 / 49 / \$53.9 M	30 / 3,023 / 52 / \$57.2 M		
	Shelter Expansion Initiative - # of Sites /# of Beds	Approved				3 / 240	
		Actual				762 / <b>\$10.04 M</b>	
	Human Service Response - Motel Program - # of Beds / Total Value of Funding	Approved				763 / <b>\$18.04 M</b>	
		Housing Help services inside shelters	Approved	26 / \$5.8 M	28 / \$5.98 M	34/\$7.07M	34 / <b>\$7.42 M</b>
	Community Agencies	funding - # Agencies Provided Funding / Total Value of Funding	Actual	25 / \$5.8 M	25 /\$5.8 M	34 / \$7.07 M	
		Rooming/Boarding House funding - #	Approved	931 / \$10.1 M	931 / \$10.1 M	1,081 / \$11.7 M	1,081 / <b>\$10.6 M</b>
		Beds / Total Value of Funding	Actual	931 / \$10.1 M	931 / \$10.1 M	951 / \$10.2 M	
		Out of the Cold program funding - Average # of Spots Nightly / # of Unique Spots / # of Locations / Total	Approved Actual	92 / 627 / 17 / \$0.9 M 95 / 662 / 16 / \$1.189 M	95 / 667 / 16 / \$0.9 M 95 / 662 / 16 / \$1.04 M	95 / 667 / 16 / \$0.9 M 100 / 662 / 16 / \$1.04 M	95 / 667 / 16 / <b>\$1.04 M</b>
		Value of Funding	Approved	57	59	61	64
		Quality Assurance - # of Visits	Actual	24	59	61	
		Complaints Management - # Complaints Handled	Approved Actual	260 222	260 244	244 244	250
		Central Intake - # Calls / # Intakes	Approved Actual	51,990 / 12,565	58,000 / 11,000	58,000 / 11,000	58,000 / 11,000
		Street Outreach funding - # Agencies	Approved	14/\$4.4M	14 / \$4.4M	14 / \$4.4M	14 / <b>\$4.57M</b>
		Funded / Total Value of Funding  Housing Follow-up funding - # Agencies Funded / Total Value of	Actual	15 / \$4.36M	14 / \$4.09M	14 / \$4.4M	
			Approved	10 / \$2.9M	10 / \$2.9M	8 / \$2.7M	7 / \$2.83M
		Funding	Actual	10 / \$2.91M	10 / \$2.68M	8 / \$2.7M	49 / \$44 COM
		Housing Help services - # Agencies Funded / Total Value of Funding	Approved	55 / \$10.1M 59 / \$9.31M	46 / \$8.7M 62 / \$11.47M	61 / \$11.88M 61 / \$11.88M	48 / \$11.60M
		Drop-in funding - # Agencies Funded /	Approved	30 / \$6.2M	28 / \$7.4M	32 / \$7.54M	30 / \$10.86M
	Community Agencies	Total Value of Funding	Actual	32 / \$5.98M	29 / \$7.42M	31 / \$10.82M	
	Community Agonolog	Supports to Daily Living funding - # Agencies Funded / Total Value of	Approved	14/\$4.9M	14 / \$4.9M	14/\$4.93M	16 / \$5.09M
		Funding	Actual	35 / \$5.49M	14 / \$4.93M	14 / \$4.93M	
		Pre-employment Supports funding - # Agencies Funded / Total Value of	Approved	16 / \$2.6M	16 / \$2.6M	16 / \$2.3M	16 / \$2.3M
		Funding Winter Respite Services - Total	Actual	17 / \$2.23M	16 / \$2.32M	16 / \$2.3M	700 / 60 4 60 8
Provide Homeless &		Spaces Provided / Total Value of	Approved				700 / \$24.63M
Housing Support in the Community		funding	Actual Approved	8 / \$0.5M	8 / \$0.5M	8 / \$0.5M	8 / \$0.5M
		Capital funding - # Agencies Funded / Total Value of Funding	Actual	53 / \$1.98M	29 / \$1.56M	8 / \$0.5M	J / WO.O.IVI
		Street Outreach - # Street Outreach	Approved	1,300	1,300	1,300	1,300
		Clients Offered Assistance	Actual	1,679	1,512	1,300	
		Housing Follow-up - # Clients / Average Length of Support (Months)	Approved	150 / 18	150 / 18	170 / 18	170 / 18
		Street Respite - # Clients Using	Actual Approved	151 / 18 2,500	149 / 18 2,500	170 / 18 2,500	2,500
	Directly Operated	Respite (Not Unique Individuals)	Actual				
	, operated	Shelter Referrals - # Shelter Referrals Made from SHARC (Not Unique Individuals)	Approved Actual	8,000	8,400	8,400	8,400
		Transition to Housing Beds - # Clients /# Available Transition to Housing Beds at SHARC (Unique Individuals)	Approved Actual	200 / 40	200 / 40	200 / 40	200 / 40
		Pre-employment Supports - # Pre-	Approved	280	280	400	400
		Employment Clients Assisted	Actual	314	294	400	

#### **Service Performance Measures**

#### **Number of Shelter beds**



_								
-	2013	2014	2015	2016	2017	2018	2019	2020
Capacity	4,241	4,303	4,392	4,383	5,176	5,539	5,700	5,700
Occpancy	3,966	4,098	4,123	4,134	4,892	5,266	5,411	5,411

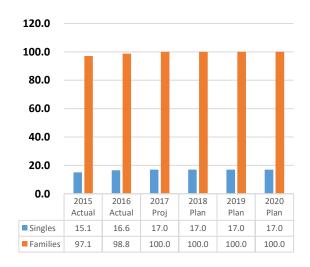
- The numbers reflect overall yearly averages. The demand for shelter beds have increased from approximately 4,000 beds in 2013 to over 5,000 in 2017.
- However, system capacity has increased over the same period from approximately 4,200 beds to 5,200 beds in response to strong demand across all sectors.

#### **Number of Individuals Housed from Shelters**



- The number of individuals housed from shelters has steadily increased over the last 2 years.
- More than 80% of these individuals are housed in permanent housing such as private market housing, social housing, long term care facilities or supportive housing.
- Introduction of more hostel to homes programs, such as Bridges to Housing, will help increase the number of clients housed in the future

#### Average Bed nights per Admission



 The average length of stay for both sectors remain steady reflecting the dearth of affordable housing options.

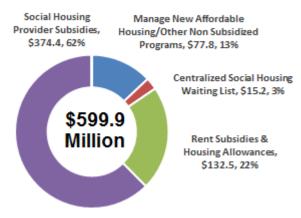
# **Social Housing System Management Services**

# Social Housing System Management Social Housing Provider Support Rent subsidies & Housing Allowances New Affordable Housing & Other Non-Subsidized Programs Centralized Social Housing Wait List

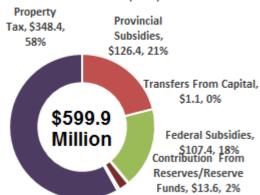
#### What We Do

- Administer contracts of the 200 community housing providers, including City-owned Toronto Community Housing (TCHC).
- Fund the rent subsidies and housing allowances paid to housing providers as required under the Housing Services Act.
- Manage the centralized wait list for Social Housing.
- Administer funding for new affordable housing construction on behalf of the Affordable Housing Office (AHO).

# 2018 Service Budget by Activity (\$Ms)



## 2018 Service by Funding Source (\$Ms)



2018 Service Levels
Social Housing System Management

Social Housing System Management											
Activity	Туре	Service Level Description	Status	2015	2016	2017	2018				
	O Hi O-b-i-b-	# of Units / # Providers / Total	Approved	7,429 / 68 / \$55.4 M	7,429 / 68 / \$57.6 M	7,296 / 67 / \$56 M	7,296 / 67 / <b>\$57 M</b>				
	Co-op Housing Subsidy	Value of Subsidy	Actual	7,296 / 67 / \$54.2 M	7,296 / 67 / \$55.0 M	7,296 / 67 / \$ 56.0 M					
Manage Social	Non-Profit Housing	# of Units / # Providers / Total	Approved	20,356 / 156 / \$111.7 M	20,108 / 154 / \$112.1 M	18,001 / 148 / \$110 M	15,552 / 129 / \$110.5 M				
Housing Provider Subsidies	Subsidy	Value of Subsidy	Actual	19,901 / 154 / \$116.2M	19,077 / 150 / \$111.0 M	17,749 /142/\$110 M					
	Municipal Corporation	# of Units / # Providers / Total	Approved	59,148 / 1 / \$233.1 M	58,912 / 1 / \$232.3 M	58,701 / 1 / \$228.1 M	59,078 / 1 / \$271.5 M				
	Housing Subsidy (TCH)	Value of Subsidy	Actual	59,031 / 1 / \$230.0 M	59, 057 / 1 / 234.0 M	59,078 / 1 / 269.4 M					
Manage Centralized Social			Approved	95,732	95,732	97,532	101,845				
Housing Waiting List		# of Households	Actual	94,523	98,928	101,845					
		Private Landlords - # of Units /	Approved	2,602 / \$24.9 M	2,666 / \$25.8 M	2,621/ \$25.7 M.	2,641 / \$26.3 M.				
Manage Rent	Rent Supplements	Total Value of Rent Supplements	Actual	2,617 / \$25 M	2,617/\$25.8 M	2,622 / \$25.7 M.					
Subsidies and Housing	Kerii Supplemenis	Non-Profit Housing - # of Units /	Approved	917 / \$8.8 M	979 / \$9.1 M	979 / \$9.4 M	979 / \$9.4 M				
Allowances		Total Value of Rent Supplements	Actual	979 / \$9.0 M	979 / \$9.2 M	982 / \$9.4 M					
	Housing Allowances	IAH Extension	Approved		N/A	3,264	4,100				
Manage New	D: 0	# of Contracts Administered / #	Approved	16 / 1,921	20 / 2,362	16 / 2,362	20 / 2,288				
Affordable	Privately Owned	of Units	Actual	14 / 2,014	16 / 2,373	20 / 2,288					
Housing & Other		# of Contracts Administered / #	Approved	50 / 1,005	57 / 1,318	56 / 1,306	43 / 1,313				
Non Subsidized Programs	Non-Profit Owned	of Units	Actual	49 / 1,415	57 / 1,397	43 / 1,393					

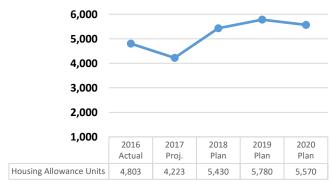
Except for annual volume and budget adjustments, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Social Housing System Management.

#### **Service Performance Measures**



- The demand for social housing has continued to grow and is expected to keep growing for the next few years.
- The expansion of the housing allowance program to applicants on the wait list will help improve affordability of housing for applicants who have been longest on the waitlist.

#### **Number of Housing Allowance Units Supported**



 The projected increase in housing allowance units supported is due to expansion of the housing allowance program, in particular the Investment in Affordable Housing (IAH) Extension program.

#### **2018 Capital Budget**

#### **Shelter, Support & Housing Administration**

# George Street Revitalization

# Shelter, Support & Housing Administration

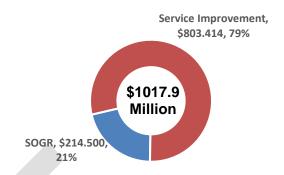
#### 2018 - 2027 CAPITAL BUDGET & PLAN OVERVIEW

Shelter, Support and Housing Administration (SSHA) delivers the City's emergency shelter program through a network of 20 City-owned and leased facilities in various locations across the City.

The 10-Year Plan dedicates \$214.5 million for maintenance of existing facilities and \$803.4 million for service improvements for a total of \$1,017.9 million over 10 years. The Plan provides funding of \$537.5 million for George Street Revitalization (GSR) that includes funding for the Transition Plan (Phase 2) for current Seaton House residents relocation to 4 new shelter sites as well as for project management and construction (Phase 3) slated for 2020 - 2023. In response to sustained and growing occupancy pressures in the emergency shelter system, funding of \$178.6 million was added for the creation of 11 new shelters which will add 880 new beds to the system over a 3-year period from 2018 to 2020. Also included in the Plan is \$279.2 million in new funding for Toronto Community Housing Corporation (TCHC) as an interim funding measure to allow the corporation continue its capital repair plan to prevent permanent unit closures and continue with current phases of Councilapproved revitalization projects planned for 2018 and 2019.

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$77.5 million net over the 2018 – 2027 period primarily for new positions and operating costs for the shelters required for the implementation of the GSR-Seaton House Transition Plan and shelter expansion projects.

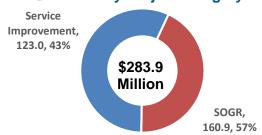
# 2018 - 2027 Capital Budget & Plan By Project Category



#### **By Funding Source**



# 2018 Preliminary Capital Budget By Project Category



#### **By Funding Source**



#### **Our Key issues & Priority Actions**

- Demand for Shelter services has been trending up since 2012 and requires initiatives aimed at increasing capacity, transforming the shelter system and enhancing support mechanisms to prevent homelessness.
  - The 10-Year Capital Plan includes funding of \$537.5 million for George Street Revitalization (Phase 2 and 3) to replace the shelter capacity (600 beds), currently located at Seaton House. Co-located in the same area, will be affordable housing opportunities and links to other programming.
  - Funding of \$178.6 million was also added for the addition of 880 new beds to the shelter system in 11 new emergency shelters.
- TCHC does not have sufficient resources to fund its state of good repair backlog and inflight revitalization projects triggering the introduction of an interim Funding Model (2018 2019) until a permanent funding solution scheduled for 2019, is developed.
  - Funding of \$216.0 million in 2018 and \$63.1 million in 2019 is provided to allow TCHC to address its SOGR backlog and avoid permanent unit closures during the period while supporting the completion of current phases of revitalization projects underway.

#### **Capital Deliverables for 2018**

- The 2018 Capital Budget for Shelter, Support and Housing Administration of \$283.9 million, excluding carry forward funding, will:
  - Maintain funding for SOGR projects at Cityowned and leased facilities (\$0.9 million) and support shelter land acquisition to help stabilize the shelter system (\$6.6 million).
  - Continue the Seaton House Transition Plan (\$8.3 million) and the Preconstruction and Project Management work (\$6.9 million) required to achieve construction readiness to enable Phase 3 of the GSR project to proceed.
  - Commence the addition of a total of 880 new beds to the shelter system over a 3year period through the creation of 3 new shelters in 2018 (\$43.9 million).
  - Enable TCHC continue to address its SOGR backlog, avoid permanent unit closures (\$160.0 million) and support inflight revitalization of communities within its existing portfolio (\$56.0 million).

#### State of Good Repair Backlog

The 10-Year Capital Plan includes funding of \$14.5 million for State of Good Repair to address SSHA's SOGR backlog which is projected to increase from 7.4% in 2018 to 22.4% in 2022 before declining to 13.4% by 2027.

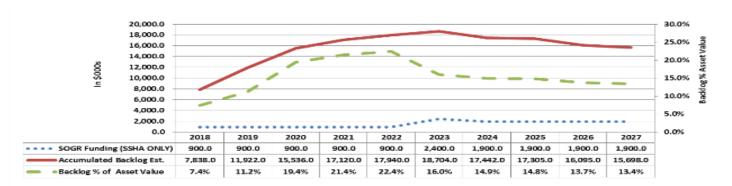


Table 1 below details all capital projects, by category, included in the 2018 - 2027 Capital Budget and Plan for Shelter, Support & Housing and Administration:

Table 1
2018 - 2027 Capital Plan by Project Category (In \$000s)

	Total App'd Cash Flows to Date*	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total	Total Project Cost
Total Expenditures by Category													
State of Good Repair													
Capital Repairs/Replacement - Leased Buildings		100	100	100	100	100	300	272	272	272	272	1,888	
Capital Repairs/Replacement - City Operated Buildings		800	800	800	800	800	2,100	1,628	1,628	1,628	1,628	12,612	
TCHC SOGR Backlog		160,000	40,000									200,000	200,000
Sub-Total Sub-Total	-	160,900	40,900	900	900	900	2,400	1,900	1,900	1,900	1,900	214,500	200,000
Service Improvements													
Shelter Land Acquisition	6,570	6,570										6,570	7,300
GSR - Phase 2 - Project Management/Preconstruction	10,027	6,864										6,864	10,027
GSR - Phase 2 - Transition-Seaton House	61,820	8,251	21,685	3,146	3,146	3,146	3,146	2,282				44,802	70,071
GSR - Phase 3 - Construction			7,229	4,954	4,954	4,954	463,780					485,871	485,871
Choice Based Housing Access System	4,357	1,430	134									1,564	4,357
TCHC-Revitalization of Existing Portfolio		56,037	23,146									79,183	79,183
New Emergency Shelters		43,880	62,040	72,640								178,560	178,560
Sub-Total Sub-Total	82,774	123,032	114,234	80,740	8,100	8,100	466,926	2,282	-	-	-	803,414	835,369
Total Expenditures by Category (excluding carry													
forward)	82,774	283,932	155,134	81,640	9,000	9,000	469,326	4,182	1,900	1,900	1,900	1,017,914	1,035,369

<sup>\*</sup>Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2017, excluding ongoing capital projects (i.e. Civic Improvement projects)

#### 2018 - 2027 Capital Projects

The 10-Year Capital Plan is in keeping with Program objectives to stabilize and enhance the capacity of the emergency shelter system by providing funding to complete Phase 2 and 3 of the GSR Project. The 10-Year Capital Plan will also support TCHC through an interim funding model to address its SOGR backlog and inflight revitalization projects.

State of Good Repair (SOGR)

SSHA related SOGR projects account for \$14.5 million over the life of the 10-year Capital Plan period. An additional \$200 million is also included for TCHC as interim funding to address TCHC's SOGR backlog to avoid permanent unit closures and enable TCHC to continue its objective to reach a Facility Condition Index of 10% by 2026. This addition to the 10-Year Capital Plan brings total spending on SOGR projects to \$214.5 million or 26% of planned investments.

#### Service Improvements

- **Shelter Land Acquisition (\$6.570 million):** This project is fully funded from reserves with the intent to purchase a shelter site for long term use and stabilize system capacity.
- George Street Revitalization Project Management/Preconstruction (\$6.864 million): This project will complete all project management, architecture and documentation and preconstruction consulting and contracting work required before the construction phase of the GSR project can commence. It will conclude with the preparation of the Project Output Specifications (PSOS) for the construction of a purpose built suite of facilities at George Street.
- George Street Revitalization Transition to Seaton House (\$44.802 million): This project will transition the current occupants of Seaton House into 2 temporary and 2 permanent shelters to enable the demolition and redevelopment of the facility. It is anticipated that these shelters will house 400 men. The remaining 200 men at Seaton House will transition to purchase-of-services facilities currently operated by the City's community partners.

- George Street Revitalization Construction (\$485.871 million): This project involves the closure of Seaton House, and construction of a smaller emergency shelter, transitional housing program, affordable housing and a long-term care home in its place as well as the revitalization of George Street.
  - The intent of this project is to transition to a smaller shelter model supplemented with supportive housing to achieve increased privacy and dignity for clients and the provision of more appropriate supports and care suited to the different types of shelter occupants.
- Choice Based Housing Access System (\$1.564 million): Approved in 2017, this project will replace the Toronto Area Waiting List (TAWL) with a new Choice Based Housing Access System. This system would provide an updated functionality in the management of the social housing waiting list. Most importantly, it will enable eligible social housing applicants on the Centralized Waiting List (CWL) to undertake a virtual tour of available social housing units online and choose the unit that would most meet their needs.
- TCHC-Revitalization of Existing Portfolio (\$79.183 million): Funding for this project will enable the completion of TCHC's inflight revitalizations at Leslie Nymark, Lawrence Heights (Phase 1) and Regent Park (Block 27, Phase 3). The replacement of TCHC's building inventory through revitalization will also serve to reduce the building repair capital backlog from increasing further.
- New Emergency Shelters (\$178.560 million): This project will expand the capacity of Toronto's emergency shelter system by adding 880 new beds to the system over a 3-year period from 2018 to 2020 through the creation of 11 new emergency shelters. The sites will be acquired, renovated and operational by the end of 2020. Three (3) shelters will be added in 2018 (2 purchased and 1 leased), while 4 new shelters each will be added in 2019 and 2020 respectively.

#### 2018 - 2027 Capital Budget & Plan by Funding Source

Chart 1 below summarizes the funding sources included in the 2018 - 2027 Capital Budget and Plan for Shelter, Support & Housing and Administration:

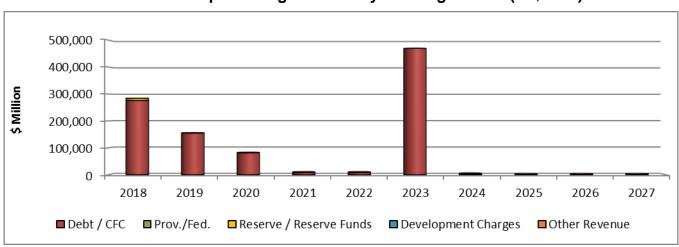


Chart 1
2018 - 2027 Capital Budget & Plan by Funding Source (In \$000s)

The 10-Year Capital Plan of \$1,071.914 million will be financed from the following sources:

- Debt funding accounts for \$1,009.780 million or 99% of the Capital Plan's financing sources over the 10-year period.
  - The debt funding is above the 10-year debt guidelines of \$57.915 million allocated to SSHA by \$951.865 million and has been added to address critical and urgent capital priorities as noted below:
    - GSR Phase 2 Transition Seaton House (\$8.251 million)

#### 2018 Capital Budget

#### **Shelter, Support & Housing and Administration**

- GSR Phase 3 Construction (\$485.871 million)
- TCHC SOGR Backlog (\$200.0 million)
- TCHC Inflight Revitalization Projects (\$79.183 million)
- New Emergency Shelters (\$178.560 million)
- Reserve and Reserve Funds account for \$8.134 million or 1% of the balance of funding required over the life of the Capital Budget and Plan. Funds from these sources will support the execution of the following projects:
  - Shelter Land Acquisition (\$6.570 million)
  - Choice Based Housing Access System (\$1.564)

#### 10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In \$000s)

					pac			<b>+</b>	-,					
	2018 Bu	dget	201	9 Plan	2020	Plan	2021	Plan	2018 -	2022	2024	Plan	2018	- 2027
Projects	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position
Previously Approved Projects														
George Street Revitalization														
Operating Impact of 2 Permanent Shelters and	1,497.8		4,425.8		411.5				6,335.0	-			6,335.0	- 1
Purchase of Service Costs for 200 Beds														
funded from the Operating Budget														
Operating Impact of 2 Transitional sites	443.2		415.6		402.0				1,260.8	-	(1,260.8)		(0.0)	- 1
funded from the Capital Budget														
Choice Base Housing Access System									-	-			-	j - j
Operating Impact of Changes in Project Team	(1,729.8)	9.0	(962.3)		(827.4)									
Positions									(3,519.5)	9.0			(3,519.5)	9.0
New Projects														
New Emergency Shelters									-	-			-	-
Operating Impacts (Lease Costs and Per Diem	1,658.0		12,565.5		25,262.0		35,226.0		74,711.5	-			74,711.5	-
for New Shelters)														
Total (Nat)	4 000 0	0.0	40 444 0		25 240 0		25 220 0		70 707 0	0.0	(4 000 0)		77 507 0	0.0
Total (Net)	1,869.2	9.0	16,444.6	•	25,248.0		35,226.0		78,787.8	9.0	(1,260.8)		77,527.0	9.0

The 10-Year Capital Plan will increase future year Operating Budgets by \$77.527 million over the 2018 – 2027 period, as shown in the table above.

This amount is comprised of expenditures or savings from the following capital projects:

- GSR Phase 2 Transition Seaton House: The operating impacts of 2 permanent shelters as well as the Purchase-of-Service costs for approximately 200 beds that will transition to the City's community partners. The operating impacts of the 2 Transitional sites will reverse once GSR Phase 3 – Construction is complete and the sites vacated.
- Choice Based Housing Access System: Salaries and benefits for the project team, these impacts will also reverse as soon as the installation and commissioning of the system is complete.
- New Emergency Shelters: Lease and per diem costs for 11 new shelters sites all of which are anticipated to be operational by the end of 2020.



# Social Development, Finance and Administration

#### **2018 OPERATING BUDGET OVERVIEW**

Social Development, Finance and Administration (SDFA) leads the City's commitment to provide inclusive and safe communities. Staff build and leverage intergovernmental and community partnerships to develop and deliver integrated services that are responsive to community social needs. The Program also provides financial and program support to the City's Cluster-A social services programs.

#### 2018 Budget Summary

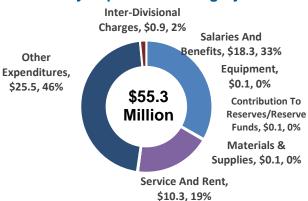
The total cost to deliver these services to Toronto residents is \$55.289 million gross and \$39.531 million net as shown below:

	2017	2018	Change			
(in \$000's)	Budget	Budget	\$	%		
Gross Expenditures	50,944.2	55,289.4	4,345.3	8.5%		
Revenues	18,744.8	15,758.4	(2,986.4)	(15.9%)		
Net Expenditures	32,199.3	39,531.0	7,331.7	22.8%		

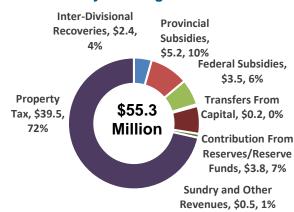
# 2018 Operating Budget By Service



#### **By Expenditure Category**



#### By Funding Source



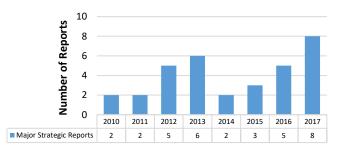
#### **Fast Facts**

- Delivered \$20 million in community investment grants for time-limited and on-going programs and services, which support community organizations, engage residents and provide location specific appropriate resources and infrastructure.
- Managed \$1.9 billion in revenue and subsidies from 3 federal and 4 provincial ministries for cost-shared programs and centralized divisional purchase order support to Cluster A programs.
- Connected 2,636 youth to the labour market through youth employment partnerships.
- Provided 160 Community Safety & Wellbeing workshops and prevention based initiatives for 7,280 residents and 4,221 service providers.
- Mobilized resources and support services to communities across the City of Toronto in response to 550 violent critical incidents that had a traumatic impact on Torontonians.
- Engaged 9,350 Toronto residents and stakeholders and led the development of key social strategies to advance equitable access and outcomes for seniors, trans and gender non-conforming youth, TCHC tenants, and Torontonians of African descent, and to strengthen the City's relationship with community-based not-for-profit sector.
- Completed 600 information requests in 2017 all within Customer Satisfaction Rating and Response Times performance indicators.

#### **Trends**

- SDFA provides reports to various standing committees, with the volumes increasing throughout the political term.
- SDFA continues to undertake an increasing number of requests to develop strategic Social Development Plans and Action Plans for communities across the city.
- The number of strategic reports has increased substantially in 2017 reflecting the attention to social issue resolution at the City of Toronto.

#### SDFA Major Strategic Reports 2010-2017



#### **Our Key Issues & Priority Actions**

- Meeting community needs resident expectations about the level of investment and pace of change on poverty reduction efforts. SDFA will continue to:
  - ✓ Develop Poverty Reduction Strategy Term Action Plan (2019-2022) based on the evaluation of PRS Action Plan 1 outcomes.
  - ✓ Implement recommendations of FOCUS Toronto Youth Violence Prevention in 4 Focus areas.
- Addressing the complex needs of vulnerable Torontonians that cross multiple service systems and jurisdictions continues to be a challenge.
  - Continue to focus on the development of new approaches, models and relationships to deliver quality service that makes Toronto a more equitable and prosperous City.
  - ✓ Lead the implementation plan for Tenants First A Way Forward for Toronto Community Housing and Social Housing in Toronto.
- Strengthening crisis response due to increased levels of gun violence in the City of Toronto.
  - ✓ The 2018 Budget includes funding of \$0.243 million for Youth Violence Prevention initiatives.

#### Key Service Deliverables for 2018

- Social Development, Finance & Administration provides leadership to develop and implement a socially inclusive, community safety agenda for the City, foster safe and strong neighbourhoods and communities, promote community engagement and advance life skill opportunities for youth.
- The 2018 Operating Budget will enable the Program to:
- Deliver a Transgender Youth Service Plan with a focus on equitable access and service delivery.
- Implement the new Community Space Tenancy Policy and launch a web portal identifying City spaces available for lease at below market rent.
- Work with sponsors, donors and City Divisions to ensure the timely implementation of initiatives such as Recipe for Community, Newcomer Day, Green Market Acceleration Program and Moss Park redevelopment.
- Further develop the collaborative relationships with colleges and universities to enhance city-building initiatives.
- Deliver a Disaggregated Data Strategy framework for the City of Toronto to support assessment of equity of service access.
- Implement the new online granting system that makes it easier for applicants and grantees to access and report on funding.
- Deliver Phase 1 of the Transit Fare Equity Program that provides a subsidy to reduce the cost public transit for low-income residents receiving the Ontario Disability Support Program (ODSP) and Ontario Works (OW).

#### 2018 Operating Budget and Plan by Service

	20	017	2018 Operating Budget						Incrementa	al Change	
		Projected		New/	Total	2018 1	vs. 2017	20	19	20	20
(In \$000s)	Budget	Actual	Base	Enhanced	Budget	Budget	Change	PI	an	Pla	an
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Community & Neighbourho	od Develo	pment									
Gross Expenditures	19,114.9		15,370.1	385.1	15,755.2	(3,359.6)	(17.6%)	(1,212.4)	(7.7%)	(5,830.5)	(40.1%)
Revenue	14,291.3		9,887.9	0.0	9,887.9	(4,403.3)	(30.8%)	(1,936.4)	(19.6%)	(5,921.0)	(74.5%)
Net Expenditures	4,823.6	0.0	5,482.2	385.1	5,867.3	1,043.7	21.6%	724.0	12.3%	90.5	1.4%
Community Partnership Inv	estment P	rogram									
Gross Expenditures	19,582.7		19,891.8	600.0	20,491.8	909.1	4.6%	(150.0)	(0.7%)	0.0	
Revenue	100.0		0.0	150.0	150.0	50.0	50.0%	(150.0)	(100.0%)	0.0	
Net Expenditures	19,482.7	0.0	19,891.8	450.0	20,341.8	859.1	4.4%	0.0		0.0	
Financial Management & P	rogram Su	ıpport									
Gross Expenditures	5,921.7		6,040.9	0.0	6,040.9	119.1	2.0%	138.5	2.3%	105.1	1.7%
Revenue	1,984.4		1,964.9	0.0	1,964.9	(19.5)	(1.0%)	4.8	0.2%	9.7	0.5%
Net Expenditures	3,937.4	0.0	4,076.0	0.0	4,076.0	138.6	3.5%	133.7	3.3%	95.4	2.3%
Social Policy & Planning											
Gross Expenditures	4,040.8		4,512.2	6,205.4	10,717.7	6,676.9	165.2%	7,026.0	65.6%	23,097.6	130.2%
Revenue	1,865.1		2,995.7	255.0	3,250.7	1,385.6	74.3%	(1,617.7)	(49.8%)	604.5	37.0%
Net Expenditures	2,175.7	0.0	1,516.5	5,950.4	7,467.0	5,291.3	243.2%	8,643.7	115.8%	22,493.1	139.6%
Toronto Office of Partnersh	ips										
Gross Expenditures	811.7		813.4	0.0	813.4	1.7	0.2%	20.0	2.5%	22.0	2.6%
Revenue	117.9		117.9	0.0	117.9	0.0		0.0		0.0	
Net Expenditures	693.8	0.0	695.5	0.0	695.5	1.7	0.2%	20.0	2.9%	22.0	3.1%
Corporate Leadership (DCN	1)										
Gross Expenditures	1,472.4		1,470.4	0.0	1,470.4	(2.0)	(0.1%)	35.7	2.4%	40.4	2.7%
Revenue	386.2		386.9	0.0	386.9	0.7	0.2%	3.9	1.0%	7.9	2.0%
Net Expenditures	1,086.2	0.0	1,083.5	0.0	1,083.5	(2.7)	(0.2%)	31.8	2.9%	32.5	2.9%
Total											
Gross Expenditures	50,944.2	0.0	48,098.9	7,190.6	55,289.4	4,345.3	8.5%	5,857.8	10.6%	17,434.7	28.5%
Revenue	18,744.8	0.0	15,353.4	405.0	15,758.4	(2,986.5)	(15.9%)	(3,695.4)	(23.5%)	(5,298.9)	(43.9%)
Total Net Expenditures	32,199.3	0.0	32,745.5	6,785.6	39,531.1	7,331.8	22.8%	9,553.2	24.2%	22,733.5	46.3%
Approved Positions	148.0		148.0	11.0	159.0	11.0	7.4%	(1.0)	(0.6%)	(0.0)	(0.0%)

- The Social Development, Finance and Administration's (SDFA) 2018 Operating Budget is \$55.289 million gross and \$39.531 million net. The Program is above the 2017 net by \$7.332 million or 22.8%, driven by base budget pressures of \$0.728 million, includes service and revenue changes of \$0.181 million and new/ enhanced priorities of \$6.786 million.
- Base pressures are attributable to an inflationary increase from the Community Partnership Investment Program (CPIP) Grant, the reversal of one-time funding from the Tax Stabilization Reserve Fund that funded 1 position in the Toronto Newcomer Office, known increases in salaries and benefits and a reduction in Federal funding for the Toronto Newcomer Office.
- To help mitigate the above pressures, the Program was able to identify base expenditure reductions of \$0.105 million by aligning the budget with actual expenditures, together with a bridging strategy to increase revenue by \$0.076 million.
- The 2018 Operating Budget includes 11 new positions, including 5 positions to deliver the Action Plan to confront anti-black Racism; 3 positions to deliver the Toronto Strong Neighbourhoods Strategy, and includes 3 new positions to assist in the delivery of the Poverty Reduction Strategy, enhance the Social Procurement programming, and help co-ordinate the delivery of health and safety services in the downtown-east corridor.
- The 2019 and 2020 Plan increases are primarily attributable to known COLA, progression pay and step increases; the impact of implementing the new service priorities, with anticipated impacts of introducing Phase 2 and 3 of the Transit Fare Equity Program.

#### **Program Map**

#### Social Development, Finance and Administration

The Program provides leadership on the City's social inclusion and community safety agenda of building safe, strong neighbourhoods and  $communities. \ Through internal, inter-governmental \ and \ community \ partnerships, the \ Program \ leads \ integrated \ service \ planning \ and \ delivery,$ and responds to other community social needs through social policy research and analysis, to improve individual and neighbourhood outcomes. The Division provides financial and program support and oversight, to operating programs to ensure Cluster A objectives are met.

#### Community Community & Social Policy **Financial** Toronto Corporate Partnership Neighbourhood Management & Office of Leadership Investment Program Development Research Program Support **Partnerships** (DCM) (CPIP) Purpose: Purpose: Purpose: Purpose: Purpose: Purpose: Provide grants Provide project To guide the Effective and efficient Provide strategic To seek strategic management that are corporation policy facilitates management of the partners for support for a wide partnerships or in the Cluster A program's initiatives that horizontal range of investments that strategic operations by providing collaboration/ help support City community, help the City of sound leadership, support direction for programs and coordination of corporate and/or Toronto achieve growth and the City's social to the DCM, City services designed Council initiatives its social. program/ inclusion Manager, Council and to improve the economic & to increase civic service divisions, through cluster quality of life for framework, engagementin cultural goals for delivery. Council priorities oversight, management the City's community service its residents, by support and reviews, and the new residents by related areas. supporting the consultation and analysis, supporting administrative work of financial reporting and services that priorities. Community organizations expenditure control, ensure prosperity, Development that are closer to revenue and subsidy liveability, and the communities management, financial opportunity for all they serve. Social Policy Youth and administrative residents in the Development services. City. Investment Tower & Research & Funding Financial Corporate Neighbourhood Information Management & Partnership Revitalization Management Initiatives Reporting Partnership Community Financial Funding Partnership Safety Planning & Development Coordination Community Revenue Legend: Funding Revenue & Cash Generation & Delivery Management Management Program Activity Service Program Support

#### Service Customers

#### Community & Neighbourhood Development

- · City Divisions/Agencies
- · Community Service Providers/ Groups
- · Members of Council
- · Neighbourhoods
- Families Residents
- Youth Employers
- · Other orders of Government/ **Funding Sources**

#### Social Policy & Research

- · Mayor/Council
- · Deputy City Manager
- · City Manager
- Cluster A Divisions
- ABCs
- · Communities/ public

#### Financial Management & Program Support

- · City Manager
- · Deputy City Manager
- Corporation
- · Cluster A Programs & Divisions;
- Taxpayer/Public

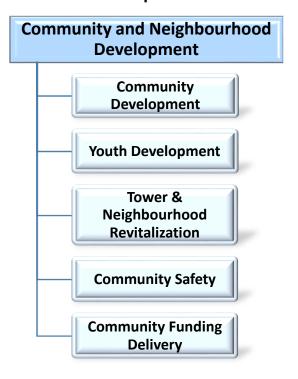
#### Toronto Office of **Partnerships**

- · Other orders of government
- Non Government Organizations
- Charitable Organizations Philanthropists
- Communities
- Priority Neighbourhoods

#### Corporate Leadership

- · Affordable Housing Office · Toronto Office of Partnerships • Toronto Employment & Social Services . Children's Services . Long-Term Care
- Homes & Services . Court Services .
- Parks, Forestry, & Recreation · Economic Development & Culture
- · Shelter, Support & Housing
- Administration Toronto Paramedic Services . Social Development, Finance,
- & Administration Public Health

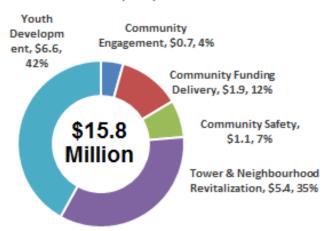
#### Community and Neighbourhood Development Service



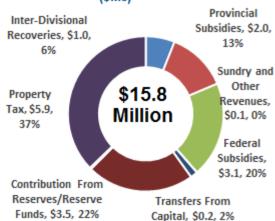
#### What We Do

- Provide Community Engagement
- Support Youth Development
- Enable Tower and Neighbourhood Revitalization
- Support Community Safety
- Provide Community Funding Delivery
- Coordinate Supports to Reduce Vulnerability

# 2018 Service Budget by Activity (\$Ms)



## 2018 Service by Funding Source (\$Ms)



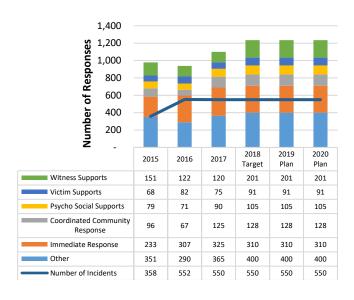
# 2018 Service Levels Community and Neighbourhood Development

Activity	Туре	Status	2015	2016	2017	2018
	Community Engagement	Approved	Revised	in 2017.	Support 5 Resident Engagement Advisories; 14 Local Planning Tables; engage 10,900 residents, and 2,400 other stakeholders.	Support 5 Resident Engagement Advisories; 15 Local Planning Tables; engage 15,000 residents, and 2,400 other stakeholders.
Community Development	velopment Local Planning Service Approved		Revised in 2017.		Develop 31 Neighbourhood Plans for Neighbourhood Improvement Areas and 4 Community Plans for Healthy Kids Challenge Communities.	Develop 2 Neighbourhood Plans and support implementation of 15 Neighbourhood Plans for 31 Neighbourhood Improvement Areas and 4 Community Plans for Healthy Kids Challenge Communities.
Youth	Youth Employment	Approved	Revised	in 2017.	Provide employment supports to 2,800 youth.	Provide employment supports to 6,000 youth.
Development	Youth Planning Service	Approved	Revised in 2017.		Deliver 12 youth focused initiatives and engage 2,300 youth.	Deliver 15 youth focused initiatives and engage 1,500 youth.
Tower	Neighbourhood Revitalization	Approved	Revised	in 2017.	Develop 4 Neighbourhood Service Plans for non-NIAs; facilitate 3 neighbourhood revitalization projects.	Deliver 7 neighbourhood revitalization initiatives; facilitate policy and structural change to enable neighbourhood revitalization actions.
Neighbourhood Revitalization	Tower Renewal	Approved	Revised	in 2017.	Customize supports at 5 sites to achieve improvements in environmental, social and economic development; complete 50 STEP assessments and action plans.	Customize supports at 5 sites to achieve improvements in environmental, social and economic development; complete 50 STEP assessments and action plans.
	Violent Incident Response	Approved			Respond to 400 violent incidents. Establish 5 local safety networks and protocols; support 15 existing local safety networks.	Respond to 550 violent incidents; support 20 existing local safety networks and customize all Crisis Response Protocols.
Community	Safety Promotion	Approved	Revised	in 2017.	Provide 79 events to enhance and promote community safety.	Provide 80 events to enhance and promote community safety; facilitate 20 Youth Violence Prevention Events.
Safety	Vulnerability Intervention	Approved	Revised	in 2017.	Lead 5 Situation Tables for vulnerable residents at elevated risk; engage 200 youth in pre-charge diversion.	Lead 5 Situation Tables to respond to situations of acutely elevated risk; develop 2 System level reports; pilot the Collaborative Hoarding Framework.
	Investment Funding	Approved	Revised	in 2017.	Manage \$3.2M in grants; fund 100 agencies and 100 projects.	Manage \$3M in grants; fund 250 agencies and 250 projects.
Community Funding Delivery	Partnership Funding	Approved			Manage \$16M in grants; fund 200 agencies and 487 programs.	Manage \$16M in grants; <i>fund 198 agencies</i> and 487 programs.
	Community Space Management	Approved	Revised	in 2017.	Manage 110 Community Space Tenancies; develop 3 community hubs; allocate \$2.4M to community infrastructure on City-owned properties.	Manage 100 Community Space Tenancies; develop 3 community hubs; allocate \$3.8M to community infrastructure on City-owned properties.

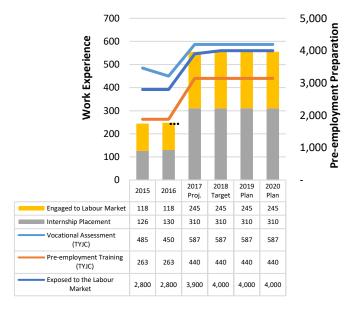
Overall, 2018 Service Levels have increased from the approved 2017 Service Levels for Community and Neighbourhood Development to reflect the increasing needs of the community. *Community Space Management* (included as a type under Tower & Neighbourhood Revitalization activity) has been moved to the Community Funding Delivery activity to better align the service levels with activities.

#### **Service Performance Measures**

#### **Crisis Response and Supports by Type**



- Each violent incident may receive more than one type of response depending on the need and request of the individuals and community.
- The program has seen an increase in the number of incidents where the community has requested an immediate response.
- Psycho Social Supports is also inclusive of cases being referred to FOCUS Rexdale and FOCUS North Scarborough situation tables.



- Youth most vulnerable to violence and multibarrier youth benefit greatly from high engagement.
- With the implementation of the Toronto Youth Partnerships and Employment Program, there will be a co-ordinated, increased number of youth exposed to the labor market, therefore directly impacting the overall number of youth engaged in the labor market. The staff team of the program has increased to enable SDFA to engage 1,000 more young people in 2017 and onwards.
- The drop in outcomes in 2019 and 2020 reflects the conclusion of federal funding that ends March in 2020. If the agreement is extended then the outcomes for 2019 and 2020 will be stable.
- **Community Engagement** 60,000 50,000 **Number of Residents** 40,000 30,000 20,000 10,000 0 2017 Proj. 2018 Target 2019 Plan 2020 Plan ■ Community Safety 11.501 11.500 11.500 11.500 ■ Community Funding 350 350 350 350 Youth Development - YEP/TYES 4,160 4,160 4,154 4,160 ■ Tower and Neighbourhood 4,409 4,410 4,410 4,410 Revitalization Social Policy 11.196 11.200 11.200 11.200 Community Development 24,265 24,300 24,300 24,300
- Community engagement in all divisional activities impacts decision making and policy development & implementation.
- The chart shows the number of residents participating in the SDFA's services that focus on vulnerable populations.

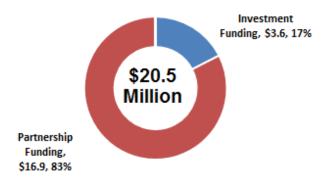
# Community Partnership Investment Program Service



#### What We Do

 Manage community grants, including processing applications, evaluation, selection, disbursement and monitoring

2018 Service Budget by Activity (\$Ms)



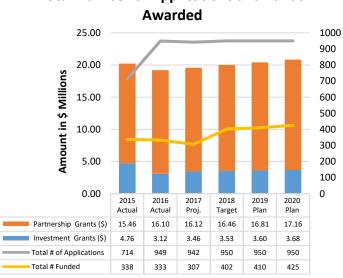
2018 Service by Funding Source (\$Ms)



#### **Service Performance Measures**

Quantity

#### Partnership and Investment Funding Grants - Total Number of Applications and Funds



- This chart illustrates the CPIP funding levels, the number of applications received for funding and the number of funding awards over the last three years.
- There continues to be a demand for grant funding. Requests for the Partnership and Investment funding programs continue to outstrip available funding.
- The increase in the number of organizations funded is due to more grassroots groups getting funding through the new Neighbourhood Grants and the Crisis Response grant programs.

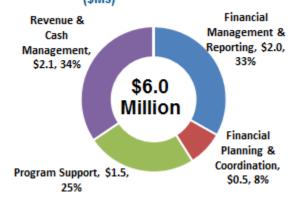
# Financial Management and Program Support Service

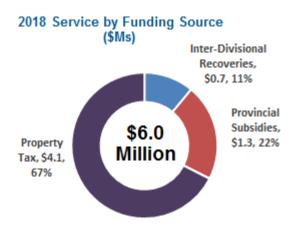
# Financial Management & Program Support Financial Management & Reporting Financial Planning & Coodination Revenue & Cash Management Program Support

#### What We Do

- Provide Financial Management and Reporting
- Provide Revenue & Cash Management
- Provide Financial Planning & Coordination
- Provide Program Support

# 2018 Service Budget by Activity (\$Ms)



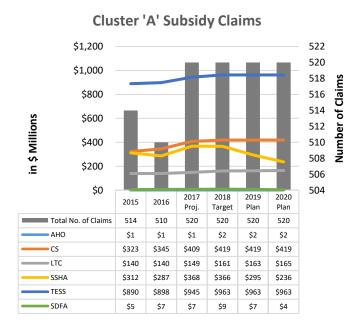


# 2018 Service Levels Financial Management and Program Support

Activity	Туре	Sub - Type	Status	2015	2016	2017	2018
		Centralized Divisional Purchase Orders for Cluster A divisions	Approved	Revised in	n 2017.	greater than \$3,000 up to \$50,000 is 4-10 days depending	Target turnaround time for DPOs less than \$3,000 is 3 days; greater than \$3,000 up to \$50,000 is 3-10 days depending on the complexity of the request.
Financial	Contract Management	Contract Management Reporting, Oversight & Compliance	Approved	Revised in	n 2017.	reported and coordinated for corrective action within one	Ensure that Cluster A Contracts are reviewed, analyzed, reported and coordinated for corrective action within 5 business days of receiving the reports 95% of the time.
Management & Reporting	Consolidated Cluster Financial Reporting	·	Approved	Revised in	n 2017.		Financial reports are reviewed, consolidated and issued by the deadlines 95% of the time.
	Financial Services	Cluster Financial Oversight, Consultation & Services	Approved	Revised in	n 2017.	Services provided as per requested deadlines in accordance with policies and guidelines 95% of the time.	Services provided as per requested deadlines in accordance with policies and guidelines 95% of the time.
	Findicial Services	Consolidated Petty Cash & TTC Ticket Management	Approved	Revised in 2017.			Petty Cash and TTC tickets are issued within 2 days 90% of the time and 100% of the time in emergency cases.
Financial	Budget Development		Approved	Revised in	n 2017.	corporate budget guidelines and meeting budget deadlines 95% of the time.	Budget developed and submitted in accordance with the corporate budget guidelines and meeting budget deadlines 95% of the time.
Coordination	Cluster-A Budget Coordination & Oversight		Approved	Revised in	n 2017.	DCM, division heads, Financial Planning, committees and	Provide budget coordination and oversight support to the DCM, division heads, <i>Cluster-A Excellence Team</i> , Financial Planning, committees and Council, as requested 100% of the time.
	Subsidy & Receivable Management		Approved	Revised in	n 2017.		Subsidy claims prepared and submitted to federal and provincial ministries with 100% accuracy, 95% of the time.
	Audited Financial Statements & Financial Reports		Approved	Revised in	n 2017.	reports to ministries for cost shared programs by the ministries' deadlines, 100% of the time.	Submission of audited financial statements and financial reports to ministries for cost shared programs by the ministries' deadlines, 100% of the time.
Revenue & Cash Management	Corporate Reporting		Approved	Revised in	n 2017.	and consolidation in accordance with reporting requirements	Finalize subsidies and receivables for corporate reporting and consolidation in accordance with reporting requirements and deadlines, 100% of the time.
	Ontario Works Benefit Payment Management		Approved	Revised in	n 2017.	with 100% accuracy and meeting deadlines 95% of the	Ontario Works benefit payments validated and processed with 100% accuracy and <i>meeting deadlines</i> 100% of the time.
	Bank Reconciliation for PFR, TPS, TESS,		Approved	Revised in	n 2017.		Bank Reconciliations performed with 100% accuracy and 100% of the time.
	Strategic Cluster Relationship, Advice		Approved	Revised in	n 2017.	Regular and ongoing support provided 100% of the time.	Regular and ongoing support provided to the DCM and Cluster A Divisions100% of the time.
Program Support	Relationship Management		Approved	Revised in	n 2017.	are outside of the Relationship framework.	90% of issues are managed and resolved; 10% of issues are outside of the Relationship framework.
	Program and Operational Reviews		Approved	Revised in	n 2017.		Projects are completed on time and within budget as established in an approved project plan/charter.

Overall, 2018 Service Levels are consistent with the approved 2017 Service Levels for Financial Management and Program Support, while targets have been adjusted to reflect greater efficiency within SDFA.

#### Service Performance Measure



- The target turnaround time for subsidy claims prepared and submitted to federal and provincial ministries is with 100% accuracy, 98% of the time.
- SDFA manages approximately \$1.9 billion in revenue and subsidies for three federal and four provincial ministries through 6 costshared programs – Affordable Housing Office, Children's Services, Long-Term Care Homes and Services, Shelter Support and Housing Administration, Social Development, Finance and Administration and Toronto Employment and Social Services.
- The City of Toronto is accountable to manage, monitor and report on the subsidies received from the Federal Departments and Provincial Ministries for these cost-shared programs.

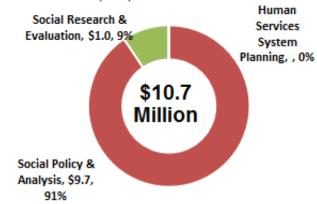
#### **Social Policy and Planning Service**

# Social Policy and Research Social Policy Research and Informantion Management

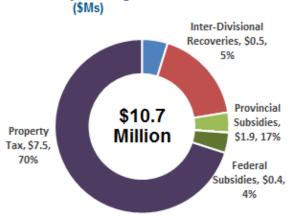
#### What We Do

- Provide Social Policy & Analysis
- Provide Social Research & Evaluation

# 2018 Service Budget by Activity (\$Ms)



#### 2018 Service by Funding Source



Contribution From Reserves, 0%

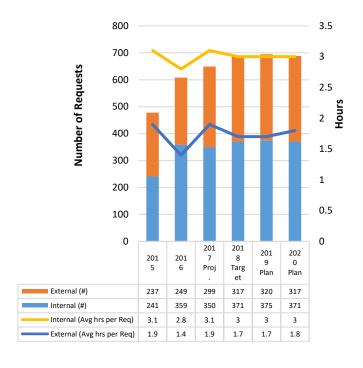
# 2018 Service Levels Social Policy and Planning

Activity	Туре	Status	2015	2016	2017	2018
					Develop 8 new strategic social policies that	Develop 2 new strategic social policies that
	Place-Based	Approved	Revised in 2017.		advance Council's social and economic equity	advance Council's social and economic
					goals.	equity goals.
Social Policy	Population-Based	Approved	Povisod	in 2017	Coordinate and monitor implementation of 10	Coordinate and monitor implementation of
	i opulation-based Ap		Revised in 2017.		interdivisional social policies.	15 interdivisional social policies.
	System-Based	Approved	Revised in 2017.		Consult 5,000 stakeholders in policy	Consult 1,500 stakeholders in policy
	System-baseu	Apploved			development and monitoring.	development and monitoring.
					Respond to an average of 350 research	Respond to an average of 600 research
Social	Social Research	Approved	Revised	in 2017	information requests; add 50 new social	information requests; add 100+ new social
Research &	Reporting	Apploved	Reviseu	111 2017.	research datasets to Wellbeing Toronto as part	research datasets to Wellbeing Toronto as
Information					of Open Data.	part of Open Data.
Management	Data Management &				Manage 6 data collection and analysis	Manage 16 data collection and analysis
wanagement	Analytics	Approved			systems; coordinate & facilitate City access to	systems; coordinate & facilitate City access to
					data through 2 multi-city data networks	data through 2 multi-city data networks

Overall, 2018 Service Levels are consistent with the approved 2017 Service Levels for Social Policy and Planning, while targets have been adjusted to reflect an increased focus on data and analysis.

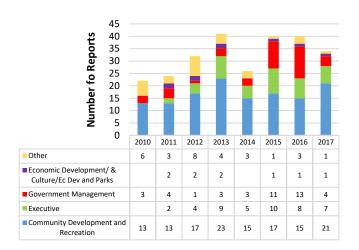
#### **Service Performance Measures**

#### **Social Research Information Requests**



- The number of requests as of November 2017 is 557, compared to 544 at this time last year.
- It is projected that the number of requests in 2017 may increase due to the addition of all of the information requests from Social Planning Toronto starting Q1 2017 as a result of re-structuring the unit.
- The number of requests in 2018 may also increase due to new Census information posted to the City's Website.
- Total average time to complete requests year to date is 2.7 hours. It should be noted that complex requests require more time on average. In 2017 year to date, complex requests account for 27% of total staff time spent on completing all requests, compared to 23% for the same period last year.

#### SDFA Reports by Committee 2010 - 2017

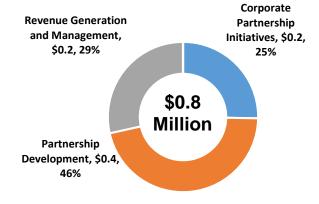


- The largest number of SDFA reports go consistently each year to the Community Development and Recreation Committee, formerly the Community Services Committee.
- Other committees which SDFA periodically contributes to include: Budget/Special Budget; Board of Health; Council (directly); Parks & Environment; Planning & Growth; Public Works & Infrastructure; and TEYCC.

#### **Toronto Office of Partnerships Service**



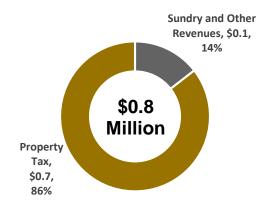
# 2018 Service Budget by Activity (\$Ms)



#### What We Do

- Develop Corporate Partnership Initiatives
- Manage Partnership Develop
- Manage Revenue Generation Initiatives

# 2018 Service by Funding Source (\$Ms)



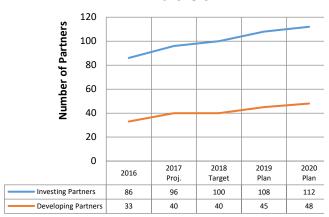
#### 2018 Service Levels Toronto Office of Partnerships

Activity	Туре	Sub - Type	Status	2015	2016	2017	2018
	Corporate Partnerships		Approved	90% of requested policies/procedures are completed within the time frame provide by Council.	90% of requested policies/procedures are completed within the time frame provide by Council.	200 Corporate partners.	200 Corporate partners.
Corporate Partnership Initiatives	Partnership & Revenue Generation Policies and Procedures		Approved	Revised	in 2017.	100% compliance to Corporate policies and procedures on Revenue Generation.	100% compliance to Corporate policies and procedures on Revenue Generation.
	External and Internal Consulting		Approved	internal Consulting 350; Consulting Hours (Internal Consulting Hours (Internal Consulting Hours (Internal Consulting Hours)		Instances of external and internal Consulting 350; Consulting Hours (Internal and External) 262.	Instances of external and internal Consulting 350; Consulting Hours (Internal and External) 262.
	Staff Partnership Training		Approved	465 staff trained.	465 staff trained.	464 staff trained.	383 staff trained.
	Development and Management of Agreements		Approved	Revised	in 2017.	100% compliance to Corporate policies and procedures.	100% compliance to Corporate policies and procedures.
	Consultation on Partnership Development		Approved	Revised	in 2017.	100% response to all consultation requests and referrals to appropriate party.	100% response to all consultation requests and referrals to appropriate party.
Partnership	Relationship Development	New Partners	Approved	Revised	in 2017.	20 New Partners.	40 New Partners.
Development	B :	Go-Forward Partnerships	Approved	Number of instances projects are going forward: 50.	Number of instances projects are going forward: 50.	Number of instances projects are going forward: 70.	Number of instances projects are going forward: 70.
	Project Management for Projects going forward	Project Management Hours	Approved	Internal for partnership Internal for partnership		3,500 hours of External and Internal partnership projects managed going forward.	3,500 hours of External and Internal partnership projects managed going forward.
	Advice and Consultation on Unsolicited Proposal Policy Process		Approved	Revised	in 2017.	100% compliance to Corporate policies and procedures.	100% compliance to Corporate policies and procedures.
	Review Unsolicited Proposal Submissions		Approved	Review and respond to 95% of received proposals within 2 business days.	Review and respond to 95% of received proposals within 2 business days.	Review and respond to 95% of received proposals within 2 business days.	Review and respond to 95% of received proposals within 2 business days.
	Revenue Generating Partnerships (Sponsorships, Donations, Joint		Approved	Activity maintained but reduced as of 2012 due to staffing reductions.	Activity maintained but reduced as of 2012 due to staffing reductions.	100% compliance to Corporate policies and procedures.	100% compliance to Corporate policies and procedures.
	Emergency Donation Management		Approved	Coordinated with Corporate Accounting.	Coordinated with Corporate Accounting.	100% compliance to Corporate policies and procedures.	100% compliance to Corporate policies and procedures.
Revenue Generation & Management	City initiatives financially supported by external partners		Approved	# of initiatives financially supported by external partners TBD - This data is collected from Divisions in 2016.	# of initiatives financially supported by external partners TBD - This data is collected from Divisions in 2016.	# of initiatives financially supported by external partners TBD - This data is collected from Divisions in 2016 (target is 220).	# of initiatives financially supported by external partners TBD - This data is collected from Divisions in 2016 (target is 220).
	Unsolicited Proposals		Approved	Submitted Unsolicited Proposals Processed: 20	Submitted Unsolicited Proposals Processed: 20	Submitted Unsolicited Proposals Processed: 18	Submitted Unsolicited Proposals Processed: 30
			Approved		in 2017.	100% assessment of all Unsolicited Proposals.	100% assessment of all Unsolicited Proposals.
	Partnership Revenue Generated		Approved	Partnership revenue generated: \$814,000.	Partnership revenue generated: \$814,000.	Partnership revenue generated: \$9.85M.	Partnership revenue generated: \$850,000.
	United Way Campaign		Approved	Total amount of funds generated by the City of Toronto U.W. Campaign: \$1.2M.	Total amount of funds generated by the City of Toronto U.W. Campaign: \$1.2M.	Total amount of funds generated by the City of Toronto U.W. Campaign: \$1.37M.	Total amount of funds generated by the City of Toronto U.W. Campaign: \$1.4M.

Overall, 2018 Service Levels are consistent with the approved 2017 Service Levels for the Toronto Office of Partnerships, while targets have been adjusted to reflect updated expectations.

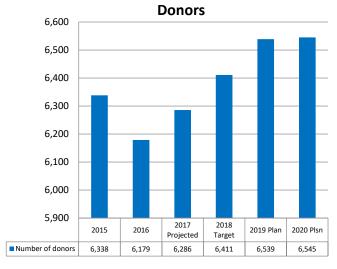
#### **Service Performance Measures**

# Toronto Office of Partnerships - New Partners



- In 2017, TOP cultivated 86 third-party partnerships which supported a number of City initiatives including the United Way, the Bentway, assistance for Syrian Refugees and investments in TCHC assets. In addition, TOP continued to develop new relationships with private and non-profit groups. External outreach resulted in 33 new partnership prospects in 2016.
- For 2017 and future years, the number of actual partners (investing partners) is expected to stabilize while the number of partnership prospects (developing partners) is expected to grow as a result of increased outreach.

#### **United Way Office - Number of Staff**

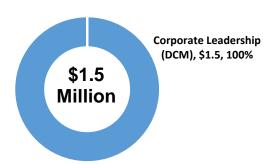


- The United Way Office, which administers the City's United Way campaign, is a key component of TOP.
- Total donors declined in 2016 while total donation amounts increased significantly. Retirements are likely contributing to the reduction in the number of donors.
- The projected increase in 2017 is a result of working with CUPE 416 to target workers at City yards and working with Toronto Professional Firefighters Association to focus on firefighters at various fire halls.

#### Corporate Leadership (DCM) Service

# Corporate Leadership

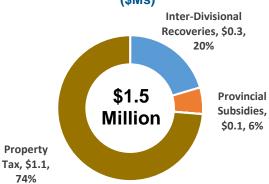
## 2018 Service Budget by Activity (\$Ms)



#### What We Do

- To guide the corporation in the strategic direction for growth and program/service delivery.
- Promote collaboration and innovation inside Cluster A and across the organization.
- Assist the City Manager in corporate governance and oversight activities.
- Achieve Council's priorities.

## 2018 Service by Funding Source (\$Ms)





# **Toronto Employment and Social Services**

#### **2018 OPERATING BUDGET OVERVIEW**

Toronto Employment and Social Services (TESS) manages the third largest social assistance delivery system in Canada. Under the authority of the Ontario Works (OW) Act and Regulations, TESS provides employment services, financial assistance and social supports to Toronto residents to strengthen their social and economic well-being in their communities.

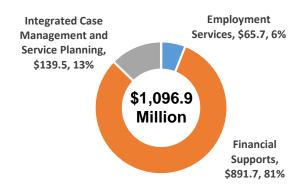
#### 2018 Operating Budget Highlights

The total cost to deliver these services to Toronto residents is \$1,096.898 million gross and \$90.517 million net as shown below:

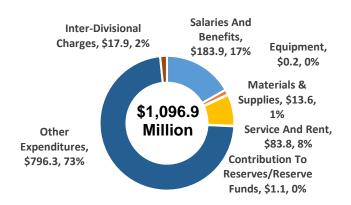
	2017	2018 -	Change		
(in \$000's)	Budget	Budget	\$	%	
Gross Expenditures	1,083,491.5	1,096,897.5	13,406.0	1.2%	
Revenues	972,955.1	1,006,381.0	33,425.9	3.4%	
Net Expenditures	110,536.3	90,516.5	(20,019.9)	(18.1%)	

#### **2018 Operating Budget**

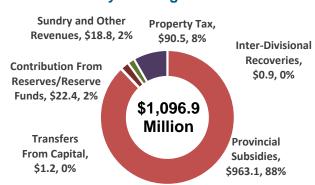
#### **By Service**



#### **By Expenditure Category**



#### **By Funding Source**



#### **Fast Facts**

- Third largest social assistance delivery system in Canada, providing benefits and services through a network of 19 offices across the City.
- Contracts with 58 community agencies and organizations across the City to deliver a broad range of employment programs.
- Implementation lead for the City's Workforce
  Development Strategy, which aims to assist employers
  to address their workforce challenges and actively
  support job seekers to compete in the labour market.
- Supports Social Development, Finance & Administration in implementing key recommendations from the City's Poverty Reduction Strategy.
- Co-locating with Toronto Children's Services (TCS) and Ontario Disability Support Program (ODSP) at multiple sites in order to improve and streamline services to mutual clients.
- Supported 28,200 clients to either exit Ontario Works (OW) for employment or start a job placement.
- Assessed 49,200 applications for OW.
- Developed/updated 200,000 individual service plans.

#### **Trends**

- The projected average caseload for 2017 is expected to remain on budget at 84,000.
- On average, the percentage of people on assistance for more than 2 years is projected to be 49.0% in 2017 versus 50.3% in 2016.
- Increasingly people remaining on OW are more distant from the labour market, remain on social assistance longer and require more intensive supports to transition to employment. The target is to continue to reduce the percentage of people on assistance for more than 2 years as shown below.

#### % of Caseload on Assistance More Than 2 Years



#### **Our Key Issues & Priority Actions**

- OW recipients are increasingly more distant from the labour market, remain on social assistance longer and require more intensive supports to transition to employment.
  - ✓ Increase the profile and success of the City's Workforce Development initiatives.
- Provincial funding caps with no annual inflation adjustments puts pressure on the City as expenditures above the funding envelope are 100% funded by the City.
  - ✓ Provincial program delivery funding for the OW business cycle that commenced April 1<sup>st</sup> 2017 dropped by \$16.093 million due to a decline in caseload over the previous two years. The 2017 budget included a reduction in funding of \$12.002 million, with the remaining \$4.091 million included in the 2018 Operating Budget.
  - ✓ The reduction has been mitigated through a combination of new efficiency savings (\$4.201 million) on top of efficiencies introduced in the 2017 budget (\$2.992 million) and reserve draws.
  - To ensure evolving client needs are addressed, several modernization and transformation initiatives are underway.

#### Key Service Deliverables for 2018

The 2018 Operating Budget will enable TESS to continue to:

- Manage an average caseload of 84,000 and assist 28,000 unemployed City residents find and/or sustain employment.
- Continue to modernize the delivery of Ontario Works in Toronto to improve effectiveness and efficiency, for example:
  - ✓ Implementation of the first phase of the new Service Delivery Model
  - Implementation of Two-Way Secure E-mail which will add secure e-mail as a new communication channel with clients
- Pilot and implement a common service planning model in order to improve client experience and outcomes.
- Increase the profile and success of the City's Workforce Development Initiatives:
  - Through the Partnership to Advance Youth Employment (PAYE) program to increase the number of employers offering employment opportunities to youth.
  - ✓ Increase work-based learning opportunities for Toronto youth (18-29) through the implementation of the City's Youth Employment Action Plan.
- Enhancing customer service and operational efficiencies through cluster-wide integration by implementing the Human Services Integration (HSI) project.

#### 2018 Operating Budget and Plan by Service

	2017		2018 Operating Budget				lı lı	ncremen	tal Change	)	
		Projected		New/	Total	2018 vs. 201	7 Budget	20	19	202	20
(In \$000s)	Budget	Actual	Base	Enhanced	Budget	Chan	ige	Plan		Plan	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
<b>Employment Services</b>											
Gross Expenditures	71,026.8	67,633.5	65,683.6		65,683.6	(5,343.2)	(7.5%)	(774.9)	(1.2%)	310.4	0.5%
Revenue	52,309.6	49,046.4	48,951.5		48,951.6	(3,358.0)	(6.4%)	(1,432.2)	(2.9%)	(71.4)	(0.2%)
Net Expenditures	18,717.2	18,587.1	16,732.2		16,732.1	(1,985.1)	(10.6%)	657.3	3.9%	381.8	2.2%
Integrated Case Management and Service Planning											
Gross Expenditures	131,775.1	131,519.4	139,518.1		139,518.1	7,743.0	5.9%	(3,505.6)	(2.5%)	709.6	0.5%
Revenue	77,841.4	77,361.6	80,302.1		80,302.1	2,460.7	3.2%	(5,704.0)	(7.1%)	(547.9)	(0.7%)
Net Expenditures	53,933.7	54,157.8	59,216.1		59,216.0	5,282.3	9.8%	2,198.4	3.7%	1,257.4	2.0%
Financial Supports											
Gross Expenditures	880,689.6	890,319.5	891,274.2	421.4	891,695.7	11,006.1	1.2%	(304.9)	(0.0%)	(2,160.1)	(0.2%)
Revenue	842,804.1	852,528.2	876,706.0	421.4	877,127.4	34,323.3	4.1%	(1,115.7)	(0.1%)	(2,459.7)	(0.3%)
Net Expenditures	37,885.4	37,791.4	14,568.2	0.0	14,568.3	(23,317.2)	(61.5%)	810.8	5.6%	299.6	1.9%
Total											
Gross Expenditures	1,083,491.5	1,089,472.5	1,096,476.0	421.4	1,096,897.5	13,406.0	1.2%	(4,585.4)	(0.4%)	(1,140.1)	(0.1%)
Revenue	972,955.1	978,936.2	1,005,959.6	421.4	1,006,381.0	33,425.9	3.4%	(8,251.9)	(0.8%)	(3,078.9)	(0.3%)
Total Net Expenditures	110,536.3	110,536.3	90,516.5	0.0	90,516.5	(20,019.9)	(18.1%)	3,666.5	4.1%	1,938.8	2.1%
Approved Positions	2,011.0	1,999.0	1,979.0	6.0	1,985.0	(26.0)	(1.3%)	(97.0)	(4.9%)		

The Toronto Employment and Social Services (TESS)'s 2018 Operating Budget is \$1,096.898 million gross and \$90.517 million net, representing a 18.1% decrease to the 2017 Approved Net Operating Budget and exceeds the reduction target of 0.0% as set out in the 2018 Operating Budget Directions approved by Council.

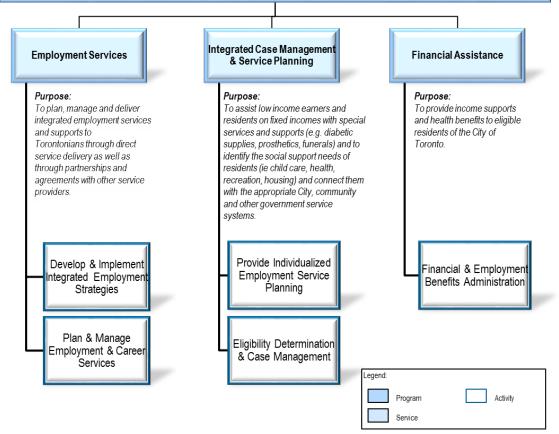
- Base pressures are mainly attributable to inflationary increases for staff salaries and benefits common across all services, expenditure pressure as a result of reduced draw from the Ontario Works (OW) Reserve, and a decrease in provincial Program Delivery funding due to lower caseload.
- These pressures were more than offset by the final year of provincial upload savings for Ontario Works (OW) benefits of \$21.774 million, as well as budget reductions through a line-by-line review of base expenditures, expanded supervisor span of control, and the Two Way Secure Email project. The 2018 Operating Budget also includes an additional contribution of \$2.700 million from the Ontario Works (OW) Reserve as a one-time bridging strategy to further offset program pressures.
- New funding for the implementation of *Transit Fare Equity Program Phase 1* is included in the 2018 Operating Budget. This program will be fully funded by the Social Development, Financial and Administration (SDFA) division, with \$0 net financial impact on TESS.
- Approval of the 2018 Operating Budget resulted a staff complement reduction of 26 positions from 2,011 to 1,985, which consist of a reduction of 43 positions for core operations, an additional 11 positions for the implementation of the *Human Services Integration* capital project and 6 additional positions for the *Transit Fare Equity Program*.
- 2018 is the second year of a three year plan to reduce positions in light of caseload changes and service modernization through a number transformational initiatives. The 2018 budget submission includes a further 42 position reduction on top of the 108 positions in the 2017 budget. The 2019 plan calls for a further 97 position reduction for a three year total of 247 positions or an 11.7% reduction from the Program's 2016 staff complement. All position reductions will be achieved through attrition with no impact on service levels.

#### **Program Map**

#### **Toronto Employment and Social Services**

Our vision is to strengthen the social and economic well-being of Torontonians in their communities. Our mission is to provide employment services, financial benefits and social supports that make our vision a reality. Our work is to:

- Develop and provide integrated employment services, supports and opportunities.
- Deliver financial benefits.
- Advocate for policies, programs and services that better support Torontonians in their communities.
- Invest in skilled staff at all levels to respond to a dynamic environment.



#### Service Customer

#### **Employment Services**

- · Low Income Toronto Residents
- Unemployed & Under-employed Toronto Residents
- Ontario Works Program Recipients & Adult Dependants
- Ontario Disability Support Program Recipients & Adult Dependents
- Employers

#### Indirect (Beneficial)

- Community Agencies & Network
- Service Canada
- City Divisions & Agencies
- Provincial Ministries

#### Integrated Case Management & Service Planning

- Low Income Toronto Residents
- Ontario Works Program Recipients & Dependents
- Ontario Disability Support Program Recipients & Dependants

#### Indirect (Beneficial)

- Community Agencies
- Service Canada
- City Divisions & Agencies
- Ministry of Community & Social
  Services

#### Financial Assistance

- Low Income Toronto Residents
   Ontario Works Program Recipients &
- Ontario Disability Support Program Recipients & Dependants

#### Indirect (Beneficial)

- Community Agencies
- Service Canada
- City Divisions & Agencies
- Ministry of Community & Social Services

The following section provides the service-based budget by activity and their associated service levels and performance measures.

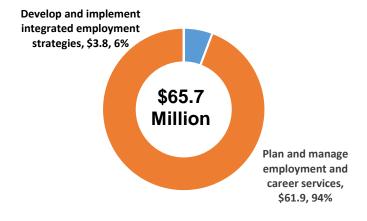
#### **Employment Services**

# Develop & Implement Integrated Employment Strategies Plan & Manage Employment & Career Services

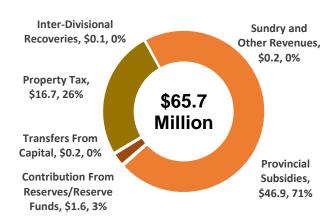
#### What We Do

- Plan, manage and deliver employment services.
- Provide employment services to City residents and employers in partnerships with community agencies.
- Work with other governments to create an integrated employment service system for the City.

## 2018 Service Budget by Activity (\$Ms)



### 2018 Service by Funding Source (\$Ms)



#### 2018 Service Levels Employment Services

Activity	Service Description	Status	2015	2016	2017	2018	
Develop and Implement Integrated Employment	# of workforce development projects and initiatives that connect	Approved	23	23	23	23	
	employers and job seekers	Actual	23	23	23		
	# of employers with job	Approved	400	400	400	Discontinued	
	opportunities	Actual		Discontinucu			
Plan and Manage Employment and Career Services	# of OW recipients participating in a structured employment related activity	Approved	47,500	47,500	47,500		
		Actual		Discontinued			
	# of employment centre service	Approved	260,000	265,000	235,000	235,000	
	visits	Actual	215,257	230,798	278,000		
	% of OW clients who left for	Approved	11.0%	11.0%	11.0%	11.0%	
	employment and accessed extended employment health benefits	Actual	11.6%	10.7%	12.0%		
	# of PAYE Employers Offering	Approved	120	120	120	140	
	Jobs to Youth	Actual	147	187	210		

As part of annual review of Services Levels, TESS has adjusted its service level measure for the "# of PAYE Employers Offering Jobs to Youth" from 120 to 140, in line with the TESS' effort in increasing the profile and success of the Partnership to Advance Youth Employment (PAYE) program.

In addition, due to technical issues with the Provincial Social Assistance Management System (SAMS), the service level measures for "# of employers with job opportunities" and "# of OW recipients participating in a structured employment related activity" are not available and therefore are discontinued going forward.

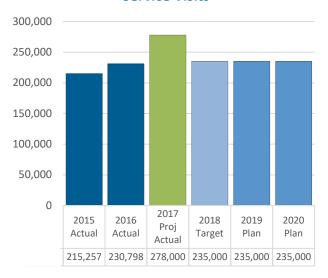
#### **Service Performance Measures**

#### % of Terminations Exiting to Employment



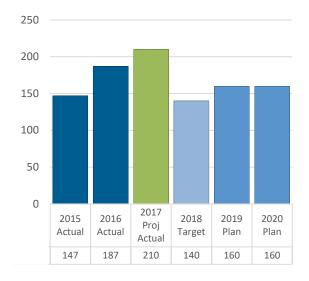
- The % of Terminations Exiting to Employment is a new metric introduced by the province in 2017.
- Given the recent addition of this metric TESS is targeting the same level of performance in 2018 as in 2016 and 2017.
- With the increased emphasis on Employment Service Planning and Workforce
   Development initiatives TESS is projecting improvements commencing in 2019.

#### Number of Employment Centre Service Visits



- The number of OW and ODSP clients and other City residents who utilize services in the City's employment centres decreased in 2015 due to the drop in the caseload and the impact of SAMS.
- However, the number of visits has increased over the last two years as employment services returned to normal levels post SAMS implementation. The number of visits is projected to be 278,000 in 2017, and the Program has set the target number of visits at 235,000 for the period of 2018-2020.

# Number of PAYE Employers Offering Jobs to Youth



- Through the Partnership to Advance Youth Employment (PAYE) program, TESS aims to provide work-based learning opportunities for Toronto youths.
- The number of PAYE employers is projected to be 210 in 2017, well exceeding the Program's target. For 2018, TESS is projecting 140 employers to provide youth job opportunities.

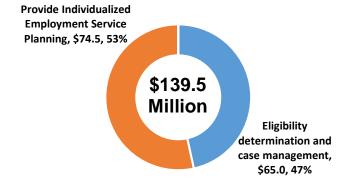
# Integrated Case Management and Service Planning



#### What We Do

- Access eligibility for OW benefits and services for City residents.
- Develop and update service plans that support employment goals and link individuals and families to key social supports.

# 2018 Service Budget by Activity (\$Ms)



# 2018 Service by Funding Source (\$Ms)



#### 2018 Service Levels

#### **Integrated Case Management and Service Planning**

Activity	Service Description	Status	2015	2016	2017	2018		
	# of individual service plans developed and updated	Approved	245,000	245,000	200,000	200,000		
	developed and updated	Actual	157,075	193,273	200,000			
	% service plans that are current	Proposed	n/a	n/a	n/a	80.0%		
Provide Individualized	% service plans that are current	Actual	57.8%	80.5%	80.0%			
Employment Service Planning	Client satisfaction with overall	Proposed	n/a	n/a	n/a	90.0%		
	quality and service delivery	Actual	n/a	n/a	n/a			
	% of clients with employment	Proposed	9.0%	9.0%	9.0%	10.5%		
	income	Actual	9.0%	10.4%	11.2%			
	% of eligibility decisions reached within 4 business days	Approved	n/a	80.0%	60.0%	60.0%		
	Within 4 business days	Actual	60.3%	59.8%	70.0%			
	% of appeals and Internal Reviews	Approved	100.0%	100.0%	100.0%	100.0%		
	reviewed within legislated 30 day timeframe	Actual	100.0%	100.0%	100.0%			
	# of OW and ODSP recipients	Approved	25,000	25,000	25,000	Discontinued		
	receiving medical benefits	Actual		ı	n/a			
	# of families and single	Approved	172,500					
Eligibility Determination and Case Management	Torontonians assessed for eligibility for OW financial assistance	Actual	n/a		Discontinued	d		
	# of approved welcome policy	Approved	150,000	150,000	150,000	Discontinued		
	applications	Actual		ı	n∕a			
	% of caseload on assistance more	Approved	50.0%	50.0%	50.0%	45.0%		
	than 2 years	Actual	50.5%	50.3%	49.0%			
		Approved	93,500	90,000	84,000	84,000		
	average monthly OW cases served	Actual	87,524	83,367	84,000			
	# of OW applications processed	Approved	55,000	55,000	50,000	50,000		
	annually	Actual	47,767	49,197	49,200			

As part of annual review of Services Levels, TESS has added service level measures, "% of service plans that are current", "Client satisfaction with overall quality and service delivery", and "% of clients with employment income" to ensure relevant service level data is captured.

In addition, TESS has adjusted its service level for "% of caseload on assistance more than 2 years" from 50% to 45% due to steps being taken to re-focus services and transform the service delivery model to respond to client needs, and to better support clients in achieving their goals.

Due to the technical issues with SAMS, the service level measures for "# of OW and ODSP recipients receiving medical benefits" and "# of approved welcome policy applications" are not available and therefore discontinued going forward.

#### **Service Performance Measures**

# Number of Individual Service Plans Developed and Updated



- Service plans support employment goals and link individuals and families to key social supports.
- Caseworkers develop and document Individual Service Plans, including referrals to employment programs, education, language and accreditation service and funds to eligible individuals to participate in employment or skills training.

# Number of Ontario Works Clients Placed in Jobs



- The number of OW clients that exited OW for employment increased gradually since 2015 as service levels returned to normal post implementation of SAMS.
- An increasing number of people on OW are more distant from the labour market, and require more intensive supports to transition to employment.

#### **Average Monthly OW Cases Served**



- The OW caseload is primarily determined by the City's economic environment and provincial policies.
- With increasingly challenging labour markets and with clients remaining on OW for significantly longer periods, a wider range of services, plus innovative approaches to designing and delivering services will be required to address their needs.
- The average monthly caseload plateaued in 2017 at 84,000, down significantly from the peak of 104,069 in 2012 but significantly higher than the pre-recession levels of 75,708.

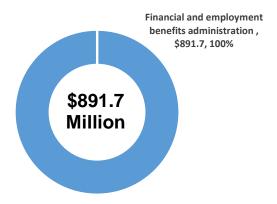
#### **Financial Assistance**

# Financial Assistance Finnancial & Employment Benefits Administration

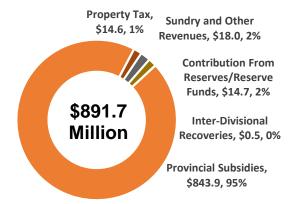
#### What We Do

 Deliver Ontario Works financial assistance and employment benefits to eligible residents.

# 2018 Service Budget by Activity (\$Ms)



# 2018 Service by Funding Source (\$Ms)



#### 2018 Service Levels

#### **Financial Supports**

Activity	Service Description	Status	2015	2016	2017	2018
	# of financial and employment	Approved	1,300,000	1,100,000	1,300,000	1,300,000
	benefit payments processed	Actual	1,228,455	1,231,043	1,222,811	
	\$ of overpayment recoveries per	Approved	\$15,000,000	\$15,000,000	\$25,000,000	\$25,000,000
	year	Actual	\$24,604,122	\$25,420,504	\$19,336,381	
Financial and Employment	% of client fraud allegations	Approved	100.0%	100.0%	100.0%	100.0%
Benefits Administration	investigated	Actual	100.0%	100.0%	100.0%	
	% of single parent families receiving	Approved	27.0%	27.0%	Disc	ontinued
	support	Actual			n/a	
	# of monthly Housing Stabilization	Approved	3,600	3,600	3,600	3,600
	Fund payments	Actual	3,432	3,208	3,100	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Financial Supports.

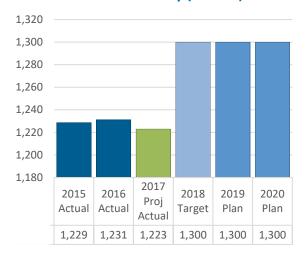
#### **Service Performance Measures**

# Total Amount of Benefits Paid to OW Recipients (\$ Millions)



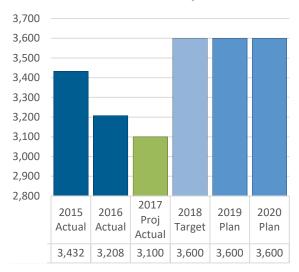
- TESS provides administering services in processing financial assistance and employment benefits for OW recipients.
- For the period 2018-2020, TESS is projecting the total amount of benefits paid to OW recipients to remain stable at \$853.9 million.

#### Number of Financial and Employment Benefit Payments Processed Annually (in 000s)



- The total number of cheques, direct banking deposits and City Services Benefit Card payments have remained flat between 2015 and 2017.
- The number of payments issued to clients is expected to increase to 1,300,000 in 2018 and beyond.

# **Number of Monthly Housing Stabilization Fund Payments**



- HSF provides resources to prevent evictions and assists OW and ODSP clients to obtain housing, retain their housing or relocate to more appropriate or affordable accommodation.
- While the number of payments in 2017 are projected to be 3,100 down from 3,208 in 2016, HSF client benefits are projected to be \$26.5 million in 2017, \$2.2 million or 9.1% higher than 2016.
- The number of Housing Stabilization Fund (HSF) payments are projected to increase by 500 payments to 3,600 payments in 2018 and onwards as policy changes implemented in 2017 are expected to increase the number of clients receiving HSF benefits.



# **Toronto Employment & Social Services**

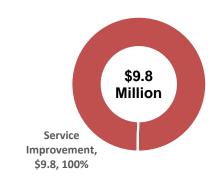
#### 2018 - 2027 CAPITAL BUDGET & PLAN OVERVIEW

Toronto Employment & Social Services (TESS) manages the third largest social assistance delivery system in Canada. Under the authority of Ontario Works (OW) Act and Regulations, TESS provides employment services, financial assistance and social supports to Torontonians to strengthen their social and economic well-being in their communities through its 19 Employment and Social Services offices.

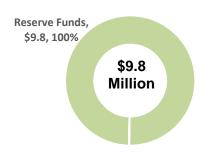
The 10-Year Capital Plan provides funding of \$9.823 million, financed from reserves for the multi-year service improvement, *Human Services Integration* project, which will deliver an integrated Access and Intake function for the delivery of the core City income support programs: Ontario Works, child care fee subsidies, and housing subsidies currently delivered by TESS, Children's Services, and Shelter, Support and Housing Administration. The project will simplify the service experience for residents accessing these services.

The 10-Year Capital Plan will decrease future year Operating Budgets for the three partnering divisions by a total of \$2.391 million starting in 2022, primarily driven by operational efficiencies that will be realized with the completion of the project

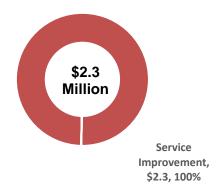
# 2018 - 2027 Capital Budget & Plan By Project Category



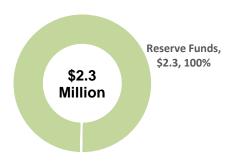
#### **By Funding Source**



#### 2018 Capital Budget By Project Category



#### **By Funding Source**



#### **Our Key issues & Priority Actions**

- Currently, Child Care Fee Subsidy, Ontario Works, and Housing Subsidy programs are delivered in silos. Technology to support business processes has not kept pace with best practice, with common functions for access and intake delivered separately by each program. Consequently, clients are forced to navigate multiple service pathways to access services.
  - ✓ The 10-Year Capital Plan includes funding of \$9.823 million for service improvement project, namely Human Services Integration Implementation, which will provide an integrated technology solution to create easy-to-navigate pathways to services, improve operational efficiency, and enhance accessibility to the City's income support programs.

#### **Capital Deliverables for 2018**

The 2018 Capital Budget for TESS of \$2.313 million, excluding carry forward funding, will:

Begin the Human Services Integration Implementation project by delivering an integrated contact centre and client profile in a Client Relationship Management (CRM) system across the three divisions to create a single Human Services Account.

#### **State of Good Repair Backlog**

TESS' 10-Year Capital Plan does not include any SOGR projects. TESS's facilities SOGR capital funding requirements were previously transferred and consolidated within the Facilities, Real Estate, Environment & Energy (FREEE) Capital Budget and Plan.

Table 1 below details all capital projects, by category, included in the 2018 - 2027 Capital Budget and Plan for Toronto Employment & Social Services:

Table 1 2018 - 2027 Capital Plan by Project Category (In \$000s)

	Total App'd Cash Flows to Date*	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total	Total Project Cost
Total Expenditures by Category													
Service Improvements													
Human Services Integration Implementation		2,313	3,623	2,675	1,212							9,823	9,823
Sub-Total		2,313	3,623	2,675	1,212							9,823	9,823
Total Expenditures by Category (excluding carry forward)		2,313	3.623	2.675	1,212							9,823	9,823

#### 2018 - 2027 Capital Projects

The 10-Year Capital Plan supports TESS's objective to transform and modernize service delivery and to provide integrated services to improve client experience.

#### Service Improvements

- \$9.823 million or 100% of the total 10-Year Capital Plan's expenditures are allocated to one Service Improvement project.
  - Human Services Integration Implementation (\$9.823 million) The project will improve client experience with access and intake to the City's core income support programs through partnership with Children's Services and Shelter Support and Housing Administration.
  - > By integrating front-end processes, clients will be able to receive the same service experience across all channels, while reducing duplication. Upon completion, the project will deliver the following solutions:
    - An integrated contact centre for access and intake to income support programs, robust call centre telephony integrated with AODA compliant CRM (including case management software) and Knowledge Base database;
    - A data exchange tool to allow for the exchange of information across Divisional systems and CRM;
    - A single human services account with a single client identifier;
    - Electronic verification of income and personal information; and
    - Analytics and Business Intelligence capabilities.

#### 2018 - 2027 Capital Budget & Plan by Funding Source

Chart 1 below summarizes the funding sources included in the 2018 - 2027 Capital Budget and Plan for Toronto Employment & Social Services:

4,000 3,000 \$ Million 2,000 1,000 0 2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 ■ Debt / CFC ■ Prov./Fed. ■ Reserve / Reserve Funds ■ Development Charges ■ Other Revenue

Chart 1
2018 - 2027 Capital Budget & Plan by Funding Source (In \$000s)

The 10-Year Capital Plan of \$9.823 million cash flow funding will be entirely financed by reserve/reserve funds from the three partnering divisions for the *Human Services Integration Implementation* project:

- \$3.274 million from TESS' Social Assistance Stabilization Reserve
- \$3.274 million from Shelter Support & Housing Administration's Social Housing Federal Reserve
- \$3.274 million from Children's Services' Child Care Expansion Reserve Fund

#### 10-Year Capital Plan: Net Operating Budget Impact

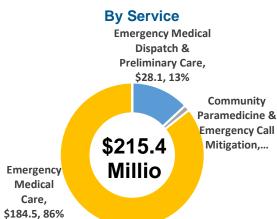
Table 2
Net Operating Impact Summary (In \$000s)

	2018 E	Budget	2019	Plan	2020	Plan	2021	Plan	2022	Plan	2018 -	2022	2018 -	2027
Projects	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position
New Projects - 2018														
Human Service Integration Implementation									(2,390.6)		(2,390.6)		(2,390.6)	
Total (Net)									(2,390.6)		(2,390.6)		(2,390.6)	

Approval of the 2018 - 2027 Capital Budget will create 11.0 temporary capital positions for the *Human Services Integration* project until project completion in 2021.



#### **2018 Operating Budget**



## **Toronto Paramedic Services**

#### **2018 OPERATING BUDGET OVERVIEW**

Toronto Paramedic Services is the sole provider of emergency medical response for the City of Toronto: a service area encompassing 650 square kilometres with a daytime population of 3.5 million people. This makes Toronto Paramedic Services the largest municipal paramedic service in Canada.

#### 2018 Operating Budget Highlights

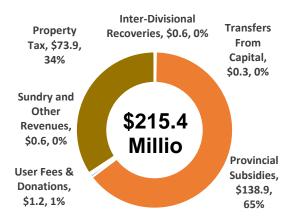
The total cost to deliver these services to Toronto residents is \$215.450 million gross and \$73.873 million net as shown below:

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(in \$000's)	Budget	Budget	\$	%			
Gross Expenditures	212,137.2	215,449.5	3,312.3	1.6%			
Revenues	133,851.9	141,576.4	7,724.5	5.8%			
Net Expenditures	78,285.3	73,873.1	(4,412.2)	(5.6%)			

#### By Expenditure Category



#### Where the money comes from:

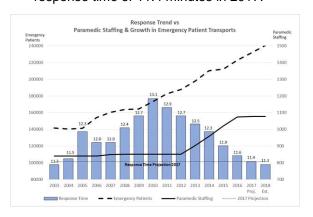


#### **Fast Facts**

- Toronto Paramedic Services is the largest municipal paramedic service in Canada.
- 215 ambulances and response vehicles will transport 231,440 patients to hospital in 2017, a 4.0% increase from 2016.
- 2017 estimated response time to life threatening calls will improve to 11.4 minutes from 11.6 minutes in 2016 and is expected to improve to 11.3 minutes in 2018.

#### **Trends**

- Since 2005, the number of emergency patient transports provided by Paramedic Services annually has increased by 90,031 patients (64%) from 141,409 transports in 2005 to a projected 231,440 transports in 2017 due to a growing and aging population.
- In 2017 alone, this translates to approximately 8,900 additional emergency transports over 2016.
- In spite of the increasing service demands, PS staffing remained relatively unchanged from 2002 to 2012. During the 2013 to 2016 period, City Council approved funding to increase staffing by 220 paramedic positions.
- With the increased staffing levels and through the implementation of several service efficiency initiatives, PS has been able to maintain a response time of 11.4 minutes in 2017.



#### Our Key Issues & Priority Actions

- Increase in the number of emergency patient transports with a projected annual increase of 3% to 5% due to a growing and aging population and polarized socio-economic status continues to be a challenge for Toronto Paramedic Services.
  - Continue to improve response times and life-saving programs (e.g., STEMI, a type of heart attack).
  - Utilize part-time paramedics to support the most efficient use of resources.
  - Ongoing improvements to Computer Aided Dispatch (CAD) systems to improve deployment and response time performance.
  - Continue call diversion strategies through Community Paramedicine.

#### Key Service Deliverables for 2018

- Provide 24-hour emergency medical response from 45 ambulance stations located across the City with a fleet of 215 ambulances and an approved complement of 1,077 paramedics and 125 emergency medical dispatchers.
- Achieve targeted response times to lifethreatening emergency calls within 11.3 minutes 90% of the time, with response time defined as the elapsed time from the receipt of the emergency call by the Central Ambulance Communications Centre to the arrival of the paramedic crew at the scene.
- Provide an estimated 240,700 emergency patient transports in 2018, an estimated increase of 4% over the 2017 projection of 231,440 emergency patient transports.
- Provide an estimated 37,800 hours of continuing medical education to Toronto Paramedic Services staff as mandated by the Ministry of Health and Long-Term Care and Paramedic Services' Base Hospital (medical oversight); upgrade training for 14 Primary Care Paramedics to the Advanced Care Paramedic level; and provision of International Trauma Life Support training to approximately 1,200 students.

#### **Program Map**

#### **Toronto Paramedic Services** Toronto Paramedic Services is an industry leading, public service organization that exists to protect the quality of life in Toronto by providing superior and compassionate pre-hospital and out-of-hospital medical care, responding to patients with health emergencies and to the special needs of vulnerable communities through integrated, mobile, paramedic-based health care. Community Paramedicine & **Emergency Medical Dispatch Emergency Medical Care Emergency Call Mitigation** & Preliminary Care Purpose: Purpose: To provide community-based To provide immediate access to To provide outstanding primary medical care and dispatch life support instructions paramedic-based, mobile health referrals that support aging atthrough Toronto's Central services and emergency medical home, health promotion, response, and to provide Ambulance Communication illness and injury prevention Centre prior to paramedic arrival. medically appropriate and and reduction of 911 call functionally sound transport for mitigation strategies. all patients in the community. To provide at-home medical care to support seniors and vulnerable citizens in order to Pre-Hospital remain independent in the Emergency Care community. To provide citizen firstresponse education and awareness within the community to support medical first response for all Critical Care healthcare emergencies **Transport** Community Healthcare Outreach & Referral City Emergency & Major Event Mass Casualty Care Citizen First Response Legend:

#### Service Customer

#### Community Paramedicine & Emergency Call Mitigation

Education

- Incident Victims
- Hospitals
- Health Care Providers
- 911 Callers

#### Indirect (Beneficiary)

- Residents
- Visitors

#### Emergency Medical Dispatch & Preliminary Care

- 911 Callers
- Incident Victims
- Hospitals

#### Indirect (Beneficiary)

ResidentsVisitors

#### **Emergency Medical Care**

Activity

Patient

Program

Service

- Hospitals
- Health Care Providers

#### Indirect (Beneficiary)

- Residents
- Visitors

#### 2018 Operating Budget and Plan by Service

	20	17	2018	8 Operating	Budget	2018 Bu	dget vs.	In	crement	al Chang	е
		Projected		New/	Total	2017 B	ludget	20	19	20	20
(In \$000s)	Budget	Actual	Base	Enhanced	Budget	Cha	nge	Pla	an	Pla	an
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
<b>Emergency Medical Dispate</b>	ch & Prelimi	nary Care									
Gross Expenditures	28,443.8	28,433.8	28,124.5	0.0	28,124.5	(319.3)	(1.1%)	474.4	1.7%	266.7	0.9%
Revenue	27,793.7	28,393.7	27,554.3	0.0	27,554.3	(239.4)	(0.9%)	889.0	3.2%	391.3	1.4%
Net Expenditures	650.1	40.1	570.2	0.0	570.2	(79.8)	(12.3%)	(414.6)	(72.7%)	(124.5)	(80.0%)
Community Paramedicine	& Emergenc	y Call Mitig	ation								
Gross Expenditures	2,439.4	2,389.4	2,423.2	355.2	2,778.4	339.0	13.9%	726.5	26.1%	379.8	10.8%
Revenue	2,020.9	2,165.0	2,095.9	0.0	2,095.9	75.0	3.7%	222.2	10.6%	305.4	13.2%
Net Expenditures	418.5	224.4	327.3	355.2	682.5	264.0	63.1%	504.4	73.9%	74.4	6.3%
<b>Emergency Medical Care</b>											
Gross Expenditures	181,254.1	181,356.9	184,326.6	220.0	184,546.6	3,292.6	1.8%	2,096.4	1.1%	1,371.1	0.7%
Revenue	104,037.3	104,437.3	111,926.2	0.0	111,926.2	7,889.0	7.6%	3,552.0	3.2%	1,891.9	1.6%
Net Expenditures	77,216.8	76,919.6	72,400.4	220.0	72,620.4	(4,596.4)	(6.0%)	(1,455.5)	(2.0%)	(520.8)	(0.7%)
Total											
Gross Expenditures	212,137.2	212,180.1	214,874.3	575.2	215,449.5	3,312.3	1.6%	3,297.4	1.5%	2,017.6	0.9%
Revenue	133,851.9	134,996.0	141,576.4	0.0	141,576.4	7,724.5	5.8%	4,663.1	3.3%	2,588.6	1.8%
Total Net Expenditures	78,285.3	77,184.1	73,297.9	575.2	73,873.1	(4,412.2)	(5.6%)	(1,365.8)	(1.8%)	(571.0)	(0.8%)
Approved Positions	1,453.3	1,446.3	1,467.3	5.0	1,472.3	19.0	1.3%	5.0	0.3%	0.0	

The Toronto Paramedic Service's 2018 Operating Budget is \$215.450 million gross and \$73.873 million net, representing a 5.6% decrease to the 2017 Approved Net Operating Budget and is below the reduction target of 0% as set out in the 2018 Operating Budget Directions approved by Council.

- Base pressures are mainly attributable to inflationary increases in salaries and benefits, increased funding requirements for the Workplace Safety Insurance Board (WSIB) claim payments, increased patient transport growth and fleet maintenance expenditures.
- The above pressures were mitigated through revenue adjustments, primarily for CACC and Land ambulance grants.
- New and enhanced funding of \$0.575 million gross and net is included for the Community Paramedics at Home Program expansion and for custodial/maintenance services of new Multi-Function Station at 1300 Wilson Avenue.
- Approval of the 2018 Operating Budget will result in Toronto Paramedic Services increasing its total staff complement by 19 positions from 1,453.3 to 1,472.3.
- The 2019 and 2020 Plan increases are attributable to known salary and benefits offset by an increase in provincial subsidies for salaries and benefit increases.

The following section provides the service-based budget by activity and their associated service levels and performance measures.

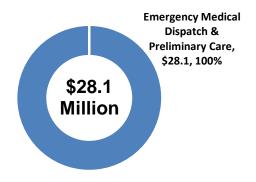
# Emergency Medical Dispatch & Preliminary Care Service

#### What We Do

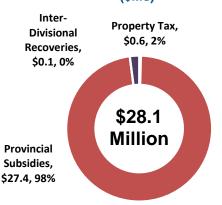
Emergency Medical Dispatch & Preliminary Care

 Provide immediate access to dispatch life support instructions through Toronto's Central Ambulance Communications Centre prior to paramedic arrival.

# 2018 Service Budget by Activity (\$Ms)



## 2018 Service by Funding Source (\$Ms)



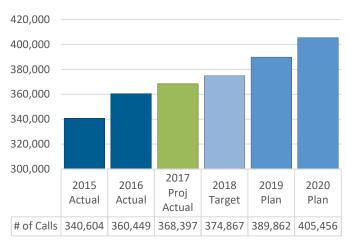
# 2018 Service Levels Emergency Medical Dispatch & Preliminary Care Service

		Service Level					
Activity	Type	Description	Status	2015	2016	2017	2018
Emergency Medical Dispatch & Preliminary Care	Length of time in minutes to process life threatening calls 90% of the time	minutes to process	Approved	New in 2016	3.0 minutes	2 minutes 47 seconds	2 minutes 53 seconds
			Actual	2 minutes 51 seconds	2 minutes 53 seconds		
	Emergency Calls Processed	Number of Calls Processed	Approved	New in 2016	360,611	368,397	389,862
			Actual	340,604	360,449		·

Except for annual volume adjustments, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Emergency Medical Dispatch & Preliminary Care. The increased length of time in minutes to process life threatening calls 90% of the time to 2 minutes 53 seconds in 2018 is due to the increased number of calls processed.

#### **Service Performance Measures**

#### **Number of Calls Processed**



- The number of emergency calls to be processed is projected to increase at a rate of 4% per year with projected number of calls of 368,397 in 2017 increasing to 374,867 in 2018.
- Emergency Calls are rising at a rate greater than Toronto's population growth.
- An aging population also contributes to the increased number of Emergency Calls received

# Community Paramedicine & Emergency Call Mitigation Service

# Community Paramedicine & Emergency Call Mitigation Community Health Outreach Citizen First Response Education

# 2018 Service Budget by Activity (\$Ms) Citizen First Response Education, \$1.5, Community Healthcare Outreach & Referral, \$1.3,

\$2.8

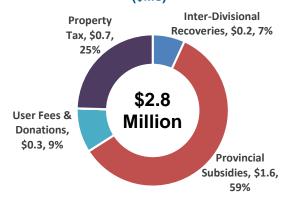
Million

47%

#### What We Do

- Provide community-based primary medical care and referrals that support aging at home, health promotion, illness and injury prevention and reduction of 911 calls through emergency call mitigation strategies.
- Provide at-home medical care to support seniors and vulnerable citizens in order to remain independent in the community.
- Provide citizen first-response education and awareness within the community to support medical first response for all health care emergencies.





# 2018 Service Levels Community Paramedicine & Emergency Call Mitigation Service

Activity	Туре	Service Level Description	Status	2015	2016	2017	2018
Citizen First Response Education	Safe city - Emergency Medical Training Courses Provided	Number of Emergency Medical training courses delivered	Approved	1000	1000	650	800
			Actual	782	729		
	Number of Registered (PAD) Public Access Defibrillators = (AED) Automated External	Number of registered AEDs	Approved	1,495	1,523	1,550	1,575
	Defibrillators		Actual	1,501	1,547		

Except for annual volume adjustments, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Community Paramedicine & Emergency Call Mitigation.

#### **Service Performance Measures**

# Number of Community Referrals by Paramedic Services (CREMS)



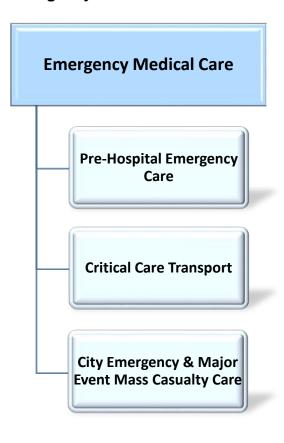
- Paramedics refer patients to community health agencies which allow independent and supportive aging at home and reduces emergency department visits.
- The paramedic's ability to refer patients electronically to Community Care Access Centres was introduced in April 2013 leading to a significant increase in referrals.
- Further, due to an increasing and aging population, paramedic referrals are expected to increase significantly in 2018 and future years.

#### **Number of Registered AEDs**



 Medical studies confirm that survival rates for cardiac arrest patients increase significantly when early CPR is performed and there is quick access to a defibrillator.

#### **Emergency Medical Care Service**



#### What We Do

- Provide outstanding paramedic-based, mobile health services and emergency medical response, and provide medically appropriate transport for all patients in the community.
- Provide on-site, dedicated medical coverage for a variety of large-scale events and respond to emergencies involving mass casualty victims.

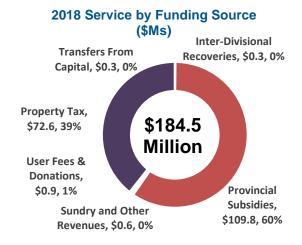


**Pre-Hospital** 

**Emergency Care,** 

\$178.0,97%

2018 Service Budget by Activity



# 2018 Service Levels Emergency Medical Care Service

			Service Level					
Activity	Туре	Sub Type	Description	Status	2015	2016	2017	2018
Pre-Hospital Emergency Care	Emergency Calls (Unique Incidents)		Number of emergency calls for unique incidents	Approved	285,189	296,597	305,092	317,296
				Actual	282,075	293,358		
	Critical Care Transport	Transport of crictically-ill patients between health care	Number of patient transports	Approved	218,502	227,242	231,440	240,700
		facilities		Actual	212,189	222,538		
	Response Time		Number of minutes to arrive at life threatening calls 90% of the time	Approved	12.0 minutes	11.6 minutes	11.4 minutes	11.3 minutes
				Actual	11.9 minutes	11.6 minutes		

Except for annual volume adjustments, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Emergency Medical Care.

#### **Service Performance Measures**

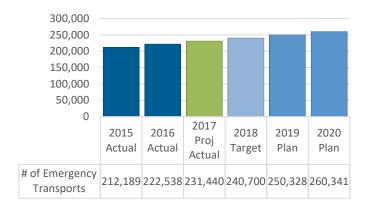
#### **Response Time**



- Despite increased emergency call volumes,
   PS has been able to achieve an improvement in response time performances.
- Improved performance is attributed to: scheduling changes for frontline staff, (paramedics and dispatchers), use of parttime staff, new staff, use of improved dispatch technology, etc.

The graph reflects the impact of continued growth in transports at a rate of 4% per year with no additional Paramedic positions in years 2018-2020.

#### **Number of Emergency Transports Provided**



- The number of Emergency Patient Transports is projected to increase at a rate of 4% per year.
- Emergency Patient Transports are rising at a rate greater than Toronto's population growth.
- An aging population also contributes to the increased number of Emergency Patient Transports.



## **Toronto Paramedic Services**

#### 2018 – 2027 CAPITAL BUDGET & PLAN OVERVIEW

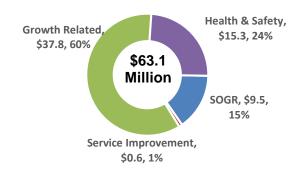
Toronto Paramedic Services (PS) provides 24-hour emergency pre-hospital and out-of-hospital medical care and transportation of individuals experiencing injury or illness through integrated, mobile, paramedic-based health care.

Toronto Paramedic Services operates out of 48 locations including 5 service district offices, 1 Multi-Function Station, and the Toronto Paramedic Services' headquarters that have a total area of 321,556 sq. ft. and an estimated replacement value of \$139.092 million.

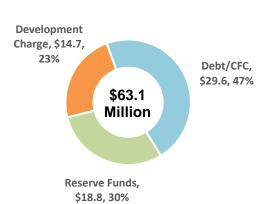
The 10-Year Capital Plan of \$63.097 million advances Toronto Paramedic Services' objectives of improving service delivery by investing in multi-function stations for efficient staff deployment and asset management while maintaining the current inventory of medical and mobile data equipment in a state of good repair.

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$0.624 million net over the 2018 - 2027 period, primarily for the operation of Multi-Function Station #2 and #3.

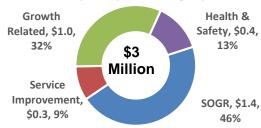
# 2018 - 2027 Capital Budget & Plan By Project Category



#### **By Funding Source**



#### 2018 Capital Budget By Project Category



#### **By Funding Source**



Development Charge, \$0.1, 2%

#### **Our Key issues & Priority Actions**

- Increase in Emergency Call Demand driven by an aging and growing population will require infrastructure growth. Toronto Paramedic Services' long term plan envisions building larger stations that will serve as central deployment points for more efficient use of City land/assets and more effective use of paramedic resources with strategically placed smaller storefront ambulance posts.
  - ✓ The 10-year Capital Plan includes \$34.450 million in funding for 2 Multi-Function Station projects and \$2.000 million for 2 Ambulance Posts as part of PS' modernization of its service delivery model.
- Ensure the Health & Safety of Paramedics by improving equipment such as power stretchers to help reduce musculoskeletal injuries for paramedics, thereby reducing lost time due to lift related injuries.
  - The 10-year Capital Plan provides \$10.000 million in funding for the purchase of 150 Power Stretchers over the 10-Year plan.
  - Funding of \$9.505 million is also included for life cycle replacement of medical equipment.

#### **Capital Deliverables for 2018**

The 2018 Capital Budget for Toronto Paramedic Services of \$3.032 million, excluding carry forward funding, will:

- Deliver 4 new ambulances to meet the increased demand for Paramedic Services (\$0.572 million) and 4 emergency response vehicles for Community Paramedics (\$0.280 million).
- Address the health and safety of paramedics and patients by purchasing 8 new power stretchers (\$0.400 million)
- Continue with annual Mobile Data Terminal (MDT) maintenance of mobile data equipment installed in ambulances (\$0.500 million) and the replacement of portable radios (\$0.550 million) and medical equipment (\$0.330 million).
- Continue preparation of the land and securing appropriate permits for the design and construction of the *Multi-Function Station #2* (\$0.400 million).

#### State of Good Repair Backlog

The 10-Year Capital Plan does not include funding to address the state of good repair (SOGR) backlog for Toronto Paramedic Services' facilities. Asset management capital funding for existing ambulance stations and buildings was transferred to Facilities Management & Real Estate (FM&RE) in 2014 to ensure that consistency in maintenance standards are applied to all City facilities.

There is no state of good repair backlog associated with equipment used by paramedics as these are replaced according to the Program's Equipment Replacement schedule in order to maintain regulatory compliance with the Ministry of Health and Long Term Care ensuring service continuity, staff and patient safety.

Table 1 below details all capital projects, by category, included in the 2018 - 2027 Capital Budget and Plan for Toronto Paramedic Services:

Table 1
2018 - 2027 Capital Plan by Project Category (In \$000s)

	Total App'd Cash Flows to Date*	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
Defibrillator Replacement Purchases						2,640	2,640					5,280	5,280
Power Stretchers		400				1,600	1,600	1,600	1,600	1,600	1,600	10,000	10,000
Sub-Total Sub-Total		400				4,240	4,240	1,600	1,600	1,600	1,600	15,280	15,280
State of Good Repair													
Mobile Data Communications		500	300	300	300	300	300	500	300	300	300	3,400	3,400
Radio Infrastructure for Portable Coverage		550	850	550							610	2,560	2,560
Medical Equipment Replacement Program		330	330	330	330	350	350	375	375	375	400	3,545	3,545
Sub-Total		1,380	1,480	1,180	630	650	650	875	675	675	1,310	9,505	9,505
Service Improvements													
Community Paramedic Vehicles		280	280									560	560
Sub-Total		280	280									560	560
Growth Related													
Multi-Function Station #2	400	400	400	6,450	6,968	732						14,950	15,350
Additional Ambulances (2017-2019)	3,060	572	730									1,302	4,362
Multi-Function Station #3								500	4,000	9,310	5,690	19,500	19,500
Ambulance Post Program							200	455	1,345			2,000	2,000
Sub-Total		972	1,130	6,450	6,968	732	200	955	5,345	9,310	5,690	37,752	41,212
Total Expenditures by Category (excluding carry forward)	-	3,032	2,890	7,630	7,598	5,622	5,090	3,430	7,620	11,585	8,600	63,097	66,557

<sup>\*</sup>Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2017, excluding ongoing capital projects (i.e. Civic Improvement projects)

#### 2018 - 2027 Capital Projects

The 10-Year Capital Plan supports Toronto Paramedic Service's objectives of improving service delivery by building multi-function stations for better staff deployment and asset management while investing in health and safety and SOGR projects to ensure the replacement of medical and mobile data equipment that has reached its useful life.

#### Health and Safety

- Major Health and Safety projects include:
  - Defibrillator Replacement Purchases (\$5.280 million) Funding is included for the replacement of 240
     Cardiac Monitor Defibrillators with an estimated life of 5 to 7 years. These highly technical medical devices are able to assess the presence of electrical activity within cardiac muscles.
  - Power Stretchers (\$10.000 million) Funding is provided to complete the purchase and deployment of 150 new Power Stretchers in 2018 for \$0.400 million to alleviate health and safety concerns related to heavy lifting by paramedics. With a lifespan of 5 years, replacement funding of \$9.600 million is planned beginning in 2022 to begin a regular replacement program that will replace 40 stretchers each year.

#### State of Good Repair (SOGR)

- SOGR projects account for \$9.505 million or 15.1% of the total 10-Year Capital Plan's funding for the following projects:
  - Mobile Data Communications (\$3.400 million) Funding is included for the replacement of mobile data equipment installed in approximately 27 ambulances replaced annually.
  - Radio Infrastructure for Portable Coverage (\$2.560 million) The project will replace 200 radios for use in ambulance vehicles and 200 portable radios for Paramedics with a lifecycle replacement of 10 years.
  - Medical Equipment Replacement Program (\$3.545 million) Funding is included for the annual replacement of stair chairs, scoop stretchers, spine boards, etc. to maintain the equipment in a state of good repair.

#### Service Improvements

- \$0.560 million or 0.9% of the total 10-Year Capital Plan's expenditures provide funding for one Service Improvement project:
  - The Community Paramedicine Vehicles project requiring \$0.280 million in 2018 and \$0.280 million in 2019 will expand PS's Fleet Program by 8 emergency response vehicles to accommodate the expansion of PS's Community Paramedicine at Home Program by 5 Community Paramedics in 2018 and 5 in 2019 to mitigate 911 emergency medical call demand by providing coverage throughout the City from 6:00 am to midnight.

#### Growth Related

- Major Growth Related projects total \$37.752 million and represent 59.8% of the total 10-Year Capital Plan's spending for the following projects:
  - 2 Multi-Function station projects with 20 or more ambulance bays to facilitate greater efficiencies in staff deployment and asset management for an increasing number of ambulance vehicles that are on the road.
    - The Multi-Function Station #2 project with a total project cost of \$14.950 million to fund the construction
      of the new facility on City-owned property in the Progress Avenue & Kennedy Road area starting
      towards the end of 2019.
    - The Multi-Function Station #3 with funding of \$19.500 million for project design and site preparation planned in 2024 and expected completion by 2028.
  - Additional Ambulances (2017-2019) project (\$1.302 million) for the purchase of 9 new Ambulance Vehicles over a 2-year period to accommodate the increase in emergency call demand as well as the increase of 220 paramedic positions approved between 2013 2016.
  - Ambulance Post Program project (\$2.000 million) project will provide funding for the construction of 2 smaller storefront posts to augment services to be provided in the Multi-function Station #2 catchment area. Paramedics will book on and off at Multi-Function Station #2 but will be deployed during the shift to strategic posts while waiting for their next emergency response call.

#### 2018 - 2027 Capital Budget & Plan by Funding Source

Chart 1 below summarizes the funding sources included in the 2018 - 2027 Capital Budget and Plan for Toronto Paramedic Services:

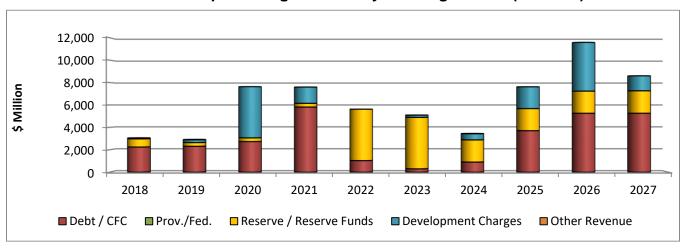


Chart 1
2018 - 2027 Capital Budget & Plan by Funding Source (In \$000s)

The 10-Year Capital Plan of \$63.097 million will be financed by the following sources:

- Debt accounts for \$29.552 million or 46.8% of the financing over the 10-year period.
  - Debt funding is above the 10-year debt guideline of \$28.992 million allocated to this Program by \$0.560 million as a result of the added new Community Paramedicine Vehicles project to purchase 8 emergency response vehicles. The following remaining projects are either fully or partially funded by debt:
    - Mobile Data Communication (\$3.400 million)
    - Radio Infrastructure for Portable Coverage (\$2.560 million)
    - Multi-Function Station #2 (\$8.675 million)
    - Multi-Function Station #3 (\$11.363 million)
    - Additional Ambulances (\$1.245 million)
    - Ambulance Post Program (\$1.749 million)
- Reserve and Reserve Funds constitute \$18.825 million or 29.8% of required funding over 10 years for the following projects:
  - > Defibrillator Replacement Purchases (\$5.280 million)
  - ➤ Medical Equipment Replacement Program (\$3.545 million)
  - Purchase of Power Stretchers and replacement purchase as these items have a life of 5 years (\$10.000 million)
- Development Charges, which represent \$14.720 million or 23.3% of the 10-Year Capital Budget and Plan's funding source, provide eligible funding for the following projects driven by growth:
  - > Construction of the Multi-Function Station #2 and #3 starting in 2018 and 2024 (\$14.412 million).
  - Purchase of 1 ambulance vehicle, partially funded by development charges (\$0.057 million).

Ambulance Post Program (\$0.251 million).

#### 10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In \$000s)

	2018 Bud	get	2019	Plan	2020	Plan	2021	Plan	2022	Plan	2018	- 2022	2018 -	2027
Projects	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position
Previously Approved														
Power Stretchers	17.0		(65.0)								(48.0)		(48.0)	
Additional Ambulance	63.0		69.0		(65.0)		(14.0)				53.0		53.0	
NW District Multi-Function Station	(45.0)										(45.0)		(45.0)	
Multi-Function Station #2									270.0		270.0		209.0	
Multi-Function Station #3													122.0	
Ambulance Post Program													3.0	
New Defibrillators									330.0		330.0		330.0	
Total (Net)	35.0		4.0		(65.0)		(14.0)		600.0		560.0		624.0	

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$0.624 million net over the 2018 - 2027 period, as shown in the table above.

This is comprised of the following impacts to capital projects:

- Power Stretchers project will require \$0.017 million funding in 2018. As these operating costs are eligible for 50% provincial funding based on budgeted spending in previous years 2019 has a cost reduction of \$0.065 million.
- In 2018, the *Additional Ambulances* project will require a net contribution of \$0.063 million. In addition, this project requires \$0.069 million in net funding in 2019 with a reduction of \$0.065 million in 2020 and \$0.014 million in 2021 as costs become eligible for provincial subsidy of 50%.
- The North West District Multi-Function Station operating costs are eligible for provincial subsidy of 50% in 2018 for 2017 incurred operating costs of \$0.090 million resulting in a cost reduction of \$0.045 million in 2018.
- Multi-Function Station #2 will require \$0.270 million in net funding in 2022; \$0.013 million in 2023 after receiving provincial revenue of \$0.135 million for 2022; and has a cost reduction of \$0.074 million in 2024 due to provincial funding.
- New Defibrillators will require \$0.330 million in 2022.

These future operating impacts will be reviewed each year as part of the annual Operating Budget process.

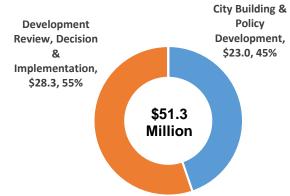
# Operating & Capital Budget Summaries for City Programs And Agencies:

City Building and Infrastructure Services



#### 2018 Operating Budget

#### **By Service**



# **City Planning**

#### **2018 OPERATING BUDGET OVERVIEW**

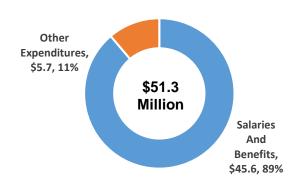
City Planning guides and manages the City's physical change and growth, and the effects on the social, economic and natural environment while seeking to enhance the quality of life for Toronto's diverse residential and business communities.

#### 2018 Budget Summary

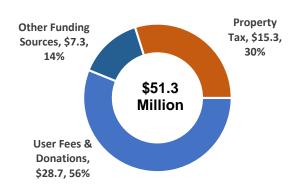
The 2018 Operating Budget for City Planning of \$51.303 million gross and \$15.287 million net provides funding for two service: Development Review, Decision & Implementation; and, City Building & Policy Development. The total cost to deliver these services to Toronto residents is summarized below:

	2017	2018 -	Change				
(in \$000's)	Budget	Budget	\$	%			
Gross Expenditures	48,528.1	51,303.4	2,775.3	5.7%			
Revenues	33,240.9	36,016.2	2,775.3	8.3%			
Net Expenditures	15,287.2	15,287.2	0.0	0.0%			

#### **By Expenditure Category**



#### **By Funding Source**



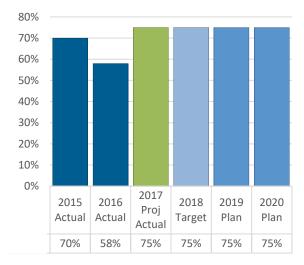
#### **Fast Facts**

- From January to the end of September 2017, City Planning completed:
  - Over 3,830 Committee of Adjustment applications.
  - Over 325 Community Planning applications.
  - Approximately 200 registered archeological sites in Toronto.
  - Reviewed over 241 archeological assessments within the development review process.
  - > 1,867 Heritage Permit applications.
- Advanced 15 Heritage Conservation District studies.

#### **Trends**

- High volume of Committee of Adjustment and Community Planning applications being received in past years with applications becoming increasingly complex.
- Greater complexity associated with investment in under-utilized large sites and regeneration areas.
- Increasing number of OMB cases, prompted in part by Bill 139, and TLAB motions requiring significant staff time and commitment.

#### % of CoA Minor Variance Applications Reviewed Within 60 Days of Submission (prior to Committee hearings)



#### **Our Key Issues & Priority Actions**

- Improving Committee of Adjustment operations to review higher volumes and more complex applications while meeting service requirements.
  - ✓ As of January 1, 2017, Toronto Building assumed responsibility for the intake of all CoA applications, allowing City Planning staff to focus on application reviews.
  - ✓ Budget includes funding for 12 positions to maintain the service levels of 100 applications reviewed per staff.
- Office space to accommodate additional staff in the Division.
  - City Planning will be part of the Office Modernization Program to create more seats in existing space.
  - ✓ In the interim, swing space will be leased (\$0.420 million) pending completion of the Planning portion of the Office Modernization Program.

#### **Key Service Deliverables For 2018**

The 2018 Operating Budget will enable City Planning to continue to:

- Lead growth by advancing proactive city building initiatives including significant Area Studies, Heritage Conservation District plans and studies, and city-wide policy initiatives.
- Improve the effectiveness and efficiency of the Committee of Adjustment (CoA)
  - Complete the implementation of eService delivery.
  - Undertake a review of notice protocols for CoA
  - Review the CoA process for operational improvements.
- Review work volume trends, skill set requirements and staffing resources.
- Continue the End to End Development Review process in conjunction with the Chief Transformation Officer.

#### 2018 Operating Budget and Plan by Service

	2	017	2018 Operating Budget			Incremental Change					
(In \$000s)	Budget	Projected Actual	Base	New/ Enhanced	Total Budget	2018 vs Budget (		20 Pla			)20 an
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
City Building & Policy Dev	velopment										
Gross Expenditures	22,838.5	22,258.4	22,889.8	142.0	23,031.8	193.2	0.8%	267.7	1.2%	354.7	1.5%
Revenue	5,915.6	5,612.6	6,049.1	142.0	6,191.1	275.4	4.7%	(201.7)	(3.3%)	29.8	0.5%
Net Expenditures	16,922.9	16,645.8	16,840.7	0.0	16,840.7	(82.2)	(0.5%)	469.4	2.8%	324.9	1.9%
Development Review, De	cision & Im	plementatio	n								
Gross Expenditures	25,689.5	25,058.9	27,800.7	470.9	28,271.6	2,582.1	10.1%	650.0	2.3%	195.0	0.7%
Revenue	27,325.2	33,120.2	29,354.2	470.9	29,825.2	2,499.9	9.1%	67.4	0.2%	(148.8)	(0.5%)
Net Expenditures	(1,635.7)	(8,061.3)	(1,553.5)	0.0	(1,553.5)	82.2	(5.0%)	582.6	(37.5%)	343.8	(35.4%)
Total											
Gross Expenditures	48,528.1	47,317.3	50,690.5	612.9	51,303.4	2,775.4	5.7%	917.7	1.8%	549.6	1.1%
Revenue	33,240.9	38,732.8	35,403.3	612.9	36,016.2	2,775.3	8.3%	(134.3)	(0.4%)	(119.0)	(0.3%)
Total Net Expenditures	15,287.2	8,584.5	15,287.2	0.0	15,287.2	0.0	0.0%	1,052.0	6.9%	668.7	4.1%
Approved Positions	392.0		406.0	6.0	412.0	20.0	5.1%	(1.0)	(0.2%)	(2.0)	(0.5%)

City Planning's 2018 Operating Budget is \$51.303 million gross and \$15.287 million net, representing a 0.0% increase to the 2017 Approved Net Operating Budget is in line with the reduction target of 0% as set out in the 2018 Operating Budget Directions approved by Council.

- Base pressures are mainly attributable to the increase in staff complement of 12 positions for the Committee of Adjustment program (\$1.128 million) to meet service levels as requested by City Council in PG16.1, an increase in office space costs (\$0.420 million), and inflationary increases to salaries and benefits (\$0.379 million).
- The base pressures have been fully offset through the increase of Development Application revenue based on volume surge experience in the prior year (\$2.019 million) and inflationary rate increase to fees of 1.82% (\$0.472 million).
- New service funds of \$0.613 million is included for additional staff to manage City Planning's website (\$0.184 million), 3 staff to provide internal support to the Committee of Adjustment's operations (\$0.287 million) by providing detailed analyses of workload demands by geographic areas and to improve communications such as the Agendas and Notices of Decisions issued from the CoA, and 1 staff to expedite outstanding heritage conservation studies.
- Approval of the 2018 Operating Budget will result in City Planning increasing its total staff complement by 20 positions from 392 to 412.
- The 2019 and 2020 Plan increases are attributable to inflationary increases to salaries and benefits with increments of \$1.052 million in 2019 and \$0.669 million in 2020 required above 2018 budgeted funding.

#### **Program Map**

### **City Planning**

To guide and manage the City's physical changes and growth, and the effects on the social, economic and natural environment while seeking to enhance the quality of life for Toronto's diverse residential and business communities.

Development Review, Decision & Implementation

#### Purpose:

Review development applications to ensure desirable development through public consultation and timely review process, while ensuring the implementation of Council policies and applying relevant provincial regulations and plans.

City Building & Policy Development

#### Purpose:

Improves the built environment, the integration of land use and transportation, the natural environment, the optimization of the City's waterfront assets, the partnership with planning agencies and other orders of Government, the quality and accessibility of human services and Toronto's economic health, and achieving revitalization while ensuring the creation of sustainable neighbourhoods.



#### Service Customer

#### Development Review, Decision & Implementation

- Property Owner(s)
- Community Groups
- Interest Groups
- Applicants

#### Indirect (Beneficiary)

- Residents
- Businesses
- Visitors
- Staff City Divisions
- Staff Agencies & Boards

#### City Building & Policy Development

- · Property Owner(s)
- Community Groups
- Interest Groups
- Applicants

#### Indirect (Beneficiary)

- Residents
- Businesses
- Visitors
- Staff City Divisions
- Staff Agencies & Boards

The following section provides the service-based budget by activity and their associated service levels and performance measures.

#### **City Building & Policy Development Service**

#### City Building & Policy Development

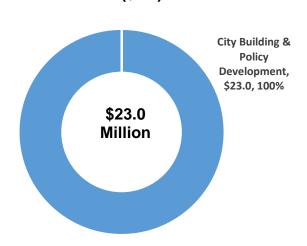
#### What We Do

Improves the built and natural environment, the integration of land use and transportation, the optimization of the City's waterfront assets, the partnership with planning agencies and other orders of government, the quality and accessibility of human services and Toronto's economic health, and achieving revitalization while ensuring the creation of sustainable neighbourhoods.

# 2018 Service by Funding Source (\$Ms)



# 2018 Service Budget by Activity (\$Ms)



#### 2018 Service Levels

#### **City Building & Policy Development Service**

Туре	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
Official Plan Policies (city-wide & local)	City-Wide	Reference most recent Official Plan produced from the legislated 5-Year Review	Approved	100%	100%	100%	100%
	Local	As directed by Council	Approved	100%	100%	100%	100%
	Comprehensive Zoning By-law (Development & Maintenance)	Undertake comprehensive Zoning By- law Review	Approved	100%	100%	100%	100%
	Secondary Plan Study	Complete # of city building studies	Approved	18	18	18	18
	Avenue Studies	Complete # of city building studies	Approved	18	18	18	18
	Area Studies	Complete # of city building studies	Approved	18	18	18	18
	Environmental Assessments	Complete # of city building studies	Approved	18	18	18	18
	Transportation Master Plan	Complete # of city building studies	Approved	18	18	18	18
Implementation Plans, Studies & Guidelines	Secondary Plan Study	Complete % of the city building studies to the timeline identified to the Community or approved by Council	Approved	75%	75%	75%	75%
	Avenue Studies	Complete % of the city building studies to the timeline identified to the Community or approved by Council	Approved	75%	75%	75%	75%
	Area Studies	Complete % of the city building studies to the timeline identified to the Community or approved by Council	Approved	75%	75%	75%	75%
	Environmental Assessments	Complete % of the city building studies to the timeline identified to the Community or approved by Council	Approved	75%	75%	75%	75%
	Transportation Master Plan	Complete % of the city building studies to the timeline identified to the Community or approved by Council	Approved	75%	75%	75%	75%
Implementation Plans, Studies & Guidelines	Heritage Management Plan	Complete and Review	Approved	100%	100%	100%	100%
	Heritage Conservation District Studies	Complete or initiate # of HCD Studies and/or Plans	Approved	3	3	3	3
	Archaeological Master Plan	Prepare maps, policy and requirements for archaeological screening in phases over 5 years	Approved	100%	100%	100%	100%
	Community Improvement Plans	Complete # of C.I.P.'s	Approved	2	2	2	2
	Community Services & Facility Studies and Strategies	Maintain # of ongoing studies; # of new; and # of application reviews	Approved	8 ongoing 4 new 11 application reviews	8 ongoing 4 new 11 application reviews	8 ongoing 4 new 11 application reviews	8 ongoing 4 new 11 application reviews
	City-wide Urban Design Guidelines	# of City-Wide Urban Design Guideline or Review	Approved	1	1	1	1
	Site-specific Urban Design Guidelines	# of Site-Specific Urban Design Guidelines	Approved	4	4	4	4
	Toronto Green Standard	Reference City mandates and City By- law	Approved	100%	100%	100%	100%

#### 2018 Service Levels

#### **City Building & Policy Development Service - continued**

Туре	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
	Legislative Change	Prepare policy recommendations for Council on legislative proposals	Approved	100%	100%	100%	100%
Inter-regional / Inter- governmental	Provincial Plans & Policy	Prepare policy recommendations for Council on new or proposed changes to provincial plans	Approved	100%	100%	100%	100%
	Transportation Planning	Represent the City of Toronto on Regional Transportation Planning issues, report to City Council when required. Attend tribunals to support City Council decisions when necessary	Approved	100%	100%	100%	100%
	Adjacent Municipalities	Prepare policy recommendations for Council on impacts of new plans or development activity in neighbouring municipalities.	Approved	100%	100%	100%	100%
Surveys	Employment Survey	% of survey completion within time frames	Approved	100%	100%	100%	100%
	Resident Surveys	Conduct during the 5-Year Official Plan Review	Approved	100%	100%	100%	100%
	Transportation Surveys	Conduct during the 5-Year Official Plan Review	Approved	100%	100%	100%	100%
	Transportation Tomorrow Survey	Use data to monitor Official Plan and other Council policies	Approved	100%	100%	100%	100%
Monitoring	Demographic, Economic, Social, Environmental	Analysis forms part of periodic policy reviews, 5-Year Official Plan Review, and periodic assessments of various City Programs	Approved	100%	100%	100%	100%
	Regional Growth Patterns	Analysis forms part of periodic policy reviews, 5-Year Official Plan Review, and periodic assessments of various City Programs	Approved	100%	100%	100%	100%
	Development Activity (city-wide & regional)	Analysis forms part of periodic policy reviews, 5-Year Official Plan Review, and periodic assessments of various City Programs	Approved	100%	100%	100%	100%
	Section 37 Tracking	Track Section 37 and Section 45 applications; produce database reports; respond to inquiries and motions	Approved	100%	100%	100%	100%
Forecasting	Population Projections	Incorporate into 5-Year Official Plan Review, capital budget and infrastructure planning by all City departments.	Approved	100%	100%	100%	100%
	Employment Projections	Incorporate into 5-Year Official Plan Review, capital budget and infrastructure planning by all City departments	Approved	100%	100%	100%	100%
	Housing Capacity Assessment	Incorporate into 5-Year Official Plan Review, capital budget and infrastructure planning by all City departments	Approved	100%	100%	100%	100%
	Employment Land Assessment	Incorporate into 5-Year Official Plan Review, capital budget and infrastructure planning by all City departments.	Approved	100%	100%	100%	100%
	Transportation Demand Forecasting for all City and TTC Environmental Assessments	Incorporate forecast into the Environmental Assessment process	Approved	100%	100%	100%	100%

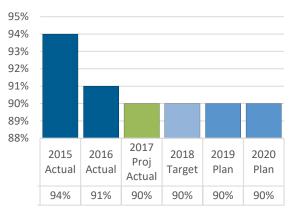
# 2018 Service Levels City Building & Policy Development Service - continued

Туре	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
Waterfront Project	Tri-government/Waterfront Toronto partnership	As required by the Act and City Council	Approved	100%	100%	100%	100%
	Financial Management of Tri- government commitment	As required by the Act and City Council	Approved	100%	100%	100%	100%
	Waterfront Municipal Ownership Transfer	Compliance with Contribution Agreement and business transactional requirements	Approved	100%	100%	100%	100%
Corporate	Facilitation of Inter-jurisdictional Cooperation	As directed by Council	Approved	100%	100%	100%	100%
	Delivery of City-led Capital Projects	As directed by Council	Approved	100%	100%	100%	100%
Heritage Designations & Listings		Evaluate and make recommendations for eligible properties that have Planning Act applications, or they are nominated by Council, the Community Preservation Panels and the public	Approved	100%	100%	100%	100%
Heritage Tax Rebate Program		Review and process all eligible applications for MPAC and Revenue Services. Pay out rebates to property owners	Approved	100%	100%	100%	100%
Heritage Grant Program		Review all applications and present eligible ones to evaluation committee	Approved	100%	100%	100%	100%
Places		# of public spaces 100% of the time	Approved	12	12	12	12
Civic Design Service for Infrastructure Improvements		# of infrastructure improvement projects	Approved	10	10	10	10

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for City Building & Policy Development.

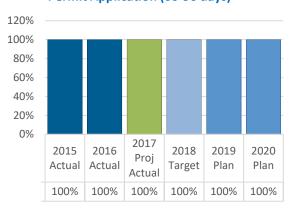
#### **Service Performance Measures**

# % of Heritage Permits that Received a First Review Within 3 days of Receipt



- Heritage conservation is a priority during the development of the City. Applications have continued to rise amidst the rise of development application volumes across the City.
- City Planning has set a target of 90% and has historically exceeded this target.

## Length of time to respond to a Demolition Permit Application (60-90 days)



- Heritage Preservation Services implemented a target of 60-90 calendar days to respond to a Demolition Permit Application, placing priority on heritage conservation while meeting customer service standards.
- City Planning has achieved their target of responding to applications within 90 days.

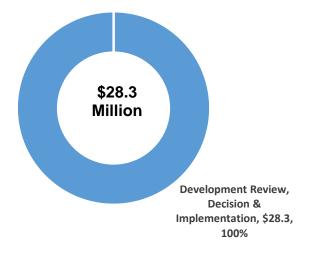
## Development Review, Decision & Implementation Service

Development Review, Decision & Implementation

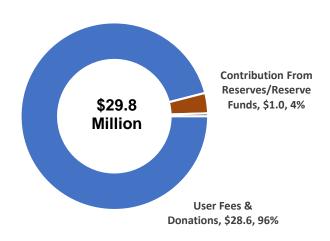
### What We Do

 Review applications to ensure desirable development through public consultation and timely review process, while ensuring the implementation of Council policies and application of relevant provincial regulations and plans.

## 2018 Service Budget by Activity (\$Ms)



## 2018 Service by Funding Source (\$Ms)



### 2018 Service Levels

### **Development Review, Decision & Implementation Service**

Туре	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
Minor Variance		% of applications have Committee hearing within 60 days of application receipt	Approved	75%	75%	75%	75%
Consent		% of applications have Committee hearing within 60 days of application receipt	Approved	75%	75%	75%	75%
	Official Plan Amendment/Zoning By-law Amendment Application	% of Complex Applications are completed within 9-18 months	Approved	80%	80%	80%	80%
	Condominium Amendment Application	% of Routine Applications are completed within 4-8 months	Approved	100%	100%	100%	100%
	Part Lot Control Application	% of Routine Applications are completed within 4-8 months	Approved	100%	100%	100%	100%
Planning Act Applications	Site Plan Approval Application	% of Routine Applications are completed within 4-8 months	Approved	65%	65%	65%	65%
3 11 11 111	Site Plan Approval Application	% of Complex Applications are completed within 9-18 months	Approved	62%	62%	62%	62%
	Plans of Subdivision Application	% of Complex Applications are completed within 9-18 months	Approved	80%	80%	80%	80%
	Holding Designation Removal Application	% of Complex Applications are completed within 9-18 months	Approved	80%	80%	80%	80%
	Interim Control By-law	Process % of all interim control by-law requests	Approved	100%	100%	100%	100%
City of Toronto Applications	Rental Demolition & Conversion Control By-law Applications (Municipal Code)	# of applications	Approved	10	10	10	10
	Alteration Permits - Part IV	Respond to % of complete applications made under this section	Approved	100%	100%	100%	100%
	Demolition Permits - Part IV	Respond to % of complete applications made under this section	Approved	100%	100%	100%	100%
applications	Alteration Permits - Part V	Respond to % of complete applications made under this section	Approved	100%	100%	100%	100%
	Demolition Permits - Part V	Respond to % of complete applications made under this section	Approved	100%	100%	100%	100%
	Archaeological Review	Screen % of applications	Approved	100%	100%	100%	100%

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Development Review, Decision & Implementation.

### **Service Performance Measures**

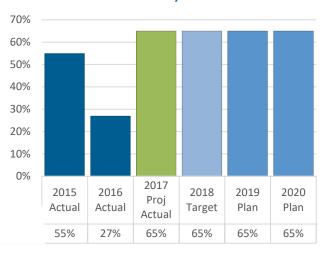
### % of Residential Development Occurring within Areas Targeted by the Official Plan



This performance measure examines the percentage of residential development occurring in areas targeted for growth in the Official Plan.

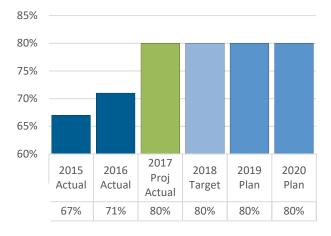
The program is targeting 80% of development in designated areas

Length of time from application to decision for routine Site Plan Applications (Target: 4-8 months)



- This measure tracks the time required for a usual Site Plan application to be reviewed and processed, tracking from the time received and when a decision is made.
- The program targets 65% of applications to be reviewed within 4-8 months.

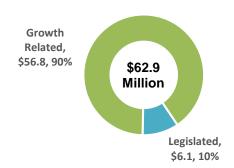
### Duration from application to decision for complex Official Plan Amendments and Zoning Bylaw Amendments (Target: 9-18 months)



- This measure tracks the time required for complex Official Plan Amendment and Zoning Bylaw Amendments to be reviewed and processed, tracking from the time received and when a decision is made.
- The program targets 80% of applications to be reviewed within 9-18 months



## 2018 - 2027 Capital Budget & Plan By Project Category



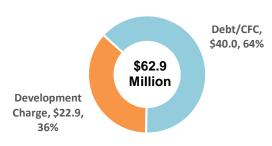
### **By Funding Source**

## **City Planning**

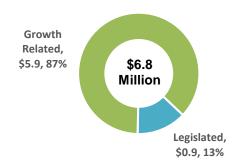
### 2018 – 2027 CAPITAL BUDGET & PLAN OVERVIEW

City Planning helps to guide the way the city looks and grows by working with the community and other City divisions to set goals and policies for development, while taking into consideration important social, economic and environmental concerns.

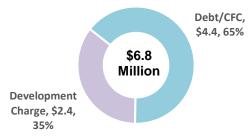
The 10-Year Capital Plan is \$62.914 million to provide funding to achieve legislative requirements relating to the City's Official Plan, Zoning By-Law and the Archaeological Management Plan Phase II; advancing the Work Study Program to further growth, transportation and transit in the City of Toronto; and to create great public spaces.



### 2018 Capital Budget By Project Category



### **By Funding Source**



### **Our Key issues & Priority Actions**

- Increasing demand and complexities of growth related studies as the City of Toronto invests in large City building infrastructure.
  - The 10-Year Capital Plan includes funding of \$18.780 million to advance various Growth, Avenue/Area, Transportation and Transit related studies.
- Heritage Conservation District studies needed to preserve heritage in the City of Toronto in an effective and efficient manner.
  - The 10-Year Capital Plan includes funding of \$8.7 million to execute HCD related studies.
- The statutory Five Year Review of the Official Plan to capture new growth in planning policies and the Municipal Comprehensive Review that looks at designated areas of employment in the Official Plan started in 2017 and will require staff effort to complete by year 2021.
  - ✓ The 10-Year Capital Plan includes funding of \$3.9 million for the statutory reviews.

### Capital Deliverables for 2018

The 2018 Capital Budget for City Planning of \$6.781 million, excluding carry forward funding, will:

- Continue Development Charge Funded Studies (\$2.050 million) including Growth Studies, Transportation & Transit Planning Studies, and Avenue/Area Studies, and Heritage Conservation District studies (\$1.0 million)
- Continue civic improvements (\$2.851 million) to enhance streetscapes in areas such as Glen Road Pedestrian Bridge, John Street and Yonge Street (North York).
- Provide for on-going legislated projects (\$0.130 million) such as Natural Heritage Inventory & Integration Evaluation System, and Toronto Archaeological Resources – Phase 2 Implementation and the start of the Five Year Review of the Official Plan (\$0.750).

### State of Good Repair Backlog

A backlog for State of Good Repair work does not exist for City Planning since the Program has no inventory of capital assets. Any capital assets that City Planning may create, are maintained by other City Programs or Agencies.

Table 1 below details all capital projects, by category, included in the 2018 - 2027 Capital Budget and Plan for City Planning:

Table 1
2018 - 2027 Capital Plan by Project Category (In \$000s)

	Total App'd Cash Flows to Date*	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total	Total Project Cost
Total Expenditures by Category													
Legislated													
Five Year Review of the Official Plan		750	400	350	300			750	750	300	300	3,900	
New Zoning By-Law - Official Plan Compliance Review		-	-		315	315	315					945	
Natural Heritage Inventory & Integration Evaluation System		80	80	80	80	80	80	80	80	80	80	800	
Toronto Archaeological Resources - Phase 2 Implementation		50	50	50	50	50	50	50	50	50	50	500	
Sub-Total		880	530	480	745	445	445	880	880	430	430	6,145	
Growth Related													
Places - Civic Improvements		2,851	2,883	2,914	2,923	2,923	2,923	2,936	2,936	3,000	3,000	29,289	
Transportation & Transit Planning Studies		500	250	250	250	250	250	250	250	350	350	2,950	
Growth Studies		1,300	1,545	1,390	945	900	900	900	900	1,100	1,100	10,980	
Avenue/Area Studies		250	250	250	250	250	250	250	250	300	300	2,600	
Heritage Conserviation District Program		1,000	1,000	1,000	900	800	800	800	800	800	800	8,700	
Transit Studies			250	250	250	250	250	250	250	250	250	2,250	
Sub-Total		5,901	6,178	6,054	5,518	5,373	5,373	5,386	5,386	5,800	5,800	56,769	-
Total Expenditures by Category (excluding carry forward)		6.781	6.708	6,534	6,263	5,818	5.818	6.266	6.266	6,230	6.230	62,914	

<sup>\*</sup>Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2017, excluding ongoing capital projects (i.e. Civic Improvement projects)

### 2018 - 2027 Capital Projects

### Legislated

- Legislative projects total \$6.145 million or 9.2% of the total 10-Year Capital Plan's expenditures.
  - Five Year Review of the Official Plan (\$3.9 million) The Planning Act's statutory review of the Official Plan and Municipal Comprehensive Review will result in new policies to address new legislative requirements, research outcomes and City Council directions.
  - New Zoning By-law Official Plan Compliance Review (\$0.945 million) The compliance review of the Zoning By-law will commence in 2021 for a three year review.
  - Natural Heritage Inventory & Integration Evaluation System (\$0.800 million) This project will develop accurate mapping, for Official Plan purposes, of the Natural Heritage System. The project scope includes evaluating the system integration of terrestrial, aquatic, hydrological and geological components; field inventory analysis of the natural habitat area and wetlands; development of GIS based mapping system and production of Official Plan maps; and development of a publically accessible program to display inventory results and analysis.
    - The 2018 work plan includes completing a Biodiversity Strategy, implementing the Ravine Strategy and identifying additional Environmentally Significant Areas.
  - > Toronto Archaeological Resources Phase 2 Implementation (\$0.500 million) This project will continue the review of specific sites identified as having significant archaeological potential in Phase I of the Archaeological Master Plan. The Plan will allow the City to further inventory, evaluate and develop capabilities for the management of archaeological heritage and implement relevant Official Plan policies.

### Growth Related

Growth Related projects amount to \$56.769 million or 90.4% of the total 10-Year Capital Plan's expenditures.

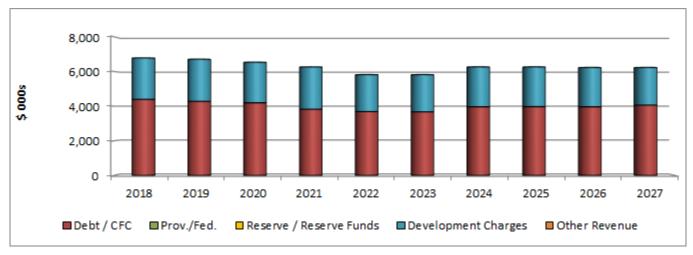
- Places Civic Improvements (\$29.289 million) These streetscape enhancement projects focus on creating urban places for the public's enjoyment in strategic locations across Toronto. Projects are undertaken in conjunction with larger infrastructure reconstruction projects coordinated with other City departments, leveraging relatively modest capital expenditures to enhance the public realm.
  - Improvement areas planned over the 10-year timeframe include: the Glen Road Pedestrian Bridge,
    John Street from Adelaide Street West to Stephanie Street, Kingston Roads from Morningside Avenue
    to Meadowvale Road, access to Upper Highland Creek, Bathurst Street and Wilson Avenue, and
    Yonge Street from Harlandale Avenue to Park Home Avenue.
- Transportation & Transit Planning Studies (\$2.950 million) The studies provide review of the City's transportation policies in the context of the Five Year Review of the Official Plan, including policies addressing integration with land use, transportation demand management and parking, and transit priorities. Major studies include the King Street Pilot, the Downtown Relief Line and Scarborough Transit Planning.
- Growth Studies (\$10.980 million) Studies in City Planning's four service districts will result in a framework to guide future growth and development of the respective areas. Major studies planned between 2018 and 2027 include Don Mills Crossing, Agincourt Secondary Plan, Queensway Area Study, Weston Village Planning Framework, and Garrison Common Secondary Plan Review.
- Avenue/Area Studies (\$2.600 million) These studies will assist City Planning in determining how to intensify along the City's Avenues in a way that is compatible with adjacent neighbourhoods through appropriately scaled and designed mid-rise buildings.
- Heritage Conservation District (HCD) Studies (\$8.700 million) These studies support the heritage planning framework in Ontario and the City of Toronto, ensuring that historically significant neighbourhoods and areas are protected, preserving the City's rich cultural heritage.
- > Transit Studies (\$2.250 million) Additional funding for transit related studies is provided to meet the increasing demands for transit growth.

Included as a sub-set of the 10-Year Capital Plan is the 2018 Capital Budget and Future Year Commitments which consists of 2018 and future year cash flow funding estimates for projects previously approved by Council; adjustments (Scope Change) to those previously approved projects; as well as new projects which collectively, require Council approval to begin, continue or complete capital work.

### 2018 - 2027 Capital Budget & Plan by Funding Source

Chart 1 below summarizes the funding sources included in the 2018 - 2027 Capital Budget and Plan for City Planning:

Chart 1
2018 - 2027 Capital Plan by Funding Source (In \$000s)



The 10-Year Capital Plan of \$62.914 million will be financed by the following sources:

- Debt accounts for \$39.976 million or 63.5% of the financing over the 10-year period.
  - > The debt funding meets the 10-year debt affordability target of \$39.976 million to partially fund studies, civic improvements, the Official Plan review, and to fully fund the second implementation phase of the Archaeological Master Plan and the evaluation of the Natural Heritage system.
- Development charges total \$22.938 million and represent 36.5% of the financing over the 10-year period to partially fund studies, civic improvements and the Official Plan review.

### 10-Year Capital Plan: Net Operating Budget Impact

The 10-Year Capital Plan does not result in any operating impacts.



# **Engineering & Construction Services**

### **2018 OPERATING BUDGET OVERVIEW**

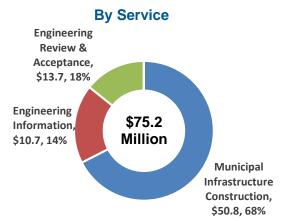
Engineering & Construction Services provides specialized engineering design and construction services to internal clients (Toronto Water, Transportation Services, Solid Waste Management Services, and other City Programs and Agencies), and external clients (the development industry, utility companies and other public agencies) creating safe and sustainable municipal infrastructure.

### 2018 Operating Budget Highlights

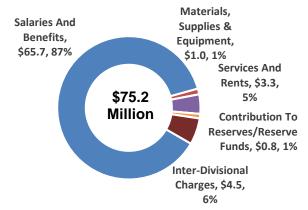
The 2018 Operating Budget for Engineering & Construction Services is \$75.220 million gross and \$4.082 million net provides funding for three services: Municipal Infrastructure Construction; Engineering Review & Acceptance; and, Engineering Information. The total cost to deliver these services to Toronto residents is \$75.220 million gross and \$4.082 million net as shown below:

	2017	2018 -	Change			
(in \$000's)	Budget	Budget	\$	%		
Gross Expenditures	73,272.6	75,220.1	1,947.5	2.7%		
Revenues	69,191.1	71,138.7	1,947.5	2.8%		
Net Expenditures	4,081.5	4,081.5	0.0	0.0%		

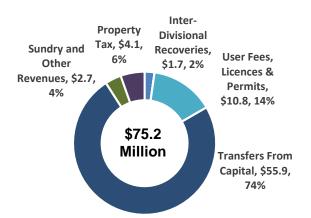
### 2018 Operating Budget



### **By Expenditure Category**



### **By Funding Source**



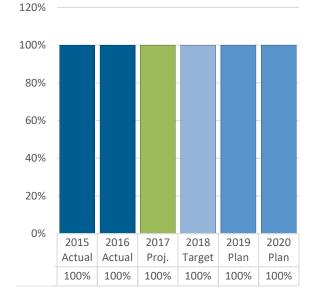
### **Fast Facts**

- \$568 million in capital projects delivered in 2017,
   \$77.0 million more than in 2016.
- 279 bridge condition inspections completed in 2017.
- 1,850 engineering reviews of development applications completed in 2017.

### **Trends**

- In 2017, Engineering & Construction Services (ECS) is projecting to again complete 100% of planned bridge condition inspections, therefore ensuring full compliance with regulatory requirements.
- ECS is targeting to maintain a 100% completion rate in 2018 and future years for the 2-year bridge condition inspection cycle that requires a consistent level of effort in each year.

### % of Bridge Condition Inspections Completed Compared to Plan



### **Our Key Issues & Priority Actions**

### Managing Multi-Year Construction

- Continue to enhance planning and coordination of multi-year Capital Program with internal and external stakeholders.
- ✓ Emphasize the need for asset-owning Programs to define and "lock-down" multiyear programs (e.g. 3 years).
- Ensure multi-year budget approvals to allow for tender issuance and awards for large SOGR projects.

### Increasing Delivery Capacity

- Ongoing significant forecasted year-over-year increase in the Capital Program assigned to ECS:
  - Presents a challenge to sustain the 80% capital delivery rate.
  - Represents pressure on the ECS Operating Budget to provide necessary resources.
- Revisit alternative procurement strategies (e.g. Task Order Contracting) to increase capital throughput.

### **Key Service Deliverables For 2018**

The 2018 Operating Budget will enable Engineering & Construction Services to continue to:

- Sustain capital delivery at an estimated 80% yearend actual expenditure as a percentage of Approved Capital Budget.
- Sustain at least 75% compliance with "Streamlining the Application Review" (STAR) timelines for review of development applications.
- Start construction on the first contract for the Strategic Rehabilitation of the F.G. Gardiner Expressway, between Jarvis and Cherry Streets.
- Begin demolition of bridges at the Six Points Interchange and commence reconstruction.
- Begin construction on the new Ultraviolet Irradiation disinfection system at the Ashbridges Bay Treatment Plant.
- Commence construction of the Coxwell Bypass Sewer, which will intercept most of the combined sewer overflows to the Don River and will act as a back up to the existing sewer.
- Implement the new Professional Services Performance Evaluation tool.
- Prepare for implementation of Bill 142 the updated Construction Lien Act – including revising contract documents and streamlining payment processing.

### 2018 Operating Budget and Plan by Service

	20	)17	2018 (	Operating B	udget			In	crementa	al Change	
		Projected		New/	Total	2018 v	s. 2017	201	9	202	0
(In \$000s)	Budget	Actual	Base	Enhanced	Budget	Budget	Change	Pla	n	Pla	n
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Municipal Infrastructure C	Construction	1									
Gross Expenditures	50,175.7	46,638.8	50,169.3	585.1	50,754.3	578.6	1.2%	1,065.7	2.1%	880.0	1.7%
Revenue	48,083.7	43,153.5	48,827.1	585.1	49,412.2	1,328.5	2.8%	1,065.7	2.2%	880.0	1.7%
Net Expenditures	2,092.0	3,485.4	1,342.1	0.0	1,342.1	(749.9)	(35.8%)	(0.0)	(0.0%)	(0.0)	(0.0%)
<b>Engineering Review &amp; Acc</b>	ceptance										
Gross Expenditures	13,418.5	12,480.3	13,596.4	140.9	13,737.3	318.8	2.4%	290.6	2.1%	257.6	1.8%
Revenue	13,242.3	17,251.7	12,358.1	140.9	12,499.0	(743.3)	(5.6%)	290.6	2.3%	257.6	2.0%
Net Expenditures	176.2	(4,771.4)	1,238.3	0.0	1,238.3	1,062.1	602.8%	0.0	0.0%	0.0	0.0%
<b>Engineering Information</b>											
Gross Expenditures	9,678.4	9,112.7	9,777.2	951.4	10,728.6	1,050.2	10.9%	220.7	2.1%	153.1	1.4%
Revenue	7,865.1	8,031.6	8,276.1	951.4	9,227.5	1,362.3	17.3%	220.7	2.4%	153.1	1.6%
Net Expenditures	1,813.3	1,081.2	1,501.1	(0.0)	1,501.1	(312.2)	(17.2%)	0.0	0.0%	0.0	0.0%
Total											
Gross Expenditures	73,272.6	68,231.9	73,542.8	1,677.3	75,220.1	1,947.5	2.7%	1,577.0	2.1%	1,290.6	1.7%
Revenue	69,191.1	68,436.7	69,461.4	1,677.3	71,138.7	1,947.5	2.8%	1,577.0	2.2%	1,290.6	1.8%
Total Net Expenditures	4,081.5	(204.8)	4,081.5	0.0	4,081.5	0.0	0.0%	(0.0)	(0.0%)	(0.0)	(0.0%)
Approved Positions	574.1	532.1	574.1	11.0	585.1	11.0	1.9%	0.0		0.0	

The Engineering & Construction Services' 2018 Operating Budget is \$75.220 million gross and \$4.082 million net, representing a 0% increase to the 2017 Approved Net Operating Budget and achieves the reduction target of 0% as set out in the 2018 Operating Budget Directions approved by Council.

- The Program is able to maintain its net base budget at 2017 levels mainly due to increased recoveries from Metrolinx for survey services, reduced benefits and the continuation of previously implemented operational efficiency measures (i.e. reductions in the use of fleet vehicles, etc.).
- New and enhanced service funds of \$1.677 million gross and \$0 net with 11.0 new positions are included for work that will be performed on behalf of Metrolinx; communications support for delivery of construction projects for the Basement Flooding Protection Capital Program and the Local Roads Capital Program; for legal expertise services required for properties related to the Strategic Rehabilitation of the F.G. Gardiner Expressway; and for review and project management of the Lawrence Heights Revitalization project on behalf of Toronto Community Housing Corporation (TCHC).
- Approval of the 2018 Operating Budget results in Engineering & Construction Services increasing its total staff complement by 11 positions from 574.1 to 585.1, all for new and enhanced services.
- The 2019 and 2020 Plans reflect increases attributable to COLA, progression pay, step and other payroll costs, resulting in an increase of \$1.577 million gross in 2019 and an increase of \$1.291 million gross in 2020.

### Program Map

### **Engineering and Construction Services**

To build safe and sustainable infrastructure that enhances the quality of life of the people of Toronto, through professionalism in project planning, engineering and project management services.

### Municipal Infrastructure Construction

### Purpose:

To provide engineering and project management services to internal clients for the construction of new and upgraded infrastructure including bridges, roads, sewers, solid waste facilities, stormwater management facilities, water and wastewater treatment facilities, and watermains.

Construction

Design

### **Engineering Review &** Acceptance

### Purpose:

To provide engineering review and acceptance services to external clients including the development industry, utility companies, and public agencies, so as to ensure the integrity of City infrastructure is maintained and that development and third party works comply with applicable by-laws, standards and regulatory requirements.

Development Application Review & Acceptance

3rd Party Application

Review & Acceptance

### **Engineering Information**

### Purpose:

To establish and maintain effective technical and data support to the various business units across the division and cluster involved in managing and building the City's infrastructure.

Land Information

Bridge Condition Assessment

Activity

### Service Customer

- Staff City Divisions
- Staff Agencies & Boards
- Business Improvement Areas (BIAs)

Municipal Infrastructure Construction

Utility Companies

### Indirect (Beneficiary)

- Residents
- Businesses Visitors

### Engineering Review & Acceptance

- Staff City Divisions
- Staff Agencies & Boards
- Business Improvement Areas (BIAs)
- Utility Companies

### Indirect (Beneficiary)

- Residents
- Businesses
- Visitors

### **Engineering Information**

- Mayor & City Council
- Residents

Program

Service

Legend:

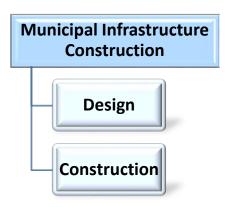
- Staff City Divisions
- Staff Agencies & Boards
- Metrolinx
- Waterfront Toronto

### Indirect (Beneficiary)

- Businesses
- Visitors

The following section provides the service-based budget by activity and their associated service levels and performance measures.

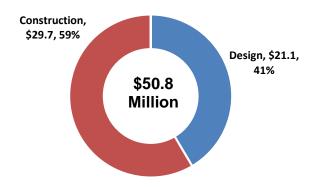
### **Municipal Infrastructure Construction Service**



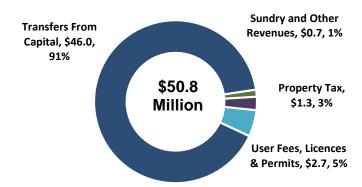
### What We Do

 Provide engineering and project management services to internal clients for the construction of new and upgraded infrastructure including bridges, roads, sewers, solid waste facilities, stormwater management facilities, water and wastewater treatment facilities, and watermains.

## 2018 Service Budget by Activity (\$Ms)



## 2018 Service Budget by Funding Source (\$Ms)



### 2018 Service Levels

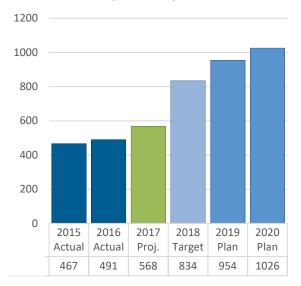
### **Municipal Infrastructure Construction Service**

Activity	Туре	Service Level Description	Status	2015	2016	2017	2018
Decign	Engineering Design	% of tenders / RFPs / RFQs	Approved	90%	90%	90%	90%
Design	Engineering Design	issued compared to plan	Actual	92%	87%		
	Engineering Construction	% of contracts substantially	Approved	90%	90%	90%	90%
Comptunction		completed compared to plan	Actual	48%	53%		
Construction Engineerin	Engine aring Construction	Year End Actual Expenditure	Approved	80%	80%	80%	80%
	Engineering Construction	as a % of Approved Capital  Budget	Actual	79%	74%		

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Municipal Infrastructure Construction.

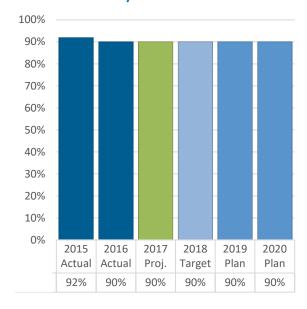
### **Service Performance Measures**

## Annual Expenditure on Municipal Infrastructure Design & Construction (\$ Millions)



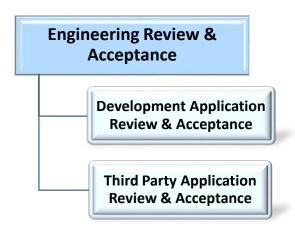
- This measure indicates year-to-date expenditures on municipal infrastructure design and construction in millions.
- Engineering & Construction Services continues to experience substantial growth in construction activity for clients' capital programs.
- \$568 million in capital projects are expected to be delivered by ECS in 2017, an increase of \$77 million compared to 2016.
- The 2018 Operating Budget is targeting the delivery of 80% of the Capital Budget assigned to the Program, which is estimated to be \$830 million in 2018.

## % of Tenders issued compared to plan at year-end



- The number of tenders, requests for proposals, and requests for qualifications decreased from 143 in 2015 to 141 in 2016.
- The Program expects to issue an estimated 154 tenders for a capital program assigned to ECS that is currently valued at over \$710 million.
- 2018 and future year estimates are 150 for each of 2018, 2019 and 2020, and will be based on client's requirements and the planned continued bundling of construction projects into single tenders.

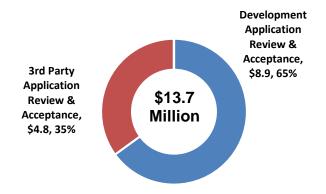
### **Engineering Review & Acceptance Service**



### What We Do

Provide engineering review and acceptance services to external clients including the development industry, utility companies, and public agencies, so as to ensure that the integrity of City infrastructure is maintained and that development and third party works comply with applicable by-laws, standards and regulatory requirements

## 2018 Service Budget by Activity (\$Ms)



## 2018 Service by Funding Source (\$Ms)



### 2018 Service Levels

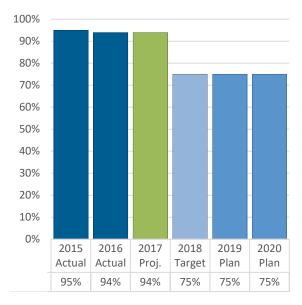
### **Engineering Review & Acceptance Service**

Activity	Туре	Service Level Description	Status	2015	2016	2017	2018
		Review and acceptance of	Approved	75%	75%	75%	75%
Development Applications	Development Applications	Development Applications within STAR timelines	Actual	95%	94%		
Review & Acceptance	Engineering Drawings	Review of engineering drawing sets within established	Approved	75%	75%	75%	75%
Лосорилос	Engineering Drawings	timelines	Actual	98%	93%		
Third Party Application	Third Party Applications	Review and acceptance of Third Party and Utility	Approved	90%	90%	90%	90%
Review & Acceptance	Time Larty Applications	Applications within 20 working days	Actual	99%	99%		

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Engineering Review & Acceptance.

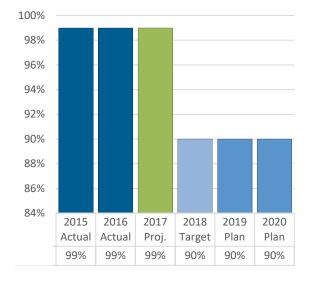
### **Service Performance Measures**

% of Development Applications and Revisions Reviewed within STAR timelines



- This measure indicates the percentage of development applications and revisions reviewed within "Streaming the Application Review" (STAR) timelines.
- In 2017, 94% of development applications and revisions by Engineering & Construction Services were completed within STAR timelines.
- This high level of achievement builds on the trend set in 2015, when 95% of applications were reviewed within STAR timelines.
- ECS will continue to target compliance with STAR timelines in 2017 and future years.

## % of Third Party and Utility Applications and Revisions Reviewed Within Set Timelines



- This measure indicates the percentage of third party and utility applications reviewed within the set timelines.
- For the fifth year in a row, ECS reviewed 99% of third party and utility applications within set timelines in 2017.
- This represents a very high level of responsiveness to third party and utility clients.
- 2018 and future year targets will continue to be 90% compliance with set timelines.

## Table 6 2018 Service Budget by Activity

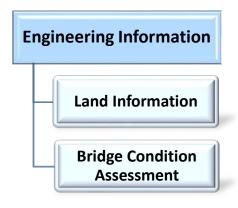
	2017			2018	Operating B	udget						ncrementa	l Change	
	Approved Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2018 Budge		2019	Dlan	2020 F	Dlan
(\$000s)	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
GROSS EXP.							·		·				,	
Development Application Review & Acceptance	6,977.7	8,801.9		8,801.9	1,824.2	26.1%	126.8	8,928.7	1,951.0	28.0%	204.7	2.3%	202.6	2.2%
3rd Party Application Review & Acceptance	6,440.8	4,794.5		4,794.5	(1,646.3)	(25.6%)	14.1	4,808.6	(1,632.2)	(25.3%)	85.9	1.8%	55.0	1.1%
Total Gross Exp.	13,418.5	13,596.4		13,596.4	177.9	1.3%	140.9	13,737.3	318.8	2.4%	290.6	2.1%	257.6	1.8%
REVENUE														
Development Application Review & Acceptance	6,589.7	7,569.1		7,569.1	979.4	14.9%	126.8	7,695.9	1,106.2	16.8%	204.7	2.7%	202.6	2.6%
3rd Party Application Review & Acceptance	6,652.6	4,789.0		4,789.0	(1,863.6)	(28.0%)	14.1	4,803.1	(1,849.5)	(27.8%)	85.9	1.8%	55.0	1.1%
Total Revenues	13,242.3	12,358.1		12,358.1	(884.2)	(6.7%)	140.9	12,499.0	(743.3)	(5.6%)	290.6	2.3%	257.6	2.0%
NET EXP.														
Development Application Review & Acceptance	388.0	1,232.8		1,232.8	844.8	217.7%		1,232.8	844.8	217.7%	0.0	0.0%	0.0	0.0%
3rd Party Application Review & Acceptance	(211.8)	5.4		5.4	217.3	(102.6%)		5.4	217.3	(102.6%)	0.0	0.0%	0.0	0.0%
Total Net Exp.	176.2	1,238.3		1,238.3	1,062.1	602.8%		1,238.3	1,062.1	602.8%	0.0	0.0%	0.0	0.0%
Approved Positions	106.3	106.9		106.9	0.6	0.6%	1.0	107.9	1.6	1.5%		0.0%		

The *Engineering Review & Acceptance Service* provides engineering review and acceptance services to external clients including the development industry, utility companies, and public agencies, so as to ensure that the integrity of City infrastructure is maintained and that development and third party works comply with applicable bylaws, standards and regulatory requirements.

The Engineering Review & Acceptance Service's 2018 Operating Budget of \$13.737 million gross and \$1.238 million net is \$1.062 million or 602.8% over the 2017 Approved Net Budget.

- This service is also experiencing lower base budget benefit costs that are common across all services, however these are more than offset by other expenditure adjustments to align the budget with actual experience that reduce the budget by \$0.113 million.
- While the service has higher recovery adjustments of \$0.409 million to recover the expenditure adjustments and to align the budget with actual experience, the volume of work is anticipated to be lower for both the Bell Smart City program and Metrolinx projects resulting in lower revenues of \$0.794 million and \$0.500 million respectively.
- The 2018 Operating Budget includes new funding of \$0.141 million gross and \$0 net for one permanent position (Senior Engineer) for the review and project management of Phase 1 of the Lawrence Heights Revitalization Project, fully funded by the TCHC.

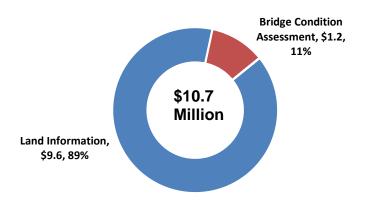
### **Engineering Information Service**



### What We Do

 Establish and maintain effective technical and data support to the various business units across the division and cluster involved in managing and building the City's infrastructure.

## 2018 Service Budget by Activity (\$Ms)



## 2018 Service by Funding Source (\$Ms)



### 2018 Service Levels

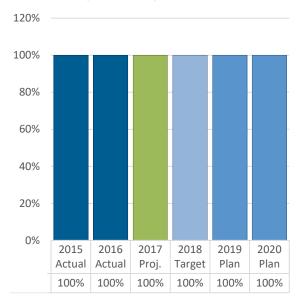
### **Engineering Information Service**

Activity	Туре	Service Level Description	Status	2015	2016	2017	2018
	Land Surveying	Completion of projects by	Approved	90%	90%	90%	90%
	Land Surveying	estimated date	Actual	90%	90%		
	Street Naming	Provide a recommendation	Approved	90%	90%	90%	90%
	Street Naming	within 6 months	Actual	90%	90%		
Land Information	and Information  Municipal Numbering	Provide comments within 5	Approved	100%	100%	100%	100%
		working days	Actual	100%	100%		
	Utility Mapping	Completion of planned km	Approved	90%	90%	90%	90%
	Cunty Wapping	Completion of planned kin	Actual	90%	90%		
Bridge Condition Bridge Inspection &		Bridge condition inspection compliance within regulatory	Approved	100%	100%	100%	100%
Assessment	Assessment	timelines	Actual	100%	100%		

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Engineering Information.

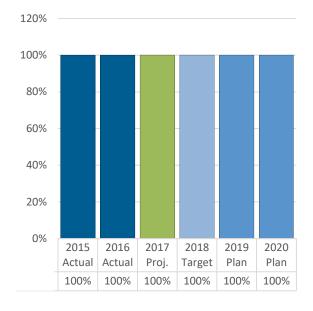
### **Service Performance Measures**

### % of Bridge Condition Inspections Completed Compared to Plan



- This measure indicates the percentage of bridge condition inspections completed compared to the plan.
- In 2017, ECS again completed 100% of planned bridge condition inspections.
- ECS is targeting to maintain a 100% completion rate in 2018 and future years for the legislated 2-year bridge condition inspection cycle.

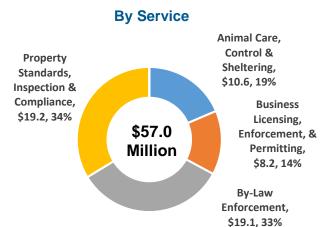
## % of Municipal Numbers Processed Within Timelines



- This measure indicates the percentage of municipal numbers processed within the set timelines.
- In 2017, ECS again completed 100% of municipal numbering within 5 business days.
- ECS is targeting to maintain a 100% compliance with the set timelines for 2018 and future years.



### **2018 Operating Budget**



# Municipal Licensing & Standards

### **2018 OPERATING BUDGET OVERVIEW**

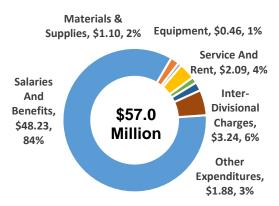
Municipal Licensing & Standards (ML&S) provides bylaw administration and enforcement services for private property maintenance and use, community standards including signs, noise, waste, parks and regulated businesses. Other services include Business Licensing and Permitting and Animal Care control, sheltering and adoption services.

### 2018 Operating Budget Highlights

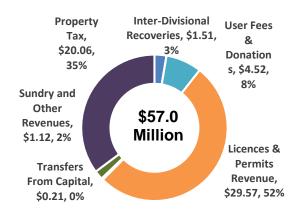
The 2018 Operating Budget for ML&S of \$56.743 million gross and \$19.382 million net provides funding for four services; By-law Enforcement; Business Licensing & Permitting; Property Standards, Inspection & Compliance; and, Animal Care, Control & Sheltering. The total cost to deliver these services to Toronto residents is shown below:

	2017	2018 -	Change			
(in \$000's)	Budget	Budget	\$	%		
Gross Expenditures	53,128.4	57,000.8	3,872.4	7.3%		
Revenues	33,746.1	36,936.4	3,190.4	9.5%		
Net Expenditures	19,382.4	20,064.4	682.0	3.5%		

### **By Expenditure Category**



### **By Funding Source**



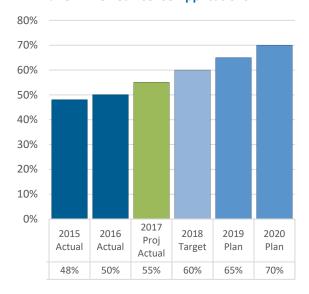
### **Fast Facts**

- ML&S has 12 district offices including Licensing, Bylaw Enforcement, Investigation and Animal Services (including animal shelters) across the City.
- 75,000 Property Standards inspections with 70% conducted in 5 days & 75% resolved within 60 days.
- 95,151 Business licenses and permits, (new & renewed).
- 80,000 dog and cat licenses, with an 80% renewal rate and 55% completed online.
- 1 CHIP Truck for micro-chipping and licensing, 1 mobile Spay/Neuter Truck.

### **Trends**

- The efficiency of conducting pet license applications on-line is demonstrated by the growing % of applications being completed using this service since 2014.
- It is anticipated that this trend will continue in 2018 with on-line pet license applications expected to increase to 60%.
- ML&S is prioritizing on-line services to provide user-friendly services to the public such as selfmanagement of pet owner profile, immediate issuance of donor tax receipts through email and streamlined pet licensing process for multiple pets.

### % On-line Pet License Applications



### **Our Key Issues & Priority Actions**

### Modernization of Bylaws and Business Processes.

- ✓ Bylaws governing licensing, animals, property standards and maintenance will be updated.
- Alternative resolution options will be developed to manage neighbour and other disputes.
- Continue to review user fees through the modernization of bylaws with cost recovery based on the service provided.

### Short-Term Rentals Regulations

The 2018 Operating Budget includes funding of \$0.77 million and associated revenues with a new bylaw including registration and licensing.

### Holistic Centres and Body Rub Parlours

✓ The 2018 Operating Budget includes funding of \$0.68 million for the enforcement of bylaws. This includes 5 additional staff.

### **Key Service Deliverables For 2018**

The 2018 Operating Budget will enable the Program to:

### **By-law Enforcement**

- Secure substantive prosecution outcomes with escalated by-law enforcement.
- Respond to complaints related to waste enforcement and focus on conduct in City Parks as well as implement waste diversion enforcement on multi-residential properties,

### **Business Licensing and Permitting**

- Implement Short Term Rentals by-laws.
- Implement pilots to streamline service delivery, regarding the Restaurant industry.

### **Property Standards, Inspection & Compliance**

 Continued implementation of the RentSafeTO Apartment Building Standards Program and SPIDER; update various by-laws.

### Animal Care, Control, Management & Sheltering

- Manage the number of dangerous dogs through bylaws, enforcement and prosecutions with education on dog bite prevention and responsible dog ownership.
- Improve live outcome rates by partnering with humane societies, rescue groups and with sterilization initiatives.
- Establish programs to increase adoption rates.
- Deliver low-cost rabies immunization for pets through partnerships with Toronto Public Health.

### 2018 Operating Budget and Plan by Service

	20	)17	2018 (	Operating B	udget	2018 vs	2017	Ir	ncrementa	al Chang	ge
		Projected		New/	Total			20	019	20	20
(In \$000s)	Budget	Actual	Base	Enhanced	Budget	Budget (	Snange	PI	an	PI	an
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Animal Care, Control &	Sheltering										
Gross Expenditures	10,550.3	10,104.6	10,590.5	0.0	10,590.5	40.2	0.4%	(605.1)	(5.7%)	86.1	0.9%
Revenue	3,332.7	3,449.4	3,049.7	0.0	3,049.7	(282.9)	(8.5%)	(750.0)	(24.6%)	0.0	0.0%
Net Expenditures	7,217.7	6,655.2	7,540.8	0.0	7,540.8	323.1	4.5%	144.8	1.9%	86.0	1.1%
Business Licensing, Enfo	orcement,	& Permitting	3								
Gross Expenditures	8,458.1	8,100.8	8,150.8	0.0	8,150.8	(307.3)	(3.6%)	133.8	1.6%	110.7	1.3%
Revenue	25,967.2	26,877.3	27,093.6	0.0	27,093.6	1,126.3	4.3%	139.8	0.5%	7.0	0.0%
Net Expenditures	(17,509.2)	(18,776.5)	(18,942.8)	0.0	(18,942.8)	(1,433.7)	8.2%	(6.0)	0.0%	103.8	(0.5%)
By-Law Enforcement											
Gross Expenditures	17,369.6	16,635.8	18,372.2	682.0	19,054.2	1,684.5	9.7%	351.9	1.8%	237.5	1.2%
Revenue	1,915.7	1,982.8	1,825.9	0.0	1,825.9	(89.8)	(4.7%)	0.0		0.0	
Net Expenditures	15,454.0	14,653.0	16,546.3	682.0	17,228.3	1,774.3	11.5%	351.9	2.0%	237.5	1.4%
Property Standards, Insp	pection & 0	Compliance									
Gross Expenditures	16,750.4	16,042.8	18,432.6	772.7	19,205.4	2,455.0	14.7%	616.8	3.2%	170.4	0.9%
Revenue	2,530.5	2,619.2	4,195.9	771.3	4,967.3	2,436.7	96.3%	466.0	9.4%	1.4	0.0%
Net Expenditures	14,219.9	13,423.5	14,236.7	1.4	14,238.1	18.3	0.1%	150.8	1.1%	169.0	1.2%
Total											
Gross Expenditures	53,128.4	50,884.0	55,546.1	1,454.7	57,000.8	3,872.4	7.3%	497.4	0.9%	604.7	1.1%
Revenue	33,746.1	34,928.7	36,165.1	771.3	36,936.4	3,190.4	9.5%	(144.1)	(0.4%)	8.4	0.0%
Total Net Expenditures	19,382.4	15,955.2	19,381.0	683.4	20,064.4	682.0	3.5%	641.5	3.2%	596.3	2.9%
Approved Positions	479.5	460.5	479.5	13.0	492.5	13.0	2.7%	(2.0)	(0.4%)	0.0	

The Municipal Licensing & Standards' 2018 Operating Budget is \$57.001 million gross and \$20.064 million net, representing a 3.5% increase to the 2017 Approved Net Operating Budget and, excluding the new item for Enforcement of Holistic Centres and Body Rub Parlours, is in line with the budget reduction target of 0% as set out in the 2018 Operating Budget Directions approved by Council.

- Base pressures are mainly attributable to salary & benefit adjustments and the annualized impact of implementing the Apartment Building Standards program (ABS). Revenues for Toronto Animal Services and Investigation Services are adjusted based on actual experience.
- The Program also includes increased revenue from the annualized impact of implementing the ABS program as well as from volume adjustment of Private Transportation Company (PTC) trip fees. A remaining base pressure of \$0.308 million has been offset by inflationary increases to applicable user fees.
- The 2018 Operating Budget includes new and enhanced service priorities within By-law Enforcement services for Enforcement of Holistic Centres and Body Rub Parlours that requires funding for 5 new positions. Within the Property Standards, Inspection & Compliance service, the implementation of the new regulatory regime for Short-term Rentals requires funding for 8 new staff which is offset by new associated user fee revenues.
- Approval of the 2018 Operating Budget will result in Municipal Licensing & Standards increasing its total staff complement by 13 positions from 479.5 to 492.5.
- The 2019 and 2020 Plan increases of \$0.642 million and \$0.596 million, respectively, are primarily attributable to salary and benefit adjustments including COLA and progression pay that are in line with the current collective agreements as well as the annualized impact of the new and enhanced service priorities from 2018.

### Program Map

### **Municipal Licensing & Standards**

Municipal Licensing and Standards contributes to the safety, vibrancy and maintenance of our communities by being a leader in the professional delivery of by-law enforcement, administration and animal care services to the City of Toronto.

#### Business Licensing & Property Standards, Animal Care, Control & By-Law Enforcement Inspection & Compliance Sheltering Permitting Purpose: Purpose: Purpose: Purpose: The enforcement of City of The management, The enforcement of City of The regulatory oversight of Toronto By-laws to ensure the sheltering, care and control Toronto By-Laws to mitigate municipally licensed maintenance of housing, of domestic animals, public nuisances, enhance businesses, including private property and including the promotion of public safety and maximize issuance of business community standards. responsible pet ownership compliance. licenses, issuance of right-ofincluding the mitigation of through licensing, and way permits, and training of nuisance and appropnate emergency animal rescue. the taxi/limousine industries. land use. Property Standards License & Permit Business & Trade Inspection & Cat & Dog Licensing Enforcement Licensing Enforcement Waste By-Law **Business Permitting** Property Maintenance Veterinary Care Enforcement Parks By-Law Zoning Investigation & Animal Mobile Vehicle for Hire Enforcement Enforcement Response Animal By-Law Animal Sheltering & **Exemptions & Permits** Licensing Tribunal Enforcement Adoption

### By-Law Enforcement

- By-Law Violator
- Complainant
- By-Law Complaint People
- Enforcement agencies
- Mayor & City Council

### Indirect (Beneficial)

- Residents
- Businesses
- Visitors

### **Business Licensing & Permitting**

- Business Licence Applicant
- Boulevard Occupancy Applicant
- Permit Applicant
- Property owners

### Indirect (Beneficial)

- Residents
- Consumer / Patron
- Businesses
- Visitors

### Property Standards, Inspection & Compliance

- · Property owners
- Community/Resident groups
- Exemption Permit Applicants
- Tenants
- Housing advocacy associations

### Indirect (Beneficial)

- Residents
- Businesses
- Visitors

### Animal Care, Control & Sheltering

- Animal/pet owners
- Domestic Animals
- Animal Welfare advocacy groups
- Wild Animals

### Indirect (Beneficial)

- Residents
- Businesses
- Visitors
  Veterinarian industry

The following section provides the service-based budget by activity and their associated service levels and performance measures.

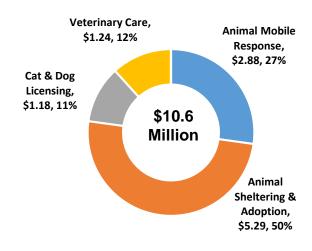
### **Animal Care, Control & Sheltering Service**



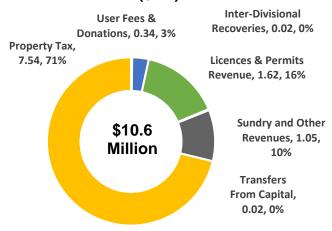
### What We Do

- Animal Services promotes and supports the healthy and safe co-existence of people and animals in the City.
- The Service provides education and enforcement of animal related legislation, provision of animal sheltering, adoption, lost pet returns, licensing, pet sterilization and emergency animal rescue, removal and care.

## 2018 Service Budget by Activity (\$Ms)



## 2018 Service Budget by Funding Source (\$Ms)



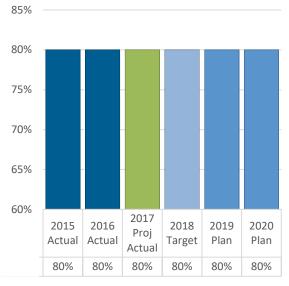
## 2018 Service Levels Animal Care, Control & Sheltering Service

Activity	Туре	Service Level Description	Status	2015	2016	2017	2018
	Emarganay Animal Bassys & Care	Developed within 2 hours	Approved	80%	80%	80%	80%
Animal Mobile	Emergency Animal Rescue & Care	Percentage response within 2 hours	Actual	80%	90%	85%	
Response	On do on Dono and	D	Approved	90%	85%	80%	90%
	Cadaver Removal	Percentage response within 48 hours	Actual	70%	90%	90%	
	Sheltered Animals	A	Approved	18	18	18	18
Animal Sheltering		Average days in shelter	Actual	17	16	16	
and Adoption Ani	Animala Adapted or Deturned to Ourse	Percentage of animals adopted/returned to	Approved	66%	70%	70%	70%
	Animals Adopted or Returned to Owner	owners	Actual	70%	75%	70%	
	Dage Licensed	Number of dage licensed	Approved	65,000	65,000	65,000	65,000
Cat and Dog	Dogs Licensed	Number of dogs licensed	Actual	57,448	55,000	58,506	
icensing	Octobiosocial	N	Approved	35,000	35,000	35,000	35,000
	Cats Licensed	Number of cat licensed	Actual	23,465	25,000	24,302	
	01.11.1.01.0	Percentage of sheltered animals given	Approved	100%	100%	100%	100%
/eterinary Care A	Sheltered Animals Given Care	care	Actual	100%	100%	100%	
	Animals Vaccinated, Spayed/neutered,	Number of animals vaccinated,	Approved	20,500	20,500	18,000	18,000
	micro-chipped	spayed/neutered, micro-chipped	Actual	20,500	12,500	10,836	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Animal Care, Control & Sheltering. The service level for Animal Mobile response - Cadaver Removal has been re-adjusted to 90% to align more closely with current projections for 2017.

### **Service Performance Measures**

### % of Pet Licenses Renewed



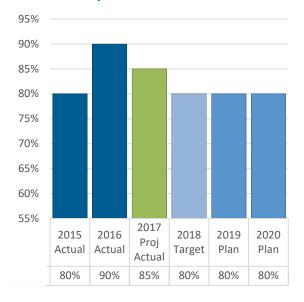
- Dog and cat licensing renewal compliance has maintained the 2015/2016 levels and will continue to achieve the same renewal level of 80% renewed in 2017.
- The target for 2018 and the plans for 2019 and 2020 are expected to maintain an 80% renewal rate.

### **Average # of Days Animal Is Sheltered**



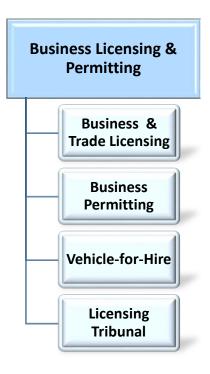
- By-law decreased time to shelter cats from 5 days to 3 days which resulted in a faster turnaround time for adoptable cats only.
- Increased spay neuter of stray cats and feral cats has significantly impacted the cat population which has resulted in fewer stray cats in shelter.
- Improved identification and transfer out to more partners has assisted in reducing average shelter time.
- Based on current actuals, 2017 is projected to show an increase of 1 day to 16 days.
- The 2018 target and 2019 & 2020 plans increase by 2 more days as increased shelter times are expected due to increased medical care standards as well as more regulation e.g. impacting dangerous dogs.

### % Responses within 2 Hours



- This measure represents the emergency response rate to injured and distressed animals including wildlife.
- The projections for 2017, 2018 and outlook years are in line with the 2016 and 2015 experiences.

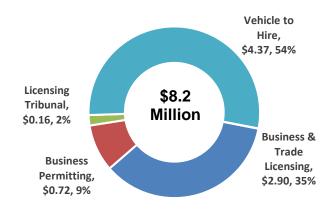
### **Business Licensing & Permitting Service**



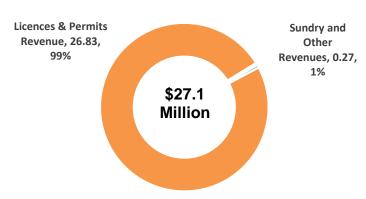
### What We Do

- The regulatory oversight of municipally licensed businesses, the issuance of new business licenses, permits and renewals including, for example, right-of-way permits, temporary sign permits, and fireworks permits and vehicle for hire licenses.
- The core service activities include:
  - ✓ Business and Trade Licensing
  - Business Permitting
  - √ Vehicle-for-Hire Licensing including taxis and PTC
  - ✓ Licensing Tribunal

## 2018 Service Budget by Activity (\$Ms)



## 2018 Service Budget by Funding Source (\$Ms)



### 2018 Service Levels

### **Business Licensing & Permitting Service**

Activity	Туре	Service Level Description	Status	2015	2016	2017	2018
	Stationary Licenses	Percentage of Licenses issued in 20 days or	Approved	70%	70%	70%	70%
Business and	Stationary Licenses	less (new and renewal)	Actual	85%	90%	85%	
Trade Licensing	Tanda I iaaaaa	Percentage of Licenses issued in 20 days or	Approved	70%	70%	70%	70%
	Trade Licenses	less (new and renewal)	Actual	85%	90%	85%	
Business	Clothing Drop Box, Right of Way (Patio, Café, Marketing), Fireworks & Temporary Sign	Percentage of Permits issued in 20 days or	Approved	90%	90%	90%	90%
Permitting	Permits	less (new and renewal)	Actual	91%	90%	90%	
	Material for the Property	Percentage of Vehicle-for-Hire licenses	Approved	n/a	n/a	95%	95%
Makista for I for	Vehicle-for-Hire licenses	issued in 20 days (new and renewal)	Actual	n/a	n/a	95%	
Vehicle for Hire	Drivete Transportation Company (DTC)	Percentage of PTC licenses issued in 5 days	Approved	n/a	n/a	95%	95%
	Private Transportation Company (PTC)	(new and renewal)	Actual	n/a	n/a	95%	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Business Licensing & Permitting.

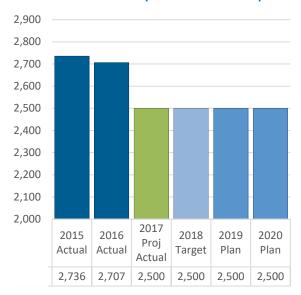
### **Service Performance Measures**

### # New and Renewed Business Licenses Issued



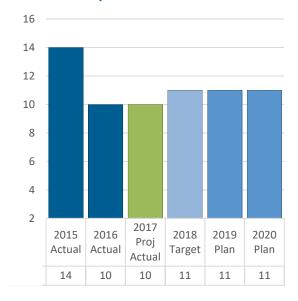
- This measure presents the number of new and renewed business licenses issued (for stationary businesses and trades).
- In 2015 and 2016 the average number of licenses is over 32,000. In 2017, due to generally favourable economic conditions in the City, it is projected that the number of licenses will exceed 33,000.
- It is projected that the number licenses, new and renewed, will likely return to historical levels in 2018 through to 2020.

### # of Permits Issued (New and Renewed)



 Depending on sustained economic indicators and vitality of the market, the 2017 annual total permits issued of 2,500, including renewals, is projected to be maintained over the next three years.

### # of Days to Renew a License



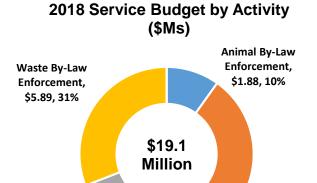
- Number of days to renew a licence in 2017 has maintained the same level as 2016.
- Business process improvement in queue has resulted in faster turnaround times in 2016/2017.
- Projected days for 2018 through 2020 have been adjusted down from 12 to an average of 11 days to reflect the anticipated impact of on-going efforts to decrease wait times.

### **By-Law Enforcement Service**



### What We Do

- The enforcement of the City of Toronto By-Laws to mitigate public nuisances, enhance public safety and maximize compliance. The core activities include:
  - License and Permit Enforcement
  - Waste By-Law Enforcement
  - Parks By-Law Enforcement
  - ✓ Animal By-Law Enforcement



License & Permit

Enforcement,

\$9.31, 49%

### 2018 Service Budget by Funding Source (\$Ms)



Parks By-Law

Enforcement,

\$1.98, 10%

### 2018 Service Levels

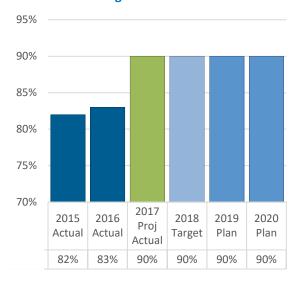
### **By-Law Enforcement Service**

Activity	Туре	Service Level Description	Status	2015	2016	2017	2018
Animal By-Law Enforcement	Dogs off-leash	% rate response within 48 hours of report of dogs off-leash	Approved	90%	90%	90%	90%
			Actual	82%	83%	90%	
	Dog bites	% dog bites reports emergency response occurs within 2 hours	Approved	n/a	80%	80%	80%
			Actual	n/a	88%	90%	
License and Permit Enforcement	By-law Enforcement Service Requests	% of Municipal Code Chapter 545 license and permit by-law reports where initial response occurs within 48 hours of the report	Approved	90%	90%	90%	90%
			Actual	75%	60%	90%	
Parks By-Law Enforcement	Parks Service Request	% parks reports where initial response occurs within 48 hours	Approved	90%	90%	90%	90%
			Actual	87%	90%	90%	
Waste By-Law Enforcement	Abandoned Appliance - Doors On Reports	% abandoned appliance-doors on reports where response occurs within 24 hrs	Approved	100%	100%	100%	100%
			Actual	50%	80%	85%	
	Illegal Dumping Reports	% illegal dumping by-law service response rate within 48 hrs	Approved	90%	80%	80%	80%
			Actual	80%	89%	90%	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for By-Law Enforcement.

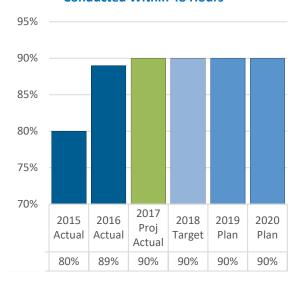
### **Service Performance Measures**

### % Response w/In 48 Hours of Report of Dogs Off-Leash



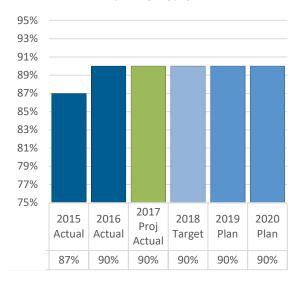
- This measure tracks Dogs off-leash enforcement within a public park by the determining the frequency of response to offleash incidents reported. The projected rate for 2017 and 2018 through 2020 is 90%.
- A steady service level has been maintained in responding to reports within 48 hours after they have been witnessed.
- To increase effectiveness data-driven analytics will be introduced in 2018 with an effort to direct proactive patrols to better manage the issue of dogs off-leash in real-time.

### % of Waste By-Law Inspections Conducted Within 48 Hours



- Waste by-law enforcement targeting to maintain a 90% response rate within 48 hours.
- The establishment of a dedicated Solid Waste Enforcement Team, augmented by District Operations, in partnership with Solid Waste Management, will assist our focus on priority service requests including illegal dumping.

### % of Parks By-Law Inspections Conducted Within 48 Hours



- Parks by-law service requests within city parks will continue to have a 90% response rate within 48 hours.
- A resource redeployment project resulted in the creation of the Public Spaces Enforcement Team.
- This realignment has doubled the number of bylaw officers available to respond to issues with city parks in addition to other enforcement duties in the public realm.

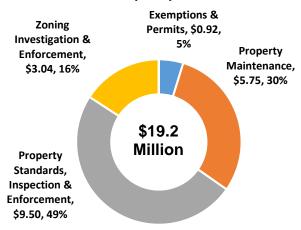
### **Property Standards, Inspection & Compliance Service**



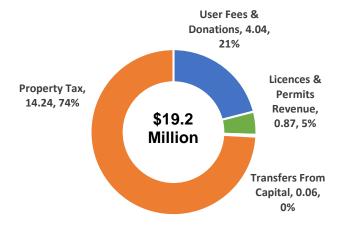
### What We Do

- Provide enforcement activities related to property standards; property maintenance (including waste, grass and weeds and graffiti); noise; fences; zoning and signs. The core activities include:
  - ✓ Property Standards Inspection and Enforcement
  - ✓ Property Maintenance
  - ✓ Zoning Investigation and Enforcement
  - Exemptions and Permits

## 2018 Service Budget by Activity (\$Ms)



## 2018 Service Budget by Funding Source (\$Ms)



### 2018 Service Levels

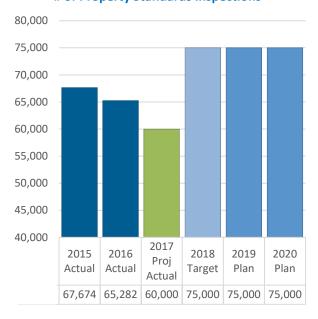
### **Property Standards, Inspection & Compliance Service**

Activity	Туре	Service Level Description	Status	2015	2016	2017	2018
Property Standards Inspection and Enforcement	Property Standards emergency response	% emergency responses conducted within 24 hours of reports	Approved	100%	100%	100%	100%
			Actual	85%	90%	90%	
	Property Standards non-emergency response	% non-emergency responses conducted within 5 days of report	Approved	70%	80%	80%	70%
			Actual	60%	50%	75%	
Property Maintenance	Property Maintenance emergency responses	% emergency responses conducted within 24 hours of reports	Approved	100%	100%	100%	100%
			Actual	85%	95%	90%	
	Property non-emergency responses	% non-emergency responses conducted within 5 days of report	Approved	70%	80%	80%	70%
			Actual	60%	75%	80%	
Zoning Investigation and Enforcement	Zoning responses	% responses conducted within 5 days of report	Approved	70%	70%	70%	70%
			Actual	55%	70%	75%	
Exemptions and Permits	Fence / Noise / Natural Gardens	% an exemption or permit referral to Community Council occurs in 30 days.	Approved	100%	100%	100%	100%
			Actual	81%	80%	60%	

Overall, the 2018 Service Levels are generally consistent with the approved 2017 Service Levels for Property Standards, Inspection & Compliance. The 2018 Service Levels for Inspection & Enforcement and Property Maintenance, non-emergency response conducted within 24 hrs of report, have been updated to correct the level to 70% to reflect the current anticipated response rate.

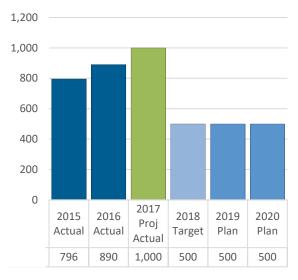
### **Service Performance Measures**

### # of Property Standards Inspections



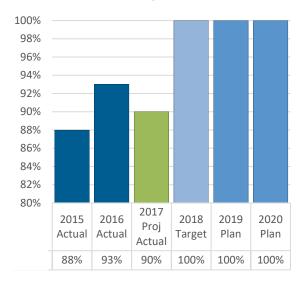
- The number of property standards inspections projected for 2017 has decreased by 11% since 2015 due to changes in business processes which optimize procedures with more efficient and effective response strategies.
- 2018 and outlook years are anticipated to stabilize at volumes of 75,000 per year.

### # of Applications Reviewed For Exemptions and Permits



- Requests for exemptions have been trending up in recent years, which is a result of increased education and awareness.
- By-laws for noise and fences are being reviewed for 2017 and targets may be reassessed based on the adopted changes.
- It is anticipated that while the volume of some applications may decrease, the volume of other applications, e.g. for construction, may increase. As a result, the number of applications reviewed is expected to stabilize at 500 per year for 2018 through 2020.

### % Initial Responses Conducted Within 24 Hrs



- The percentage of initial response to Emergency Property Standards Service Request conducted within 24 Hours for 2017 is projected to decrease by 3% from 2016.
- While the average response rate from 2015 to 2017 is 90.3%; 2018 and outlook years are expected to be at 100% as efforts are made to adhere to standard.



### 2018 Operating Budget

#### **By Service**



# Policy, Planning, Finance & Administration

#### 2018 OPERATING BUDGET OVERVIEW

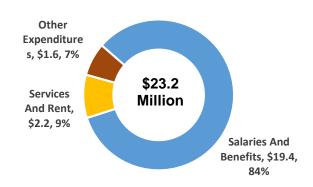
Policy, Planning, Finance & Administration (PPF&A) provides centralized financial and administrative support to the Deputy City Manager and Cluster B Programs so they can focus on providing services to Toronto's residents and businesses.

#### 2018 Operating Budget Highlights

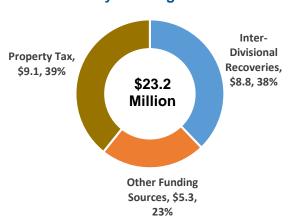
The 2018 Operating Budget for PPF&A of \$23.181 million gross and \$9.099 million net provides funding for five services: Organizational effectiveness; Financial Management; Program Support; Corporate Leadership (DCM); and, Emergency Management. The total cost to deliver these services to Toronto residents is summarized below:

	2017	2018 -	Change		
(in \$000's)	Budget	Budget	\$	%	
Gross Expenditures	23,344.7	23,180.6	(164.1)	(0.7%)	
Revenues	14,246.1	14,082.0	(164.1)	(1.2%)	
Net Expenditures	9,098.6	9,098.6	0.0	0.0%	

#### By Expenditure Category



#### **By Funding Source**



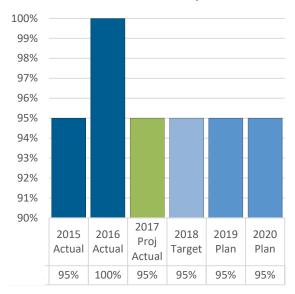
#### **Fast Facts**

- Processed over 56,000 vendor invoices
- Issued over 37,000 customer invoices
- Processed \$155 million in accounts receivable transactions
- Processed bi-weekly payroll files for over 6,200 Cluster B employees
- Conducted 140 public consultation events to support Cluster B projects
- Distributed approximately 15,000 emergency preparedness publications across Toronto in multiple languages
- Led the Cluster B process for Excellence Toronto certification, achieving Bronze certification in 2017

#### **Trends**

- The Office of Emergency Management has maintained a current Business Impact Analysis for all City Programs since 2013. 91% of City Programs have completed all Business Continuity plans.
- The Program continues to transform service delivery through automation and streamlining processes.
- For 2018 and onwards, the Program anticipates that it will continue to maintain current service levels.

#### **Refunds of Customer Deposits**



#### **OUR KEY ISSUES & PRIORITY ACTIONS**

- Implementing new corporate technology, policies and processes to automate manual processes while maintaining service levels.
  - ✓ Leverage corporate technology improvements such as Employee Self-Serve/Management Self-Serve, e-Time, and SAP Ariba projects.
- Attracting and retaining skilled staff
  - Continue to focus on staff training and crosstraining to enhance skill sets.
  - Provide development opportunities for staff through acting assignments and special projects.
  - ✓ Build workforce capacity with support from Human Resources to fill vacant positions.
  - Document key business processes to clarify roles and responsibilities.

#### **Key Service Deliverables For 2018**

The 2018 Operating Budget will enable PPF&A to continue to:

- The implementation of PPF&A's Strategic Plan objectives:
  - Service excellence:
  - Responsible management of public resources; and
  - Commitment to staff.
- Provide financial and administrative support to Cluster B Programs.
- Provide continuous liaison and construction coordination with external organizations to integrate with City capital projects, minimizing aggregate construction disruption to the public.
- Maintain 100% compliance with Municipal Code Chapter 59: Emergency Management requirements and those under the Emergency Management and Civil Protection Act.
- Ensure ongoing readiness of the City's
   Emergency Operations Centre and ability to have it staffed within 2 hours of a request for activation

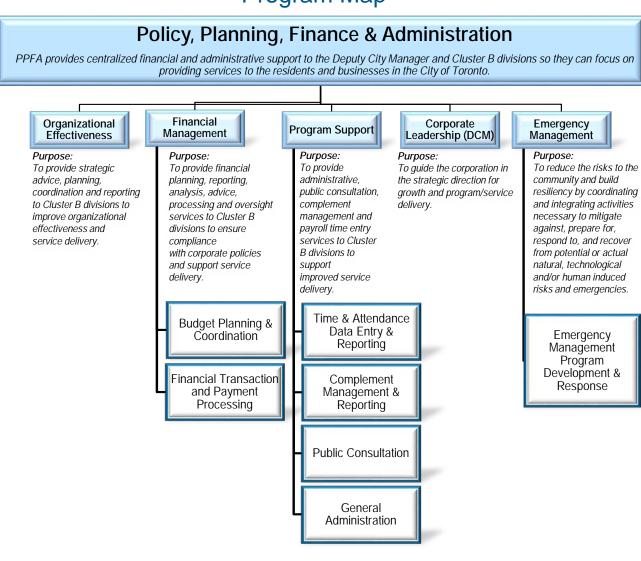
### 2018 Operating Budget and Plan by Service

	20	)17	2018	Operating Bu	ıdget			Inc	rementa	Chang	е
		Projected		New/	Total	2018 v	s. 2017	201	9	20	20
(In \$000s)	Budget	Actual	Base	Enhanced	Budget	Budget	Change	Pla	n	PI	an
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Corporate Leadership											
Gross Expenditures	818.8	876.2	824.1	0.0	824.1	5.3	0.6%	21.4	2.6%	24.6	2.9%
Revenue	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0		0.0	
Net Expenditures	818.8	876.2	824.1	0.0	824.1	5.3	0.6%	21.4	2.6%	24.6	2.9%
Organizational Effectivene	ess										
Gross Expenditures	4,052.3	1,763.4	3,457.7	0.0	3,457.7	(594.7)	(14.7%)	(1,561.6)	(45.2%)	52.1	2.7%
Revenue	3,769.6	1,615.7	3,186.1	0.0	3,186.1	(583.5)	(15.5%)	(1,608.1)	(50.5%)	0.0	
Net Expenditures	282.7	147.6	271.5	0.0	271.5	(11.2)	(4.0%)	46.5	17.1%	52.1	16.4%
<b>Emergency Management</b>											
Gross Expenditures	3,016.4	2,952.0	3,001.7	0.0	3,001.7	(14.6)	(0.5%)	66.7	2.2%	72.5	2.4%
Revenue	235.0	322.0	235.0	0.0	235.0	0.0		0.0		0.0	
Net Expenditures	2,781.4	2,630.0	2,766.7	0.0	2,766.7	(14.6)	(0.5%)	66.7	2.4%	72.5	2.6%
Financial Management											
Gross Expenditures	8,102.1	8,460.0	8,084.9	0.0	8,084.9	(17.2)	(0.2%)	218.5	2.7%	155.1	1.9%
Revenue	3,856.5	3,763.1	3,856.5	0.0	3,856.5	0.0		0.0		0.0	
Net Expenditures	4,245.7	4,697.0	4,228.4	0.0	4,228.4	(17.2)	(0.4%)	218.5	5.2%	155.1	3.5%
Program Support											
Gross Expenditures	7,355.1	6,926.0	7,439.1	373.1	7,812.2	457.2	6.2%	142.6	1.8%	87.6	1.1%
Revenue	6,385.0	6,378.0	6,431.3	373.1	6,804.4	419.4	6.6%	14.1	0.2%	12.9	0.2%
Net Expenditures	970.1	548.0	1,007.8	0.0	1,007.8	37.8	3.9%	128.5	12.7%	74.7	6.6%
Total											
Gross Expenditures	23,344.7	20,977.7	22,807.5	373.1	23,180.6	(164.1)	(0.7%)	(1,112.4)	(4.8%)	391.9	1.8%
Revenue	14,246.1	12,078.9	13,708.9	373.1	14,082.0	(164.1)	(1.2%)	(1,594.0)	(11.3%)	12.9	0.1%
Total Net Expenditures	9,098.6	8,898.9	9,098.6	0.0	9,098.6	0.0	0.0%	481.6	5.3%	379.0	4.0%
Approved Positions	190.4		190.1	3.0	193.1	2.6	1.4%	0.0	0.0%	0.0	

PPF&A's 2018 Operating Budget is \$23.181 million gross and \$9.099 million net, representing a 0% increase to the 2017 Approved Net Operating Budget and achieves the budget reduction target of 0% as set out in the 2018 Operating Budget Directions approved by Council.

- Base pressures of \$0.049 million are mainly attributable to inflationary increases for salaries and benefits. The transfer of 0.4 crossing guard positions to Transportation Services reduces the Program's base pressure by \$0.008 million.
- To offset the base pressure, PPF&A was able to achieve base expenditure savings of \$0.049 million through line by line reviews by comparing budget against actual experience, netting base budget pressures to \$0.
- New and enhanced services of \$0.373 million consists of the addition of three coordinators in the Public Consultation Unit to support public engagement of various capital programs. Costs will be fully recovered from capital projects delivered through Engineering & Construction Services, for a \$0 net impact.
- Approval of the 2018 Operating Budget will result in PPF&A's total staff complement increasing by 2.6 positions from 190.4 to 193.1 positions.
- The 2019 and 2020 Plan increases are attributable to the inflation of salaries and benefits, adding incremental pressures of \$0.482 million and \$0.379 million.

# Program Map



#### Service Customer

#### Organizational Effectiveness Financial Management

- City Manager & DCMs
- Staff City Divisions
- Waterfront Secretariat
- Customers of Cluster B Divisions
- DCM Cluster B

  - Staff City Divisions Waterfront Secretariat

  - Suppliers of Cluster B Divisions

#### **Program Support**

- DCM Cluster B
- Staff City Divisions
- Waterfront Secretariat
- Suppliers of Cluster B divisions

#### Corporate Leadership

- Staff City Divisions
- Waterfront Secretariat

Legend:

Program

Service

- Customer of Cluster B Divisions
- Suppliers of Cluster B Divisions

#### Office of Emergency Management

Activity

- Staff City Divisions
- Staff Agencies & Boards

#### Indirect (Beneficiary)

- Residents
- Businesses Visitors

#### Indirect (Beneficiary)

- Residents Businesses
- Visitors

#### Indirect (Beneficiary)

- Residents

#### Businesses

Visitors

#### Indirect (Beneficiary)

- Residents Businesses
- Visitors

#### Indirect (Beneficiary)

- Residents
- Businesses
- Visitors

The following section provides the service-based budget by activity and their associated service levels and performance measures.

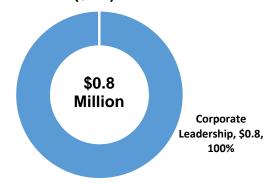
#### **Corporate Leadership Service**

### **Corporate Leadership**

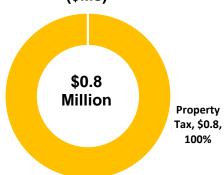
#### What We Do

- Guide the corporation in the strategic direction for growth and program/service delivery.
- Provide corporate oversight and administrative governance of Cluster B Programs.
- Provide coordination on major City-wide initiatives and projects.

# 2018 Service Budget by Activity (\$Ms)



# 2018 Service by Funding Source (\$Ms)



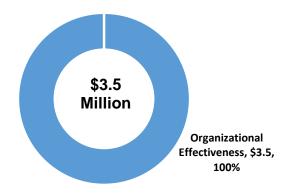
### **Organizational Effectiveness Service**

### **Organizational Effectiveness**

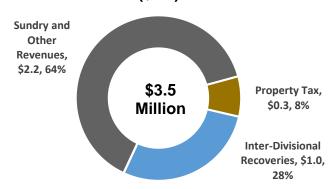
#### What We Do

- Provide management reporting.
- Lead Cluster B process for Excellence Toronto certification.
- Coordination of major capital infrastructure projects (MCIC). Development of a coordinated 5-year capital program that integrates with external agencies and utilities.

# 2018 Service Budget by Activity (\$Ms)



# 2018 Service by Funding Source (\$Ms)



### **Organizational Effectiveness Service**

Туре	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
	Administrative support and coordination	% of assignments completed within agreed upon timelines	Approved	100%	100%	100%	100%
Cross Divisional Planning & Coordination	Strategy and policy development	% of assignments completed within agreed upon timelines	Approved	100%	100%	100%	100%
	Implement Support	% of assignments completed within agreed upon timelines	Approved	100%	100%	100%	100%
	Monitoring and tracking	% of reports issued within agreed upon timelines	Approved	100%	100%	100%	100%
	Monthly reports	% of reports issued within agreed upon timelines	Approved	100%	100%	100%	100%
Performance Measurement	Quarterly reports	% of reports issued within agreed upon timelines	Approved	100%	100%	100%	100%
	Annual reports	% of reports issued within agreed upon timelines	Approved	100%	100%	100%	100%
	Ad hoc reports	% of reports issued within agreed upon timelines	Approved	100%	100%	100%	100%
	Service improvement	% of issues reported within agreed upon timelines	Approved	100%	100%	100%	100%
	Organizational design	% of issues reported within agreed upon timelines	Approved	100%	100%	100%	100%
December Deview	New business process documentation development	% of new business process documentation developed within agreed upon timelines	Approved	100%	100%	100%	100%
Program Review	Existing business process documentation	% of business process documentation maintained at all times	Approved	100%	100%	100%	100%
	Process improvement recommendations	% of business process improvement recommendations developed within agreed upon timelines	Approved	100%	100%	100%	100%

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Organizational Effectiveness.

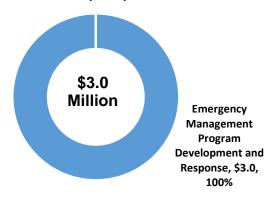
#### **Emergency Management Service**

# Emergency Management Emergency Management Program Development and Response

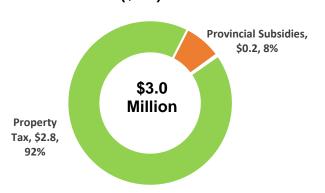
#### What We Do

- Coordinating agency for emergency and disaster activities as part of the City's Emergency Management Program
- Develops programs and plans to prevent disasters, if possible
- Organizes and coordinates emergency responses when disasters and emergencies occur
- Coordinates and implements recovery plans





# 2018 Service by Funding Source (\$Ms)



### **Emergency Management Service**

Activity	Туре	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
	Customer Service	Communications (Phone, Email, Material Request)	% acknowledged in 1 business day and responded within 3 business days	Approved	90%	90%	90%	90%
	Municipal Program Requirements		% of compliance with the requirements under the Toronto Municipal Code	Approved	100%	100%	100%	100%
	Provincial Program Requirements		% of compliance with the requirements under the Act	Approved	100%	100%	100%	100%
	Exercise Program		% of satisfaction survey for annual exercise	Approved	80%	80%	80%	80%
		Training Courses	Achieve % on satisfaction survey for all training courses	Approved	80%	80%	80%	80%
		Basic Emergency Management Provincial Certificates Levels	# achieved	Approved	50	50	50	25
_	Training Program  Basic Incide Managemer Provincial C Incident Mai System Lev Provincial C Advanced E	Basic Incident Management System Provincial Certificates	# achieved	Approved	75	75	100	25
Emergency Management Program		Incident Management System Level 200 Provincial Certificates	# achieved	Approved	75	75	100	25
Development and Response		Advanced Emergency Operations Centre	# achieved	Approved				6
	Public Education Program		Achieve % on satisfaction survey for public education/awareness presentations	Approved	80%	80%	80%	80%
		Business Impact Analysis	% of Divisions with a business impact analysis	Approved	90%	90%	90%	90%
	Business Continuity	Business Continuity Plan	% of Divisions with a current business continuity plan	Approved	90%	90%	90%	90%
		Tested/Exercised Business Continuity Plans	% of Divisions with tested or exercised business continuity plans in place	Approved	90%	90%	90%	90%
C	OEM 24/7 On-Call	On Call Service	% of calls responded to within 15 minutes of initiation	Approved	100%	100%	100%	100%
	Emergency Operation	Normal Hours	% of appropriate staffing at EOC within 15 minutes of requests	Approved	100%	100%	100%	100%
	Centre (EOC)	After Hours	% of appropriate staffing at EOC	Approved	100%	100%	100%	100%
	, ,	Deep EOC Staffing Plan	within 2 hours of requests % of 5 Deep EOC Staffing Plan	Approved Approved	100% 80%	100% 80%	100% 80%	100% 80%
		Deep 200 Stailing Flair	70 Of 3 Deep 200 Stalling Flair	дрргочец	0070	0076	0076	0076

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Emergency Management. The service has added a new certificate to achieve in 2018, the Advanced Emergency Operations Centre to support further staff development providing service benefits to the Office of Emergency Management.

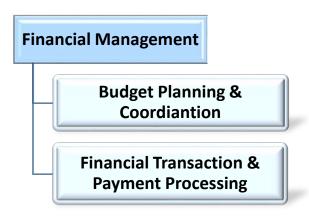
#### **Service Performance Measure**

# % of on-call responses to all calls within 15 minutes of initiation



- This measure indicates the percentage of oncall responses to all calls received by the Office of Emergency Management within 15 minutes of initiation.
- Calls have been responded to within the target time of 15 minutes and the Program anticipates that it will achieve 100% from 2018 onwards.

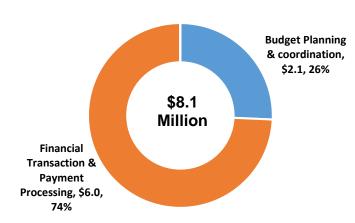
### **Financial Management Service**



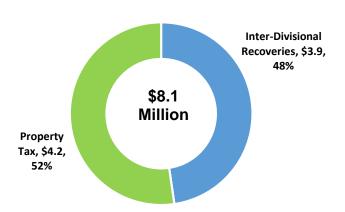
#### What We Do

- Financial transaction processing for Cluster B Divisions.
- Capital and Operating budget preparation and submission for Cluster B Divisions.
- Monthly and Quarterly variance reporting and analysis.

# 2018 Service Budget by Activity (\$Ms)



# 2018 Service by Funding Source (\$Ms)



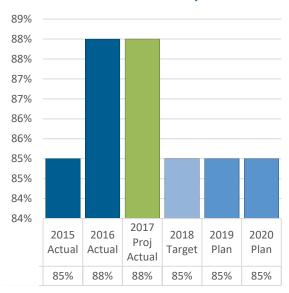
### **Financial Management Service**

Activity	Туре	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
	Budget coordinated, prepared and submitted		% of Cluster B budgets support and coordinated within deadlines	Approved	100%	100%	100%	100%
	Research, data generation, analysis and presentation		% of requests acknowledged within 2 days	Approved	95%	95%	95%	95%
Budget Planning & Coordination	Assistance with service planning		% of Cluster B Service Plans supported and submitted within timelines	Approved	100%	100%	100%	100%
	Management	Monthly Variance Reports	% of reports issued within 7 days after month end	Approved	80%	80%	80%	80%
	reporting and control	Corporate Variance Reports	% of reports issued within agreed upon timelines	Approved	100%	100%	100%	100%
c	Business advice and consultation		% of requests acknowledged within 2 days	Approved	100%	100%	100%	100%
re Bu	Management reporting and control		% of accounts reconciled within 30 days of month end	Approved	100%	100%	100%	100%
	Business advice and consultation		% of requests acknowledged within 2 days	Approved	100%	100%	100%	100%
	Purchasing and	Purchasing documents	% of documents processed in SAP within 3 business days to source and place order	Approved	90%	90%	90%	90%
	procurement	Informal Calls (\$7,500 - \$50,000)	% of informal calls processed within 60 days	Approved	90%	90%	90%	90%
	Accounts payable		% of invoices confirmed for payment within 60 days	Approved	85%	85%	85%	85%
Financial Transaction & Payment	Accounts receivable		% of debtor invoices issued (created and mailed) within 48 hours of receipt or notification of completed request	Approved	90%	90%	90%	90%
Processing		Collection	% of undisputed accounts receivable collected within agreed upon payment terms	Approved	70%	70%	70%	70%
	Collect and process customer payments	Deposit	% of customer payments deposited by the next business day	Approved	100%	100%	100%	100%
C		Account updates	% of accounts updated within 5 business days upon receipt of supporting documents	Approved	90%	90%	90%	90%
	Collect and process customer deposits	Customer deposits	% of customer deposits processed within 48 hours of receipt	Approved	100%	100%	100%	100%
	and prepare refunds for payment	Refunds	% of completed refund requests processed within 10 business days of receipt	Approved	90%	90%	90%	90%

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Financial Management.

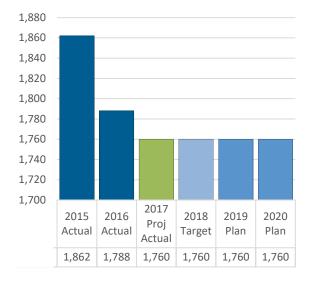
#### **Service Performance Measures**





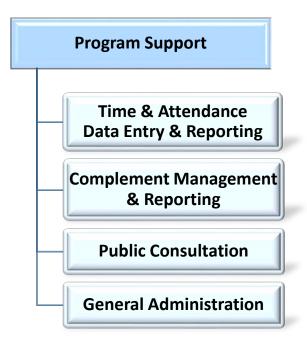
- Vendor invoices are reviewed to confirm that goods and services have been received before payment.
- The Program has a target of 85% of invoices to be reviewed and confirmed within 60 days of the invoice date.

# Average # of Purchasing Line Items Processed per Employee



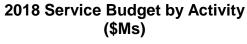
- This measure indicates the average number of purchase line items processed per accounting assistant.
- There was a drop from 2015 to 2016 because Solid Waste Management Services started to create the majority of their own purchase orders in 2015.
- The Program has a target of 1,760 transactions per employee planned for 2017 onwards.

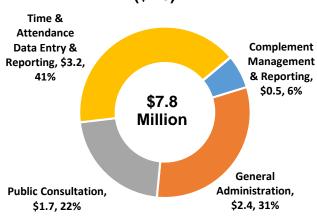
#### **Program Support Service**



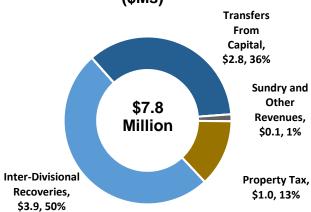
#### What We Do

- Payroll time entry for over 6,200 Cluster B employees
- Complement management and reporting
- Public consultation support for Cluster B divisions
- General administrative support





# 2018 Service by Funding Source (\$Ms)

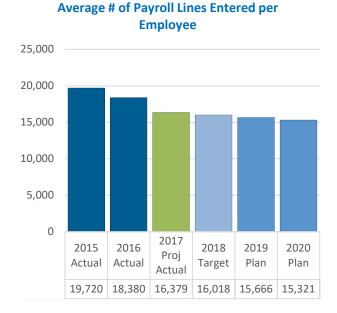


# **2018 Service Levels Program Support Service**

Activity	Туре	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
Time &	Payroll advice and	Monthly attendance management reports	% of reports provided	Approved	100%	100%	100%	100%
Attendance -	reporting	Other reports	% of reports provided within 5 days	Approved	100%	100%	100%	100%
Data Entry & Reporting	Time and attendance - Data entry and reporting	Time sheets	% of time sheets entered	Approved	100%	100%	100%	100%
	Complement management	Employee records updates	% of employee records updates completed within 2 days	Approved	95%	95%	95%	95%
	Various monthly and/or ad hoc reports		% of reports completed within agreed upon timelines	Approved	95%	95%	95%	95%
Complement 8	Client consultation/support		% of requests acknowledged within 2 days	Approved	100%	100%	100%	100%
Management & Reporting	CM related documentation (Organizational Change Approval Form and Staff Requisition)		# of days to prepare	Approved	1	1	1	1
Program Communications & Consultation			% of compliance to meet notification guidelines, legislated requirements, and client and program needs	Approved	100%	100%	100%	100%
General	Office Space Coordination		% of client needs met within Corporate Guidelines	Approved	100%	100%	100%	100%
Administration	Telephony Coordination		% coordinated within 5 business days	Approved	95%	95%	95%	95%
	Courier/Mail Services		% delivered within 2 business days	Approved	90%	90%	90%	90%

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Program Support.

#### **Service Performance Measures**



- This measure indicates the average number of payroll lines entered per payroll assistant.
- The division projects 16,018 lines to be entered per employee in 2018, and over 15,000 lines to be processed per payroll assistant in 2019 and 2020.
- Modernization of SAP is contributing the downward trend of lines expected to be entered, allowing payroll assistants to focus more on review, control and compliance responsibilities.



# Solid Waste Management Services

#### 2018 OPERATING BUDGET OVERVIEW

Solid Waste Management Services is responsible for collecting, transporting, processing, and disposal of municipal and some private sector waste. SWMS' goal is to be a leader in providing innovative waste management services within the City of Toronto in a safe, efficient, and courteous manner, creating environmental sustainability, promoting waste diversion and maintaining a clean city.

#### 2018 Operating Budget Highlights

The 2018 Operating Budget for SWMS of \$382.241 million in gross expenditures provides funding for five services: City Beautification; Solid Waste Collection & Transfer; Solid Waste Processing & Transport; Residual Management; and, Solid Waste Education & Enforcement. The total cost to deliver these services to Toronto residents is summarized below:

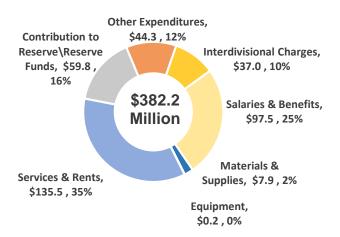
(in \$000's)	2017 Budget	2018 Budget	Change \$	Change %
Gross Expenditures	381,740.8	382,241.0	500.2	0.1%
Revenues	393,697.9	405,188.8	11,490.9	2.9%
Net Contribution	(11,957.2)	(22,947.8)	(10,990.7)	91.9%

### 2018 Operating Budget

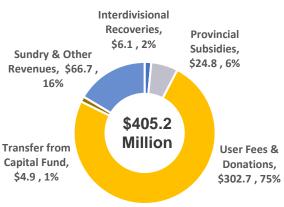
#### By Service



#### By Expenditure Category



### **By Funding Source**



#### **Fast Facts**

- Services include management of garbage, Blue Bin recyclables, Green Bin organics, litter, yard waste, oversized and metal items, as well as household hazardous waste and electronic waste, delivered through:
  - √ 7 Transfer Stations (6 with Household Hazardous Waste Depots)
  - 1 Organics Processing Facility with another under expansion.
  - √ 1 Reuse Centre
  - √ 4 Collection Yards and 1 Litter Collection Yard
  - ✓ Green Lane Landfill + 160 Closed Landfills
  - ✓ 1.4 million residential bins (Green/Waste/Blue/Kitchen Catchers)
  - Over 600 vehicles and pieces of equipment.

#### **Trends**

- 528,277 tonnes of waste are projected to be landfilled in 2017 with 528,277 in 2018.
- Curbside Collection complaints per year decreased by 45% in 2013 and a further 10% in 2014. 2015 saw an increase of 46%, then a decrease of 17% in 2016 and is projected to further decrease by 6% in 2017.
- Overall Residential Diversion has increased from 44% to 53% from 2008 – 2017 and is projected to be at 53% in 2018 as shown below
- The increase in diversion is attributed to increased tonnes in organics material collected but some gains are offset by additional lightweight packaging and less garbage overall collected.



#### **Our Key Issues & Priority Actions**

- Moving toward 70% waste diversion and balancing this target with program sustainability. This is being addressed through:
  - ✓ The Long Term Waste Strategy establishes diversion targets and guides future SWMS activities and investment in the City for the next 30 to 50 years.
  - Continuation of efforts to prioritize the 3Rs, enhance existing programs and implement new recommendations to help achieve 70% Diversion.
- Moving Towards a Fully Sustainable Utility ensuring generated rate revenue is adequate to
   support SWMS' operating pressures, capital
   needs, as well as allow for the continued transition
   to a fully sustainable utility model, reducing the
   application of recoverable debt when appropriate.
  - ✓ A 1.9% blended rate increase is recommended for 2018 with annual blended rate increases over the next 3 years to ensure sufficient capital funding for future initiatives that maximize the lifespan of the Green Lane landfill.
  - ✓ This multi-year fee/rate strategy will be adjusted so that the 10-Year Capital Plan will be funded primarily through reserve funds, supported by annual operating contributions funded from user fees revenue.

#### **Key Service Deliverables For 2018**

The 2018 Operating Budget will enable the Program to established strategic objectives with the following deliverables:

- Planning and implementation of the Long Term Waste Management Strategy.
- Landfill Gas Utilization Studies (GLL and Keele Valley).
- Commissioning of Dufferin Organics Facility.
- Review of opportunities for decommissioned Dufferin Material Recycling Facility.
- Fleet governance and inventory.
- Development of Renewable Natural Gas infrastructure & rollout of Compressed Natural Gas vehicles.
- Full automation of organics collection.
- Deliver new 10 Year residential bin maintenance contract.
- Development of new KPIs.
- Ongoing monitoring and maintenance plan for the perpetual care closed landfill sites.

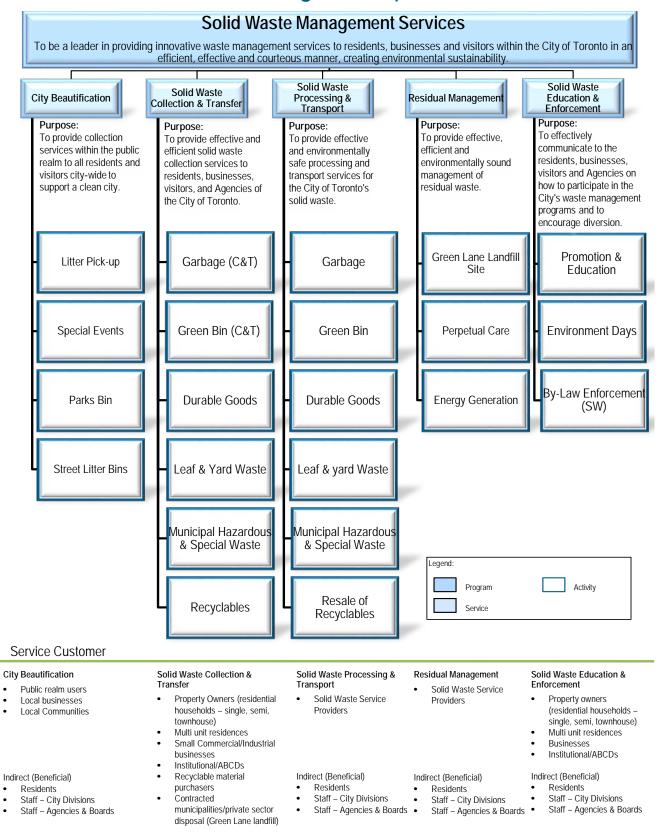
#### 2018 Operating Budget and Plan by Service

	20	17	2018	Operating Bu	ıdget			In	crement	al Change	
(In \$000s)	Budget	Projected Actual	Base	New/ Enhanced	Total Budget	2018 vs Budget C		201 Pla		202 Pla	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
City Beautification											
Gross Expenditures	35,733.5	35,530.3	36,590.8		36,590.8	857.3	2.4%	423.3	1.2%	402.3	1.1%
Revenue	2,379.8	2,375.2	1,637.6		1,637.6	(742.2)	(31.2%)	8.2	0.5%	8.6	0.5%
Net Expenditures	33,353.6	33,155.1	34,953.2		34,953.2	1,599.5	4.8%	415.1	1.2%	393.7	1.1%
Residual Management											
Gross Expenditures	79,123.5	78,673.6	79,862.5		79,862.5	739.0	0.9%	35.0	0.0%	79.4	0.1%
Revenue	45,195.8	45,107.9	46,045.7		46,045.7	849.9	1.9%	80.0	0.2%	21.3	0.0%
Net Expenditures	33,927.7	33,565.7	33,816.8		33,816.8	(110.9)	(0.3%)	(45.0)	(0.1%)	58.1	0.2%
Solid Waste Collection & T	ransfer										
Gross Expenditures	117,266.8	116,600.0	119,835.2		119,835.2	2,568.4	2.2%	880.1	0.7%	896.8	0.7%
Revenue	298,589.4	298,009.3	302,121.8		302,121.8	3,532.4	1.2%	10,247.6	3.4%	10,723.3	3.4%
Net Expenditures	(181,322.6)	(181,409.2)	(182,286.6)		(182,286.6)	(964.0)	0.5%	(9,367.5)	5.1%	(9,826.5)	5.1%
Solid Waste Education & E	nforcement										
Gross Expenditures	6,156.3	6,121.3	6,303.8		6,303.8	147.4	2.4%	55.8	0.9%	59.7	0.9%
Revenue	4.5	4.4	3.9		3.9	(0.5)	(11.9%)	0.2	5.2%	0.2	5.2%
Net Expenditures	6,151.9	6,116.9	6,299.8		6,299.8	148.0	2.4%	55.6	0.9%	59.4	0.9%
Solid Waste Processing & 7	Transport										
Gross Expenditures	143,460.7	142,645.0	139,648.7		139,648.7	(3,811.9)	(2.7%)	1,837.6	1.3%	475.8	0.3%
Revenue	47,528.5	47,436.1	55,379.8		55,379.8	7,851.3	16.5%	826.8	1.5%	864.2	1.5%
Net Expenditures	95,932.2	95,208.8	84,268.9		84,268.9	(11,663.3)	(12.2%)	1,010.8	1.2%	(388.4)	(0.5%)
Total											
Gross Expenditures	381,740.8	379,570.2	382,241.0		382,241.0	500.2	0.1%	3,231.9	0.8%	1,913.9	0.5%
Revenue	393,697.9	392,933.0	405,188.8		405,188.8	11,490.9	2.9%	11,162.8	2.8%	11,617.6	2.8%
Total Capital Contribution	(11,957.2)	(13,362.7)	(22,947.8)		(22,947.8)	(10,990.7)	91.9%	(7,930.9)	34.6%	(9,703.7)	31.4%
Approved Positions	1,113.7	1,028.7	1,116.7		1,116.7	3.0	0.3%				

The Solid Waste Management Services' 2018 Operating Budget is \$382.241 million gross and \$405.189 million revenue resulting in a net capital contribution of \$22.948 million, representing a \$10.991 million or 91.9% increase to the 2017 Approved Net Operating Budget capital contribution to the Waste Management Reserve Fund.

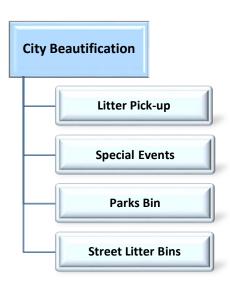
- Base pressures are mainly attributable to salary & benefit changes, contracted services for collection and processing including pricing and volume impacts, interdivisional charges and operation of diversion facilities including tonnage and hydro costs. As well, the base pressure is impacted by prior year contract amendments related to the blue bin recyclable processing contract with Canada Fibers Ltd (CFL) of \$5.6 million net. This was offset by user fee & volume adjustments, interdivisional and capital recoveries, tipping fees and Blue Box subsidies.
- To help mitigate the above pressures, the Program was able to achieve base budget reductions by reviewing and adjusting budgeted expenses against actual experience.
- SWMS has not proposed any New/Enhanced Service Priorities for 2018.
- Approval of the 2018 Operating Budget will result in SWMS increasing its total staff complement by 3 positions from 1,113.7 to 1,116.7 positions. This includes 3 staff for the delivery of capital projects.
- The 2019 and 2020 Plan increases are attributable to salary & benefit increases, staff re-alignments and reversal of one-time savings. These increases are mainly offset by planned rate increases of (blended) for both outlook years.

# **Program Map**



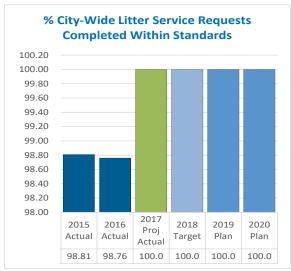
The following section provides the service-based budget by activity and their associated service levels and performance measures.

#### **City Beautification Service**



# 2018 Service Budget By Activity (\$Ms)

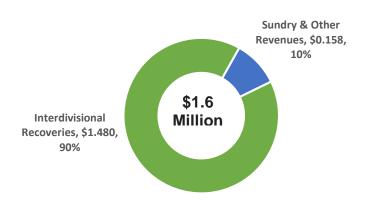




#### What We Do

- Provide collection services within the public realm to all residents and visitors city-wide to support a clean city. The core activities include:
- Collection of litter;
- Collection of Parks litter and recycling bins;
- Collection of garbage and recycling bins within the road allowance;
- Collection of Special Events recycling and litter

# 2018 Service Budget by Funding Source (\$Ms)



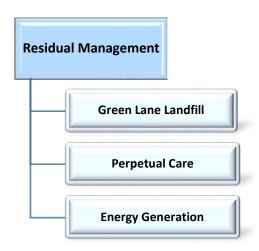
- Challenges in 2015 & 2016 were due to staffing shortages and an increase in number of litter bins.
- 2017 and future years reflect renewed effectiveness of delivering this service due to implemented operational efficiencies.

### **City Beautification Service**

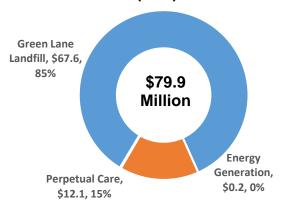
Activity	Туре	Status	2015	2016	2017	2018
Litter Diele	Residual Waste -	Approved	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk
Litter Pick-up, Parks Bins and		Actual	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk	
Street Litter Bin Collection	Cinale Ctroom Decualing	Approved	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk
Conection	Single Stream Recycling	Actual	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk	
•	Residual Waste	Approved	On Demand	On Demand	On Demand	On Demand
Special Events Collection	Single Stream Recycling	Approved	On Demand	On Demand	On Demand	On Demand
	Green Bin	Approved	On Demand	On Demand	On Demand	On Demand

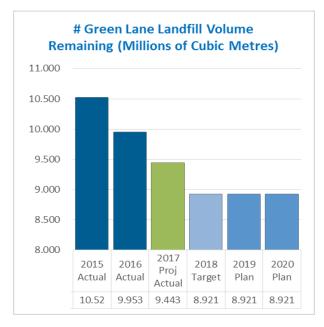
Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for the City Beautification Service.

#### **Residual Management Service**



# 2018 Service Budget by Activity (\$Ms)

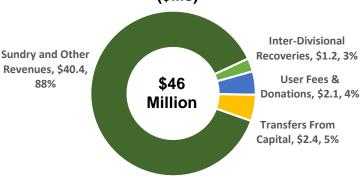




#### What We Do

- Provide effective, efficient and environmentally sound management of residual waste.
- Residual Management's core activities include:
- Operating the Green Lane landfill site;
- Energy Generation from landfill gas; and
- Perpetual Care of closed landfill sites.

# 2018 Service Budget by Funding Source (\$Ms)



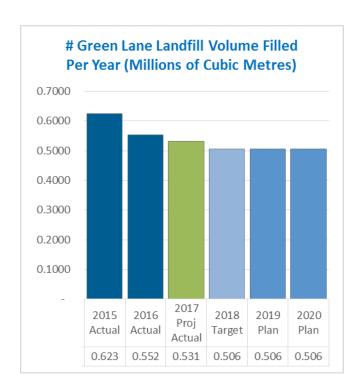
- The chart shows steadily decreasing volume due to increasing rate of annual waste fill.
- Tonnages are changing due to lower private tonnes being received which is offset by an anticipated slight increase in City tonnages. This trend is expected to stabilize in 2018 as waste fill components experience less change.

#### **Residual Management**

Activity	Туре	Status	2015	2016	2017	2018
Green Lane Landfill Site	In compliance with Certificate of Approval	Approved	100%	100%	100%	100%
Perpetual Care	In compliance with Certificate of Approval	Approved	100%	100%	100%	100%
Energy Generation	In compliance with Certificate of Approval	Approved	100%	100%	100%	100%

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for the Residual Management Service.

#### **Service Performance**



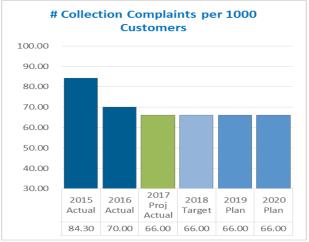
- Represents millions of cubic metres of waste landfilled annually at Green Lane. There was a 22% increase in volume from 2014 to 2015 and a decrease of 11% between 2015 and 2016. 2017 is projected to decline a further 4% with 2018 targeted to be 5% less than 2017.
- The volume of waste landfilled is inversely proportional to the waste diversion rate i.e. more diversion means less waste. At this time, the short term is not projecting any decrease in volume. The Long Term Waste Strategy, whose target has been reestablished by Council at 70% diversion,

#### **Solid Waste Collection & Transfer Service**



# 2018 Service Budget by Activity (\$Ms)

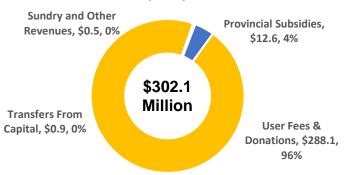




#### What We Do

- Provide effective and efficient solid waste collection services to residents, businesses, visitors and ABCDs of the City of Toronto.
- The core activities include collection and transferring the following materials to our Transfer Stations:
  - ✓ Green Bin Organics;
  - ✓ Garbage;
  - ✓ Blue Bin Recycling;
  - ✓ Yard Waste:
  - Oversized and Metal items (includes furniture, electronics and white goods/metal materials); and,
  - ✓ Household Hazardous Waste (HHW).

# 2018 Service Budget by Funding Source (\$Ms)



- Projections for the number of complaints decreased by 9.5% in 2014, while 2015 had an increase of 46%.
   For 2016 the number decreased by 17%.
- The expectation for 2017 and 2018 is 66 complaints per 1000 households or a drop of 6%.

### **Solid Waste Collection & Transfer Service**

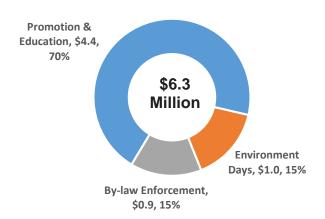
Activity	Туре	Status	2015	2016	2017	2018
	Single Residential	Approved	1x /2wks	1x /2wks	1x /2wks	1x /2wks
	Single Residential	Actual	1x /2wks	1x /2wks	1x /2wks	
Garbage &	Multi Residential	Approved	1x - 2x /wk	1x - 2x /wk	1x - 2x /wk	1x - 2x /wk
Recyclables	Width Nesidential	Actual	1x - 2x /wk	1x - 2x /wk	1x - 2x /wk	
	Commercial	Approved	1x - 2x /wk	1x - 2x /wk	1x - 2x /wk	1x - 2x /wk
	Commercial	Actual	1x - 2x /wk	1x - 2x /wk	1x - 2x /wk	
	Ciarla Davidantial	Approved	1x /wk	1x /wk	1x /wk	1x /wk
	Single Residential	Actual	1x /wk	1x /wk	1x /wk	
Green Bin	Multi Residential	Approved	1x /wk (where provided)	1x /wk (where provided)	1x /wk (where provided)	1x /wk
Green Bin		Actual	1x /wk (where provided)	1x /wk (where provided)	1x /wk (where provided)	
		Approved	1x - 6x /wk	1x - 6x /wk	1x - 6x /wk	1x - 6x /wk
	Commercial	Actual	1x - 6x /wk	1x - 6x /wk	1x - 6x /wk	
	Ciarla Davidantial	Approved	1x /2wks	1x /2wks	1x /2wks	1x /2wks
Durable Goods	Single Residential	Actual	1x /2wks	1x /2wks	1x /2wks	
Durable Goods	Made Davidantial	Approved	1x /wk	1x /wk	1x /wk	1x /2wks
	Multi Residential	Actual	1x /wk	1x /wk	1x /wk	
Municipal	Single Residential	Approved	On Demand	On Demand	On Demand	On Demand
Hazardous & Special Waste	Multi Residential	Approved	On Demand	On Demand	On Demand	On Demand

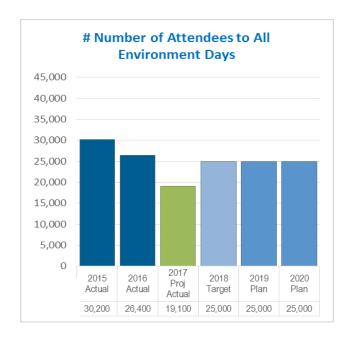
Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for the Solid Waste Collection & Transfer Service.

#### **Solid Waste Education & Enforcement Service**



# 2018 Service Budget by Activity (\$Ms)

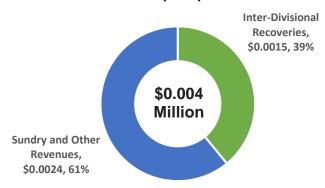




#### What We Do

- Effectively communicate to the residents, businesses, visitors, Division, Agencies and Corporations on how to participate in the City's waste management programs and to encourage diversion.
- The core activities include:
- By-Law Enforcement;
- Community Environment Days;
- Promotion and Education.

# 2018 Service Budget by Funding Source (\$Ms)



- In 2015, the number of attendees increased by 1% to 30,200. 2016 saw a decrease of 13%. The projection for 2017 is a further decrease of 28% to 19,100 attendees.
- The target for 2018 is at 25,000 attendees.
   This level of participation is expected to remain stable through 2020.

#### **Solid Waste Education & Enforcement Service**

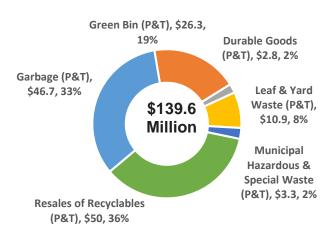
Activity	Туре	Status	2015	2016	2017	2018
	Calendars	Approved	Issue calendars to 100% of the households within 3 months	Issue calendars to 100% of the households within 3 months	Issue calendars to 100% of the households within 3 months	Issue calendars to 100% of the households within 3 months
		Actual	"	ıı .	ıı .	
	Website	Approved	80% of information content updated in advance of a change to a program	80% of information content updated in advance of a change to a program	80% of information content updated in advance of a change to a program	90% of information content updated in advance of a change to a program
Promotion &		Actual	ıı ıı	"	"	
Education	Advertised Campaign	Approved	100% on schedule/ on budget for each campaign	100% on schedule/ on budget for each campaign	100% on schedule/ on budget for each campaign	100% on schedule/ on budget for each campaign
		Actual	II .	II.	· ·	
	Printed Material	Approved	100% on schedule/ on budget for each campaign	100% on schedule/ on budget for each campaign	100% on schedule/ on budget for each campaign	100% on schedule/ on budget for each campaign
		Actual	"	ıı .	"	
		Approved	400	400	400	400
	3R Ambassadors-Volunteers Recruited	Actual	"	ıı .	ıı .	
Environment	Household Hazardous Waste / Electronic Waste / Re-	Approved	On Demand (up to 45 events annually)	On Demand (up to 45 events annually)	On Demand (up to 45 events annually)	On Demand (up to 45 events annually)
Days	Use/Donations	Actual	ıı	II.	II.	
By-law	Pullou Amendment Pullou Complainte Toferson and	Approved	As required	As required	Proactive Enforcement	Proactive Enforcement
Enforcement (SW)	By-Law Amendment, By-Law Complaints, Enforcement	Actual	As required	Initiated Proactive Enforcement	Proactive Enforcement	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for the Solid Waste Education & Enforcement Service.

#### **Solid Waste Processing & Transport Service**



# 2018 Service Budget by Activity (\$Ms)



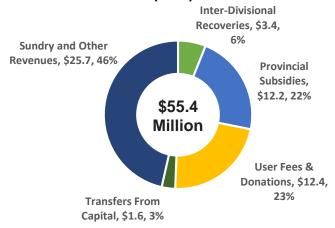


#### What We Do

Provide effective and environmentally safe processing and transport services for the City of Toronto's solid waste. The service's activities include processing and transporting the following materials:

- Green Bin Organics;
- Garbage;
- Blue Bin Recycling;
- · Yard Waste;
- Oversized and Metal items (includes furniture, electronics and white goods/metal materials);
- Household Hazardous Waste (HHW); and.
- Revenue generation from sale of recyclable materials.

# 2018 Service Budget by Funding Source (\$Ms)



- The cost per tonne of processing and transport is trending up from 2015 through 2017 due to higher processing costs for recyclables.
- As a result of contract provisions and tonnage variables, the cost in 2018 is expected to stabilize at 10% higher than 2015.

### **Solid Waste Processing & Transport Service**

Activity	Туре	Status	2015	2016	2017	2018
Residual Waste	In compliance with Certificate of Approval	Approved	100%	100%	100%	100%
		Actual	"	"	"	"
Green Bin	In compliance with Certificate of Approval	Approved	100%	100%	100%	100%
		Actual	"	"	"	II .
Durable Goods	In compliance with Certificate of Approval	Approved	100%	100%	100%	100%
		Actual	"	"	"	"
Leaf & Yard Waste	In compliance with Certificate of Approval	Approved	100%	100%	100%	100%
***************************************		Actual	"	"	"	II .
Municipal Hazardous & Special Waste	In compliance with Certificate of Approval	Approved	100%	100%	100%	100%
		Actual	"	"	"	"
Resale of Recyclables	In compliance with Certificate of Approval	Approved	100%	100%	100%	100%
. telyonores		Actual	"	"	"	u u

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for the Solid Waste Processing & Transport Service.



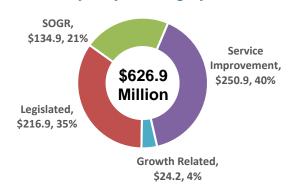
# Solid Waste Management Services

#### 2018 - 2027 CAPITAL BUDGET & PLAN OVERVIEW

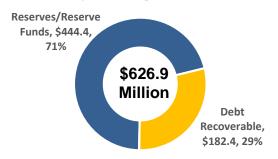
Solid Waste Management Services (SWMS) is responsible for maintaining infrastructure valued at approximately \$540 million excluding landfills, comprised of 7 transfer stations, 2 organics processing facilities, 5 collection yards and approximately of 1.6 million organics, recycling and waste bins. Landfills include the active Green Lane Landfill and 160 closed landfills.

The 2018-2027 Capital Plan totaling \$626.9 million focuses on funding major diversion facilities to advance the City's goal of 70% Waste Diversion by investing in facilities and systems necessary to achieve this target as well as to continue Collection Yard and Transfer Station Asset Management, landfill cell development and Perpetual Care of closed landfills. The 10-Year Capital Plan includes funding of \$158 million for the Council approved Long Term Waste Management Strategy (Waste Strategy), which includes recommendations to reduce, reuse, recycle and recover and dispose of the City's waste over the next 30 to 50 years.

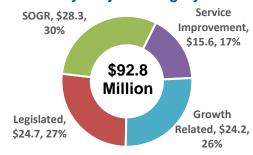
# 2018 - 2027 Capital Budget & Plan By Project Category



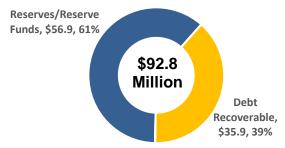
#### **By Funding Source**



### 2018 Capital Budget By Project Category



#### **By Funding Source**



#### **Our Key issues & Priority Actions**

- Waste Strategy Implementation The SWMS' capital program is driven primarily by the City's Waste Strategy and long term infrastructure demands.
  - ✓ SWMS has developed a Waste Strategy that will guide how the City's waste will be managed over the next 30 – 50 years.
  - ✓ The 2018 2027 Capital Budget and Plan includes funding of \$158 million for the Waste Strategy as approved by Council in July 2016.
- Long-Term Capital Funding To ensure generated rate revenue is adequate to support SWMS' 10-year capital needs as well as allow for the continued transition to a fully sustainable utility model, reducing the application of recoverable debt when appropriate.
  - ✓ The 2018 Operating Budget for SWMS includes a 1.9% rate increase to ensure sufficient capital funding for future diversion programs and facilities that maximize the lifespan of the Green Lane landfill beyond 2029, as well as ensure effective solid waste management and disposal.
  - ✓ Future long term funding quantifying factors include pending legislative changes, future revenue opportunities around biogas, additional DC contributions and to be determined efficiency/financial gains from reduced contamination of recyclables..

#### **Capital Deliverables for 2018**

The 2018 Capital Budget for SWMS of \$92.801 million, excluding carry forward funding, will:

- Continue improving and maintaining Transfer Stations and Collection Yards and Diversion Facilities (\$28.3 million);
- Continue developing the Green Lane Landfill (\$11.3 million) with Gas Utilization projects (\$1 million) and providing perpetual care of closed landfills (\$13.3 million);
- Complete building organics processing & waste capacity at the Dufferin & Disco facilities (\$24.2 million);
- Continue improving business practices enabled by technology projects and Engineering Planning (\$6.9 million);
- Continue implementation of approved Waste Strategy options (\$4.1 million).

### State of Good Repair Backlog

The Solid Waste Management Program does not currently have a backlog of State of Good Repair (SOGR). The funding allocated in the 10-Year Capital Plan for SWMS for SOGR projects for 2018 and future years is deemed appropriate to maintain the assets in a state of good repair. The Program is undertaking an asset condition assessment and will report any changes to their SOGR backlog during future Capital Budget processes.

Table 1 below details all capital projects, by category, included in the 2018 - 2027 Capital Budget and Plan for Solid Waste Management Services:

Table 1
2018 - 2027 Capital Plan by Project Category (In \$000s)

	Total App'd Cash Flows to Date*	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total	Total Project Cost
Total Expenditures by Category													
Legislated													
Landfill Development		11,334	16,108	18,931	13,414	14,805	15,135	14,815	14,815	14,815	14,815	148,987	
Perpetual Care of Landfills		13,334	8,200	8,217	8,200	5,000	5,000	5,000	5,000	5,000	5,000	67,951	
Sub-Total		24,668	24,308	27,148	21,614	19,805	20,135	19,815	19,815	19,815	19,815	216,938	-
State of Good Repair													
Collection Yard Asset Mgmt		250	250	250	250	250	250	250	250	250	250	2,500	
Diversion Facilities Asset Mgmt		2,750	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	16,250	
Dufferin Waste Facility	500	2,000	10,000	8,000	-	-	-	-	-	-	-	20,000	20,500
Transfer Stn Asset Mgmt		23,309	18,384	3,976	5,135	8,578	8,050	9,016	1,612	11,891	6,150	96,101	
Sub-Total	500	28,309	30,134	13,726	6,885	10,328	9,800	10,766	3,362	13,641	7,900	134,851	20,500
Service Improvements													
Biogas Utilization	3,211	-	1,199	1,199	1,199	1,199	1,199	1,199	1,199	1,199	5,928	15,520	16,120
Compressed Natural Gas Fill Station		941	941	941	941	941	941	941	941	941	-	8,470	8,470
Diversion Systems		2,325	3,425	3,425	3,425	3,425	3,425	3,425	3,425	3,425	3,425	33,150	
Engineering Planning Studies		1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000	
Green Lane: Landfill Gas Utilization	728	1,000	2,500	-	-	-	-	-	-	-	-	3,500	4,228
IT Corporate Initiatives	3,321	3,449	1,776	2,061	-	-	-	-	-	-	-	7,286	10,607
Long Term Waste Mgmt Strategy	9,164	4,136	11,457	9,192	13,801	21,160	23,944	15,487	16,087	17,657	25,000	157,920	167,085
SWM IT Application Initiatives	4,189	1,974	3,324	2,516	602	341	-	-	-	-	-	8,757	12,946
Two Way Radio Replacement	2,235	270	270	250	250	85	50	40	40	-	-	1,255	3,490
Sub-Total	22,848	15,595	26,392	21,084	21,718	28,651	31,059	22,592	23,192	24,722	35,853	250,858	222,946
Growth Related													
Disco SSO Facility	80,602	4,405	-	-	-	-	-	-	-	-	-	4,405	85,007
Dufferin SSO Facility	57,005	19,824	-	-	-	-	-	-	-	-	-	19,824	76,829
Sub-Total	137,607	24,229	-	-	-	-	-	-	-	-	-	24,229	161,836
Total Expenditures by Category													
(excluding carry forward)	160,955	92,801	80,834	61,958	50,217	58,784	60,994	53,173	46,369	58,178	63,568	626,876	405,281

<sup>\*</sup>Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2017, excluding ongoing capital projects (e.g. Perpetual Care of Landfills)

## 2018 - 2027 Capital Projects

The 10-Year Capital Plan for SWMS is primarily comprised of Service Improvement projects for facilities and systems and includes provision for implementation of the Waste Strategy to make progress on achieving the waste diversion target of 70%. Legislated projects include perpetual care of old landfills as well as landfill development at Green Lane. State of Good Repair (SOGR) is dedicated to on-going asset management of transfer stations, collection yards and diversion facilities. Growth Related projects address the completion of Dufferin and Disco organics processing facility expansion / renovation with scheduled completion for both sites in 2018.

#### Service Improvements

- Service Improvement projects account for \$250.858 million or 40% of the total 10-Year Capital Plan.
  - ➤ Diversion Systems (\$33.150 million) Funding is provided to implement and replace garbage, recycling and organics containers for single family residential and multi-residential buildings as well as recycling upgrades for multi-residential buildings.
  - ➤ Landfill Gas Utilization and Biogas Utilization (\$19.020 million) The project funding will provide infrastructure whereby gas produced by decomposition of waste will be converted to RNG. A total of \$3.5

- million over the 10-Year Plan period is allocated to the Landfill Gas Utilization project at Green Lane and \$15.520 million to the Biogas project that will address requirements at the Dufferin/Disco organics processing facilities.
- Waste Strategy (\$157.920 million) This project has a total project cost of approximately \$698 million with most cash flow funding planned beyond the last year of the 10-Year Capital Plan period to 2046. Funding is for professional technical services to begin implementing study results, securing any Provincially mandated environmental approvals and permits, Request for Proposal (RFP) and construction service efforts required for a vendor procurement process for a new facility.
- SWM IT Application Initiatives (\$8.757 million) Funding is provided in order to implement various technology solutions in SWMS, including transfer station efficiencies, asset management, revenue forecasting, eService delivery performance measurement, contract management and business process improvements.
- IT Corporate Initiatives (\$7.286 million) This project provides funding for SWMS' Work Management System which is the multi-year project to procure and implement a common new Work Management System that will be utilized by Toronto Water, Transportation Services, Parks Forestry & Recreation and SWMS.
- Compressed Natural Gas Fill Station (\$8.470 million): This project addresses the need for infrastructure related to the compressed natural gas fueling of vehicles as required by the ten year agreement with Enbridge Gas for the period 2018 to 2026.

#### Legislated

- Legislated projects include cash flow funding of \$216.938 or 34.6% of the total 10-Year Capital Plan funding.
  - Green Lane Landfill Cell Development, Systems & Acquisition (\$148.987 million) The 10-Year Capital Plan provides annual funding for cell development at the Green Lane Landfill site including new waste cell excavation and construction, landfill systems and buffer land acquisition. Landfill Systems projects include leachate and gas control systems as well as final cover/storm control/site cervices and engineering and monitoring capability.
  - Perpetual Care (\$67.951 million) This project provides funding for Capital works necessary for the ongoing maintenance of closed environmentally sound landfill sites after primary operations have ended. Cash flow funding estimates allow for an average of \$7 million annually over the 10-year period for ongoing control system requirements.

### State of Good Repair (SOGR)

- SOGR projects account for \$134.851 million or 21.5% of the total 10-Year Capital Plan's expenditures.
  - Funding is allocated to Transfer Station, Collection Yard & Diversion Facility Asset Management projects as well as the specific project for the Dufferin Waste maintenance and staff building. These projects provide funding to build various improvements to these facilities that are required to meet health and safety, operational and environmental requirements.

#### Growth Related

- Growth Related projects account for \$24.229 million or 3.9% of the total 10-Year Capital Plan's expenditures.
  - Dufferin Organics Facility (\$19.824 million) With a total project cost of approximately \$76.829 million, construction of this facility began in 2012 and will increase organics processing capacity from 25,000 to

- approximately 55,000 tonnes per year project will expand the receiving area and install a system to treat wastewater before discharge to the sanitary sewer.
- Disco Rd. Organics Facility (\$4.405 million) Commissioning of the facility is near completion. The plant is operating, processing approximately 75,000 tonnes/year of organics. The contractor is in process of making plant modifications to address remaining deficiencies. 2018 cash flow funding of \$4.405 million includes contract administration & IDC Toronto Water wastewater charges as well as post construction warranty.

### 2018 - 2027 Capital Budget & Plan by Funding Source

Chart 1 below summarizes the funding sources included in the 2018 - 2027 Capital Budget and Plan for Solid Waste Management Services:

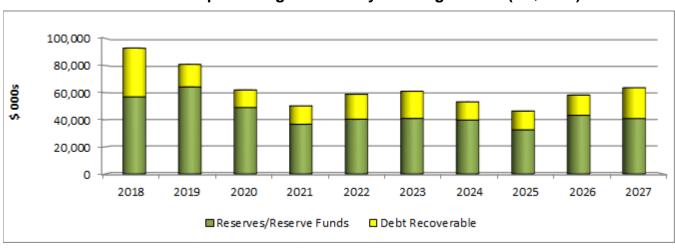


Chart 1
2018 - 2027 Capital Budget & Plan by Funding Source (In \$000s)

The 10-Year Capital Plan of \$626.876 million cash flow funding will be financed by the following sources:

- Recoverable Debt accounts for \$182.444 million or 29.1% of the financing over the 10-year period.
  - City debt guidelines are not issued for SWMS, as debt is recoverable from user fees with repayment of the debt servicing costs funded in SWMS annual Operating Budget., dedicated to Legislated, Service Improvement and Growth Related projects:
    - Green Lane Landfill Development (\$17.667 million).
    - Dufferin & Disco SSO Facilities (\$16.961 million).
    - Waste Strategy (\$110.548 million).
    - Biogas Utilization (\$10.863 million)
    - SWMS IT Projects (\$9.095 million)
    - Two Way Radio Replacement (\$0.879 million)
    - Engineering Planning Studies (\$10.5 million)
    - Compressed Natural Gas Fill Station (\$5.931 million)

- Reserve and Reserve Funds constitute \$444.432 million or 70.9% of required funding over 10 years for the following major projects:
  - ➤ Green Lane Landfill Development (\$134.820 million)
  - Transfer Station & Diversion Facility Asset Mgmt. (\$112.351 million)
  - Perpetual Care of Landfills (\$67.951 million)
  - Waste Strategy (\$47.373 million)
  - Diversion Systems -Bins (\$33.150 million)
  - Dufferin Waste Facility (\$20 million)
  - > Dufferin & Disco SSO Facilities (\$7.268 million)
  - > SWMS IT Projects (\$6.948 million)
  - ➤ Biogas Utilization (\$4.657 million)
  - Engineering Planning Studies (\$4.5 million)
  - Collection Yard Asset Mgmt. & Two Way Radio Replacement (\$2.876 million)
  - Compressed Natural Gas Fill Station (\$2.538 million)

### 10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In \$000s)

	2018 Budget		2019 Plan		2020 Plan		2021 Plan		2022 Plan		2018 - 2022		2018 - 2027	
Projects	\$000s	Pos.	\$000s	Pos.	\$000s	Pos.	\$000s	Pos.	\$000s	Pos.	\$000s	Pos.	\$000s	Pos.
Previously Approved Biogas Utilization - Dufferin and Disco SSO			(1,007.0)		(58.0)		(61.0)		(65.0)		(1,191.0)	-	(1,406.0)	-
Replacement Waste Bins Single Family	600.0										600.0	-	600.0	-
Dufferin SSO Facility	1,398.0										1,398.0	-	1,398.0	-
Two Way Radio Replacement	46.0		46.0		46.0		46.0		46.0		230.0	-	460.0	-
New Projects - Future Years  IT Business Systems Integration					107.0		120.0				- 227.0	-	- 227.0	-
TI Business Systems integration					107.0		120.0				-	-	-	-
Total (Net)	2,044.0	-	(961.0)	-	95.0	-	105.0	-	(19.0)	-	1,264.0	-	1,279.0	-

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$1.279 million net over the 2018 – 2027 period, as shown in the table above. These future operating impacts will be reviewed each year as part of the annual Operating Budget process.

These operating impacts reflect the financial impact arising from the completion of the following capital projects:

- Biogas Utilization The City's organics processing facilities at the Dufferin Facility and Disco Road transfer station will generate combustible biogas through anaerobic digestion. The biogas can be similarly utilized as a source of renewable energy (electricity or renewable natural gas) to provide an economic benefit to the City.
  - The sale of the renewable energy product will achieve a favourable return on the initial capital investment of \$13.8 million and will generate a revenue stream over a 20 year period. By 2027, the estimated incremental net operating revenue is projected at \$1.406 million.

- Replacement Waste Bins Single Family The contract for Single Family bins has added services and deliveries not anticipated at the original start of the contract. Further analysis indicates additional operating funding will be required for these changes. The added services and deliveries have enhanced customer service but also operational efficiencies. These include the addition of residential green bin deliveries and the provision of 35 gallon organic carts to multi-residential and non-residential customers. Additional funds have also been required due to an increase in the overall demand from residents for bin-related service requests as well as media campaigns to upsize recycle bins or downsize garbage bins to increase participation in diversion programs.
  - > The estimated incremental net operating cost is \$0.600 million mainly to renew the current Bin contract for an additional 10 years so that residents and customers can continue utilizing the current bins, including repair and replacement when necessary.
- Dufferin SSO Facility This operating impact reflects the annual cost of operating the Dufferin Organics Processing Facility (DOPF) to process 12,000 tonnes out of an annual total of 28,000 tonnes of green bin organics in 2018. This cost was considered as part of facility commissioning and absorbed by the capital project up to 2017. The adjustment of \$1.398 million will align the operating budget with expected actual spending in 2018.
- Two Way Radio Replacement Annual maintenance costs of \$0.046 million as required for new two way radio system. This impact includes monthly air time of system and a provision to implement the Ernst &Young Safety Recommendation to install On-board Monitoring/Coaching Devices. By 2027, the estimated incremental net operating cost will be \$0.460 million
- IT Business Systems Integration This information technology project for SWMS will address business issues such as establishing SWMS system integration through WebMethods, work with other initiatives such as the Short Term Application Improvement, system integration with contractors' systems within the Contract Management initiative and Work Management System (WMS). Also includes migration of existing system integrations (Revenue Services and GCC) to the Corporate integration platform where possible. By 2027, the estimated incremental net operating cost is \$0.227 million.



# **Toronto Building**

#### **2018 OPERATING BUDGET OVERVIEW**

Toronto Building helps to make the buildings where we live, work, learn and play safe. The Program reviews permit applications, issues permits, and conducts inspections in accordance with Ontario's Building Code, City of Toronto zoning by-laws and other applicable legislation. Toronto Building also performs preliminary zoning reviews as part of the City's development approval process, and provides the public with zoning and building code information, and technical advice to City Council, Committees, Programs, and Agencies.

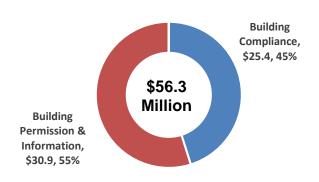
#### 2018 Operating Budget Highlights

The 2018 Operating Budget for Toronto Building of \$56.346 million gross and (\$10.693) million net provides funding for two services: Building Permission & Information and Building Compliance. The total cost to deliver these services to Toronto residents is summarized below:

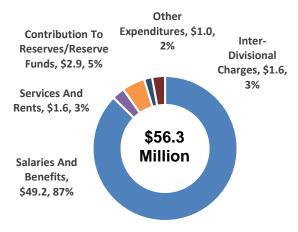
(in \$000's)	2017	2018	Change				
(111 \$000 5)	Budget	Budget	\$	%			
Gross Expenditures	56,097.6	56,346.1	248.4	0.4%			
Revenues	66,791.4	67,039.8	248.4	0.4%			
Net Expenditures	(10,693.7)	(10,693.7)	0.0	(0.0%)			

### 2018 Operating Budget

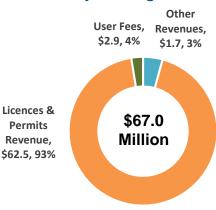
#### **By Service**



#### By Expenditure Category



#### **By Funding Source**



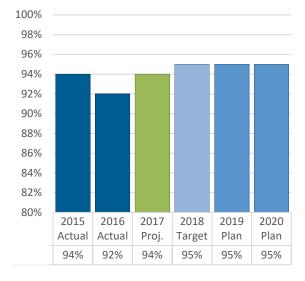
#### **Fast Facts**

- Launched 2017-2021 Toronto Building Service Plan to guide and support divisional decision making and strategy.
- Implemented the Residential Infill Construction Strategy progressing with all action items well underway

#### **Trends**

- From 2015 to 2017, complete building permit applications (all building types) were processed within legislated time frames 92% - 94% of the time
- Toronto Building has sustained a high level of permit application intake driven by higher than anticipated construction activity.
- The volume of permit application intake, as well as staff vacancies, can impact the delivery of services.
- With the Program actively filling vacant positions, it is anticipated that in 2018, Toronto Building will meet service levels.

#### % of Building Permit (complete) applications reviewed within the legislated time frames



#### **Our Key Issues & Priority Actions**

- Toronto Building's Long-Term Fiscal Strategy, given the financial framework and requirement to maintain 100% cost-recovery, Toronto Building has had a long-term fiscal strategy dating back to 2005 that includes reevaluating Building permit fees based on the projected outlook.
  - ✓ Work is underway on full costing model review with Accounting Services, Financial Planning and key stakeholder divisions (311, Legal, I&T) with any adjustments to be submitted for the 2019 Budget process.

#### **Key Service Deliverables For 2018**

The 2018 Operating Budget will enable the Program to:

- Invest in a knowledgeable and engaged workforce
  - Implement formal on-the-job training and mentoring program
  - Implement employee leadership development program
  - ✓ Implement new Internship Program
- Advance strategic initiatives and fiscal responsibility
  - Continue comprehensive fiscal review of full cost-recovery model
  - ✓ Prepare for new edition of Building Code, expected in 2018
  - Prepare for Excellence Toronto Silver Assessment
- Drive service quality, efficiency, and innovation
  - ✓ Develop I&T roadmap and capital plan
  - Pilot quality assurance unit in Inspection Services
  - Develop new policy and procedure management process
- Pursue a seamless customer service experience
  - Implement web portal and digital first service strategy
  - Implement enhancements to complaint monitoring and management system
  - Refresh Code of Conduct for Building Officials and develop training.

#### 2018 Operating Budget and Plan by Service

	20	17	2018	8 Operating	Budget			Inc	crementa	al Chang	е
		Projected		New/	Total	2018 vs	. 2017	201	19	20	20
(In \$000s)	Budget	Actual	Base	Enhanced	Budget	Budget C	Change	Pla	ın	Plan	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
<b>Building Compliance</b>											
Gross Expenditures	25,130.6	22,644.4	25,214.5	215.6	25,430.1	299.5	1.2%	536.1	2.1%	234.3	0.9%
Revenue	30,219.2	33,510.5	30,227.2	215.6	30,442.8	223.6	0.7%	44.6	0.1%	24.3	0.1%
Net Expenditures	(5,088.6)	(10,866.1)	(5,012.7)	0.0	(5,012.7)	75.9	(1.5%)	491.5	(9.8%)	210.0	(4.6%)
<b>Building Permission &amp; I</b>	nformation										
Gross Expenditures	30,967.1	29,739.9	30,671.8	244.1	30,916.0	(51.1)	(0.2%)	709.8	2.3%	441.6	1.4%
Revenue	36,572.2	42,061.3	36,352.8	244.1	36,597.0	24.8	0.1%	1,201.3	3.3%	651.6	1.7%
Net Expenditures	(5,605.1)	(12,321.4)	(5,681.0)	(0.0)	(5,681.0)	(75.9)	1.4%	(491.5)	8.7%	(210.0)	3.4%
Total											
Gross Expenditures	56,097.6	52,384.3	55,886.3	459.8	56,346.1	248.4	0.4%	1,245.9	2.2%	675.9	1.2%
Revenue	66,791.4	75,571.8	66,580.0	459.8	67,039.8	248.4	0.4%	1,245.9	1.9%	675.9	1.0%
<b>Total Net Expenditures</b>	(10,693.7)	(23,187.5)	(10,693.7)	0.0	(10,693.7)	0.0	(0.0%)	(0.0)	0.0%	0.0	(0.0%)
Approved Positions	468.0		468.0	0.0	468.0	(0.0)	(0.0%)	0.0		0.0	

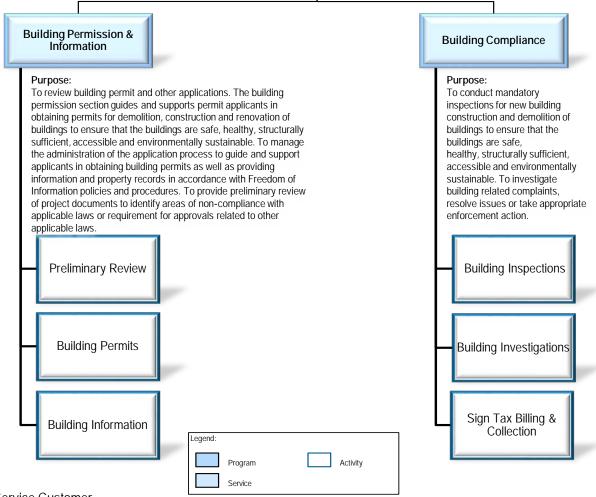
The Toronto Building's 2018 Operating Budget is \$56.346 million gross and (\$10.694) million in net revenue, representing a 0% net increase over the 2017 Approved Net Operating Budget and is in line with the reduction target of 0% as set out in the 2018 Operating Budget Directions approved by Council. The Program was able to achieve target from a detailed review of future year requirements and obligations that led to a reduction in reserve contribution.

- Base pressures mainly attributable to increases in Salaries & Benefits \$0.178 million and increased I&T IDC charges of \$0.245 million.
- Two new and enhanced services have been included within the 2018 Operating Budget. The pressure has been offset
  - > Toronto Building Human Resources Strategy dedicated resources to reduce the number of vacancies
  - > Toronto Building Inspection Service Internship Program establish an internship/co-op program.
- To mitigate the above pressures Toronto Building reduced their contribution to the Building Code Act Service Improvement Reserve Fund of (\$0.582 million) along with a nominal inflationary increase to the Sign Unit fee.
- The 2018 and 2019 Plans reflect increases attributable to COLA, progression pay, step and other payroll gross expenditures of \$1.102 million in 2019 and \$0.671 million in 2020 that are fully offset in both years through inflationary increases to building permit fees.
- Toronto Building's approved staff complement will remain at 468 positions in 2018.

## **Program Map**

## **Toronto Building**

To enhance the quality of life in the City of Toronto for all residents, businesses and visitors, through superior services delivered with professionalism, honesty and integrity while enhancing and beautifying communities where people live, work, learn, and play. As stewards of Toronto's build environment, we will ensure the construction, renovation and demolition of buildings achieves the health, safety, accessibility, conservation and environmental provisions of the Building Code Act and other applicable law. We champion the understanding and application of Building regulations supporting innovation and creation of safe building standards and requirements. We provide excellence in City services through innovative leadership, responding to all members of the public, the development community, other City Divisions, Agencies, Boards and the Council of the City of Toronto.



#### Service Customer

#### **Building Permission & Information**

- Agent Applicant
- Architect / Firm
- Builder and Organization
- **Building User Or Occupant**
- Business
- Staff City Divisions
- Complainant Contractor
- Contravener
- Mayor & City Council

- Designer Firm / Professional
- Developer
- Engineer
- Consultant
- Lawyer
- Licensee Operator
- Owner's Agent
- Police

- Property Owner
- Ratepayers
- Sign Owner
- Surveyor Tenant

#### Indirect (Beneficiary)

- Adjacent Property Owners
- Residents

#### **Building Compliance**

- Property Owner / Occupant
- Sign Owner
- Agent / Contractor
- Design Professional
- Developer
- Staff City Divisions

#### Indirect (Beneficiary)

- Residents
- Council / Mayor
- Adjacent Property Owners

The following section provides the service-based budget by activity and their associated service levels and performance measures.

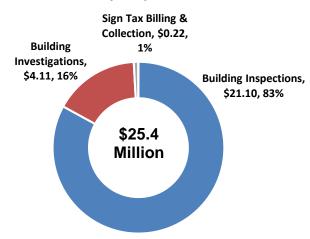
#### **Building Compliance Service**



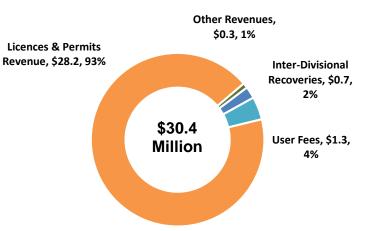
#### What We Do

- Conduct mandatory inspections for building construction and demolition of buildings to ensure that the buildings and signs are safe, healthy, structurally sufficient, accessible and environmentally sustainable.
- Investigate building and sign related complaints, resolve issues or take appropriate enforcement action.
- Administer, bill, and collect the Third Party Sign Tax levied on all third-party signs in the City of Toronto.

# 2018 Service Budget by Activity (\$Ms)



## 2018 Service Budget by Funding Source (\$Ms)



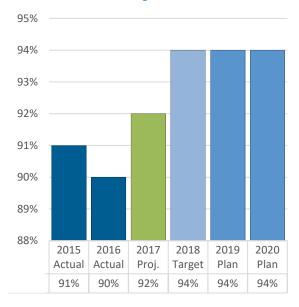
# 2018 Service Levels Building Compliance Service

Activity	Туре	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
	Construction (Mandatory inspections		% of building inspections	Approved	94%	94%	94%	94%
	for building permits, includes demolition)		conducted within 48 hours	Actual	91%	90%	92%	
Building	Sign (mandatory inspections for Sign		% of mandatory sign inspections	Approved	95%	95%	95%	95%
Inspections	pections Permits)		conducted within 48 hours	Actual	98%	98%	98%	
	Cian Investigation Degrees		% of sign requests responded to	Approved	95%	95%	95%	95%
	Sign Investigation Request		within 2 days		98%	97%	97%	
	Emergency / Ung of	Emergeney	% of emergency/unsafe orders	Approved	95%	95%	95%	95%
	Emergency / Unsafe	Emergency	issued within 1 day	Actual	76%	89%	90%	
Building	Response to Construction without a	Non Emergency	% of reports of construction	Approved	80%	80%	80%	80%
nvestigations Permit	Permit	Non-Emergency	without permits responded to within 2 days	Actual	72%	76%	75%	
	Response to a Building Permit	Complaint	% of building permit complaints	Approved	90%	90%	90%	90%
	Related Request	Complaint	responded to within 5 days	Actual	80%	88%	89%	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Building Compliance.

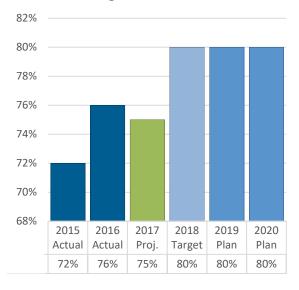
#### **Service Performance Measures**

## % of mandatory building inspections conducted within legislated time frames



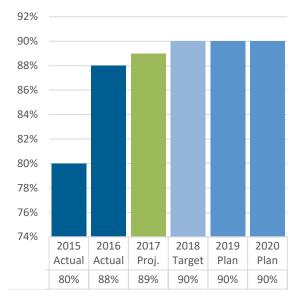
- This measure indicates the percentage of requested mandatory inspections that are completed within 2 business days of receiving the request for inspection.
- It is a requirement of the Ontario Building Code that an inspection be conducted within the prescribed time frames.
- It is projected in 2017 that the Program will achieve a service level of 92%, higher than reported in both 2015 and 2016.
- The Program expects to reach their target of 94% in 2018 and future years.

% of reports of construction without permit (non emergency) responded to within legislated time frames



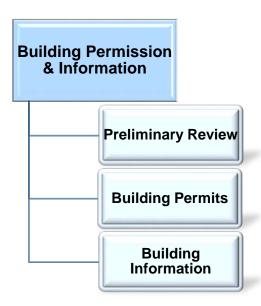
- This measure indicates the percentage of reports of construction within a permit (nonemergency) responded to within 2 business days of receiving the request for inspection.
- Under the Building Code Act, no person is permitted to construct, demolish or alter a building without first obtaining a building permit.
- Where reports of construction or demolition have been received by Toronto Building, an inspector will attend the construction site to determine if a permit is required.
- Based on the expected volume of service requests to investigate, it is projected that the Program will achieve a service level of 80% in 2018 and onwards.

# % of building permit related complaints responded to within service standard



- This measure indicates the percentage of building related service requests (complaints) responded to within 5 business days of receiving the request.
- The volumes of service requests has remained fairly consistent in in 2016 and 2017, at 88% and 89%, respectively.
- It is expected that the service target of 90% will be achieved in 2018 and onwards.

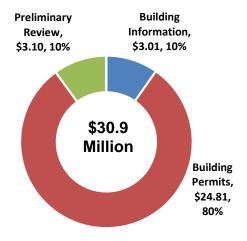
#### **Building Permission & Information Service**



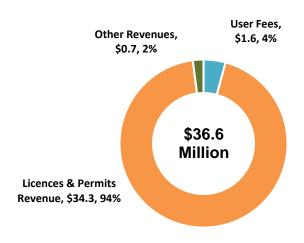
#### What We Do

- Review building permits and other applications including Sign By-law variances and amendments.
- Guide and support permit applicants in obtaining permits for demolition, construction and renovation of buildings, and installation of signs to ensure they are safe, healthy, structurally sufficient, accessible and environmentally sustainable.
- Manage the administration of the application process to guide and support applicants in obtaining building and sign permits as well as providing information and property records in accordance with the Freedom of Information policies and procedures.
- Provide preliminary project reviews to identify areas of non-compliance with applicable laws or requirement for approvals related to other applicable laws

# 2018 Service Budget by Activity (\$Ms)



# 2018 Service Budget by Funding Source (\$Ms)



### 2018 Service Levels

### **Building Permission & Information Service**

Activity	Туре	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
		House	% roviowed within 10 days	Approved	65%	65%	65%	65%
		House	% reviewed within 10 days	Actual	57%	65%	58%	
		Small Building	% reviewed within 15 days	Approved	65%	65%	65%	65%
	Preliminary	Small Building	78 reviewed within 13 days	Actual	57%	65%	58%	
	Project Review	Lorgo Building	9/ reviewed within 20 days	Approved	65%	65%	65%	65%
		Large Building	% reviewed within 20 days	Actual	57%	65%	58%	
		Complex Building	% reviewed within 30 days	Approved	65%	65%	65%	65%
Preliminary		Complex Building	78 reviewed within 30 days	Actual	57%	65%	58%	
Review		House	% of Zoning Certificates	Approved	55%	55%	58%	60%
		Tiodisc	reviewed within 10 days	Actual	54%	53%	66%	
		Small Building	% of Zoning Certificates	Approved	55%	55%	58%	60%
	Zoning Certificate	Shan Bananig	reviewed within 15 days	Actual	54%	53%	66%	
	Review	Large Building	% of Zoning Certificates	Approved	55%	55%	58%	60%
		Large Building	reviewed within 20 days	Actual	54%	53%	66%	
		Complex Building	% of Zoning Certificates	Approved	55%	55%	58%	60%
		Complex Building	reviewed within 30 days	Actual	54%	53%	66%	
		House	% of complete applications	Approved	95%	95%	95%	95%
		House	reviewed within 10 days	Actual	94%	92%	94%	
	Construction		% of complete applications	Approved	95%	95%	95%	95%
	Permit Review (includes	Small Building	reviewed within 15 days	Actual	94%	92%	94%	
	demolition) -		% of complete applications	Approved	95%	95%	95%	95%
	Complete	Large Building	reviewed within 20 days	Actual	94%	92%	94%	
	Applications		% of complete applications	Approved	95%	95%	95%	95%
		Complex Building	reviewed within 30 days	Actual	94%	92%	94%	
			% of incomplete applications	Approved	75%	75%	75%	75%
		House	reviewed within 10 days	Actual	71%	76%	78%	7070
	Construction		,	Approved	75%	75%	75%	75%
	Permit Review	Small Building	% of incomplete applications reviewed within 15 days	Actual	71%	76%	78%	7570
	(includes demolition) -		,			75%		75%
Building	Incomplete	Large Building	% of incomplete applications reviewed within 20 days	Approved	75%		75%	75%
Permits	Applications		,	Actual	71%	76%	78%	750/
		Complex Building	% of incomplete applications reviewed within 30 days	Approved	75%	75%	75%	75%
			,	Actual	71%	76%	78%	2.407
		Sign Permit Review	% of sign applications reviewed within 10 days	Approved	80%	94%	94%	94%
		0. 1/1	Teviewed within 10 days	Actual	84%	93%	90%	
		Sign Variances & By-Law Amendments - Drafting Reports for		Approved				
	Sign Permits	Approval/ Refusal of Sign Variances and By-Law Amendments	Under development	Actual				
		Preliminary Review of Applications	Under development	Approved				
		for Compliance with Sign By-Law	Chack acrolophich	Actual				
		FASTRACK Program - Complete	% of complete applications	Approved	95%	95%	95%	98%
	Building Permit	Application	reviewed within 5 days	Actual	98%	99%	99%	
	Review	FASTRACK Program - Incomplete	% of incomplete applications	Approved	95%	95%	95%	95%
		Application	reviewed within 5 days	Actual	92%	95%	96%	
	Business License		% of Business License	Approved	85%	85%	95%	95%
	Zoning Review		reviews completed within 20 days	Actual	91%	94%	90%	
	Compliance Letter		% of compliance letters	Approved	98%	98%	98%	98%
Building	Issuance		issued within 5 days	Actual	98%	99%	99%	
Information	Freedom of		% routine disclosure of	Approved	90%	90%	90%	95%
	Information Request	Routine Disclosure	building record requests processed within 30 days	Actual	90%	96%	98%	
	Review Liquor		% liquor license application	Approved	95%	95%	95%	90%
	License Application		reviews completed within 10 days	Actual	87%	97%	65%	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Building Permission & Information. Due to successfully meeting their targets in 2017 and prior years, Toronto Building has increased their service level targets for the following (bolded items in the table):

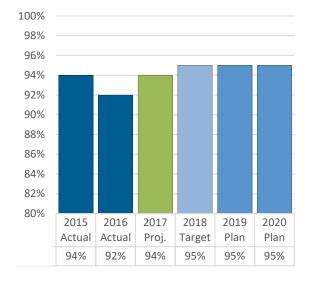
- Zoning Certificate Review (all building types) reviewed within set timelines from 58% in 2017 to 60% in 2018
- FASTRACK Complete Application Reviews reviewed within 5 days from 95% in 2017 to 98% in 2018
- Freedom of Information Requests (routine disclosure) processed within 30 days from 90% in 2017 to 95% in 2018.

Due to the high volume of applications the Program has revised their service level targets for the following:

Liquor License Applications reviewed within 10 days – from 95% in 2017 to 90% in 2018.

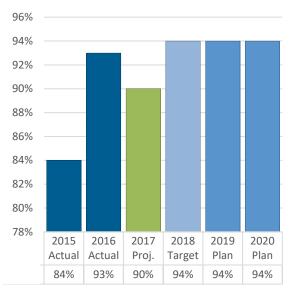
#### **Service Performance Measures**





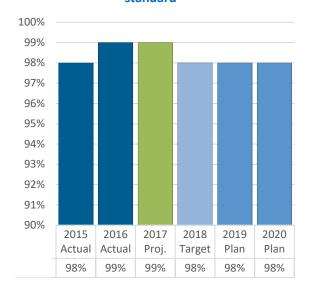
- This measure indicates the percentage of complete building applications, for all types of buildings, which are reviewed for compliance with the Building Code and all applicable law within legislated time frames.
- Time frames vary according to the complexity of the application (i.e. a house takes less time than a more complex building such as a hospital).
- It is anticipated that the time frame to review complete applications for all types of buildings will be achieved 94% of the time in 2017 as a result of the Program's eService initiatives.
- This action will allow the target of 95% to be sustained through 2020.

% of Sign Permit applications reviewed within legislated time frames



- This measure indicates the percentage of sign permit applications reviewed within the legislated time frames.
- Building Toronto aims to review sign permits within 10 days.
- The number of sign permit applications fluctuate with market demands. Toronto Building anticipates maintaining the target of 94% in 2018 and future years.

# % of Residential Fast Track (complete) applications reviewed within service standard



- This measure indicates the percentage of complete residential FASTRACK applications reviewed within the service standard of 5 business days.
- Residential FASTRACK is an enhanced building permit service for certain types of projects in existing houses containing one or two dwelling units.
- As a result of continuously meeting their service level targets Toronto Building has increased their target from 95% to 98% for 2018 and future years.



## **Toronto Fire Services**

#### 2018 OPERATING BUDGET OVERVIEW

Toronto Fire Services (TFS) provides City of Toronto residents and businesses with protection against loss of life, property and the environment from the effects of fire, illness, accidents, and all other hazards through preparedness, prevention, public education, and emergency response with an emphasis on quality services, efficiency, effectiveness, and safety.

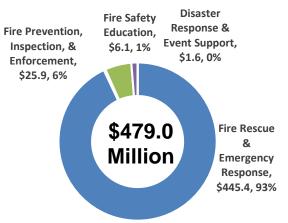
#### 2018 Operating Budget Highlights

The total cost to deliver these services to Toronto residents is \$479.879 million gross and \$461.659 million net as shown below:

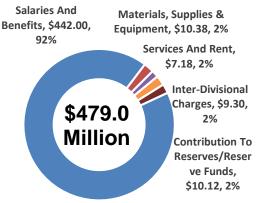
	2017	2018	Chan	ige	
(in \$000's)	Budget	Budget	\$	%	
Gross Expenditures	469,669.5	479,878.9	10,209.3	2.2%	
Revenues	17,101.3	18,219.7	1,118.4	6.5%	
Net Expenditures	452,568.2	461,659.1	9,090.9	2.0%	

#### **2018 Operating Budget**

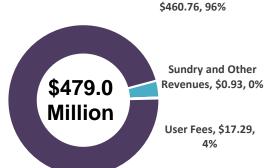
#### **By Service**



#### By Expenditure Category



#### **By Funding Source**



Property Tax,

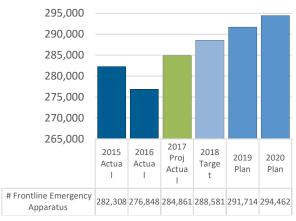
#### **Fast Facts**

- Toronto Fire Services (TFS) is currently the largest municipal fire service in Canada with:
  - √ 83 Fire Stations across Toronto;
  - √ 408 heavy & light emergency support vehicles:
  - ✓ Emergency call processing time target is 1:04 minutes to receive, process and dispatch an emergency call;
  - ✓ Total Response time target is 6:24 minutes for first truck / crew to arrive on the scene; and
  - Effective Firefighting Force target is 10:24 minutes for the required number of crews to arrive on scene.

#### **Trends**

- Maintains 900 Matching deployment with continued growth and densification in the City is placing increased pressure on TFS, as growth leads to an increase in emergency call volumes.
- Vertical response deployment with increasing traffic congestion places additional challenges on TFS as additional time is required to ascend to the actual location of the emergency incident once arriving at curbsidebridges and culverts and over 1,200 km of cycling infrastructure (tracks, bike lanes, trails and signed routes)

# # Frontline Emergency Apparatus Responding to Emergency Incidents



#### **Our Key Issues & Priority Actions**

- Implementation of the Fire Code Re-inspection Program and the training requirements for CBRNE staff requires strategic investment to ensure compliance with legislated standards.
  - An increase of \$0.325 million is included to train and certify new Operations Firefighters to implement the Fire Re-inspection program and provide certifications for existing Fire Prevention and Public Education staff to NFPA 1031 and 1035 Level 1 professional qualifications as well as CBRNE training.
- Delivering Public Education and Community Outreach enhancements across the City.
  - New service priorities for \$0.806 million gross and net to expand the TCHC fire safety inspection program; \$0.150 million gross \$0 net for a firesafety awareness pilot program targeted to high risk neighborhoods; and \$0.050 million gross and \$0 net to review and enhance public information processes and training.
- Increase reserve contributions to support lifecycle equipment and vehicles replacements.
  - ✓ A base increase of \$0.625 million gross and net is included for vehicle and equipment replacement.

#### **Key Service Deliverables for 2018**

The Toronto Fire Services is responsible for providing 24-hour all-hazards emergency response across Toronto.

The 2018 Operating Budget will enable the Toronto Fire Services to continue to:

- Provide 24-hour emergency response for the City of Toronto from 83 fire stations located across the City;
- Replace 14 emergency response heavy vehicles in 2018:
- Respond to approximately 120,919 emergency incidents resulting in approximately 288,581 vehicle responses;
- Respond to 32,818 emergency fire events;
- Respond to 3,254 carbon monoxide and 1,505 hazardous material emergency events;
- Respond to 62,937 medical emergencies and over 10,611 vehicle incidents and rescues;
- Respond to 3,403 technical rescues:
- Train and equip HUSAR and CBRNE teams to be ready to respond to major disasters;
- Complete 315 vulnerable occupancy inspections;
- Complete 8,570 complaint / request inspections;
- Inspect 500 rooming houses/ multi-residential apartment buildings/vacant buildings;
- Conduct 1,440 elementary school fire safety presentations; and
- Conduct annual inspections for all TCHC mid-rise, low-rise, townhouse and walk-up residential buildings, in addition to continuing to conduct annual inspections in all TCHC high-rise and seniors' residential buildings

#### 2018 Operating Budget and Plan by Service

	20	17	2018	3 Operating	Budget			I	ncremen	tal Change	9
(In \$000s)	Budget	Projected Actual	Base	New/ Enhanced	Total Budget	2018 v Budget	s. 2017 Change	20 Pla		20 Pla	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Fire Rescue &											
Emergency Response											
Gross Expenditures	437,810.3	445,777.5	445,314.7	215.6	445,530.2	7,720.0	1.8%	8,614.4	1.9%	4,247.3	0.9%
Revenue	14,764.0	14,764.0	14,570.0	47.5	14,617.5	(146.5)	(1.0%)	(47.5)	(0.3%)	(0.0)	(0.0%)
Net Expenditures	423,046.3	431,013.5	430,744.7	168.1	430,912.8	7,866.5	1.9%	8,661.9	2.0%	4,247.3	1.0%
Disaster Response &											
Event Support											
Gross Expenditures	1,443.3	2,011.3	1,639.0	(6.1)	1,632.9	189.5	13.1%	6.2	0.4%	6.3	0.4%
Revenue	400.0	953.5	500.3	0.0	500.3	100.3	25.1%	0.0		0.0	
Net Expenditures	1,043.3	1,057.8	1,138.7	(6.1)	1,132.6	89.3	8.6%	6.2	0.6%	6.3	0.6%
Fire Prevention,											
Inspection, &											
Enforcement											
Gross Expenditures	25,382.3	25,472.8	25,901.1	688.4	26,589.5	1,207.2	4.8%	844.1	3.2%	345.9	1.3%
Revenue	1,926.5	1,926.5	2,939.2	2.0	2,941.2	1,014.7	52.7%	(2.0)	(0.1%)	0.0	
Net Expenditures	23,455.7	23,546.3	22,961.9	686.4	23,648.2	192.5	0.8%	846.1	3.6%	345.9	1.4%
Fire Safety Education											
Gross Expenditures	5,033.7	5,478.3	5,925.7	200.6	6,126.3	1,092.6	21.7%	70.2	1.1%	61.1	1.0%
Revenue	10.7	10.7	10.2	150.5	160.7	150.0	1396.1%	(20.5)	(12.8%)	(130.0)	(92.7%)
Net Expenditures	5,022.9	5,467.6	5,915.4	50.1	5,965.6	942.7	18.8%	90.7	1.5%	191.1	3.2%
Total											
Gross Expenditures	469,669.5	478,739.9	478,780.4	1,098.4	479,878.9	10,209.3	2.2%	9,534.9	2.0%	4,660.6	1.0%
Revenue	17,101.3	17,654.7	18,019.7	200.0	18,219.7	1,118.4	6.5%	(70.0)	(0.4%)	(130.0)	(0.7%)
Total Net Expenditures	452,568.2	461,085.2	460,760.7	898.4	461,659.1	9,090.9	2.0%	9,604.9	2.1%	4,790.6	1.0%
Approved Positions	3,174.3	3,174.3	3,194.3	9.0	3,203.3	29.0	0.9%	21.0	0.7%	0.0	

The Toronto Fire Service's 2018 Operating Budget is \$479.879 million gross and \$461.659 million net, representing a 2.0% increase to the 2017 Approved Net Operating Budget, is above the reduction target of 0%, as set out in the 2018 Operating Budget Directions and Guidelines.

- Base pressures are mainly attributable to known salary and benefit increases from the arbitration award; interdivisional charges, the operating impact of capital, reserve contributions for life-cycle replacement of equipment and fleet; and the prior year impact of the 8 positions required to implement and administer the Fire Code Re-inspection Program.
- To help mitigate the above pressures, the Program was able to achieve service efficiency savings through a reduction in costs from Facilities, Real Estate Environment & Energy (FREEE) of \$0.092 million.
- Five enhanced services priorities are included at a cost of \$1.098 million gross and \$0.898 net
  - Market Segmentation for Public Education at a cost of \$0.150 million \$0 net funded by the Public Education Reserve Fund (XQ4205) to deliver a fire safety awareness program to high risk neighbourhoods;
  - Road to Mental Readiness Training at a cost of \$0.092 million gross and net to support mental health and wellness training for TFS personal;
  - > Permanent HR Training Position to support corporate training standards, with \$0 gross and net impact;
  - > TCHC Fire Safety Strategy at a cost of \$0.806 million gross and net to expand the TCHC fire safety program to include annual inspections in all TCHC mid-rise, low-rise, townhouses and walk-up buildings; and
  - Professional Service-Public Information Review & Training at a cost of \$0.050 million gross \$0 net to support the 2017 Toronto Fire Services Transformation Plan through one-time funding from the Public Education Reserve (XQ4205).
- Approval of the 2018 Operating Budget results in Toronto Fire Services increasing its staff complement by 29.0 from 3,174.3 to 3,203.3 positions, reflecting the opening of the new Downsview Fire Station (Station B), which will require a full crew of 20 positions; and the addition of 10 positions to support the expansion of the TCHC Fire Safety Strategy These increases are offset by a reduction of 1 capital position with the completion of the Computer Aided Dispatch (CAD) System Upgrade project, and 1 operating position with the related salaries and benefits to fund the newly created Human Resources position.
- The 2019 and 2020 Plan increases of \$9.605 million and \$4.791 million respectively, are primarily attributable to known salary and benefit increases; the operating impact of capital; annualization of the TCHC Fire Safety Education Program; and interdivisional inflationary increases for the cost of fuel and high speed internet connectivity across all stations.

## Program Map

### Fire Services

The Toronto Fire services provides high quality, safe, efficient and caring emergency response and fire prevention and education services to those who live in, work in, and visit our City in order to: a) Protect life, property and the environment from the effects of fire, illness, accidents, natural disasters and all other hazards; b) Enhance fire and life safety, and raise community awareness about all hazards; c) Pursue the acquisition and use of the most effective technology, equipment and resources to ensure performance in a competent and professional manner.

#### Fire Rescue & Emergency Disaster Response & Fire Prevention, Fire Safety Education Response **Event Support** Inspection & Enforcement Purpose: Purpose: Purpose: Purpose: To provide standby fire Fire Safety Education is Fire Prevention is mandated First response fire suppression, rescue and support for a variety of large mandated to educate the to examine the plans for the public, particularly vulnerable construction of all public emergency services are scale events and respond to provided by an "all hazards" emergencies involving mass groups such as children and buildings to ensure delivery organization (Fire victims. seniors to recognize compliance with Fire Code regulations and to inspect hazardous situations that Services -Operations). The service could lead to fire or take action and re-inspect after re-development all public operates "round the clock, to avoid or prevent incidents of year-round" at full capacity. injury due to fire. buildings to enforce the Fire The residents and visitors to code for the safety of Heavy Urban Search Toronto are provided occupants & Rescue with immediate advanced and the protection of life-saving and first aid for property. incidents of fire, accident and medical emergencies. Chemical, Biological, Property protection is Development Radiological, Nuclear Campaign Based provided by fully trained and & Explosive Fire Education Review experienced fire suppression Response teams. School Based Fire Fire Code **Event Support** Education Enforcement Legend: Program Activity Service

#### Service Customer

#### Fire Rescue & Emergency Response

- Incident Victim
- Property owner
- Property occupant

#### Indirect (Beneficial)

- Residents
- Businesses
- Visitors
- Adjacent Property owners
- Insurance Companies

#### Disaster Response & Event Support

- Incident Victim(s)
- Corporations
- Staff City Divisions
- Staff Agencies & Boards
- Large Event Attendees

#### Indirect (Beneficial)

- Insurance Companies
- Residents
- Businesses Visitors

#### Fire Safety Education

- Toronto Elementry School Teachers
- Community Groups
- Local Businesses

#### Indirect (Beneficial)

- Residents
- Visitors Elementary School Children
- Staff City Divisions
- Staff Agencies & Boards

#### Fire Prevention, Inspection & Enforcement

- Property owners
- Property Users/Occupant

#### Indirect (Beneficial)

- Adjacent Property Owners/Neighbours
- Residents
- Businesses
- Visitors

The following section provides the service-based budget by activity and their associated service levels and performance measures.

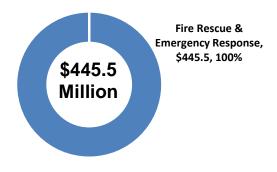
## Fire Rescue & Emergency Response Service

Fire Rescue & Emergency Repsonse

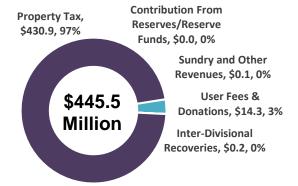
#### What We Do

- First response fire suppression, rescue and other emergency services are provided by Fire Services – Operations.
- The service operated 24/7/365 at full capacity. The residents and visitors to Toronto are provided with all-hazards emergency response across the City of Toronto.

## 2018 Service Budget by Activity (\$Ms)



## 2018 Service by Funding Source (\$Ms)



### 2018 Service Levels Fire Rescue & Emergency Response

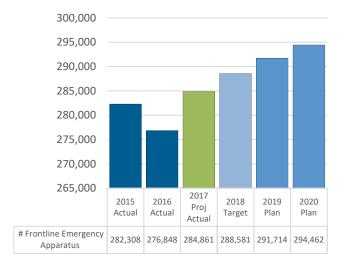
Service Level Description	Status	2015	2016	2017	2018
% emergency calls processed	Approved	90%	90%	90%	90%
within 1:04 mins per NFPA 1221	Actual	94%	95%	96%	
% responding crew turn-out time	Approved	90%	90%	90%	90%
within 1:20 mins per NFPA 1710	Actual	47%	52%	53%	
% road response time within 4:00 mins 1st truck on scene per	Approved	90%	90%	90%	90%
NFPA 1710	Actual	76%	75%	75%	
% total response time within 6:24	Approved	90%	90%	90%	90%
<i>mins</i> 1st truck on scene per NFPA 1710	Actual	82%	83%	84%	
% total response time w/ 10:24	Approved	90%	90%	90%	90%
mins effective firefighting force	Actual	88%	88%	87%	

The 2018 Service Levels have been adjusted (bolded in the charts) from the approved 2017 Service Levels for emergency calls processed, total response time to 1<sup>st</sup> truck on scene, and total response time with effective firefighting force due to changes to NFPA regulations.

- The call processing time for "calls received to dispatch" has been adjusted from 1:00 minute 90% of the time in 2017 to 1:04 minutes 90% of the time in 2018 as per National Fire Prevention Association (NFPA) 1221 standard.
- The total response time for "response time within 6:24 mins" has been adjusted from 6:20 minutes 90% of the time in 2017 to 6:24 minutes 90% of the time in 2018, as per NFPA 1710.
- The total response time "full 1'st alarm assignment" has been adjusted from 10:20 minutes 90% of the time to 10:24 minutes 90% of the time.

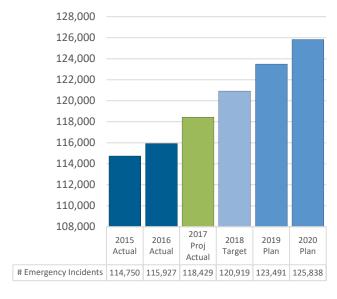
#### **Service Performance Measures**

# # Frontline Emergency Apparatus Responding to Emergency Incidents



- The complexities of heavy urban emergency response drive the requirement for multiple specialized apparatus and crews to respond to many emergency incidents
- The average number of crews / trucks responding to each emergency incident has increased by 21.4% from 1.96 vehicles in 2009 to 2.38 vehicles in 2016.
- The demand for multiple apparatus and crew responses is forecasted to grow in conjunction with population growth.

#### # Emergency Incidents



- Emergency incidents include TFS response to all types of emergencies including fires, emergency medical incidents, all types of rescue including water, high-angle, and specialized services including hazardous materials, etc.
- The 2018 2020 targets for emergency incidents are based on approximately 1% increase on a year to year basis based on the anticipated population growth

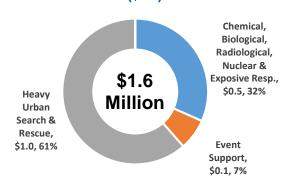
#### **Disaster Response & Event Support**



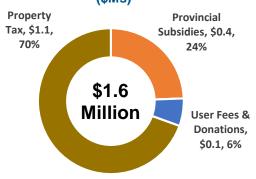
#### What We Do

 Provide proactive support and emergency response planning for a variety of large scale events and respond to emergencies involving mass victims, including chemical, biological, radiological, nuclear & explosive (CBRNE) response to emergency incidents both within the City and as requested by the provincial and/or federal governments





## 2018 Service by Funding Source (\$Ms)



# 2018 Service Levels Disaster Response & Event Support

Activity	Sub-Activity	Status	2015	2016	2017	2018
Heavy Urban Search and Rescue			S	service level currently	y under developmer	nt
Chemical, Biological, Radiological, Nuclear, and Explosive Response			S	ervice level currently	y under developmer	nt
Event Support			S	ervice level currently	y under developmer	nt

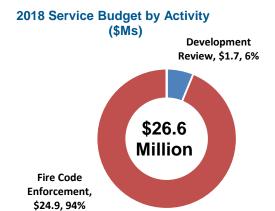
Service Levels for Disaster Response & Event are under development, as event data is complex and varied in nature

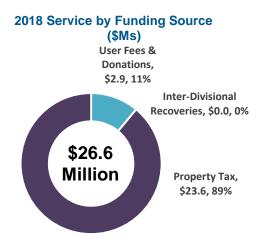
## Fire Prevention Inspection & Enforcement Service



#### What We Do

Fire Prevention is mandated to examine the plans for the construction of all public buildings to ensure compliance with Fire Code regulations and to inspect buildings for the purposes of enforcing the Ontario Fire Code for the safety of occupants and the protection of property





### 2018 Service Levels Fire Prevention Inspection & Enforcement

Activity	Service Level Description	Status	2015	2016	2017	2018
Development Review	# of Ontario Building Code	Approved	New in 2016	2,073	2,094	2,104
Development Review	Inspections	Actual	New in 2016	2,161	2,094	
	# of Vulnerable Occupancy	Approved	New in 2016	291	310	315
	Inspections conducted annually	Actual	New in 2016	314	290	
	# of Complaint/Request	Approved	New in 2016	6,603	8,485	8,570
Fire Code Enforcement	inspections conducted annually	Actual	New in 2016	9,080	7,880	
File Code Efficicement	# of Post-Fire Inspections	Approved	New in 2016	250	258	266
	conducted annually	Actual	New in 2016	158	233	
	# Rooming Houses, MRAB &	Approved	New in 2016	330	396	500
	Vacant Building Inspections conducted annually	Actual	New in 2016	491	499	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Fire Prevention Inspection & Enforcement, while targets have been adjusted to reflect an increased demand for Development Review and Fire Code Enforcement (bolded in the chart above).

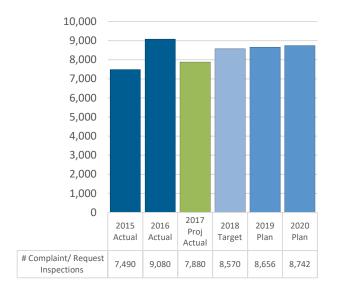
#### **Service Performance Measures**

### # Vulnerable Occupancy Inspections conducted annually



- In 2014 the Ontario Fire Code was amended to enhance the fire safety of occupants in care occupancies, hospital/care and treatment occupancies, and retirement homes.
- TFS inspects every Vulnerable Occupancy no less than once per year in accordance with FPPA requirements. The number of inspections completed is directly tied to the number of operating vulnerable occupancies in any given year.
- The future year targets are based on the newly released NFPA 1730 standard for Fire Prevention and Public Education; and is subject to increase with the addition of new vulnerable occupancies.

# # Complaint/Request Inspections conducted annually



- TFS is mandated to assess requests/ complaints made by or on behalf of an owner of a building regarding non-compliance to the fire code to determine whether it would be advisable to conduct a fire safety inspection in the building or a part of the building as a result of the request/complaint.
- Based on the number of enquiries from the public, TFS projects an increase of 1% per year from 2019 to 2020.

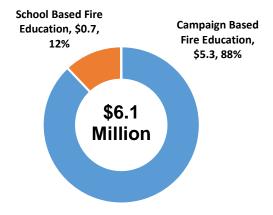
#### **Fire Education Safety Service**



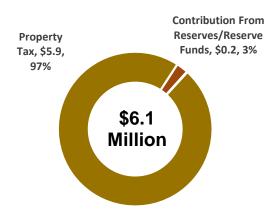
#### What We Do

Fire Safety Education is mandated through the Ontario Fire Protection and Prevention Act (FPPA) to educate the public, particularly vulnerable groups such as children and seniors to recognize hazardous situations that could lead to fire or take action to avoid or prevent incidents of injury due to fire.

## 2018 Service Budget by Activity (\$Ms)



## 2018 Service by Funding Source (\$Ms)



# 2018 Service Levels Fire Education Safety

Activity	Service Level Description	Status	2015	2016	2017	2018
School Based Fire Education	# Elementary School presentations conducted	Approved	New in 2016	600	960	1440
School Based File Education	annually	Actual	New in 2016	1181	1430	
Campaign Based Fire Education	# of Presentations conducted	Approved	New in 2016	250	150	140
Campaign Based Fire Education	annually for Seniors	Actual	New in 2016	143	135	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Fire Education Safety, while targets have been adjusted to reflect an increased focus on School Based Fire Education bolded in the chart above).

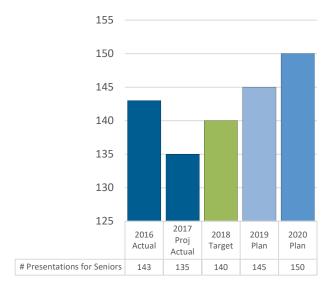
#### **Service Performance Measures**

# # Elementary School Presentations conducted annually



- The presentations are designed to teach children from Kindergarten to Grade 6 about basic home fire safety and are developed for Public Education in accordance with the new NFPA 1730 standard.
- Risk Watch is a school-based curriculum to provide information to help children and their families prepare for natural disasters, and teaches children how to make safer choices and avoid unintentional injuries.

# # Presentations conducted annually for Seniors



- Educational fire safety programs and presentations are implemented by TFS to help plan and implement fire safety interventions for the high-risk group of older adults.
- Statistically, older adults are more than two times as likely to die in a fire as any other age group and it is important to identify the main causes of senior fire deaths and injuries and provide ways to avoid these incidents



## **Toronto Fire Services**

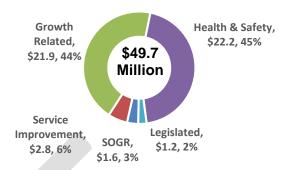
#### 2018 - 2027 CAPITAL BUDGET & PLAN OVERVIEW

Toronto Fire Services (TFS) is dedicated to protecting life, property and the environment from the effects of fires, illnesses, accidents, natural disasters and other hazards. TFS currently operates 83 fire stations and 8 support facilities with a total area of approximately 836,000 sq. ft. with an estimated replacement value of \$401.912 million

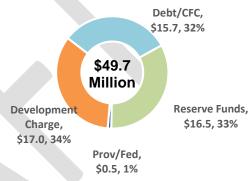
The 10-Year Capital Plan provides investments of \$49.712 million for Health & Safety and Legislated upgrades that include the replacement of emergency protective equipment, funding for two new Service Improvement projects to modernize and integrate IT systems and funding for the construction of three new fire stations based on forecasted population density and associated emergency response times.

The 10-Year Capital Plan will increase future year Operating Budgets by \$5.498 million net over the 2018 - 2027 period, primarily due to the completion of two new fire stations expected to open in 2019.

# 2018 - 2027 Capital Budget & Plan By Project Category



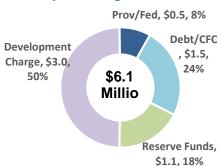
#### **By Funding Source**



## 2018 Preliminary Capital Budget By Project Category



#### **By Funding Source**



#### **Our Key issues & Priority Actions**

- Evaluate existing infrastructure as a number of TFS facilities are not able to meet the needs of TFS operations without significant renovation, expansion or relocation.
  - An evaluation of completed comprehensive building assessment audits will determine the feasibility of renovating the existing facilities that are beyond the point of cost-viable repair or renovation.
  - The TFS Transformation Plan identifies infrastructure funding opportunities that optimize fire station locations and deployment effectiveness and are potentially cost neutral to construct and maintain.
  - Work is currently underway, in collaboration with FREEE and Toronto Real Estate Agency (TRA), to evaluate opportunities for fire station location optimization and will be reported back as part of the 2019 Budget process.

#### **Capital Deliverables for 2018**

The 2018 Capital Budget for TFS of \$6.138 million, excluding carry forward funding, will:

- Continue the next phase of 3 multi-year projects: Training Simulators and Facilities Rehabilitation, Firefighter Helmet Multi-year Replacement; and the HUSAR Equipment Replacement (\$1.138 million).
- Continue the construction of 2 new fire stations, Station A-Woodbine, and Station B-Downsview (\$3.053 million).
- Begin to deliver new projects, including the Replacement of one Breathing Air Compressor; Fire Prevention Technology Integration; Operational BI Data Architecture Modernization; and replace Defibrillators (\$1.777 million).
- Complete 1 previously approved project to replace Chemical, Biological, Radiological, Nuclear & Explosive (CBRNE) equipment (\$0.170 million).

#### State of Good Repair Backlog

- The 10-Year Capital Plan does not include funding to address the state of good repair backlog for TFS facilities, as asset management capital funding was transferred to Facilities, Real Estate, Environment & Energy (FREEE) to ensure that consistency in maintenance standards are applied throughout City facilities.
- FREEE's 10-Year Capital Plan includes \$26.917 million over 10 years to address TFS' SOGR backlog for facilities occupied by TFS, which is estimated at \$105.449 million or 26.2% as a percentage of asset value of \$401.912 million by 2026.
- TFS does not have a state of good repair backlog for its equipment as the equipment is replaced according to TFS' Equipment Replacement schedule which is required by legislation to maintain service continuity, staff safety and regulatory compliance

Table 1 below details all capital projects, by category, included in the 2018 - 2027 Capital Budget and Plan for Toronto Fire Services:

Table 1
2018 - 2027 Capital Plan by Project Category (In \$000s)

	Total App'd Cash Flows to Date*	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
Replacement of Portable Radios-2024								5,050				5,050	5,050
Personal Protection Equipment Replacement-2024 - 2027								100	1,900	2,200	400	4,600	4,600
Personal Protection Equipment Replacement-2019-2022			100	1,900	2,300	200						4,500	4,500
Defibrillators Lifecycle Replacement		1,000										1,000	1,000
Mobile Radios Lifecycle Replacement -2023							2,700					2,700	2,700
Purchase of Gas Meters for Fire Investigators										4 450	100	100	100
Thermal Imaging Cameras	0.40	470								1,450		1,450	1,450
Replacement of CBRNE Equipment	340	170									500	170	510
Lifecycle Replacement of CBRNE Equipment											500 1.000	500 1,000	500 1,000
Helmet Replacement -2024 -2027 Helmet Replacement 2017-2019	800	300	200								1,000	500	800
Breathing Air Compressor Replacement-2018	800	75	200									75	75
Breathing Air Compressor Replacement-Zuto  Breathing Air Compressor Replacement-Future Years		75	77	78	80	81	83	84	86			569	569
Sub-Total	1,140	1,545	377	1,978	2,380	281	2,783	5,234	1,986	3,650	2,000	22,214	309
Legislated	, -	,		,	,		,	,	,	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	,	,	
Replacement of HUSAR Equipment 2018		50										50	50
Replacement of HUSAR Equipment-Future Years		30	50	50	50	50	50	50	50	50	50	450	450
HUSAR Federal Public Safety Canada Funding		688	00	00	00	00	00	00	00	00	00	688	688
Sub-Total		738	50	50	50	50	50	50	50	50	50	1,188	
State of Good Repair													
Training Simulators & Facilities Rehab 2018		100										100	100
Training Simulators & Facilities Rehab Future Years			100	100	100	100	100	100	100	100	100	900	900
Existing East Training Bldg Extended bays			400									400	400
The East/West Burn-House Technology Replacement			200									200	200
Sub-Total		100	700	100	100	100	100	100	100	100	100	1,600	1,600
Service Improvements													
Fire Prevention Technology Integration		202	1,140	668								2,010	2,010
Operational BI Data Architecture Modernization		500	250	20								770	770
Sub-Total		702	1,390	688								2,780	2,780
Growth Related													
Station B (Stn 144) Keele St (Downsview)	7,574	1,530	3,147									4,677	9,885
Station G Sunnybrook							5,336	3,918	2,567			11,821	11,821
Station A (Stn 414) - Woodbine	5,709	1,523	2,909									4,432	8,342
East Training - New Building on the Ground Floor			1,000									1,000	1,000
Sub-Total	13,283	3,053	7,056				5,336	3,918	2,567			21,930	31,048
Total Expenditures by Category (excluding carry forward)	14,423	6,138	9,573	2,816	2,530	431	8,269	9,302	4,703	3,800	2,150	49,712	35,428

<sup>\*</sup>Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2017, excluding ongoing capital projects (i.e. Civic Improvement projects)

### 2018 - 2027 Capital Projects

The 10-Year Capital Plan is critical to reducing risk to both life and property and ensuring the efficiency, responsiveness, and health & safety of firefighters.

#### Health and Safety

- Health and Safety projects account for \$22.214 million or 44.7% of the total 10-Year Capital Plan's expenditures:
  - > The Replacement of Portable Radios project (\$5.050 million) in 2024 will address the lifecycle requirement to replace portable radios every seven years.
  - ➤ The Personal Protection Equipment Replacement project (\$9.100 million) will enable Fire Services to address the lifecycle requirement to replace 3,000 bunker suits every five years in accordance with NFPA standards.
  - The Defibrillators Lifecycle Replacement project (\$1.000 million) will provide funding to purchase and replace 180 defibrillators that were originally acquired in 2006 and have reached end of life.
  - The Mobile Radios Lifecycle Replacement project (\$2.700 million) will ensure that mobile radios past their expected life cycle of ten years will be replaced and installed in all front line emergency response vehicles as well as some support areas.
  - > The Purchase of Thermal Imaging Cameras (TIC) project (\$1.450 million) for lifecycle replacement. The TIC devices translate thermal energy (heat) into visible light and enable firefighters to analyze objects through smoke. The use of TICs by TFS will measurably improve firefighter safety, public safety, and reduction of property loss and general efficiency of emergency operations.
  - The Helmet Replacement project (\$1.500 million) will ensure that firefighting helmets are replaced, every ten years from the date of manufacture, as required by NFPA.
  - The Replacement of CBRNE Equipment project (\$0.670 million) enables Fire Services to replace critical detectors used to detect the presence of unknown hazardous materials and substances that have reached the end of their reliable life cycle.
  - The Purchase of Gas Meters required for Fire Investigators project (\$0.100 million) provides funding for the purchase of air monitoring and detection equipment.
  - The Breathing Air Compressors (\$0.644 million) located in 8 fire stations have reached end of life (10 years) and require replacement. These breathing air compressors provide clean, certified, high pressure breathing air for firefighters entering areas which are immediately dangerous and a threat to health & safety.

#### Legislated

- Legislated projects total \$1.188 million or 2.8% of the total 10-Year Capital Plan's expenditures:
  - The Replacement of HUSAR Equipment project (\$0.500 million) provides annual funding of \$0.050 million over the 10-year period for the continued replacement of emergency response equipment required by Fire Services' Heavy Urban Search and Rescue (HUSAR) team.
  - The Toronto HUSAR Federal Public Safety Canada Funding project (\$0.688 million) reflects additional funding in 2018 to acquire or maintain HUSAR equipment that is in need of replacement, in accordance with current standards. Federal funding of \$0.516 million is available through application to Public Safety Canada, provided the City contributes 25% or \$0.172 million of the project cost.

#### State of Good Repair (SOGR)

- SOGR projects account for \$1.600 million or 3.2% of the total 10-Year Capital Plan's expenditures:
  - The Training Simulators / Facilities Rehabilitation project (\$1.000 million) provides annual cash flows funding of \$0.100 million for the capital maintenance of the East & West Burn-houses training simulators and other training facilities. Burn-houses are used continually in live fire training exercises. High temperature exposure and flame impingement causes deterioration of concrete, steel and brick components, protection panels and burn pads requiring remediation.
  - The East Training Building Garage Bay Extension project (\$0.400 million) will fund the extension of garage bays in the existing facility to accommodate the storage of aerials and pumpers used for training, especially during the winter season. Inside storage will maximize the use of trucks for staff training.
  - The Burn House Burners/Technology Replacement project (\$0.200 million) is required for the replacement of burn-house live fire simulators at the Toronto Fire Academy. The project will ensure year round training of newly hired fire fighters in the basic skills of firefighting, and seasoned fire fighters to maintain their acquired skills and to develop new techniques and tactics.

#### Service Improvements

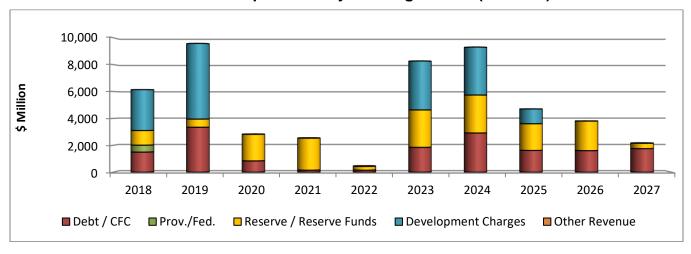
- Service Improvement projects amount to \$2.780 million or 5.6% of the total 10-Year Capital Plan's expenditures.
  - The Fire Prevention Technology Integration project (\$2.010 million) will update the existing system in order to fully integrate and develop new technology platforms relating to public education, fire prevention & inspection, and investigation & enforcement required to achieve the re-directed priorities identified in the Pomax Study. The project will enable a number of outcomes including market segmentation and data driven public education programing, evidence based fire safety inspection programs, increased data integrity and data mining capability for fire investigations, compliance with disclosure requirements and all other ancillary judicial necessities required in the enforcement of the Ontario Fire Code.
  - The Operational BI Data Architecture Modernization project (\$0.770 million) will create a target business intelligence environment and build identified "Extract/Transform/Load" processes with the goal of integrating systems and data architecture to provide critical data that is adaptable and accessible for all levels of decision making. Further, as directed by Executive Committee, this initiative will enhance TFS' ability to provide publicly-accessible fire prevention inspection data moving forward.

#### Growth Related

- Growth Related projects account for \$21.930 million or 44.1% of the total 10-Year Capital Plan's expenditures.
  - The Station B-Downsview project (\$4.677 million) will provide funding to complete the construction of a new fire station (2013-2019) as recommended by the KPMG report of 1999 and TFS's Master Plan 2007.
  - > The Station A-Woodbine project (\$4.432 million) will provide funding to complete the construction of a new fire station in the Woodbine Racetrack area at Hwy 27 and Rexdale, which will enhance fire protection service levels in the area. Funding was approved in 2014 for the purchase of land and the initial design and preparation of the site.
  - The East Training New Building of the Fire Ground project (\$1.000 million) requires funding to provide a climate controlled facility to ensure that training is available for Fire Services staff on a 12 month basis.
  - The Station G-Sunnybrook project (\$11.821 million) is a new fire station scheduled to begin in 2023 to address the forecasted gaps in fire protection service levels in the Sunnybrook area.

## 2018 - 2027 Capital Budget & Plan by Funding Source

Table 2 below summarizes the funding sources included in the 2018 - 2027 Capital Budget and Plan for Toronto Fire Services:



2018 - 2027 Capital Plan by Funding Source (In \$000s)

The 10-Year Capital Plan of \$49.712 million will be financed by the following sources:

- Debt accounts for \$15.697 million or 31.6% of the financing over the 10-year period.
  - The debt funding is above the 10-year debt guidelines of \$12.595 million allocated to this Program by \$3.102 million as a result of the following:
    - Including two new IT Service Improvement projects based on the City-wide review of unmet capital priorities (\$2.780 million gross and debt).
    - Funding a new Legislated project to replace HUSAR equipment that has reached the end of life (\$0.688 million gross and \$0.172 million debt).
- Federal funding of \$0.516 million is available, constituting 1.0% of the 10-Year Capital Plan's planned funding sources. This funding for the replacement of HUSAR equipment is available through application to Public Safety Canada, provided the City contributes 25% of the project cost.
- Reserve and Reserve Funds represent \$16.530 million or 33.3% of required funding over 10 years for the following major projects:
  - Fire Services' Equipment Reserve (XQ1020) will fully fund (\$16.082 million) the replacement of defibrillators (\$1.000 million); personal protective equipment (\$9.100 million); portable radios (\$2.638 million); mobile radios (\$2.700 million); and the breathing air compressors (\$0.644 million).
  - ➤ The Capital Financing Reserve (XQ0011) will partially fund the new fire station, Station A-Woodbine at the Woodbine Racetrack in the Rexdale and Hwy 27 area (\$0.448 million).
- Development Charges, which represent \$16.969 million or 34.1% of the 10-Year Capital Budget and Plan's funding source, provides eligible funding for the three new fire stations.

### 10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In \$000s)

not operating impact cummary (in vocco)														
	2018 B	udget	2019	Plan	2020	Plan	2021	Plan	2022	Plan	2018 -	2022	2018	- 2027
Projects	\$000s	<b>Position</b>	\$000s	<b>Position</b>	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position
Previously Approved														
Replacement of CBRNE														
Equipment			30.0								30.0		30.0	
Station B (STN 144) Keele														
Street (Downsview)	260.0	21.0	2,067.0		255.0						2,582.0	21.0	2,582.0	21.0
Station A (Stn 414) Hwy 27 and														
Rexdale Blvd (Woodbine)			2,327.0	21.0	255.0						2,582.0	21.0	2,582.0	21.0
Computer Aided Dispatch														
Upgrade	15.0		1.0								16.0		16.0	
Emergency Communication														
System Enhancement	80.0		1.0		1.0		1.0				83.0		83.0	
Helmet Replacement					80.0						80.0		80.0	
Fire Prevention Technology														
Integration							125.0				125.0		125.0	
				_										
Total (Net)	355.0	21.0	4,426.0	21.0	591.0		126.0				5,498.0	42.0	5,498.0	42.0

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$5.482 million net over the 2018 - 2027 period, as shown in the table above.

This is comprised of the following impacts to capital projects arising from the completion of capital projects:

- For 2018, The *Replacement of CBRNE Equipment* project will require an increase to the Equipment Reserve contribution to fund the scheduled replacement of this equipment.
- Station B-Downsview will require 21 new fire fighter positions in 2018 in preparation for the completion of the facility in early 2019, with an annualized impact in 2019, and will result in the need to fund additional maintenance and utility costs.
- Station A-Woodbine will require 21 new fire fighter positions in 2019 to coincide with the completion date of the facility and will result in additional maintenance and utility costs.
  - ➤ The completion of the *Computer Aided Dispatch Upgrade* and the *Emergency Communication Systems Enhancement* projects in 2018 will result in additional maintenance and service costs.
  - > The Fire Prevention Technology Integration project will require software maintenance in 2021.
  - The *Helmet Replacement* project will require an increase to the Equipment Reserve contribution to fund the scheduled replacement of this equipment.

These future operating impacts will be reviewed each year as part of the annual Operating Budget process.



### 2018 Operating Budget



## **Toronto Water**

#### **2018 OPERATING BUDGET OVERVIEW**

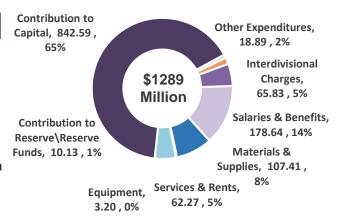
Toronto Water delivers water treatment and distribution, and wastewater collection and treatment services on demand to 3.6 million residents and businesses in Toronto, and portions of York and Peel.

#### 2018 Operating Budget Highlights

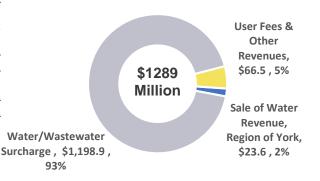
The 2018 Operating Budget for Toronto Water of \$446.383 million in gross expenditures provides funding for three services: Water Treatment & Supply; Wastewater Collection & Treatment; and, Stormwater Management. The total cost to deliver these services to Toronto residents is summarized below:

(In \$000s)	2017 Budget	2018 Budget	Change \$	Change %
Gross Expenditures	443,791.6	446,383.2	2,591.6	0.6%
Revenue Excluding Sale of Water	85,676.9	90,083.3	4,406.4	5.1%
Net Expenditure	358,114.7	356,299.9	(1,814.6)	-0.5%
Sale of Water/Wastewater Surcharge	1,146,251.3	1,198,893.8	52,642.5	4.6%
Capital Contribution	788,136.6	842,593.9	54,457.0	6.9%

### By Expenditure Category



#### **By Funding Source**



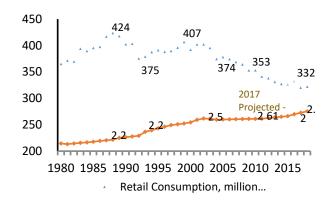
#### **Fast Facts**

- Treatment, transmission, storage, and distribution of over 1 billion litres of potable water daily is delivered to all industrial, commercial, institutional, and household water users in the City of Toronto, amounting to over 511,000 connections.
- Over 1.5 billion litres of wastewater is collected and treated per day, from residents and businesses in Toronto and a portion of Peel Region.
- City-wide stormwater management in order to Protect Private Property And The Environment.

#### **Trends**

- Base water consumption (October to April) has declined by 1.6% annually (with the exception of 2016 as a result of hot and dry summer) on average over the last 10 years. The 2017 projected consumption of 320 million cubic meters is significantly lower than the 374 million cubic meters consumed in 2005.
- Lower water consumption despite increasing population, combined with aging infrastructure and need for operational resilience during extreme weather events, has placed particular demand on Toronto Water's infrastructure services.
- In response to that demand, water rates are recommended to increase by 5%, with all the increased revenue going to fund capital infrastructure repairs and resiliency that supports reliable service delivery.

#### **Population and Water Consumption**



#### **Our Key Issues & Priority Actions**

- Declining water consumption resulting in lower revenues needed to support capital requirements.
  - ✓ The 2018 Operating Budget includes a water rate increase of 5% effective January 1, 2018.
- Minimizing operating cost pressures arising from legislative requirements and the need to comply with Provincial and Federal regulations, as well as inflationary factors and operating impacts of completed capital projects.
  - A combination of efficiencies found through ongoing optimization at treatment plants and pumping stations to minimize energy and other costs, while meeting required legislative standards, has enabled Toronto Water to offset all of the 2018 operating budget pressures.
- Providing efficient and effective response to customer demands:
  - ✓ Toronto Water continues with the Customer Care Organizational Realignment to increase customer satisfaction through improved service processes, customer handling, communication and notification.

#### **Key Service Deliverables For 2018**

The 2018 Operating Budget will enable Toronto Water to continue to:

- Ensure delivery of water and wastewater services for 3.6 million residents and business in Toronto.
- Provide treatment and supply of 435 billion litres of water (including York Region).
- Continue collection and treatment of 400 billion litres of wastewater.
- Continue maintenance and repair of 6,100 km of watermains, 4,100 km of sanitary sewers, 5,000 km of storm sewers, and over 1,400 km of combined sewers.
- Replace 5,000 sub-standard water services.
- Repair 1,600 broken watermains.
- Provide Environmental Monitoring and Protection including on-going public consultations and awareness programs.

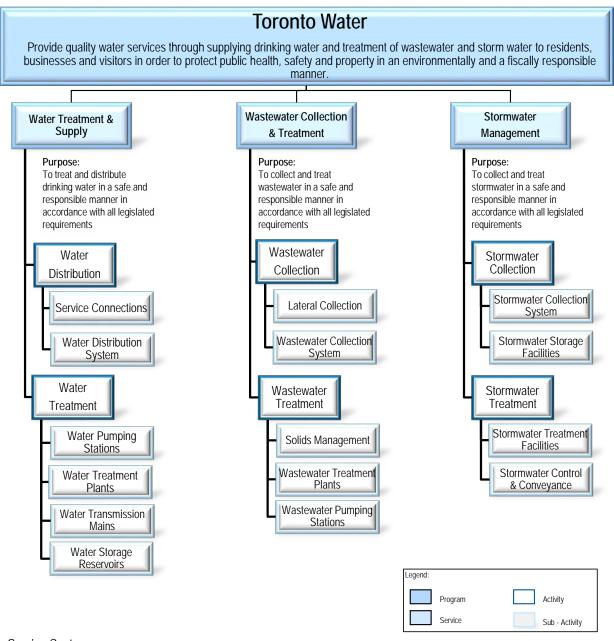
#### 2018 Operating Budget and Plan by Service

	2017		2018 Operating Budget			2018 Budget		Incremental Change			
(In \$000s)	Budget	Projected Actual	Base	New/ Enhanced	Total Budget	vs. 2017 E Chan	Budget	201 Pla		2020 Plar	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Water Treatment & Supply											
Gross Expenditures	193,574.8	189,042.3	192,137.8	61.4	190,610.2	(2,964.5)	(1.5%)	6,282.1	3.3%	5,272.8	2.7%
Revenue	543,185.9	537,938.9	565,338.5		565,423.7	22,237.8	4.1%	13,238.4	2.3%	16,170.7	2.8%
Capital Contribution	349,611.1	348,896.6	373,200.7	(61.4)	374,813.4	25,202.4	7.2%	6,956.3	1.9%	10,897.9	2.8%
Wastewater Collection & Treatn	nent										
Gross Expenditures	221,309.4	214,820.8	226,678.7	55.2	225,396.5	4,087.1	1.8%	7,258.2	3.2%	6,665.5	2.9%
Revenue	684,541.6	677,929.2	718,684.9		718,752.6	34,211.0	5.0%	17,167.2	2.4%	21,455.5	2.9%
Capital Contribution	463,232.2	463,108.4	492,006.1	(55.2)	493,356.1	30,123.9	6.5%	9,909.0	2.0%	14,790.1	2.9%
Stormwater Management											
Gross Expenditures	28,907.4	25,778.5	30,378.1	6.1	30,376.4	1,469.0	5.1%	848.9	2.8%	564.0	1.8%
Revenue	4,200.7	4,160.1	4,742.6		4,800.8	600.1	14.3%	244.9	5.1%	97.6	2.0%
Capital Contribution	(24,706.7)	(21,618.4)	(25,635.5)	(6.1)	(25,575.6)	(869.0)	3.5%	(604.0)	2.4%	(466.4)	1.8%
Total					·						
Gross Expenditures	443,791.6	429,641.6	449,194.6	122.7	446,383.2	2,591.6	0.6%	14,389.2	3.2%	12,502.3	2.7%
Revenue	1,231,928.2	1,220,028.2	1,288,766.0		1,288,977.1	57,048.9	4.6%	30,650.5	2.4%	37,723.8	2.8%
Total Capital Contribution	788,136.6	790,386.6	839,571.4	(122.7)	842,593.9	54,457.3	6.9%	16,261.3	1.9%	25,221.5	2.9%
Approved Positions	1,752.7	1,612.7	1,761.7		1,761.7	9.0	0.5%	18.0	1.0%	9.0	0.5%

The 2018 Operating Budget for Toronto Water is \$446.383 million gross and \$1.289 billion in revenue, resulting in an \$842.594 million capital-from-current contribution. It reflects an increase of \$2.592 million or 0.6% over the 2017 Budget gross expenditures of \$443.792 million and an increase of \$54.457 million or 6.9% over the 2017 Approved Capital Contribution Budget of \$788.137 million due to the following:

- Base pressures, which are experienced by all three services consistently, are attributable to inflationary increases for materials, supplies and contracted services (\$3.255 million); salaries and benefits, including progression pay and step increases (\$2.762 million), and annualized impact of the short stream utility fees (\$0.600 million). Additional funding (\$0.912 million) was included in the Water Treatment and Supply Service to ensure appropriate dosage of phosphoric acid and chlorine, as well as in the Wastewater Collection and Treatment Service (\$1.715 million) to sustain operating costs of the previously approved capital projects.
- These pressures were partially offset by changes in interdepartmental charges (\$4.049 million), savings in operating costs resulting from capital upgrades of facilities (\$0.219 million), and reassessment of payment in lieu of taxes (\$0.400 million), which are experienced mostly in the *Water Treatment and Supply and the Wastewater Collection and Treatment services*. In addition, Toronto Water anticipates an increase in revenues and recoveries (other than sale of water) totalling \$2.951 million across all services, with another \$1.245 million from increased volume and price of water sold to the Region of York in the *Water Treatment and Supply Service*.
- Service change options totaling \$3.145 million, consisting mostly of efficiency savings from the optimization of
  water and waste water productions costs (\$2.632 million), and a reduction in base expenditures in materials,
  supplies and other non-salary costs (\$0.303 million), were used to reduce initial base pressures for 2018.
- The new/enhanced services include the addition of funding for one senior coordinator to assist in planning, implementing and managing Toronto Water's digital communications component (\$0.123 million).
- Approval of the 2018 Operating Budget will result in Toronto Water increasing its total staff complement by 9.0 positions, from 1,752.65 to 1,761.65.
- The 2019 and 2020 Plans for all services reflect the known inflationary cost increases for salaries and benefits (including step and progression pay), operating impact of previously approved capital projects, and anticipated inflationary cost increases for materials and supplies, interdepartmental charges and contributions and transfers. Projected revenues from the sale of water for 2018 and 2019 (3% planned rate increase each year) are also included in the Plans

## **Program Map**



#### Service Customer

#### Water Treatment & Supply

- Water Account Holders
- Water Consumers

#### Indirect (Beneficiaries)

- Residents
- Businesses
- Visitors
- Staff City Divisions
- · Staff Agencies and Boards

#### Wastewater Collection & Treatment

- Wastewater Account Holders
- Wastewater producers
- Public & Private Landowners

#### Indirect (Beneficiaries)

- Residents
- Businesses
- Visitors
- Staff City DivisionsStaff Agencies and Boards

#### Stormwater Management

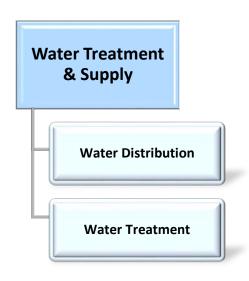
Public & Private Landowners

#### Indirect (Beneficiaries)

- Residents
- Businesses
- Visitors
- Staff City Divisions
- Staff Agencies and Boards

The following section provides the service-based budget by activity and their associated service levels and performance measures

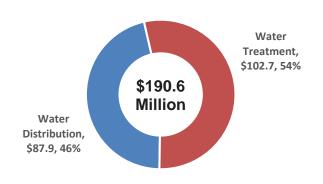
#### **Water Treatment and Supply Service**



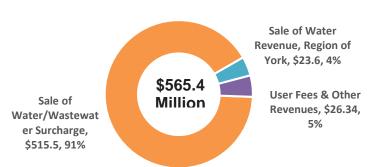
#### What We Do

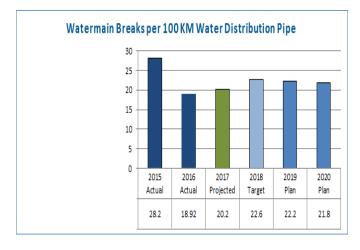
 Treat and distribute drinking water in a safe, responsible manner in accordance with all legislated requirements.

# 2018 Service Budget by Activity (\$Ms)



# 2018 Service Budget by Funding Source (\$Ms)





- 2013 -2015 experience sees a rising trend due to severe cold weather fluctuations and aging watermains.
- 2016 actuals, 2017 projected actuals and 2018- 2020 planned target is to maintain watermain break and repair levels of typical climate years with improved state-of-good repair program.

2018 City of Toronto Budget Summary

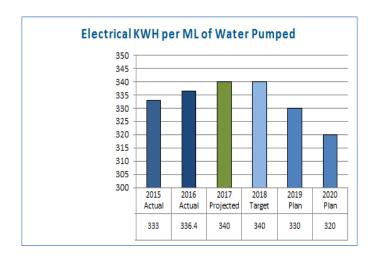
### **2018 Service Levels**

#### **Water Treatment and Supply Service**

Activity	Sub-Activity/Type	Status	2015	2016	2017	2018 Service Level	
Water Distribution	Service Connections	Approved	Meeting the 40 to 100 psi requirement		, , ,		
		Actual	99.5%	99.5%	n.a	n.a	
	Water Distribution System	Approved	20.8 mainbreaks per 100 km of pipe		23.1 mainbreaks per 100 km of pipe	23.1 mainbreaks per 100 km of pipe	
	,	Actual	28.2	18.9	n.a.	n.a.	
Water Treatment	Water Pumping Stations	Approved	In compliance with aplicable legislation		340 kWh/ML of water pumped	340 kWh/ML of water pumped	
		Actual	333	336	n.a	n.a	
	Water Treatment Plants	Approved	Meeting velocity and headloss design guidelines		0 non-compliance water treatment incidents	0 non-compliance water treatment incidents	
		Actual	1	0	n.a	n.a	
	Water Transmission Mains	Approved	In compliance with aplicable legislation		1,500 transmission valve chambers inspected	1,500 transmission valve chambers inspected	
		Actual	1,075	1,280	n.a	n.a	
	Water Storage Reservoirs	Approved	Meeting requirements for emergency storage and fire flows (consistently maintain 24 hours		1,895 ML of storage capacity maintained	1,895 ML of storage capacity maintained	
		Actual	1,895	1,895	n.a	n.a	

Overall, 2018 Service Levels are consistent with the approved 2017 Service Levels for Water Treatment and Supply.

#### **Service Performance Measures**



- 2015-2016 actual usage of electricity per mega liter of water pumped is lower than the 340 KWh target.
- Toronto Water continues to improve electrical efficiency through the transmission operations optimization project at the water treatment plants.

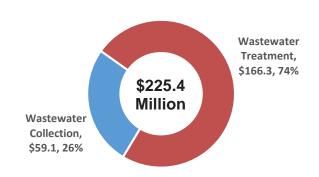
#### **Wastewater Collection and Treatment Service**

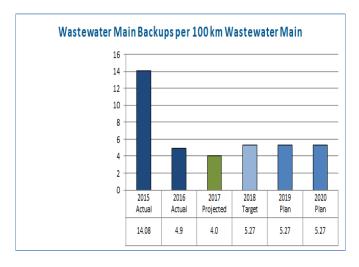


#### What We Do

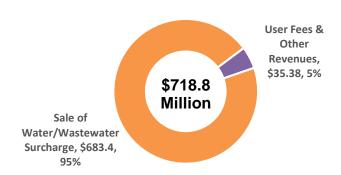
 Collect and treat wastewater in a safe, responsible manner in accordance with all legislated requirements.

# 2018 Service Budget by Activity (\$Ms)





# 2018 Service Budget by Funding Source (\$Ms)



- 2012-2015 rising trend was impacted by severe storms causing wastewater capacity constraints.
- 2016 actuals, 2017 projected and 2018– 2020 target and plan is to maintain wastewater main back-ups and repair levels of typical climate years

2018 City of Toronto Budget Summary

2018 Operating Budget Toronto Water

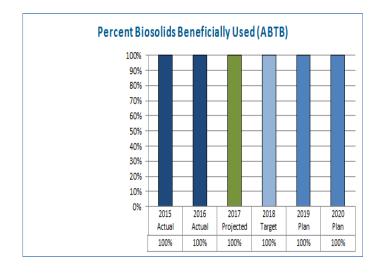
### 2018 Service Levels

#### **Wastewater Collection and Treatment**

Activity	Sub-Activity/Type	Status	2015	2016	2017	2018 Service Level
	Lateral Connection	Approved	Basement flooding reduced through investment	0 0	30% sewer service line blocked requests resulting in repair or rehab (Work Orders)	30% sewer service line blocked requests resulting in repair or rehab (Work Orders)
Wastewater Collection		Actual	33% 35.0%		n.a	n.a
	Wastewater Collection	Approved	5.27 mainline backups per 100 km of pipe		5.27 mainline backups per 100km of pipe	5.27 mainline backups per 100km of pipe
	System	Actual	3.90	4.90	n.a	n.a
	Solids Management	Approved	Consistent compliance lin Manager	, ,	0% of samples not meeting NMA requirements	0% of samples not meeting NMA requirements
		Actual	0%	0%	n.a	n.a
Wastewater Treatment	Wastewater Treatment	Approved	In compliance w		0 non-compliance wastewater events	0 non-compliance wastewater events
	Piants	Actual	6	3	n.a	n.a
	Wastewater Treatment	Approved	Meeting legislat	tive compliance	100% of wastewater pumping stations meeting legislative requirements	100% of wastewater pumping stations meeting legislative requirements
	i idilio	Actual	100%	100.0%	n.a	n.a

Overall, 2018 Service Levels are consistent with the approved 2017 Service Levels for Wastewater Collection and Treatment.

#### **Service Performance Measures**



- 2013 -2016 rising trend was result of continuing efforts to increase beneficial use by pelletizing biosolids.
- 2017 projected actuals and 2018-2020 target and plan are projected to maintain beneficial use to 100% target level.

2018 Operating Budget Toronto Water

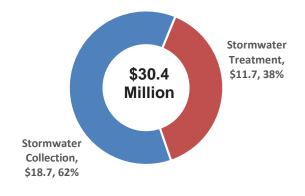
### **Stormwater Management Service**



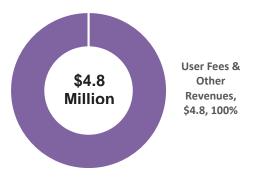
#### What We Do

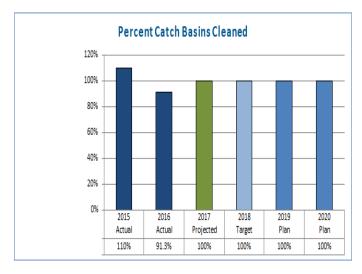
 Collect and treat stormwater in a safe, responsible manner in accordance with all legislated requirements.

## 2018 Service Budget by Activity (\$Ms)



## 2018 Service Budget by Funding Source (\$Ms)





- 2012 -2015 stable trend with high effort in cleaning catch basins to improve stormwater collection, with a lower actuals achieved in 2016.
- 2017 projected actuals and 2018 target and 2019-2020 plan is to maintain linear catch basin cleaning to target levels.

2018 Operating Budget Toronto Water

## **2018 Service Levels**

## **Stormwater Management**

Activity	Sub-Activity/Type	Status	2015	2016	2017	2018 Service Level
Stormwater Collection	Stormwater Collection System	Approved	Cost of storm pi		100% of catch basins cleaned	100% of catch basins cleaned
	Cystom	Actual	110%	91.3%	n.a	n.a
	Stormwater Storage	Approved	Meeting all ( Approval re		1,248 ML of dedicated (designed) stormwater storage capacity	1,275 ML of dedicated (designed) stormwater storage capacity
	Facilities	Actual	1,246 1,246		n.a	n.a
	Stormwater Treatment	Approved	d Meeting all Certificate of Approval requirements		7,065 hectares of drainage area where quality control provided	7,065 hectares of drainage area where quality control provided
	Facilities	Actual	6,990	6,990	n.a	n.a
Stormwater Treatment	Stormwater Conveyance & Control System	Approved	Meeting all ( Approval re		Meeting all Certificate of Approval Requirements	Meeting all Certificate of Approval Requirements
	Control System	Actual	100%	n.a	n.a	n.a

Overall, 2018 Service Levels are consistent with the approved 2017 Service Levels for Stormwater Management.



## **Toronto Water**

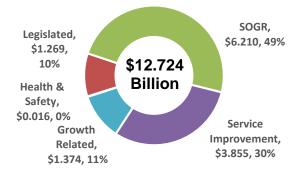
#### 2018 - 2027 CAPITAL BUDGET & PLAN OVERVIEW

Toronto Water is responsible for: water treatment and supply; wastewater collection and treatment; and stormwater management across the City. It services 3.6 million residents and businesses in Toronto and portions of York and Peel Region.

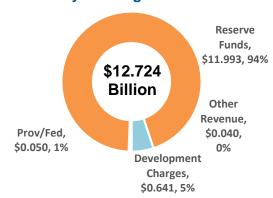
Toronto Water has stewardship of an inventory of capital assets valued at \$28.561 billion. Toronto Water maintains two categories of capital assets: linear infrastructure, such as distribution (5,551 km) and transmission (550 km) watermains, sanitary (3,730 km), combined (1,411 km) and storm (4,981 km) sewers; and facilities/plant assets such as water filtration (4) and waste water treatment (4) plants, water (18), wastewater (67), combined (8) and stormwater (12) pumping stations, as well as a variety of reservoirs, storage and detention tanks.

The Program's 10-Year Capital Plan is \$12.724 billion with \$7.496 billion or 59% allocated to Health and Safety, Legislated and State of Good Repair (SOGR) projects, which remain a priority for Toronto Water given the significant backlog in infrastructure renewal. Funding of \$5.228 billion is also included in the 2018-2027 Capital Budget and Plan for investments in Service Improvement and Growth Related projects, including Basement Flooding Protection and Wet Weather Flow Master Plan projects.

# 2018 - 2027 Capital Budget & Plan By Project Category



### **By Funding Source**



### 2018 Capital Budget By Project Category



#### **By Funding Source**

\$3.9, 1%



#### **Our Key issues & Priority Actions**

- Aging Infrastructure Toronto Water's infrastructure is aging (some of the City's pipes are 100 years old) and it has an accumulated state of good repair backlog estimated at \$1.482 billion in particular for linear infrastructure, which may result in service interruption.
  - ✓ The 10-Year Capital Plan funding of \$6.210 billion for SOGR will effectively eliminate backlog by 2027.
- Stormwater Management and Resiliency –
  Significant investment is required to manage basement
  flooding and other stormwater issues across the City.
  Funding for stormwater management represents
  approximately 25% of the 10-Year Capital Plan's
  expenditures.
  - ✓ The 10-Year Capital Plan includes an added \$138.179 million for Wet Weather Flow projects that will improve the City's resiliency to extreme weather events.
- Strict Regulatory Control and Oversight The water and wastewater industry continues to experience increased legislative and regulatory reform.
  - ✓ The 10-Year Capital Plan includes funding of \$644.020 million for the design and construction of a new effluent disinfection system and outfall at the Ashbridges Bay Water Treatment Plant to meet the most recent federal regulations.
- Long-term Financial Sustainability & Planning for Growth - The 10-Year Capital Plan relies primarily on successive water rate increases of 5% in year 2018 and 3% thereafter.
  - ✓ The City of Toronto is experiencing significant growth. Development charges are insufficient to fund the growth related share for projects that are eligible for development charge funding, resulting in approximately \$200.0 million in additional draws from Toronto Water' capital reserves to accommodate development growth over the next 10 years.

#### **Capital Deliverables for 2018**

The 2018 Capital Budget for Toronto Water of \$865.221 million, excluding carry forward funding, will:

- Deliver continued state of good repair projects to address infrastructure renewal such as Watermain Replacement and Rehabilitation (\$134.684 million), Sewer System Replacement and Rehabilitation (\$83.550 million) and Trunk Sewer and Pumping Station projects (\$46.339 million)
- Implement Basement Flooding Protection projects (\$43.078 million), Wet Weather Flow Master Plan (\$42.043 million), and Erosion Control projects (\$2.827 million)
- Continue to provide funding for the TRCA erosion control projects including critical erosion sites (\$13.832 million).

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## State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of \$6.210 billion for State of Good Repair to address the backlog in capital repairs. The estimated SOGR backlog of \$1.482 billion or 5.2% of asset replacement value in 2017 will be effectively eliminated by the end of 2027

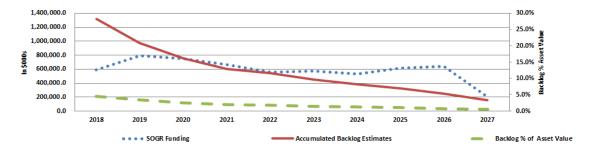


Table 1 below details all capital projects, by category, included in the 2018 - 2027 Capital Budget and Plan for Toronto Water:

Table 1
2018 - 2027 Capital Plan by Project Category (In \$000s)

	Total App'd Cash Flows	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total	Total Project
Total Expenditures by Category	to Date*	_											Cost
Health & Safety													
Ashbridges Bay TP		1,684	5,215	2,063	1,585	31						10,578	
Humber TP		2,219	3,380	23	23							5,645	
Sub-Total		3,903	8,595	2,086	1,608	31						16,223	-
Legislated													
Water Service Replacement		39,863	54,161	41,301	41,301	43,250	43,250	43,250	42,750	41,250	41,250	431,626	
Pumping Stations		3,519	5,883	9,025	8,481	7,090	6,123	4,305	8,700	6,925	6,250	66,301	
WT - Storage & Treatment		100	100									200	
Ashbridges Bay TP		57,631	110,922	129,648	111,475	105,992	55,175	37,716	35,696	65		644,320	
Highland Creek TP		6,549	11,105	14,019	8,532	50	400	1,000	6,500	11,300	10,550	70,005	
Humber TP		2,981	1,000									3,981	
RL Clark TP Island TP		2,875 1,111	2,750 2,800	15,900	18,980	8,250	200	200				5,625 47,441	
isiana ir		1,111	2,800	15,900	16,960	8,230	200	200				47,441	
Sub-Total		114,629	188,721	209,893	188,769	164,632	105,148	86,471	93,646	59,540	58,050	1,269,499	_
State of Good Repair									00,010				
Business & Technology		6	160		78	80						324	
Linear Eng		81,966	89,622	79,783	75,594	73,886	75,061	65,894	66,758	75,725	69,487	753,776	
Sewer Rehabilitation		72,097	77,377	70,366	64,043	64,143	63,200	64,100	65,650	64,400	65,950	671,326	
Sewer Replacement		8,970	30,637	22,292	19,536	15,830	15,000	15,000	15,000	15,000	15,000	172,265	
WM Rehabilitation		78,588	75,699	71,284	72,364	73,475	75,300	73,800	73,400	73,300	73,800	741,010	1
WM Replacement		41,622	119,020	106,268	106,850	95,253	95,000	95,000	95,000	95,000	95,000	944,013	1
Water Service Replacement		1,613	1,613						1			3,226	1
Pumping Stations		4,412	7,769	11,289	2,022	3,760	7,935	7,875	6,815	4,260	3,550	59,687	
Trunk Water Mains		8,197	6,244	3,340	2,100	14,450	25,000	27,400	21,750	25,575	25,525	159,581	1
WT - Storage & Treatment		19,991	35,041	57,354	40,205	8,206	9,288	13,150	25,750	35,585	16,830	261,400	
Trunk Sewers & Pumping Stations		45,840	53,998	57,538	71,196	48,301	24,672	15,872	19,515	13,222	6,205	356,359	
Ashbridges Bay TP		88,776	142,292	142,291	131,164	107,266	127,216	100,750	134,794	141,077	69,999	1,185,625	
Highland Creek TP		14,147	51,121	45,999	24,115	12,654	10,140	16,840	23,455	24,890	7,862	231,223	
Humber TP		37,494	48,115	43,722	42,432	23,240	29,889	17,200	38,200	41,210	45,359	366,861	
RL Clark TP		7,425	9,407	4,480	260	235	200	200	200	200	200	22,807	
RC Harris TP	222.552	7,872	12,300	7,519	2,247	1,850	1,000	11,150	11,500	11,500	12,550	79,488	228,231
FJ Horgan TP	220,669	1,809	1,724	1,522	825	678	202	202	200	200	200	7,562	
Island TP		7,498	11,094	7,981	382 3,015	625	3,275 1,500	525 4,000	375 4,000	525 4,000	375 6,000	32,655	
WWF-Implementation Projects		7,337	9,050	9,677	-	4,586						53,165	
WWF - Stream Restoration Yards & Facility		2,827 535	9,548 337	9,621 767	8,386 1,733	10,729 1,377	7,584 1,485	4,696 1,485	11,541 1,485	16,321 1,485	14,292 1,485	95,545 12,174	
Sub-Total Service Improvements	220,669	539,022	792,168	753,093	668,547	560,624	572,947	535,139	615,388	643,475	529,669	6,210,072	228,231
Water Meter Program (AMR)	246,496	3,030										3,030	249,526
Basement Flooding	240,430	43,078	113,279	139,113	153,223	152,216	172,730	175,891	183,651	197,997	211,263	1,542,441	243,320
Business & Technology		7,830	15,060	12,993	11,946	7,584	6,069	4,569	2,714	1,814	1,814	72,393	
Linear Eng		1,765	2,025	3,075	3,175	4,075	7,175	8,975	8,475	7,975	7,975	54,690	
Sewer Replacement		2,483	1,624	5,5.5	5,2.0	,,	.,	5,5.0	,	1,515	1,010	4,107	
Pumping Stations		231	512									743	
Trunk Water Mains		699	5,357	4,625	91	92						10,864	
WT - Storage & Treatment		5,927	10,063	3,425	33	14						19,462	
Ashbridges Bay TP		7,331	11,162	12,206	8,323	10,775	2,175	1,250	1,050	21,300	46,865	122,437	
Highland Creek TP		4,635	5,544	10,060	31,126	28,670	32,115	44,000	44,200	33,070	29,100	262,520	
Humber TP		1,676	6,641	7,990	8,974	9,177	7,500					41,958	
RC Harris TP		3,269	7,226	1,558								12,053	
FJ Horgan TP		713	2,108	2,325	1,010				1			6,156	1
Island TP		1,052	1,644	833	695	650		_		l .		4,874	
WTP-Plantwide		1,425	9,783	29,073	42,990	55,221	44,397	20,832	9,420	10,420	3,375	226,936	1
WWF-Implementation Projects		34,706	107,132	127,754	123,806	106,881	134,315	151,381	149,240	140,690	201,470	1,277,375	1
WWF-TRCA Yards & Facility		13,832 4,245	14,791 10,985	14,104 9,580	14,219 3,105	14,337 1,005	15,958 605	16,082 605	16,209 605	16,339 605	16,473 9,055	152,344 40,395	
Sub-Total Growth Related	246,496	137,927	324,936	378,714	402,716	390,697	423,039	423,585	415,564	430,210	527,390	3,854,778	249,526
Linear Eng		252	807	150	150	150	150	150	150	150	150	2,259	1
New Connections		34,825	37,323	38,000	38,000	38,000	38,000	41,000	41,000	41,000	41,000	388,148	1
New Sewers		7,398	12,688	9,450	7,500	3,300	1,000	6,000	9,000	9,000	7,500	72,836	1
WM Replacement		14,474	51,375	34,372	26,433	18,133	18,071	18,040	19,000	19,000	19,000	237,898	1
Pumping Stations		4,625	6,411	4,907	3,430	4,265	1,975	10	-,	-,	-,	25,623	1
Trunk Water Mains		6,323	20,700	22,710	20,136	18,000	18,300	14,300	20,845	17,635	12,300	171,249	1
WT - Storage & Treatment		174	140	-	1,000	2,000	3,000		1			6,314	1
Trunk Sewers & Pumping Stations		499	1,310	3,000	9,300	28,150	52,400	52,400	52,400	52,200	51,900	303,559	1
Ashbridges Bay TP		800	2,500	4,500	4,000	6,300	64,000	66,000	10,350	300	200	158,950	1
Highland Creek TP			190	800	500				1			1,490	1
FJ Horgan TP						41			1			41	1
Water Effeciency Plan		370	445	445	445	445	520	520	520	520	520	4,750	1
WWF-Implementation Projects			25	25	100	100	100	100	90			540	
Sub-Total		69,740	133,914	118,359	110,994	118,884	197,516	198,520	153,355	139,805	132,570	1,373,657	-
Total Expenditures by Category													
(excluding carry forward)	467,165	865,221	1,448,334	1,462,145	1,3/2,634	1,234,868	1,298,650	1,243,715	1,2/7,953	1,2/3,030	1,247,679	12,724,229	477,757

<sup>\*</sup>Life to Date approved cash flows will be provided for multi-year capital projects with cash flow approvals prior to 2017, excluding ongoing capital projects.

### 2018 - 2027 Capital Projects

The 10-Year Capital Plan supports Toronto Water's objectives by balancing infrastructure renewal needs for State of Good Repair with new Service Improvement projects, while providing the capacity to keep pace with population growth, and ensuring the delivery of water supply and wastewater treatment within an increasingly stringent regulatory framework.

In addition to the state of good repair projects, considerable funding is provided to support the implementation of the Wet Weather Flow Master Plan, Basement Flooding and growth related projects, some of which is to be recovered from Development Charges. Additional financial pressures are also accommodated within the Plan as a result of updated cost estimates for engineering services for the Ashbridges Bay Wastewater Treatment Plant upgrades and the addition of the Wet Weather Flow Stream Restoration and Implementation Projects in 2027.

State of Good Repair (SOGR), Health & Safety, and Legislated projects

- The on-going state of good repair projects for linear infrastructure renewal to ensure the replacement or rehabilitation of aging watermains and sewers, and investment in the City's aging wastewater treatment facilities, are the focus of the 2018-2027 Capital Budget and Plan.
- The 10-Year Capital Plan includes \$7.496 billion or 58.9% of the total funding of \$12.724 billion for new SOGR projects (including Health & Safety and Legislated projects of \$1.286 billion or 10.1%) over the next 10 years.
- The 2018-2027 Capital Budget and Plan also includes funding of \$644.020 million or 5.1% of the total funding to meet legislated requirements governing the Ashbridges Bay Wastewater Treatment Effluent System. Another \$50.926 million or 0.4% of the total is allocated to legislated odour control projects at Highland Creek and Humber wastewater treatment plants.
- State of Good Repair funding included in the 10-Year Capital Plan is intended to address Toronto Water's SOGR backlog, estimated at \$1.482 billion by year-end 2017, with the backlog projected to be effectively eliminated by year-end 2027, provided current funding allocations for State of Good Repair projects are maintained over the next 10 years.
- Adjustments to project costing rates to align with market experience calculated through the bidding process, will require that the SOGR estimate be regularly updated.
- It should be noted that in 2017, Toronto Water developed a strategy to implement harmonized asset management planning across its linear and vertical infrastructure in response to multiple pressures driving capital investments.

#### Service Improvements

- Service Improvement projects totaling \$3.855 million or 30.3% of total funding over the 10-year period, some of which is recovered from Development Charges.
  - Approximately \$1.542 billion or 12.1% has been allocated to implement the Basement Flooding Protection projects in 67 chronic basement flooding areas across the City.
- Funding is also included for the implementation of other water quality improvement projects from the City's Wet Weather Flow Master Plan to reduce and ultimately eliminate the adverse impacts of polluted stormwater and combined sewer overflows (CSOs) that are discharged from outfalls to the City's watercourses and the waterfront. These projects will achieve a measurable improvement in ecosystem health of the City's watersheds and waterfront, and improved water quality along the City's waterfront beaches and include:
  - The Don River and Waterfront Trunk / Combined Sewer Outfall (CSO) project with allocated funding of \$1,006 billion or 7.9% of the total.

- ➤ The Stormwater Management End of Pipe Facilities projects totalling \$211.222 million or 1.7% of total capital funding which are intended to address most of the storm sewer discharges to the waterfront and all but 9 of the 69 combined sewer overflow discharges in the City.
- Approximately \$152.344 million or 1.2% is included in the 10-Year Capital Plan in funding contributions to the TRCA for stream restoration and erosion control projects.
- Another \$261.069 million or 2.1% has been allocated to the Highland Creek Waste Water Treatment Plant upgrades and biosolids and gas handling projects implementation.
- Toronto Water also allocated \$72.393 million to the Business and Technology projects to upgrade reliability and connectivity of its water and wastewater treatment plant systems. This includes funding of \$5.930 million for the Enterprise Work Management System, a corporate initiative that will replace several legacy software applications with an enterprise solution in order to improve the coordination of daily maintenance activities across the four largest divisions, Parks, Forestry and Recreation, Solid Waste Management Services, Toronto Water and Transportation Services.

#### Growth Related

- Growth Related projects account for \$1.374 billion or 10.8% of the 10-Year Capital Plan's funding allocation.
- The largest projects in this category are the Trunk Watermain Expansion and Upgrade projects that will increase the hydraulic capacity in the Toronto Water supply system. Many of these projects are cost shared with the Region of York.
- The 2018-2027 Capital Budget and Plan allocates funding for the New Sewer Construction (\$63.058 million) and Trunk Sewer and Pumping Station projects (\$188.786 million), as well as New Service Connections (\$388.148 million) and Trunk Watermains (\$171.249 million) to provide the necessary servicing capacity based on projected population growth and for the installation of service connections for new homes and developments. It also allocates funding to construct 2 new aeration tanks at the Ashbridges Bay Treatment Plant (\$157.150 million).

## 2018 - 2027 Capital Budget & Plan by Funding Source

Chart 1 below summarizes the funding sources included in the 2018 - 2027 Capital Budget and Plan for Toronto Water:

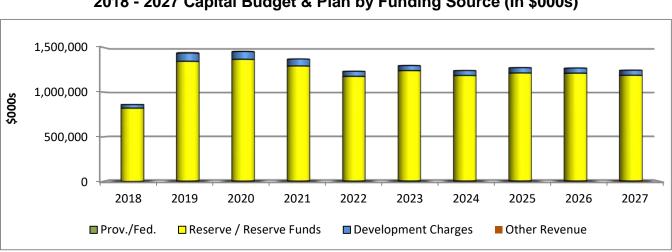


Chart 1
2018 - 2027 Capital Budget & Plan by Funding Source (In \$000s)

- Over the 10-year planning horizon, Toronto Water's Capital Plan continues to be 100% funded and does not require debenture financing.
- The 10-Year Capital Plan of \$12.724 billion will be funded primarily from the Program's reserves, representing approximately 94% or \$11.993 billion of total capital financing.
  - Capital funding from Toronto Water reserves increases from \$820.371 million in 2018 to \$1.362 billion in 2020. This increase in reserve funding coincides with the implementation schedules for large capital projects such as the Ashbridges Bay Waste Water Treatment Plant disinfection and outfall construction projects, the Highland Creek Biosolids project and Basement Flooding Protection projects.
  - > The 10-Year Capital Plan is based on planned water rate increases of 5% in 2018, and 3% thereafter.
- Development Charges (DC) provide approximately 5% or \$641.146 million of financing included the 10-Year
   Capital Plan. The use of Development Charge funding has been maximized based on project eligibility.
  - Due to insufficient funding collected from Development Charges, Toronto Water will not be able to fully offset the costs of the growth related share for projects that are eligible for development charge funding incorporated in its 10-Year Capital Plan.
  - Approximately \$200.0 million in project costs related to the growth component will be funded from Toronto Water's capital financing reserves, thus reducing Toronto Water's ability to address its SOGR backlog of projects at a faster rate.
  - ➤ It is anticipated that a new Development Charges Background Study will address some of the funding requirements resulting from significant growth the City of Toronto has been experiencing in recent years, with many landowners submitting development applications requesting amendments to the zoning by-law to increase the permitted density.
  - The increase in Development Charge funding will assist Toronto Water in maintaining a positive reserve balance, while accommodating increased capital funding needs of its SOGR program.
- Other financing sources include funding of \$40.223 million from Region of York for cost sharing projects and Federal/Provincial Grant funding of \$50.0 million, totalling approximately 0.3% and 0.4% of the total respectively.

## 10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In \$000s)

		et Ope		19 Plan	2020 F			1 Plan		! Plan	2010	- 2022	2010	- 2027
Burn's sta								Positions	\$000s					Positions
Projects	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	ŞUUUS	Positions	\$000s	Positions	\$000s	Position
Previously Approved Ashbridges Bay WWTP - Ferrous														
Upgrades	(180.0)										(180.0)		(180.0)	
Ashbridges Bay WWTP - D Building	(180.0)										(180.0)		(180.0)	
									165.0		165.0		165.0	
Phase 2 Basement Flooding Releif - Tunnel									165.0		165.0		165.0	
Project							100.0				100.0		100.0	
Basement Flooding Releif - Group 2			206.0	2.0	87.2	1.0	100.0				293.2	3.0	293.2	3.0
Basement Flooding Releij - Group 2			200.0	2.0	87.2	1.0					293.2	3.0	293.2	3.0
Laboratory Equipment (Warranty Expiry)			25.0		35.0		15.0		50.0		125.0		175.0	
Highland Creek WWTP - Odour Control			100.0		33.0		13.0		30.0		100.0		100.0	
Ashbridges Bay WWTP - Service Air			100.0								100.0		100.0	
Upgrades	50.0										50.0		50.0	
CCTV Inspection	15.0										15.0		15.0	
·	15.0										13.0		13.0	
Sewer Replacement Program -			160.6	2.0	76.2	1.0					236.8	3.0	236.8	3.0
Waterfront Stormwater Infrastructure			160.6	2.0	/6.2	1.0					230.8	3.0	230.8	3.0
Highland Creek WWTP - Proces & Facility			5.0								5.0		5.0	
Upgrades			5.0								5.0		5.0	
Highland Creek WWTP - Communication			400								400		400	
Systems			10.0								10.0		10.0	
Humber Treatment WWTP - New	105.0	4.0									105.0	1.0	105.0	1.0
Substation	105.0	1.0									105.0	1.0	105.0	1.0
Ashbridges Bay WWTP - Liquid														
Treatment & Handling - Primary	825.0		200.0	1.0	100.0	1.0	100.0				4 225 0	2.0	4 225 0	2.0
Treatment Upgrade	825.0		200.0	1.0	100.0	1.0	100.0				1,225.0	2.0	1,225.0	2.0
Ashbridges Bay WWTP - Liquid														
Treatment & Handling - Waste Activated	620.0				(620.0)				4 700 0		4 700 0		4 700 0	
Sludge Upgrade	620.0				(620.0)				1,700.0		1,700.0		1,700.0	
Ashbridges Bay WWTP - O & M			161.9		(12.0)						149.9		149.9	
Upgrades			101.9		(12.0)						149.9		149.9	
Ashbridges Bay WWTP - Odour Control - Biofilters Upgrade	100.0										100.0		100.0	
Island WTP - Chemical & Residuals	100.0										100.0		100.0	
Management	(39.0)		_		99.9	1.0					60.9	1.0	60.9	1.0
Water Treatment Plantwide - UV	(39.0)		-		99.9	1.0					60.9	1.0	60.9	1.0
Desinfection							120.0		288.0		408.0		408.0	
SWM End of Pipe Facilities - Etobicoke							50.0		200.0		50.0		50.0	
Wet Weather Flow Master Plan			115.0				50.0				165.0		165.0	
Ashbridges Bay WWTP - Desinfection			113.0				30.0				103.0		103.0	
System Construction					712.1	2.0	413.0				1,125.1	2.0	1,125.1	2.0
Ashbridges Bay WWTP - Liquid					/12.1	2.0	413.0				1,123.1	2.0	1,123.1	2.0
Treatment & Handling - Integrated						1				1				
Pumping Station													1,000.0	
r umping studen													1,000.0	
New Projects - Future Years														
Humber WTP - Odour Control						1				1				
Engineering					550.0						550.0		550.0	
North Toronto WTP - Treatment Plant					333.0						330.0		330.0	
Improvements					466.0	1					466.0		466.0	
					.55.0									
Total (Net)	1,496.0	1.0	983.5	5.0	1,494.4	6.0	848.0		2,203.0		7,024.9	12.0	8,074.9	12.0

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$8.075 million net over the 2018 – 2027 period, as shown in the table above.

This is comprised of funding to sustain the operating costs of the following capital projects, once completed:

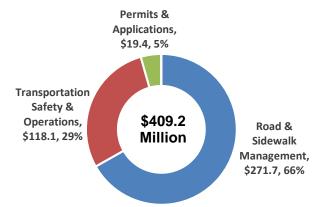
- Year 2018: An increase in operating costs for salaries, benefits, chemicals, energy, utilities, and contracted services from previously approved projects at the Ashbridges Bay Wastewater and Humber Wastewater Treatment plants (\$1.715 million) will be offset by savings in materials from the implementation of facility upgrades at the Ashbridges Wastewater Treatment Plant and Island Water Treatment Plant (\$0.219million), resulting in a net increase of \$1.496 million.
  - One position is required for the new substation at the Humber River Wastewater Treatment Plant.

- Year 2019: An increase in operating costs in the amount of \$0.984 million mostly due to the operating impact of capital projects at Ashbridges Bay Wastewater Treatment Plant, the Highland Creek Wastewater Treatment Plant odour control project, the Water Quality Master Plan's taste and odour projects, the Waterfront/ East Bayfront sewer replacement projects and various Basement Flooding projects.
  - > 2 new positions each will be needed to maintain new infrastructure resulting from the Waterfront/East Bayfront sewer replacement projects and Basement Flooding Program projects. Another position is required for primary treatment and other operating upgrades at Ashbridges Wastewater Treatment Plant, for a total of 5 new positions.
- Year 2020: Additional operating costs of \$2.126 million are anticipated from the implementation of the Ashbridges Bay disinfection and primary treatment upgrades, Humber Wastewater Treatment Plant odour control project and improvements at North Toronto Wastewater Treatment Plant, as well as the Island Water Treatment Plant chemicals and residual management. These costs will be partially offset by savings from implementation of liquid treatment capital projects and other upgrades at Ashbridges Bay Wastewater Plant (\$0.632 million), resulting in a net increase of \$1.494 million.
  - 3 new positions will be required to maintain new infrastructure resulting from Ashbridges Wastewater Treatment Plant capital projects (disinfection system and liquid treatment and handling). An additional one position each will be needed to maintain new infrastructure resulting from the Waterfront/East Bayfront sewer replacement projects, Basement Flooding Program projects and Island Water Treatment Plant chemical and residual management facility, for a total of 6 new positions.
- Years 2021 to 2025: The operating cost increase of \$4.101 million is comprised of funding to sustain variety of capital projects as presented in the table above. There will be no need for additional positions.

These future operating impacts will be reviewed each year as part of the annual Operating Budget process.



# 2018 Operating Budget By Service



## **Transportation Services**

#### **2018 OPERATING BUDGET OVERVIEW**

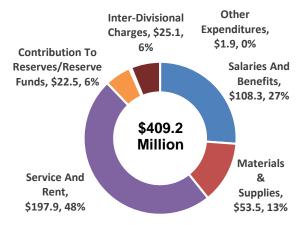
Transportation Services strives to be a leader in providing safe, efficient and effective transportation solutions to serve the needs of Toronto residents, businesses and visitors in an environmentally, socially and economically prudent manner through planning, engineering, designing, maintaining and operating the City's municipal transportation system.

### 2018 Operating Budget Highlights

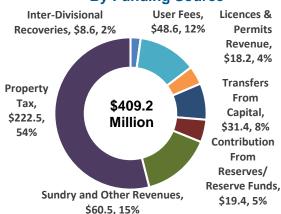
The 2018 Operating Budget for Transportation Services is \$409.203 million gross and \$222.474 million net provides funding for three services: Road &Sidewalk Management; Transportation Safety & operations; and Permits & Applications. The total cost to deliver these services to Toronto residents is \$409.203 million gross and \$222.474 million net as shown below:

	2017	2018 -	Change			
(in \$000's)	Budget	Budget	\$	%		
Gross Expenditures	410,138.3	409,202.6	(935.7)	(0.2%)		
Revenues	188,406.0	186,728.6	(1,677.4)	(0.9%)		
Net Expenditures	221,732.3	222,474.0	741.7	0.3%		

#### **By Expenditure Category**



#### By Funding Source



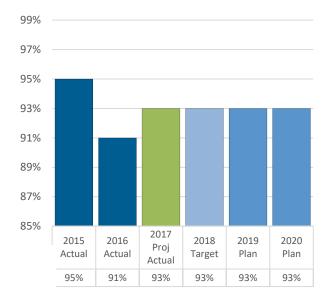
#### **Fast Facts**

- Maintains approximately 5,600 km of roads, 7,950 km of sidewalks and 130 km of Expressways
- Manages 2,400 traffic control signals
- Maintains 900 bridges and culverts and over 1,200 km of cycling infrastructure (tracks, bike lanes, trails and signed routes)

#### **Trends**

- Transportation infrastructure is repaired and maintained to provide safe vehicular, transit, pedestrian and cycling movement.
- In 2016, Transportation Services serviced 91% of potholes within the designated timeframe, and it is projected that this number will increase to 93% by the end of 2017.
- Transportation Services is targeting 93% of potholes being serviced within timeframes in 2018 and anticipates maintaining this level in the future.

#### % of potholes serviced within timeframe



#### **Our Key Issues & Priority Actions**

- Vision Zero Road Safety Plan provide a transportation network that is safe for all road users.
  - Implement targeted countermeasures to improve safety along 14 Pedestrian Safety Corridors.
  - ✓ Expand the Red Light Camera Program.
- Management of Traffic Congestion utilize emerging technologies and data to examine traffic and congestion issues.
  - Undertake traffic signal coordination studies to reduce delay and improve travel times along arterial roads.
  - Expand the "Quick Clear" squads for incident management on expressways and arterial roads.
- Supporting Active Transportation and Surface Transit Operations – respond to the growing demands for active transportation strategies and cycling infrastructure.
  - Continue to implement the 10 Year Cycling Network Plan, the Complete Streets and Green Streets projects, and the Pedestrian Wayfinding Program.

#### **Key Service Deliverables For 2018**

The 2018 Operating Budget will enable the Program's ability to:

- Implement strategies to minimize lane closures due to construction through accelerated schedules, improved coordination, and more stringent permit timelines and enforcement;
- Continue to connect, grow, and renew the City's cycling infrastructure through the delivery of Year 3 of the 10 Year Cycling Network Plan;
- Provide safe streets for all road users through the implementation of Vision Zero Road Safety Plan;
- Continue to enhance the public realm through increased street furniture deployment, graffiti removal, street art installations and beautification of abandoned spaces;
- Use preventative maintenance techniques to improve infrastructure quality and extend lifespan;
- Implement acceleration of sidewalk and utility cut repairs;
- Continue to better manage congestion and improve safety through the Congestion Management Plan; and,
- Facilitate transfer of operations of the School Crossing Guard Program from Toronto Police Service to Transportation Services.

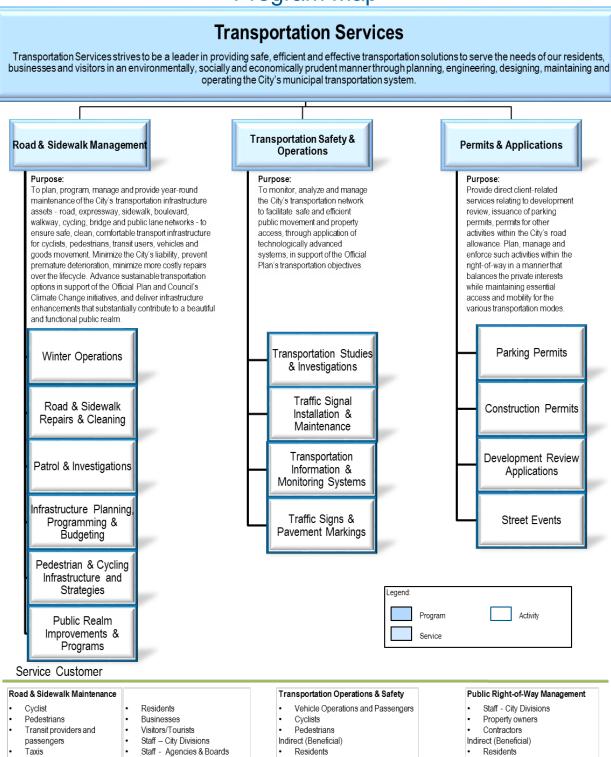
	20	17	2018 (	Operating Bu	ıdget	2018 Bud	get vs.	Ir	crementa	al Change	
		Projected		New/	Total	2017 Bu	idget	201	9	202	20
(In \$000s)	Budget	Actual	Base	Enhanced	Budget	Chan	ge	Pla	n	Pla	ın
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Road & Sidewalk Mana	gement										
Gross Expenditures	278,702.2	266,682.1	270,605.6	1,095.6	271,701.2	(7,001.0)	(2.5%)	(296.2)	(0.1%)	4,954.6	1.8%
Revenue	139,013.9	128,813.7	128,689.0	599.2	129,288.2	(9,725.7)	(7.0%)	(14,966.1)	(11.6%)	(5,911.8)	(5.2%)
Net Expenditures	139,688.3	137,868.4	141,916.6	496.4	142,413.0	2,724.7	2.0%	14,670.0	10.3%	10,866.5	6.9%
Transportation Safety	& Operations	S									
Gross Expenditures	115,131.1	116,471.1	116,179.9	1,875.1	118,055.0	2,923.9	2.5%	3,996.9	3.4%	3,889.3	3.2%
Revenue	10,531.9	18,278.0	12,971.5	805.2	13,776.8	3,244.8	30.8%	(246.5)	(1.8%)	16.0	0.1%
Net Expenditures	104,599.1	98,193.1	103,208.4	1,069.9	104,278.3	(320.9)	(0.3%)	4,243.4	4.1%	3,873.2	3.6%
Permits & Applications											
Gross Expenditures	16,305.0	9,107.9	17,832.5	1,613.9	19,446.4	3,141.4	19.3%	1,783.2	9.2%	258.0	1.2%
Revenue	38,860.2	26,221.8	43,568.4	95.2	43,663.6	4,803.4	12.4%	988.5	2.3%	867.6	1.9%
Net Expenditures	(22,555.2)	(17,113.8)	(25,736.0)	1,518.8	(24,217.2)	(1,662.0)	7.4%	794.7	(3.3%)	(609.6)	2.6%
Total											
Gross Expenditures	410,138.3	392,261.1	404,618.0	4,584.6	409,202.6	(935.7)	(0.2%)	5,483.9	1.3%	9,101.9	2.2%
Revenue	188,406.0	173,313.5	185,229.0	1,499.6	186,728.6	(1,677.4)	(0.9%)	(14,224.1)	(7.6%)	(5,028.2)	(2.9%)
<b>Total Net Expenditures</b>	221,732.3	218,947.6	219,389.0	3,085.0	222,474.0	741.7	0.3%	19,708.1	8.9%	14,130.1	5.8%
Approved Positions	1,119.5	1,054.0	1,129.3	37.0	1,166.3	46.9	4.2%			(2.0)	(0.2%)

#### 2018 Operating Budget and Plan by Service

The Transportation Services' 2018 Operating Budget is \$409.203 million gross and \$222.474 million net, representing a 0.3% increase to the 2017 Approved Net Operating Budget, which does not meet the original reduction target of 0% as set out in the 2018 Operating Budget Directions approved by Council.

- Base pressures of \$1.952 million are mainly attributable to increases in contract costs (primarily winter maintenance contracts), salary and benefits for union/non-union staff (COLA, progression pay, step increases, adjustments), street lighting costs (hydro and maintenance contracts), and lower utility cut repair backlog net revenue (lower volumes).
- To help mitigate the above pressures, the Program was able to achieve base expenditure changes, revenue changes, and service efficiency savings of \$4.295 million net through a line-by-line review of actual expenditures (winter maintenance), inflationary increases to user fees, and revised screening process of locate requests as provided by Toronto Water.
- New and enhanced services of \$4.585 million gross and \$3.085 million net, included in the 2018 Operating Budget, provides funding for the delivery of the Vision Zero Road Safety Plan, Cycling Network Plan and School Crossing Guard Program, as well as project management for the Port Lands Acceleration Initiative and Neighbourhood Improvement Program. Funding is included for Traffic Enforcement Officers (key congested intersections), implementation of the Enterprise Work Management system, compliance with inspections and development application reviews, and utility locate services for Business Improvement Areas (BIAs).
- Approval of the 2018 Operating Budget will result in Transportation Services increasing its total staff complement by 46.9 positions from 1,119.5 in 2017 to 1,166.3 in 2018.
- The 2019 and 2020 Plan increases are attributable to salaries and benefits, contract costs (primarily winter maintenance costs), hydro costs for street lighting, utility cut repair backlog volume decreases and additional contributions to the vehicle reserve. The pressures are partially offset in 2019 and 2020 by inflationary increases to user fees. The result is an increase of \$19.708 million net in 2019 and an increase of \$14.130 million net in 2020.

## **Program Map**



Businesses

Emergency Service Responders

Commercial Vehicle Operators

Goods Movement Service

Emergency Services

Indirect (Beneficial)

Design Professionals

Utility Companies

Businesses

Emergency Service Responders

Commercial Vehicle Operators

The following section provides the service-based budget by activity and their associated service levels and performance measures.

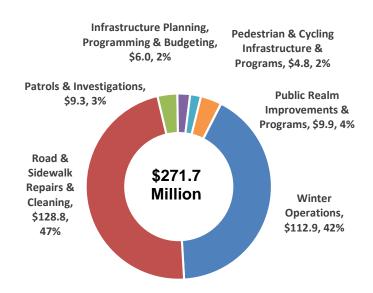
#### **Road and Sidewalk Management Service**



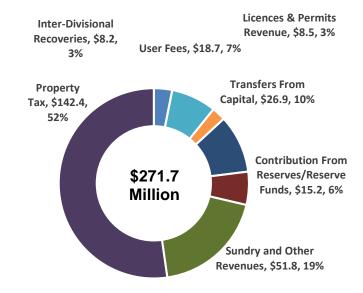
#### What We Do

- Plan, manage and provide year-round maintenance of the City's transportation infrastructure assets - road, expressway, sidewalk, boulevard, walkway, cycling, bridge and public lane networks – to ensure safe, clean, comfortable transport infrastructure for cyclists, pedestrians, transit users, vehicles and goods movement.
- Minimize the City's liability, prevent premature deterioration, and more costly repairs over the lifecycle.
- Advance sustainable transportation options in support of the Official Plan and Council's Climate Change initiatives, and deliver infrastructure enhancements that substantially contribute to a beautiful and functional public realm.

## 2018 Service Budget by Activity (\$Ms)



## 2018 Service by Funding Source (\$Ms)



Activity	Туре	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
Winter	Patrol		Patrol roads	Approved	100%	100%	100%	100%
Operations	De-Ice (dependent on snow volume)	Class 1 - Expressways	De-Ice within 1-2 hours after becoming aware roadway is icy (dependent on snow volume)	Approved	100%	100%	100%	100%
		Class 2 - Arterial	De-Ice within 2-4 hours after becoming aware roadway is icy (dependent on snow volume)	Approved	100%	100%	100%	100%
		Class 3 - Collectors	De-Ice within 4-6 hours after becoming aware roadway is icy (dependent on snow volume)	Approved	100%	100%	100%	100%
		Class 4 - Local	De-Ice within 8-12 hours after becoming aware roadway is icy (dependent on snow volume)	Approved	100%	100%	100%	100%
		Class 5 - Laneways	De-Ice within 24 hours after becoming aware roadway is icy (dependent on snow volume)	Approved	100%	100%	100%	100%
	Plough (Dependent on snow volume)	Class 1 - Expressways	Plough within 2-3 hours after becoming aware that snow accumulation depth is greater than 2.5cm	Approved	100%	100%	100%	100%
		Class 2 - Arterial	Plough within 6-8 hours after becoming aware that snow accumulation depth is greater than 5cm	Approved	100%	100%	100%	100%
		Class 3 - Collectors	Plough within 8-10 hours after becoming aware that snow accumulation depth is greater than 8cm	Approved	100%	100%	100%	100%
		Class 4 - Local	Plough within 14-16 hours after becoming aware that snow accumulation depth is greater than 8cm	Approved	100%	100%	100%	100%
	Snow removal (Dependent on snow volume)	Arterial / Collector / Local Roadway	Remove snow within 2 weeks	Approved	100%	100%	100%	100%
		driveway windrow	Remove snow within 18 hours	Approved	100%	100%	100%	100%
		sidewalks / steps	Remove snow within 13 hours	Approved	100%	100%	100%	100%
		bus stops / PXO's / Ped Refuge Islands	Remove snow within 48 hours	Approved	100%	100%	100%	100%
	Cycling Facilities (Dependent on snow	Priority Bike Lanes	Salt / sand within 48-72 hours	Approved	100%	100%	100%	100%
	volume)	Bike lanes - Cycle Tracks	Salt / sand within 6-8 hours	Approved	100%	100%	100%	100%
		Priority Bike Lanes	Salt / sand within 6-8 hours	Approved	100%	100%	100%	100%
		Bike Lanes - Arterial Roads	Salt / sand within 6-8 hours	Approved	100%	100%	100%	100%

# 2018 Service Levels Road & Sidewalk Management Service

Activity	Туре	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
		Bike Lanes - Collector Roads	Salt / sand within 8-10 hours	Approved	100%	100%	100%	100%
		Bike trails (Martin Goodman Trail & Humber Bay Waterfront Trail)	Salt / sand within 6-8 hours	Approved	100%	100%	100%	100%
	Snow piled too high on	2 - Temporary	Clear within 72 hours after storm	Approved	100%	100%	100%	100%
	boulevards	3 - Permanent	Clear within 60 days	Approved	100%	100%	100%	100%
	Bridge Salting/Sand	3 - Permanent	Clear within 72 hours after storm	Approved	100%	100%	100%	100%
	Bus stops salting/sand & snow clearing	3 - Permanent	Clear within 72 hours after storm	Approved	100%	100%	100%	100%
	Driveway blocked by windrow	3 - Permanent	Clear within 72 hours after storm	Approved	100%	100%	100%	100%
	Laneway	3 - Permanent	Clear within 10 days	Approved	100%	100%	100%	100%
	Plow damage - Road/Roadside	2 - Temporary	Provide temporary solution within 5 days	Approved	100%	100%	100%	100%
		3 - Permanent	Provide permanent solution within 6 months	Approved	100%	100%	100%	100%
	Plow damage - Boulevards	2 - Temporary	Provide temporary solution within 5 days	Approved	100%	100%	100%	100%
		3 - Permanent	Provide permanent solution within 6 months	Approved	100%	100%	100%	100%
	Road plowing required	3 - Permanent	Plough road within 36 hours after the storm	Approved	100%	100%	100%	100%
	Road salting/sanding required	1 - Make Safe	Salt/sand within 24 hours	Approved	100%	100%	100%	100%
	Road - Winter request/complaint	3 - Permanent	Respond to winter request/complaint within 72 hours after the storm	Approved	100%	100%	100%	100%
	Sidewalk Salting/Sand & Snow Clearing	3 - Permanent	clear sidewalk within 72 hours after the storm	Approved	100%	100%	100%	100%
	Snow removal - general	2 - Temporary	Remove snow within 48 days	Approved	100%	100%	100%	100%
	Snow removal - school zone	3 - Permanent	Remove snow within 7 days	Approved	100%	100%	100%	100%
	Snow removal - sightline problem	2 - Temporary	Remove snow within 72 hours	Approved	100%	100%	100%	100%
Road and Sidewalk Repairs and	Asphalt Pothole		Provide temporary solution within 4 - 30 days	Approved	100%	100%	100%	100%
Cleaning	Asphalt Repair Permanent		Provide permanent solution within 30 - 180 days	Approved	100%	100%	100%	100%
	Asphalt Boulevard Maintenance	2 - Temporary	Provide temporary solution within 5 days	Approved	100%	100%	100%	100%
		3 - Permanent	Provide permanent solution within 18 days	Approved	100%	100%	100%	100%
	Boulevards- Weed/Grass/Leaf Maintenance	3 - Permanent	5 weeks (4 weeks in season)	Approved	100%	100%	100%	100%
	Boulevards-Pick-Up Shopping Carts	3 - Permanent	Respond within 5 days	Approved	100%	100%	100%	100%

Activity	Туре	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
	Boulevards-Sinking	3 - Permanent	Repair / replace within 6 months	Approved	100%	100%	100%	100%
	Boulevards-Sod Damage/Replace	3 - Permanent	Repair / replace within 6 months	Approved	100%	100%	100%	100%
	Sodding		Repair / replace 5 days - 18 months	Approved	100%	100%	100%	100%
	Catch Basin- Blocked/Flooding	1 - Make Safe	Respond to blockage / flooding and make it safe within 24 hours	Approved	100%	100%	100%	100%
		3 - Permanent	Permanently solve within 72 hours	Approved	100%	100%	100%	100%
	Catch Basin-	1 - Make Safe	Make safe within 24 hours	Approved	100%	100%	100%	100%
	Damaged/Maintenance (Expressway)	2 - Temporary	Provide temporary solution within 72 hours	Approved	100%	100%	100%	100%
		3 - Permanent	Provide permanent solution within 18 months	Approved	100%	100%	100%	100%
	Catch Basin-	1 - Make Safe	Make safe within 24 hours	Approved	100%	100%	100%	100%
	Maintenance requested, cover missing/damaged/loose,	2 - Temporary	Provide temporary solution within 72 hours	Approved	100%	100%	100%	100%
	etc	3 - Permanent	Permanently solve loose / missing / damaged cover within 4 years	Approved	100%	100%	100%	100%
	Catch Basin-Debris/Litter	1 - Make Safe	Make safe within 24 hours	Approved	100%	100%	100%	100%
		3 - Permanent	Permanently solve within 72 hours	Approved	100%	100%	100%	100%
Road and	Catch Basin	1 - Make Safe	Make safe within 24 hours	Approved	100%	100%	100%	100%
Sidewalk Repairs and Cleaning	Maintenance and Repair	2 - Temporary	Provide temporary solution within 5 days	Approved	100%	100%	100%	100%
		3 - Permanent	Permanently solve within 4 years	Approved	100%	100%	100%	100%
	Roadside Drainage Catch Expressways	L Basin Cleaning	24 hours - 18 months	Approved	100%	100%	100%	100%
	Ditch Maintenance Grading and Repair	2 - Temporary	Provide temporary solution within 5 days	Approved	100%	100%	100%	100%
		3 - Permanent	Permanently repair within 18 months	Approved	100%	100%	100%	100%
	Driveway - damaged/ponding	2 - Temporary	Provide temporary solution within 5 days	Approved	100%	100%	100%	100%
		3 - Permanent	Provide permanent solution within 12 months	Approved	100%	100%	100%	100%
	Expressway Fence/Guiderail damaged	2 - Temporary	Provide temporary solution within 5 days	Approved	100%	100%	100%	100%
		3 - Permanent	Provide permanent solution within 6 months	Approved	100%	100%	100%	100%
	Fence/Guiderail damaged	2 - Temporary	Provide temporary solution within 5 days	Approved	100%	100%	100%	100%
		3 - Permanent	Provide permanent solution within 6 months	Approved	100%	100%	100%	100%
	Expressway requires	1 - Make Safe	Make safe within 24 hours	Approved	100%	100%	100%	100%
	cleaning	2 - Temporary	Provide temporary solution within 5 days	Approved	100%	100%	100%	100%
		3 - Permanent	Provide permanent solution within 6 months	Approved	100%	100%	100%	100%
	Pot hole on expressway	1 - Make Safe	Make safe within 24 hours	Approved	100%	100%	100%	100%

# 2018 Service Levels Road & Sidewalk Management Service

ity	Туре	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
		2 - Temporary	Provide temporary solution within 5 days	Approved	100%	100%	100%	100%
		3 - Permanent	Provide permanent solution within 6 months	Approved	100%	100%	100%	100%
	Expressway Traffic Contro	ol	Within 30 days	Approved	100%	100%	100%	100%
	Expressway Attenuation S	Systems	Respond within 24 hours	Approved	100%	100%	100%	100%
	Illegal dumping	3 - Permanent	Within 5 days	Approved	100%	100%	100%	100%
	Laneway surface damage	2 - Temporary	Provide temporary solution within 5 days	Approved	100%	100%	100%	100%
		3 - Permanent	Permanently fix within 5 years	Approved	100%	100%	100%	100%
	Maintenance holes	1 - Make Safe	Make safe within 24 hours	Approved	100%	100%	100%	100%
	damage/repair	2 - Temporary	Provide temporary solution within 72 hours	Approved	100%	100%	100%	100%
		3 - Permanent	Permanent repair within 4 years	Approved	100%	100%	100%	100%
	Maintenance holes lid	1 - Make Safe	Make safe within 24 hours	Approved	100%	100%	100%	100%
	loose/missing	2 - Temporary	Provide temporary solution within 72 hours	Approved	100%	100%	100%	100%
		3 - Permanent	Permanent repair within 6 months	Approved	100%	100%	100%	100%
	Plough Damage Repair	1	5 days - 12 months	Approved	100%	100%	100%	100%
	Refuge Island Maintenand	се	5 days - 18 months	Approved	100%	100%	100%	100%
	Shoulder Grade and	1 - Make Safe	Make safe within 48 hours	Approved	100%	100%	100%	100%
	Gravel Maintenance	2 - Temporary	Provide temporary solution within 48 hours	Approved	100%	100%	100%	100%
		3 - Permanent	Permanent repair within 12 months	Approved	100%	100%	100%	100%
	Walkway Mtce and Repair	2 - Temporary	Provide temporary solution within 30 days	Approved	100%	100%	100%	100%
		3 - Permanent	Permanent repair within 4 years	Approved	100%	100%	100%	100%
	Walkway weeds need cutting	3 - Permanent	5 weeks	Approved	100%	100%	100%	100%
	Retaining Walls	1 - Make Safe	Make safe within 24 hours	Approved	100%	100%	100%	100%
	Installation and Repair	2 - Temporary	Provide temporary solution within 5 days	Approved	100%	100%	100%	100%
		3 - Permanent	Provide permanent solution within 3 years	Approved	100%	100%	100%	100%
	Curb Damage/Mtce & Adjustment	2 - Temporary	5 days - 4 years	Approved	100%	100%	100%	100%
	Traffic Calming Installatio Maintenance	n and	30 - 180 days	Approved	100%	100%	100%	100%
	Bollard Installation and Maintenance	2 - Temporary	Provide temporary solution within 30 days	Approved	100%	100%	100%	100%
		3 - Permanent	Permanent repair within 6 months	Approved	100%	100%	100%	100%
	Driveway Culverts blocked/damaged	2 - Temporary	Provide temporary solution within 5 days	Approved	100%	100%	100%	100%
		3 - Permanent	Permanently repair within 12 months	Approved	100%	100%	100%	100%
	Boxed (Non-driveway) Culverts blocked/damaged	2 - Temporary	Provide temporary solution within 5 days	Approved	100%	100%	100%	100%

Activity	Туре	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
		3 - Permanent	Permanently repair within 24 months	Approved	100%	100%	100%	100%
	Bridge-Damaged	1 - Make Safe	Make damages safe within 24 hours	Approved	100%	100%	100%	100%
		2 - Temporary	Temporarily fix damages within 5 days	Approved	100%	100%	100%	100%
		3 - Permanent	Permanently fix damages within 24 months	Approved	100%	100%	100%	100%
	Bridge Debris/Litter	3 - Permanent	Address debris / litter within 7 days	Approved	100%	100%	100%	100%
	Bridge-Surface Repairs	1 - Make Safe	For any required surface repairs, make safe within 24 hours	Approved	100%	100%	100%	100%
		3 - Permanent	Permanently fix surface repairs within 30 days	Approved	100%	100%	100%	100%
	Bridge Inspection	1	1-2 times per year	Approved	100%	100%	100%	100%
	Road cleaning/debris	3 - Permanent	4 weeks	Approved	100%	100%	100%	100%
	Road damaged on	1 - Make Safe	Make safe within 24 hours	Approved	100%	100%	100%	100%
	expressway	2 - Temporary	Provide temporary solution within 5 days	Approved	100%	100%	100%	100%
		3 - Permanent	Permanently fix damages within 30 days	Approved	100%	100%	100%	100%
	Road Damage	3 - Permanent	6 months	Approved	100%	100%	100%	100%
	Road - gravel roads/construction	3 - Permanent	30 days	Approved	100%	100%	100%	100%
	Road - Pot hole	2 - Temporary	Provide temporary solution within 5 days	Approved	100%	100%	100%	100%
		3 - Permanent	Permanently fix within 60 days	Approved	100%	100%	100%	100%
	Road - Sinking	1 - Make Safe	Make safe within 24 hours	Approved	100%	100%	100%	100%
		2 - Temporary	Provide temporary solution within 5 days	Approved	100%	100%	100%	100%
		3 - Permanent	Permanently solve within 12 months	Approved	100%	100%	100%	100%
Road and	Road - Spill	1 - Make Safe	Make safe within 10 hours	Approved	100%	100%	100%	100%
Sidewalk Repairs and Cleaning		2 - Temporary	Provide temporary solution within 48 hours	Approved	100%	100%	100%	100%
	Road - Water ponding	2 - Temporary	Provide temporary solution within 72 hours	Approved	100%	100%	100%	100%
		3 - Permanent	Permanently solve within 4 years	Approved	100%	100%	100%	100%
	Sidewalk - Damaged/Concrete	1 - Make Safe	Make safe within 72 hours	Approved	100%	100%	100%	100%
	Damaged/Concrete	2 - Temporary	Temporarily fix damaged concrete within 14 days	Approved	100%	100%	100%	100%
		3 - Permanent	Permanently fix damaged concrete in 4 years	Approved	100%	100%	100%	100%
	Sidewalk - Damaged/Brick/Interlock	2 - Temporary	Provide temporary solution to damaged bricks / interlock in 14 days	Approved	100%	100%	100%	100%
		3 - Permanent	Permanently fix damaged bricks / interlock in 4 years	Approved	100%	100%	100%	100%
	Sidewalk - Cleaning	3 - Permanent	2 weeks	Approved	100%	100%	100%	100%
	Sidewalk - AODA ramps	2 - Temporary	Temporary AODA Ramps - 5 days	Approved	100%	100%	100%	100%

Activity	Туре	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
		3 - Permanent	Permanent AODA ramps - 18 months	Approved	100%	100%	100%	100%
	Sidewalk Ramping		Make ramps safe within 14 days	Approved	100%	100%	100%	100%
	Sidewalk - water ponding	2 - Temporary	Provide temporary solution within 14 days	Approved	100%	100%	100%	100%
		3 - Permanent	Permanently fix within 4 years	Approved	100%	100%	100%	100%
	Traffic Island - Damaged	1 - Make Safe	Make safe within 24 hours	Approved	100%	100%	100% 100% 100%	100%
		2 - Temporary	Fix damages temporarily within 8 weeks	Approved	100%	100%	100%	100%
		3 - Permanent	Fix damages within 12 months	Approved	100%	100%	100%	100%
	Traffic Island - Grass needs cutting	3 - Permanent	Grass Cutting - 5 weeks	Approved	100%	100%	100%	100%
	Grass Cutting		Up to 6 cuts / year	Approved	100%	100%	100%	100%
	Sidewalk Examination and	Inspection	Once per year	Approved	100%	100%	100%	100%
	Street Furniture Damaged	2 - Temporary	Provide temporary solution within 5 days	Approved	100%	100%	100%	100%
		3 - Permanent	Permanently fix damages within 30 days	Approved	100%	100%	100%	100%
	Builder's Files New Develo	ppment	As required	Approved	100%	100%	100%	100%
	Mechanical Sweeping		1-2 times per month	Approved	100%	100%	100%	100%
	Manual Sweeping and clea	aning	As required	Approved	100%	100%	100%	100%
	Missed Leaf collection	3 - Permanent	4 weeks (in season)	Approved	100%	100%	100% 100% 100% 100% 100% 100% 100% 100%	1009
	Manual Leaf Collection	ı	Ones /veer	Approved	100%	100%		1009
	Graffiti Complaint - Road	1 - Make Safe	Once / year  If unsafe (e.g. hate speech), remove within 24 hours	Approved	100%	100%		100%
		2 - Temporary	Provide temporary solution within 5 days	Approved	100%	100%	100%	100%
		3 - Permanent	Remove permanently within 8 weeks	Approved	100%	100%	100%	100%
	Graffiti Complaint - Sidewalk	1 - Make Safe	If unsafe (e.g. hate speech), remove within 24 hours	Approved	100%	100%	100%	100%
		2 - Temporary	Provide temporary solution within 5 days	Approved	100%	100%	100%	100%
		3 - Permanent	Remove permanently within 6 weeks	Approved	100%	100%	100%	100%
	Graffiti Complaint - Bridge	1 - Make Safe	If unsafe (e.g. hate speech), remove within 24 hours	Approved	100%	100%	100%	1009
		2 - Temporary	Provide temporary solution within 5 days	Approved	100%	100%	100%	1009
		3 - Permanent	8 weeks (April - Nov), 12 weeks (Dec - March)	Approved	100%	100%	100%	100%
	Utility Cut Settlement	1 - Make Safe	Make safe within 24 hours	Approved	100%	100%	100%	100%
		2 - Temporary	Provide temporary solution within 5 days	Approved	100%	100%	100%	100%
		3 - Permanent	Provide permanent solution within 24 months	Approved	100%	100%	100%	100%
	Expressway	1	3 times in 7 days	Approved	100%	100%	100%	100%

Activity	Туре	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
Patrols and	Arterial		2 times in 7 days (major), Once a week (minor)	Approved	100%	100%	100%	100%
	Local & Collectors		Once every 30 days	Approved	100%	100%	100%	100%
Investigations	Lane		Once every 30 days	Approved	100%	100%	100%	100%
	Claims Investigation		As required	Approved	100%	100%	100%	100%
	Complaint Investigation		4 hours - 4 years	Approved	90%	90%	90%	90%
Infrastructure Planning Programming	Monitor condition and assess lifecycle performance of infra		Reviewed every 6 months (bridges) to 2 years for others	Approved	100%	100%	100%	100%
& Budgeting	Assess funding priorities and develop capital program	thresholds and	Meeting funding target envelopes	Approved	100%	100%	100%	100%
	Plan, develop and assess me address accessibility, capaci		Initiate and complete study per Council direction; complete study within budget	Approved	100%	100%	100%	100%
	Environmental Assessment s preparation and application f		Initiate and complete study per Council direction; complete study within budget	Approved	100%	100%	100%	100%
	Advice or input to other agencies / proponents regarding their transportation infrastructure planning projects and processes that affect Toronto's interests		Respond to requests for input within the specified timeframes (project-specific), as required	Approved	100%	100%	100%	100%
	Develop, evaluate and harmonize operational practices, standards, policies and guidelines across all functional areas		Respond to requests for input within the specified timeframes (project-specific), as required	Approved	100%	100%	100%	100%
	Maintain City's Road Classification System and Street Centre-Line Data		Initiate and respond to requests from Councillors, residents and internal staff, as required	Approved	100%	100%	100%	100%
	Develop, support and advance environmental initiatives / objectives in the division including the coordination of environmental and climate change risk assessments		Respond to requests for input within the specified timeframes (project-specific), as required	Approved	100%	100%	100%	100%
	Benchmark divisional service	s and assets	Initiate and complete per City Manager's office direction.	Approved	100%	100%	100%	100%
	Negotiate boundary and service agreements with other jurisdictions		Respond to requests for input within the specified timeframes (project-specific)	Approved	100%	100%	100%	100%
Pedestrian & Cycling Infrastructure	Develop annual program to o Toronto Bike Plan recommer		1 annual program developed each year	Approved	1	1	1	1
and Programs	Plan, design new bike ways street routes	trails, on-	11 km of bikeways installed plus 30+ km of bikeways trails designed in 2010	Approved	TBD	TBD	TBD	TBD
	Plan and program installation parking	of bicycle	845 bike racks installed in 2010	Approved	TBD	TBD	TBD	TBD
	Evaluate conditions, coording capital works and program a Good Repair improvements to	nnual State of or bikeways	7 km of SOGR completed in 2010	Approved	TBD	TBD	TBD	TBD
	Feasibility studies and pilot p develop/evaluate innovative infrastructure designs	cycling	10 projects in 2010	Approved	TBD	TBD	TBD	TBD
	Deliver bicycle safety, educa promotion programs	tion and	4 projects in 2010	Approved	TBD	TBD	TBD	TBD
	Missing sidewalk program			Approved	90%	90%	90%	90%
	Pedestrian Safety and Infras program	ructure		Approved	90%	90%	90%	90%

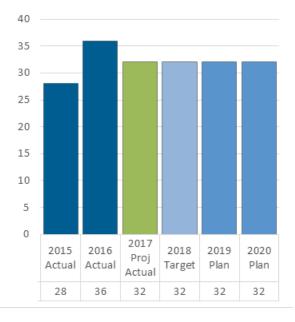
# 2018 Service Levels Road & Sidewalk Management Service

Activity	Туре	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
	Technical Standards Development  Representing pedestrian issues in planning processes, TTC & Metrolinx projects, development review, city revitalization projects			Approved	90%	90%	90%	90%
				Approved	90%	90%	90%	90%
	AODA Compliance			Approved	90%	90%	90%	90%
	Neighbourhood Infrastri Program	ucture Improvement		Approved	90%	90%	90%	90%
	Partnership Initiatives /	Special Projects		Approved	90%	90%	90%	90%
	Graffiti Management Pla	an		Approved	90%	90%	90%	90%
	Interdivisional and Inter Coordination around St	0 ,		Approved	90%	90%	90%	90%
	Street furniture - (Contr transit shelter, litter bins publication boxes, wash postering boards	s, benches,		Approved	95%	95%	95%	95%

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Road and Sidewalk Management. As part of the service delivery review still underway in the Program, changes to service levels will be submitted for Council approval as part of the 2019 Budget process.

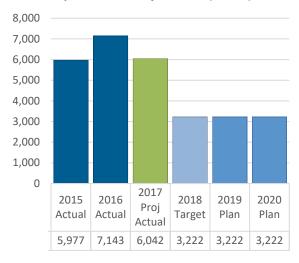
#### **Service Performance Measures**

#### # of salting activities after a storm < 5cm



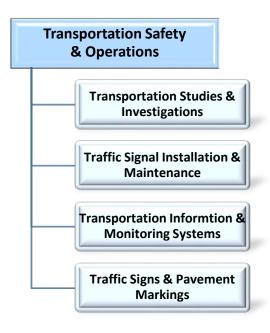
- Transportation Services ensures safe transport infrastructure for cyclists, pedestrians, transit users, vehicles and goods movement.
- The number of salting activities is highly reliant on annual weather conditions.
- In 2016, the Program completed 36 salting activities after a storm < 5cm. This number is projected to be 32 in 2017.
- Transportation Services is anticipating approximately 32 such events in 2018 and future years.

# service requests taken for roadway salting (all road classifications) after completion of a major storm (72 hrs)



- Transportation Services responds to specific service requests after major storms to ensure safe road, expressway, sidewalk, boulevard, walkway, cycling, bridge and public lane networks.
- The number of service requests taken for roadway salting is highly reliant on the number of major storms in a year.
- In 2016, Transportation received 7,143 service requests for roadway salting, but expects the service requests to be 6,042 in 2017.
- The division anticipates approximately 3,222 such events annually in future years.

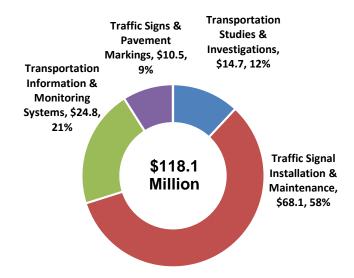
### **Transportation Safety & Operations Service**



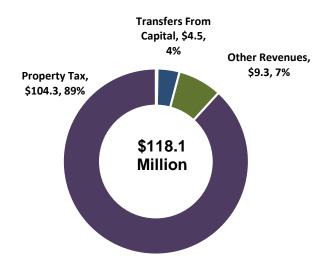
#### What We Do

Monitor, analyze and manage the City's transportation network to facilitate safe and efficient public movement by all modes of transportation and property access, through application of technologically advanced systems, in support of the Official Plan's transportation objectives.

## 2018 Service Budget by Activity (\$Ms)



## 2018 Service by Funding Source (\$Ms)



Activity	Туре	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
Transportation Studies &	Complaints		2 months - 2 years - 90%	Approved	90%	90%	90%	90%
Investigations	Reports, by-law, bill preparation		within 1 year	Approved	100%	100%	100%	100%
		Corner Parking Prohibition	Within 6 months	Approved	100%	100%	100%	100%
		Time Limit or Excessive Duration Parking	Within 9 months	Approved	100%	100%	100%	100%
		Residential Permit Parking	Within 9 months	Approved	100%	100%	100%	100%
		Alternate Side Parking	Within 9 months	Approved	100%	100%	100%	100%
		Angle Parking	Within 6 months	Approved	100%	100%	100%	100%
		Blocked Access by Parking	Within 6 months	Approved	100%	100%	100%	100%
		Disabled Persons' Parking Space On- Street	Within 6 months	Approved	100%	100%	100%	100%
	T # D !! D !!	Parking in a Public Lane	Within 9 months	Approved	100%	100%	100%	100%
	Traffic, Parking Regulation	Parking Meters / Machines	Within 9 months	Approved	100%	100%	100%	100%
		Motor Coach Parking	Within 9 months	Approved	100%	100%	100%	100%
		Taxicab Stand	Within 9 months	Approved	100%	100%	100%	100%
		Public Transit Loading Zone (Public Transit)	Within 9 months	Approved	100%	100%	100%	100%
		Disabled Loading Zone (Wheel Trans / Disabled)	Within 6 months	Approved	100%	100%	100%	100%
		Commercial Loading Zone (Commercial)	Within 9 months	Approved	100%	100%	100%	100%
		Special Parking Considerations	Within 4 weeks	Approved	100%	100%	100%	100%
		General Parking Regulations Prohibition	Within 1 year	Approved	100%	100%	100%	100%
		Pedestrian Crossing Protection	Within 9 months	Approved	100%	100%	100%	100%
		New Pedestrian Refuge Island	Within 9 months	Approved	100%	100%	100%	100%
	Pedestrian	New Pedestrian Crossover Installation	Within 9 months	Approved	100%	100%	100%	100%
		Pedestrian Crossover Operation	Within 9 months	Approved	100%	100%	100%	100%
		New Sidewalks	Within 2 years	Approved	100%	100%	100%	100%
		Streetcar Platforms	Within 9 months	Approved	100%	100%	100%	100%
	Traffic Control Signal Analysis	Intersection Safety Review	Within 9 months	Approved	100%	100%	100%	100%

Activity	Туре	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
		New Traffic Control Signal Request	Within 9 months	Approved	100%	100%	100%	100%
		Left / Right Turn Signal Priority Features	Within 1 year	Approved	100%	100%	100%	100%
		Pedestrian Issues/ Timing / Delays	Within 9 months	Approved	100%	100%	100%	100%
		Temporary Signal Timings	Within 3 months	Approved	90%	90%	90%	90%
		Signal Pre-emption	Within 9 months	Approved	100%	100%	100%	100%
		Mode of Control (Signal Change without Traffic)	Within 9 months	Approved	100%	100%	100%	100%
		Bicycle Signal	Within 9 months	Approved	100%	100%	100%	100%
		Signal Timing Review / Vehicle Delays	Within 9 months	Approved	100%	100%	100%	100%
		School Zone Safety Review	Within 9 months	Approved	100%	100%	100%	100%
	Schools	School Bus Loading Zone	Within 9 months	Approved	100%	100%	100%	100%
		Student Pick-Up / Drop-Off Area	Within 9 months	Approved	100%	100%	100%	100%
		Student Crossing Issues	Within 6 months	Approved	100%	100%	100%	100%
		School Safety Programs	Within 6 months	Approved	100%	100%	100%	100%
		School-Related Warning Signs	Within 6 months	Approved	100%	100%	100%	100%
		Community Traffic Study	Within 9 months	Approved	100%	100%	100%	100%
		Traffic Calming Measures (i.e. speed hump)	Within 1 year	Approved	100%	100%	100%	100%
		Traffic Infiltration (Turn Prohibitions)	Within 1 year	Approved	100%	100%	100%	100%
		Speeding	Within 9 months	Approved	100%	100%	100%	100%
	Neighbourhood Plans	Speed Bumps in Laneway	Within 9 months	Approved	100%	100%	100%	100%
		Speed Watch Program	Within 9 months	Approved	100%	100%	100%	100%
		One-Way Streets	Within 1 year	Approved	100%	100%	100%	100%
		All-Way Stop Sign Controls	Within 9 months	Approved	100%	100%	100%	100%
		New Sub-Divisions	Within 9 months	Approved	100%	100%	100%	100%
		Heavy Trucks Prohibition	Within 9 months	Approved	100%	100%	100%	100%

Activity	Туре	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
		Road Design	Within 9 months	Approved	100%	100%	100%	100%
		Sight Line Obstruction	Within 3 months	Approved	100%	100%	100%	100%
		Development Applications	Within 6 months	Approved	100%	100%	100%	100%
		Investigate New Pavement Markings	Within 9 months	Approved	100%	100%	100%	100%
		Investigate Regulatory Signs	Within 9 months	Approved	100%	100%	100%	100%
	Signs and Delinestics	Investigate Temporary Condition Signs Work Zone / Construction Set- Up	within 3 months	Approved	100%	100%	100%	100%
	Signs and Delineation	Investigate Warning Signs	Within 3 months	Approved	100%	100%	100%	100%
		Investigate Guide and Information Signs	Within 9 months	Approved	100%	100%	100%	100%
		Investigate Vehicles Leaving Roadway	Within 6 months	Approved	100%	100%	100%	100%
		Lane Designation	Within 9 months	Approved	100%	100%	100%	100%
		Reserved Lane (HOV)	Within 9 months	Approved	100%	100%	100%	100%
Traffic Control & Safety Systems	Work Zone Coordination		within 1 year	Approved	100%	100%	100%	100%
	Signal Coordination Studies	TBD	Approved	TBD	TBD	TBD	TBD	
	Traffic Control Signal Timings	1100	Approved	1100	1100	1100	1100	
	Transit Priority	TBD	Approved	TBD	TBD	TBD	TBD	
	Accessible Pedestrian Signals (A	APS)	TBD	Approved	TBD	TBD	TBD	TBD
	Pedestrian Crossover Timings		20	Approved	20	20	20	20
	Emergency Pre-emption		5 changes / 1 new	Approved	100%	100%	100%	100%
	Expressway / Arterial RESCU System		100% within the 1 hr	Approved	100%	100%	100%	100%
	Signal Timing Requests - Current Timings		TBD	Approved	TBD	TBD	TBD	TBD
	Signal Timing Requests - Histori	cal Timings	TBD	Approved	TBD	TBD	TBD	TBD
Transportation Business Systems	Divisional Customer Service Management		95%	Approved	95%	95%	95%	95%
	Divisional service standards, benchmark system analysis, data collection and reporting		100 % within weekly and monthly	Approved	100%	100%	100%	100%
	Transportation Emergency Management Plan - training for response, communication, planning, mitigation and recovery		1	Approved	TBD	TBD	TBD	TBD

Activity	Туре	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
	Divisional Coordination Liaise Emergency Management	with the Office of	1	Approved	1	1	1	1
	Divisional coordinating body for development of performance of harmonization, budget control, data collection, customer servi	neasuring, maintenance control,		Approved	TBD	TBD	TBD	TBD
	New Technology Efficiency Pro	ojects	1- 2 per year	Approved	TBD	TBD	TBD	TBD
	Activity Process Mapping for E	est Practices	as required	Approved	TBD	TBD	TBD	TBD
Traffic Control & Safety Systems	Traffic Enforcement		enforced within 30 days 100% of the time	Approved	100%	100%	100%	100%
	Traffic Volume Data		study completed every four years 95% of the time	Approved	95%	95%	95%	95%
	Traffic Collision Data		record corrected within 12 months of event date 75% of the time	Approved	75%	75%	75%	75%
	Traffic Safety Investigations		safety performance of arterial and collector roads quantified every 5 years 100% of the time	Approved	100%	100%	100%	100%
	Traffic Signals		100%	Approved	100%	100%	100%	100%
	Street Lighting			Approved	100%	100%	100%	100%
	PXO	Installation	100%	Approved	100%	100%	100%	100%
	Respond to Locates	Maintenance	100%	Approved	100%	100%	100%	100%
	Beacon	Installation	100%	Approved	100%	100%	100%	100%
	Cabinet Access	Maintenance	100%	Approved	100%	100%	100%	100%
	Closed Circuit TV Cameras	<u>.</u>	100%	Approved	100%	100%	100%	100%
	Changeable Message Signs		100%	Approved	100%	100%	100%	100%
Traffic Signs	Regulatory		1-14 days	Approved	100%	100%	100%	100%
and Pavement Markings	Permit Parking		1-30 days - 90%; 10% not achieving	Approved	90%	90%	90%	90%
	Missing/Damaged Signs	1- Make Safe	Make safe within 4 hours	Approved	100%	100%	100%	100%
		2- Temporary	Provide temporary solution within 2 weeks	Approved	100%	100%	100% 100% 100% 90%	100%
		3 - Permanent	Provide permanent solution within 6 months	Approved	100%	100%	100%	100%
	Sign maintenance	1- Make safe	Make safe within 4 hours	Approved	100%	100%	100%	100%
	Missing/faded pavement	2- Temporary	Temporary fix within 2 weeks	Approved	100%	100%	100%	100%
	markings	3- Permanent	Permanent fix within 1 year	Approved	100%	100%	100%	100%
	Replace/Install	Warning / Advisory	1 - 30 days	Approved	100%	100%	100%	100%
	·	Guide / Directional	30 days	Approved	100%	100%	100%	100%
	Temp. conditions	Temporary conversion of one- way road for two- way traffic, associated with a special event	Conversion of one-way road for two-way traffic, associated with special event, 7 days	Approved	100%	100%	100%	100%
	Street name	Fabricate missing/damaged sign	Fabricate missing sign within 14 days	Approved	100%	100%	100%	100%

## **Transportation Safety & Operations Service**

Activity	Туре	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
	Events	Installation of perimeter warning signs associated with special events road closure	Install perimeter warning signs associated with special events road closure within 7 days	Approved	100%	100%	100%	100%
	Bike symbol / diamond symbol			Approved	80%	80%	80%	80%
	Structure maintenance and inspection	Overhead Sign Structures	Once every year	Approved	100%	100%	100%	100%
	Re-Marking	Lane	1 -2 times per year	Approved	100%	100%	100%	100%
		Transverse	1 -2 times per year	Approved	100%	100%	100%	100%
		Pedestrian / Zebra	Within 12 months	Approved	100%	100%	100%	100%
		Turn Arrows	Once every 1 - 2 years	Approved	100%	100%	100%	100%
		Speed Hump	Popaint once per year	Approved	100%	100%	100%	100%
		Symbols Repaint once per year		Actual				

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Transportation Safety & Operations. As part of the service delivery review still underway in the Program, changes to service levels will be submitted for Council approval as part of the 2019 Budget process.

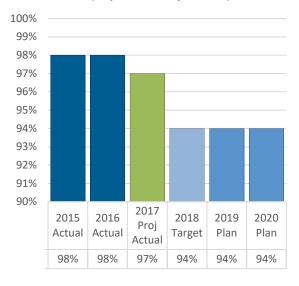
#### **Service Performance Measures**

# % of Emergency (P1) calls attended to within 90 minutes (unplanned inspections)



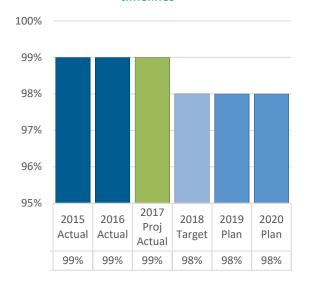
- Transportation Services facilitates safe and efficient public movement by all modes of transportation throughout the City.
- For 2017, approximately 91% of emergency calls are expected to be attended to within 90 minutes.
- This measure is expected to be maintained at 86% in 2018 and future years.

## % of calls (P2) attended to within 48 hours (unplanned inspections)



- Transportation Services monitors, analyzes and manages the City's extensive transportation network.
- For 2017, approximately 97% of nonemergency calls are expected to be attended to within 48 hours.
- This measure is expected to be maintained at 94% in 2018 and future years.

## % of service requests completed within timelines



- Transportation Services installs, manufactures and maintains traffic signs and installs and maintains pavement markings.
- In 2015 and 2016, Transportation Services completed service requests within standard timelines at a rate of 99%.
- The Program is anticipating a rate of 99% in 2017, and will continue to target 98% in 2018 and future years.

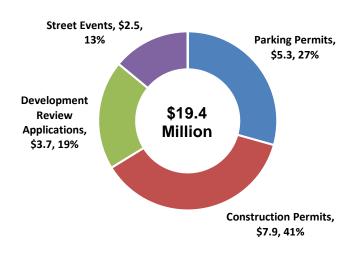
### **Permits & Applications Service**



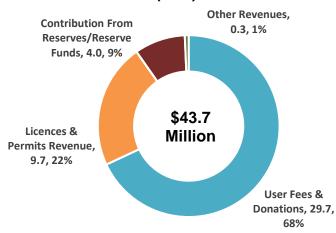
#### What We Do

- Provide direct client-related services relating to development review, issuance of parking permits, permits for other activities within the City's road allowance.
- Plan, manage and enforce such activities within the right-of-way in a manner that balances the private interests and community benefits with essential access, mobility and safety for the various transportation modes and users.

## 2018 Service Budget by Activity (\$Ms)



## 2018 Service by Funding Source (\$Ms)



# 2018 Service Levels Permits & Applications Service

Activity	Туре	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
Parking Permits	Street Residential	New Applications	Meeting standard in most cases. As on-line use is becoming more utilized, customer level of understanding contributed to better service times. Counter service under normal operating circumstances is continually within 10 minutes. Those using the mail service or doing their transaction on-line can expect the permits in 3 to 5 days.					
		Renewals	Meeting standard in most cases. As on-line use is becoming more utilized, customer level of understanding contributed to better service times. Counter service under normal operating circumstances is continually within 10 minutes. Those using the mail service or doing their transaction on-line can expect the permits in 3 to 5 days.	Approved	100%	100%	100%	100%
		Temporary	Meeting standard in most cases. As on-line use is becoming more utilized, customer level of understanding contributed to better service times. Counter service under normal operating circumstances is continually within 10 minutes.					
	Front Yard/ Boulevard - Residential	License Applications (new, transfers, appeals)	Meeting standard where all Council approved criteria are met and all processes have been followed and completed	Approved				
		Enforcement Activity (visits)	Meeting standard where all Council approved criteria are met and all processes have been followed and completed		100%	100%	100%	100%
		License Applications (new, transfers, appeals)	Meeting standard where all Council approved criteria are met and all processes have been followed and completed					
Construction Permits	Encroachment	Temporary Encroachment	1-8 weeks (SP, 2009) 90% of the time	Approved	90%	90%	90%	90%
		Permanent Encroachment	6-8 weeks (SP, 2009) 90 % of the time	Approved	90%	90%	90%	90%
	Utility C	Cut Permits	Cut permit issued, 83% on time	Approved	83%	83%	83%	83%
Development Review	Rezoning / Office Amendment	cial Plan	Review completed within STAR deadline 80% of the time	Approved	80%	80%	80%	80%
	Site Plan		Review completed within STAR deadline 80% of the time	Approved	80%	80%	80%	80%
	Committee of Adjustment		Review completed in time for C of A Meeting 100% of the time	Approved	100%	100%	100%	100%
	Road Closure		6 - 9 months	Approved	100%	100%	100%	100%
Street Events		Expressway	Permit issued, 100% on time	Approved	100%	100%	100%	100%
	Permits	Arterial	Permit issued, 100% on time	Approved	100%	100%	100%	100%
		Collector	Permit issued, 100% on time	Approved	100%	100%	100%	100%
		Local / Sidewalk	Permit issued, 100% on time	Approved	100%	100%	100%	100%

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Transportation Permits & Applications. As part of the service delivery review still underway in the Program, changes to service levels will be submitted for Council approval as part of the 2019 Budget process.

#### **Service Performance Measures**

## % of development applications completed within specified timelines



- Transportation Services reviews development applications ensuring compliance with municipal standards, code and guidelines.
- In 2017, Transportation Services is projecting to complete development applications within specified timelines at a rate of 83%, an increase of 2% over 2017.
- This measure is expected to be maintained at 80% in 2018 and future years.
- The 2018 Operating Budget includes funding of \$0.095 million gross and \$0 net for 1.0 new staff complement to improve compliance with development application review timelines in North York District due to increased volume of development applications.



## **Transportation Services**

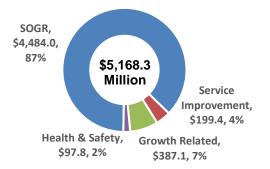
#### 2018 - 2027 CAPITAL BUDGET & PLAN OVERVIEW

Transportation Services maintains infrastructure comprised of 5,600 km of roads, 7,950 km of sidewalks, 900 bridges/culverts and 2,400 traffic control signals. The 2018 - 2027 Capital Budget and Plan of \$5.168 billion focuses on maintaining these assets in a state of good repair (SOGR). Specifically, SOGR funding of \$654.348 million is included for major road rehabilitation, \$758.660 million for local road rehabilitation and \$2.300 billion for the F.G. Gardiner Expressway.

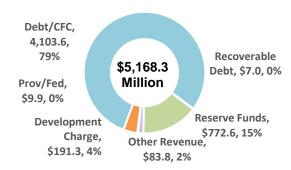
Included in the 10-Year Capital Plan are investments of \$12.630 million and \$7.000 million in debt funding for the Glen Road Pedestrian Bridge and York Street Tunnel respectively. This funding will address the current state of deterioration of the Glen Road Pedestrian Bridge (requiring rehabilitation in 2019) and provide the City's contribution for the construction of the York Street Tunnel to provide further extension of the PATH system along York Street south of Bremner Boulevard.

The 10-Year Capital Plan also includes funding that has been allocated for safety improvement projects such as Light Emitting Diode (LED) signal module conversions and growth projects such as the King-Liberty Pedestrian & Cycling Bridge.

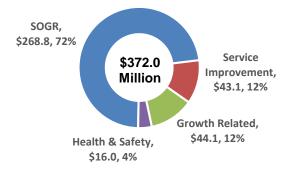
# 2018 - 2027 Capital Budget & Plan By Project Category



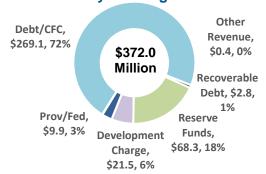
#### **By Funding Source**



### 2018 Capital Budget By Project Category



#### **By Funding Source**



### **Our Key issues & Priority Actions**

- Addressing the State of Good Repair
  Backlog estimated to be \$682.788 million at
  2017 year-end (excluding F. G. Gardiner) and
  is anticipated to grow to \$1.513 billion by
  2027.
  - The 10-Year Capital Plan includes funding of \$4.484 billion for SOGR to mitigate some of the growth in the accumulated backlog primarily for major and local roads and the rehabilitation of the F.G. Gardiner Expressway.
- Management of Traffic Congestion in the City as densification in the City of Toronto continues, the demands on the City's road network also increases.
  - The 10-Year Capital Plan includes funding of \$387.057 million for growth related projects, including projects that help manage traffic congestion in areas that have experienced significant growth over recent years.

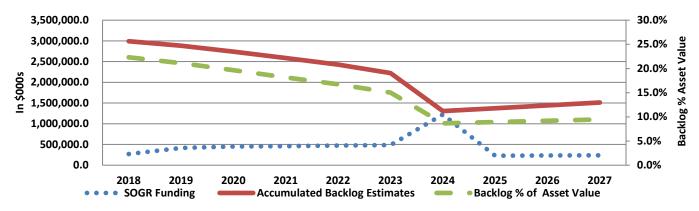
### **Capital Deliverables for 2018**

The 2018 Capital Budget for Transportation Services of \$372.045 million, excluding carry forward funding, will:

- Begin the construction for the King-Liberty Pedestrian & Cycling Bridge (\$10.320 million); and continue projects leveraging the Public Transit Infrastructure Fund (PTIF) program such as Road Safety Plan, Cycling Infrastructure and TTC Surface Transit Operations (\$19.885 million).
- Continue the Traffic Congestion Management project to expand the existing Intelligent Transportation Systems (ITS) to better manage congestion on arterial roadways and expressways (\$6.930 million).
- Continue health and safety projects such as the Road Safety Plan (\$6.266 million), new traffic control signals/devices (\$2.180 million) and major modifications to signals (\$1.790 million).
- Continue work on service improvement projects such as Cycling Infrastructure (\$8.100 million, excluding PTIF cycling infrastructure), and Advanced Traffic Signal Control (\$0.970 million).

### State of Good Repair Backlog

The 10-Year Capital Plan's spending on State of Good Repair is \$4.484 billion which will decrease the accumulated backlog from \$2.992 billion in 2018 to an anticipated \$1.513 billion by 2027. When rehabilitation on the Gardiner is excluded (SOGR eliminated by 2024), the SOGR backlog for remaining transportation infrastructure will increase from \$682.788 million at 2017 year-end to an anticipated \$1.513 billion in 2027. Transportation Services is currently collecting pavement condition data from across the City to update the replacement value, inventory and condition assessments of its infrastructure. This work is expected to be completed in 2018 and Transportation Services will provide an update on its asset value and accumulated SOGR backlog as part of the 2019 – 2028 Capital Budget and Plan submission.



2018 City of Toronto Budget Summary

Table 1 below details all capital projects, by category, included in the 2018 - 2027 Capital Budget and Plan for Transportation Services:

Table 1 2018 - 2027 Capital Plan by Project Category (In \$000s)

	Total												
	App'd Cash Flows to Date**	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total	Total Project Cost
Total Expenditures by Category	Dute												
Health & Safety													
Accessible Pedestrian Signals (Audible Signals)	0.000	990	1,490	1,490	1,490	1,490	1,490	1,490	1,490	2,300	2,300	16,020	4.050
Guide Rail Program New Traffic Control Signals / Devices	2,300	1,950 2,180	2,180	2,180	2,180	2,180	2,180	2,180	2,180	2,180	2,180	1,950 21,800	4,250
Pedestrian Safety and Infrastructure Programs		734	744	756	767	779	790	803	814	826	838	7,851	
Road Safety Plan (Local Geometrics Traffic Safety)	5,763	6,266	2,101	1,681	707	119	190	003	014	020	030	10,048	15,811
Salt Management Program	0,700	1,131	1,159	1,159	1,159	1,159	1,159	1,159	1,159	1,159	1,159	11,562	10,011
Tactile Domes Installation		1,000	1,015	1,030	1,045	1,061	1,077	1,093	1,109	1,126	1,143	10,699	
Traffic Signals Major Modifications		1,790	1,790	1,790	1,790	1,790	1,790	1,790	1,790	1,790	1,790	17,900	
Sub-Total		16,041	10,479	10,086	8,431	8,459	8,486	8,515	8,542	9,381	9,410	97,830	
State of Good Repair													
City Bridge Rehabilitation		40,883	34,143	33,503	34,021	34,546	35,079	35,621	36,170	36,727	37,293	357,986	
Critical Interim Road Rehabilitation Pool	24,000	8,789										8,789	32,789
Ditch Rehabilitation and Culvert Reconstruction		1,500	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,500	
Don Valley Parkway Rehabilitation		2,496	2,558	2,558	2,558	2,558	2,558	2,558	2,558	2,558	2,558	25,518	
Dufferin Street Bridge Rehabilitation	600	350	1,150	5,000	2,000	9,000	9,000					26,500	27,100
F. G. Gardiner*	157,486	73,370	216,770	244,750	251,650	253,550	258,850	1,000,600	4.555	4.505	4.500	2,299,540	2,457,026
Facility Improvements	1	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000	
Laneways Local Road Rehabilitation	1	2,226 56,394	1,800 64,753	1,827 67,735	1,854 70,042	1,882 73,925	1,910 77,685	1,939 81,525	1,968 85,645	1,998 89,898	2,027 91,058	19,431 758,660	
		54,733	63,120	64,578	64,812		66,154	67,263	68,598	70,010	70,010		
Major Road Rehabilitation Major SOGR Pooled Contingency	1	3,800	3,800	3,800	3,800	65,070 3,800	3,800	3,800	3,800	3,800	3,800	654,348 38,000	
Neighbourhood Improvements		2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,000	
Retaining Walls Rehabilitation		1,850	1,320	1,339	1,359	1,380	1,400	1,421	1,443	1,464	1,486	14,462	
Sidewalks		15,247	17,480	16,715	16,955	17,198	17,445	17,695	17,950	18,208	18,208	173,101	
Traffic Plant Requirements/ Signal Asset Management		3,700	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	62,200	
Sub-Total		268,838	417,894	452,805	460,051	473,909	484,881	1,223,422	229,132		237,440	4,484,035	
Service Improvements													
Advanced Traffic Signal Control		970	1,350	1,350	1,350	1,350	1,350	1,350	1,350			10,420	
Traffic Wardens / Construction Staging Compliance (Veh	icles)	855	,	,	,	,	,	,	,			855	855
Cycling Infrastructure	l <sup>*</sup>	8,100	8,303	8,303	8,303	8,303	8,303	8,303	8,303	8,303	8,303	82,827	
Engineering Studies		7,344	5,150	3,038	3,038	3,038	3,038	3,038	3,038	3,038	3,038	36,798	
LED Signal Module Conversion		1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	17,000	
Participatory Budgeting Pilot	250	15										15	265
PTIF Projects	75,800	19,885										19,885	95,685
Signs and Markings Asset Management		1,310	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,310	
System Enhancements for Road Repair & Permits	580	903	500	450	450	450	450	450	450	450	450	1,403	1,983
Traffic Calming Traffic Control - RESCU		450 250	450 250	450 100	4,500 1,300								
Transportation Safety & Local Improvement Program		1,316	1,336	1,356	1,377	1,397	1,418	1,439	1,461	1,483	1,483	14,066	
Sub-Total		43,098	20,039	17,297	17,318	17,338	17,359	17,380	17,402	16,074	16,074	199,379	
Growth Related		10,000		11,201	11,010	11,000	11,000	11,000	,	10,011		100,010	
Design Cherry St Realignment and Bridges	4,200	1,400	1	1		1						1,400	5,600
Gardiner York/Bay/Yonge Reconfiguration	34,550	1,400	1	I		1						38	34,588
Georgetown South City Infrastructure Upgrades	40,260	13,420	13,420									26,840	67,100
Glen Road Pedestrian Bridge	.5,200	.5,725	12,630	I		1						12,630	12,630
John Street Revitalization Project	2,000		2,900	6,749	5,100	9,700						24,449	26,449
King Liberty Cycling Pedestrian Bridge	1,850	10,320	1,510		.,	.,						11,830	13,680
LARP (Lawrence-Allen Revitalization Project)	2,810	450	1,813	2,475	1,313	1,575	787					8,413	11,223
Legion Road Extension & Grade Separation	490		607	1,307	8,395	8,395	7,695					26,399	26,889
Metrolinx Additional Infrastructure				5,000	2,750	5,000	5,000					17,750	17,750
New Courthouse Streetscape	1		1	I	2,500	1						2,500	2,500
North York Service Road Extension	17,190		750	1,400	3,400	4,200						9,750	26,940
Port Union Road	1,700	450	4,500	2,400	2,000	1						9,350	11,050
Regent Park Revitalization	3,712	45	240	110	370	1						765	4,477
Scarlett/St Clair/Dundas	800	3,575	11,700	14,200	5,600	1						35,075	35,875
Six Points Interchange Redevelopment St Clair TMP:Keele to Old Weston	37,502 4,960	7,140	16,332 1,240	12,706 9,810	11,550	11,550	11,550	11,550				36,178 57,250	73,680 62,210
St Clair TMP: Reele to Old Weston Steeles Avenue East/Kennedy Road Grade Separation	4,960 500		1,240	9,010	6,000	11,550	11,550	11,550				6,000	6,500
Steeles Widenings (Tapscott Road - Beare Road)	2,000		1,500	1,500	13,000	13,000						29,000	31,000
Third Party Signals	2,000	300	300	300	300	300	300	300	300	300	300	3,000	31,000
Traffic Congestion Management	21,800	6,930	7,030	11,480	300	300	300	300	300	300	300	25,440	47,240
Work for TTC & Others		3,030	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	36,000	,240
York Street Tunnel			7,000	.,,,,,	.,.50	.,.50	.,250	.,	.,250	.,250	.,230	7,000	7,000
Sub-Total Sub-Total		44,068	87,472	73,437	66,278	57,720	29,332	15,850	4,300	4,300	4,300	387,057	
Total Expenditures by Category (excluding carry													
forward) *The total project cost for the Gardiner reflects the 2012		372,045	535,884	553,625	552,078	557,426	540,058	1,265,167	259,376	265,418	267,224	5,168,301	

<sup>\*</sup>The total project cost for the Gardiner reflects the 2012 - 2027 costs.

\*\*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2017, excluding ongoing capital projects (i.e. Civic Improvement projects)

### 2018 - 2027 Capital Projects

The 10-Year Capital Plan supports Transportation Services' objectives of delivering and maintaining safe transportation systems, infrastructure development and maintenance of State of Good Repair projects, and optimizing the efficient operation of the transportation network.

### Health and Safety

- Major Health and Safety projects include cash flow funding of \$97.830 million or 1.9% of the 10-year total Capital Plan's expenditures. This includes:
  - Traffic Signal Major Modifications (\$17.900 million), New Traffic Control Signals/Devices (\$21.800 million) and pedestrian related projects involving Accessible Pedestrian Signals (i.e. Audible Signals) for \$16.020 million.

### State of Good Repair (SOGR)

- The main focus of the 10-Year Capital Plan is to ensure the State of Good Repair of the City's transportation infrastructure. SOGR projects account for \$4.484 billion or 86.7% of the total 10-year Capital Plan's investments. Specific attention is being paid to the following priority projects:
  - F.G. Gardiner Expressway (\$2.300 billion) reflects the implementation of the Revised Strategic Rehabilitation Plan for the F.G. Gardiner Expressway;
  - Local and Major Road Rehabilitation (\$1.413 billion);
  - City Bridge Infrastructure Rehabilitation (\$357.986 million);
  - Sidewalk Replacement (\$173.101 million);
  - Traffic Plant Requirements / Signal Asset Management (\$62.200 million).
  - Don Valley Parkway Rehabilitation (\$25.518 million); and
  - Laneway Rehabilitation (\$19.431 million);

### Service Improvements

- Service Improvement projects amount to \$199.379 million or 3.9% of the total 10-Year Capital Plan's expenditures which include:
  - Public Transit Infrastructure Fund (PTIF) Program (\$19.885 million) to continue implementation of Road Safety, Cycling Infrastructure and TTC Surface Transit Operations projects.
    - PTIF Cycling Infrastructure (\$16.789 million);
    - PTIF Transportation Road Safety (\$2.030 million); and
    - PTIF Surface Track Operations (\$1.066 million).
  - Cycling Infrastructure (\$82.827 million) to deliver the Council-endorsed Ten Year Cycling Network Plan, in addition to capital works funded from the PTIF program above.

### Growth Related

- Major Growth Related projects total \$387.057 million or 7.5% of the total 10-Year Capital Plan's spending and
  consist of a number of different initiatives intended to accommodate growing infrastructure needs. The majority
  are partially funded by Development Charges and Section 37 community benefits.
  - Work for TTC and Others This project involves the construction, reconstruction, adjustment and/or realignment of surface facilities at various locations in connection with work initiated by others (i.e. TTC, Developers, Business Improvement Areas, etc.), in conjunction with adjacent redevelopment. Funding in the amount of \$36.000 million is included in the 10-Year Capital Plan for these projects based on information provided to the City by the TTC and other third parties.
  - > Steeles Widenings (Tapscott Road Beare Road) Funding in the amount of \$29.000 million is required over five years. A cost share agreement for the design of the project has been secured with York Region.

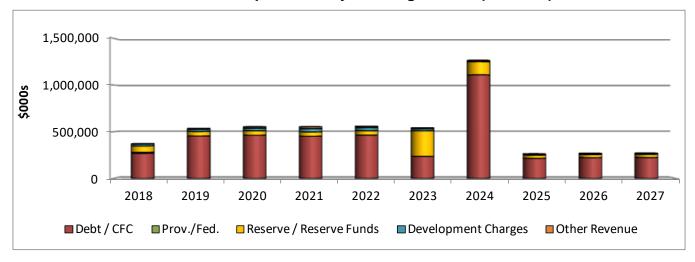
Currently, the City of Toronto is in negotiations with York Region and other municipalities to determine a shared cost agreement for the construction of the project, as it benefits several jurisdictions.

- North York Service Road \$9.750 million has been allotted for the extension of Tradewind Avenue across Sheppard Avenue East to connect with Doris Avenue. The project is expected to be completed by 2022.
- Scarlett/St Clair/Dundas Bridge \$35.075 million has been included (starting in 2018) and is expected to be completed by 2021.
- > St Clair Transportation Master Plan (TMP): Keele to Old Weston \$57.250 million has been allocated with completion expected in 2024, incorporating requirements from Metrolinx for SmartTrack.
- Legion Road Extension and Grade Separation The design of the Legion Road Extension will continue in 2018. \$26.399 million has been allocated for this project with completion expected in 2023.
- > King-Liberty Pedestrian & Cycling Bridge \$11.830 million has been allocated for the implementation of the bridge. The project is fully funded by the Development Charges Reserve Fund.
- Regent Park Revitalization \$0.765 million is included in the 10-Year Capital Plan for the Regent Park Revitalization Plan adopted by City Council in July 2003. This project is intended to redevelop and reintegrate the Regent Park community with the surrounding neighbourhood. Phases 1 and 2 of the project are currently underway.
- Six Points Interchange Redevelopment The primary objective of the project is to simplify the road network and improve access to the Kipling Subway Station as a key inter-regional transit station for residents and commuters living beyond the City boundaries. The 10-Year Capital Plan allocates \$36.178 million for this project.
- Traffic Congestion Management \$25.440 million is included in the 10-Year Capital Plan to expand the existing Intelligent Transportation Systems (ITS) to help manage congestion on arterial roads and expressways.

### 2018 - 2027 Capital Budget & Plan by Funding Source

Chart 1 below summarizes the funding sources included in the 2018 - 2027 Capital Budget and Plan for Transportation Services:

Chart 1
2018 - 2027 Capital Plan by Funding Source (In \$000s)



The 10-Year Capital Plan of \$5.168 billion will be financed by the following sources:

- Debt accounts for \$4.104 billion or 79.4% of the financing over the 10-year period.
  - The debt funding is \$17.107 million above the 2018-2027 debt guidelines across the 10-year period.
  - The increased investment is required to address the current state of deterioration of the *Glen Road Pedestrian Bridge*, requiring rehabilitation in 2019.
- Capital financing from reserves and reserve funds constitutes \$772.618 million or 15.0% of required funding over the 10-year period.
  - The Capital Financing Reserve will provided funding of \$732.303 million. This funding source is primarily financed from proceeds from the use of surplus operating funds in accordance with the City's surplus distribution policy, anticipated contributions to Transportation Services from the Municipal Land Transfer Tax (MLTT) revenue above the base estimates included in the 2018 Operating Budget, as well as anticipated future one-time dividends from Build Toronto and the Toronto Parking Authority.
  - > This also includes other reserve funding for specific eligible projects of \$40.315 million (i.e. Cycling Infrastructure, Six Points Interchange Redevelopment, Neighbourhood Improvements, John Street Revitalization Project, etc.).
- Federal/Provincial Grants fund \$9.942 million or 0.2% of the 10-Year Capital Plan's planned expenditures.
  - > This funding is provided from the *Public Transit Infrastructure Fund* project (federal).
- Development Charges (DC) fund \$191.332 million or 3.7% of the 10-Year Capital Budget and Plan and are used for Growth Related and Service Improvement projects.
  - > Development Charge funding for eligible growth related projects has been maximized for 2018.
  - ➤ The City is currently conducting a review of the Development Charges By-Law. Upon the completion of the study, a number of growth projects will be eligible for development charges contributions based on new and revised DC rates. Changes to reserve funding for a number of growth projects is expected to be reflected in the 2019 Capital Budget submission subject to the approval of the 2018 DC By-Law.
- Recoverable Debt provides \$6.997 million or 0.1% of the 10-Year Capital Budget and Plan's funding.
  - These funds are dedicated primarily to the *Six Points Interchange Redevelopment* project. The recoverable debt will be repaid when Build Toronto takes possession of the related properties.
- Other Third Party funding accounts for \$83.781 million or 1.6% of total financing and includes funding for traffic control signals, Metrolinx work and funding for TTC track replacement work on the City's right of ways

### 10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In \$000s)

	2018 B	udget	2019	Plan	2020	Plan	2021	Plan	2022	Plan	2018	- 2022	2018 -	- 2027
Projects	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position
Previously Approved														
Bridges	4.5										4.5	-	4.5	-
Cycling Infrastructure	117.1										117.1	-	117.1	-
New Roads	91.3										91.3	-	91.3	-
New Sidewalks	127.5										127.5	-	127.5	-
Total (Net)	340.4	-	-	-		-	•	-	•	-	340.4	-	340.4	-

- Approval of the 2018 Capital Budget increases the 2018 Operating Budget by a total of \$0.340 million net, as shown in the table above. In 2018 Transportation Services will require additional operating funding of \$0.340 million for maintaining new transportation infrastructure including roads, bridges, cycling infrastructure and sidewalks.
- There are no operating impacts identified beyond 2018.



## Waterfront Revitalization Initiative

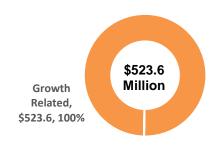
### 2018 - 2027 CAPITAL BUDGET & PLAN

The revitalization of Toronto's Waterfront is a 25 to 30 year project, in coordination with the three orders of government that will leverage investments to deliver infrastructure, roads, parks and public spaces, community facilities, brownfields remediation, and building sustainable communities.

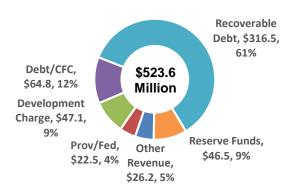
The 10-Year Capital Plan now includes projects that move beyond the original City investment of \$500 million, utilizing contributions from the Federal and Provincial governments, private donations and planned developer contributions.

The 2018-2027 Capital Budget and Plan provides \$523.6 million for Port Lands Flood Protection, Cherry Street Stormwater and Lakefilling, precinct implementation in the West Don Lands and East Bayfront, and The Bentway projects.

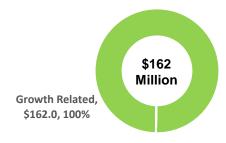
### 2018 - 2027 Capital Budget & Plan By Project Category



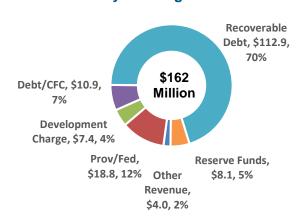
### **By Funding Source**



### 2018 Capital Budget By Project Category



### **By Funding Source**



### **Our Key issues & Priority Actions**

- The \$1.25 billion Port Lands Flood Protection (including the Cherry Street Stormwater and Lakefilling component), funded equally between the Federal, Provincial and City governments, is needed to enable the redevelopment of the Port Lands and South of Eastern Area:
  - ✓ The tri government Contribution Agreement that will be finalized in 2018 will require that the City advance funding in the initial years of the project.
  - ✓ The City share of \$416.7 million of project costs will be financed from a combination of: recoverable debt with debt charges to be funded from DC reserves for Roads, Sanitary Sewer and Stormwater; City issued tax supported debt; the Capital Financing Reserve; and the Water Capital reserve fund.
  - ✓ There are an additional \$1.1 billion in unfunded community, transit, water and transportation projects over the next ten years that are related to the build out of the Port Lands and other precincts. These projects require new financing and funding strategies to complete the work and will need to be considered with other priorities in future year Capital Budget processes.

### **Capital Deliverables for 2018**

The 2018 Capital Budget for Waterfront Revitalization Initiative of \$162.0 million, excluding carry forward funding, will:

- Continue the Port Lands Flood Protection (\$125.9 million) and Cherry Street Stormwater and Lakefilling projects (\$25.0 million);
- Continue precinct implementation in the West Don Lands and East Bayfront (\$5.984 million); and construction of *The Bentway* (\$3.0 million);

Begin capital work of the *Bathurst Quay Public Realm* to improve the streetscape and public realm.

### State of Good Repair Backlog

A backlog for State of Good Repair work does not exist for the Waterfront Revitalization Initiative since the Program has no inventory of capital assets. Any capital assets that the Waterfront Secretariat may create, is maintained by other City programs including Transportation; Parks, Forestry and Recreation; Toronto Water; and Solid Waste Management Services

Table 1 below details all capital projects, by category, included in the 2018 - 2027 Capital Budget and Plan for Waterfront Revitalization Initiative:

Table 1
2018 - 2027 Capital Plan by Project Category (In \$000s)

	Total App'd Cash Flows to Date*	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total	Total Project Cost
Total Expenditures by Category													
Growth Related													
Bathurst Quay Public Realm	10	1,032	50	50								1,132	1,142
Bayside Phase 2 Water's Edge Promenade			8,985	5,376	2,730							17,091	17,091
Cherry Street Stormwater and Lakefilling	35,000	25,000	5,000									30,000	65,000
East Bayfront Environmental Reserve			6,290									6,290	6,290
East Bayfront Local Infrastructure Charge			4,142	7,304	2,708	2,861						17,015	17,015
East Bayfront Public Art Plan			328	328	976	976	976	1,505				5,089	5,089
Port Lands Flood Protection	13,400	125,900	149,100	106,400								381,400	394,800
Precinct Implementation Projects	154,977	5,984	4,738	3,890	11,302							25,914	180,891
Regional Sports Centre				4,000	14,155	14,156						32,311	32,311
The Bentway	20,500	3,000										3,000	23,500
Urban Planning and Legal Resources	2,136	485	225									710	2,846
Waterfront Secretariat	6,779	600	600	600	600	600	600					3,600	10,379
Sub-Total	232,802	162,001	179,458	127,948	32,471	18,593	1,576	1,505	-	-	-	523,552	756,354
Total Expenditures by Category (excluding carry forward)	232,802	162,001	179,458	127,948	32,471	18,593	1,576	1,505	_			523,552	756,354

<sup>\*</sup>Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2017, excluding ongoing capital projects (i.e. Civic Improvement projects)

### 2018 - 2027 Capital Projects

The 10-Year Capital Plan supports the Waterfront Revitalization Initiative objective of timely project delivery of growth related projects focusing on public investment in infrastructure, roads, parks and public spaces, community facilities, brownfield remediation, and the building of sustainable communities on the waterfront.

### Growth Related

- Growth Related projects total \$523.552 million which represents 100% of projects included in the 10-Year Capital Plan:
  - ➤ Bathurst Quay Public Realm (\$1.132 million) This is a new project added by City Council at its meeting in November to provide streetscape and public realm improvements that form part of the Bathurst Quay Neighbourhood Plan. This improvement will be funded by Section 37 funds.
  - > Bayside Phase 2 Water's Edge Promenade (\$17.091 million) Funding for the construction of the East Bayfront Water's Edge Promenade.
  - Cherry Street Stormwater and Lakefilling (\$30.0 million) Storm water management project that is a component of the larger flood protection project and will create a new landmass around the south side of the Keating Channel through lake filling, improving storm water quality and stabilizing the shoreline.
  - ➤ East Bayfront Environmental Reserve (\$6.290 million) The provision is required to be kept as a contingency to cover any potential third party claims against the Toronto Port Lands Company or the City associated with the transfer of certain lands in East Bayfront from the Toronto Port Lands Company to the City. Environmental approvals are ongoing; a Record of Site Condition was received on November 2, 2017 from the Ministry of the Environment and Climate Change (MOECC) for the Bayside properties in the East Bayfront.
  - East Bayfront Local Infrastructure Charge (\$17.015 million) Funding for storm water management, sanitary sewer infrastructure and related.

- East Bayfront Public Art Plan (\$5.089 million) The project is to commission public art installations in prominent public locations in East Bayfront.
- ➤ Port Lands Flood Protection (\$381.4 million) The Flood Protection will mitigate the flood risk of approximately 290 hectares of land around the mouth of the Don River, enabling the development of lands currently restricted by provincial regulation and local planning controls.
- ➤ Precinct Implementation Projects (\$25.914 million) The project continues to advance the development of the East Bayfront and West Don Lands infrastructure, parks and public realm projects.
- > Regional Sports Centre (\$32.311 million) Funding is provided to develop a community sports facility to be located in the Port Lands.
- > The Bentway (\$3.0 million) Funding is to create a linear park space that will stretch from Strachan Avenue to Bathurst Avenue, linking seven downtown neighbourhoods to the waterfront by creating trails and open spaces underneath the Gardiner Expressway. Project completion is anticipated for mid-2018.
- ➤ Urban Planning (\$0.710 million) Funding is for legal support to finalize OMB appeals and manage land transactions generated by the redevelopment in the East Bayfront and elsewhere from 2018 to 2019.
- > Waterfront Secretariat (\$3.6 million) Funding is for the continued operations of Waterfront Secretariat to work with federal and provincial partners and Waterfront Toronto to ensure the right structures, agreements and supports are in place to advance revitalization in the designated Waterfront Area (DWA).

### 2018 - 2027 Capital Budget & Plan by Funding Source

Chart 1 below summarizes the funding sources included in the 2018 - 2027 Capital Budget and Plan for Waterfront Revitalization Initiative:

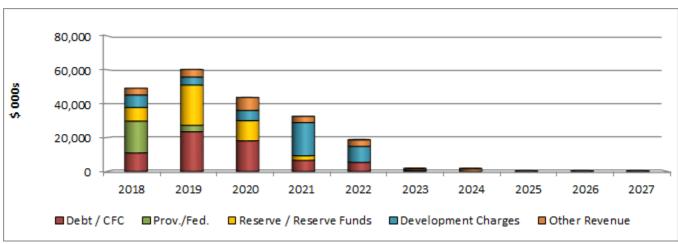


Chart 1 2018 - 2027 Capital Plan by Funding Source (In \$000s)

The 10-Year Capital Plan of \$523.552 million will be financed by the following sources:

- Debt accounts for \$64.768 million or 12.4% of the financing over the 10-year period.
  - ➤ The debt funding is below the 10-year debt target of \$72.268 million allocated to this Program by \$7.5 million and is dedicated to finance the City's share of the *Port Lands Flood Protection* project.
  - Additional Waterfront Revitalization Initiative projects supported through debt funding include:
    - Regional Sport Centre (\$10.791 million);

- East Bayfront Environmental Reserve (\$6.290 million);
- Precinct Implementation Projects (\$5.877 million);
- Waterfront Secretariat (\$3.0 million); and
- Urban Planning and Legal Resources (\$0.710 million).
- Federal/Provincial Grants fund \$22.5 million or 4.3% of the 10-Year Capital Plan's planned expenditures, which provides funding for the Cherry Street Stormwater and Lakefilling.
- Reserve and Reserve Funds constitute \$46.466 million or 8.88% of required funding over 10 years for the following major projects:
  - > Port Lands Flood Protection is partially funded by the Capital Financing Reserve (\$26.8 million).
  - ➤ Bayside Phase 2 Water's Edge Promenade is fully funded by the Parkland Dedication reserve Fund (\$17.091 million).
  - Cherry Street Stormwater and Lakefilling is partially funded by the Water Capital Reserve (\$1.975 million).
  - Waterfront Secretariat is partially funded by the Strategic Infrastructure Reserve Fund (\$0.600 million).
- Recoverable Debt, which provides \$316.5 million or 60.45% of the 10-Year Capital Budget and Plan's funding, is dedicated to the City's share of the *Port Lands Flood Protection*. The recoverable debt will be repaid through future growth revenues in the Port Lands area and is contributed from the following:
  - Storm Water Management Development Charges Reserve Fund;
  - Sanitary Sewer Development Charges Reserve Fund; and
  - Roads & Related Development Charges Reserve Fund.
- Development Charges, which represent \$47.082 million or 9.0% of the 10-Year Capital Budget and Plan's funding source, provides eligible funding to the Regional Sport Centre (\$21.520 million), Precinct Implementation Projects (\$20.037 million) and Cherry Street Stormwater and Lakefilling (\$5.525 million).
- Other sources of funding, which account for \$26.236 million or 5.01% will be utilized for the following growth projects:
  - > The Bentway (\$3.0 million) funded by a private donation;
  - East Bayfront Local Infrastructure (\$17.015 million) funded by Section 37 funds;
  - East Bayfront Public Art Plan (\$5.089 million) funded by Section 37 funds; and,
  - Bathurst Quay Public Realm (\$1.132 million) funded by Section 37 funds.

### 10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In \$000s)

	2018 B	udget	2019	Plan	2020	Plan	2021	Plan	2022	Plan	2018 -	- 2022	2018 -	2027
Projects	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position
Previously Approved														
Parks, Forestry & Recreation	180.0	2.5	100.0						1,125.0	21.9	1,405.0	24.4	1,405.0	24.4
Toronto Water	240.0	2.0									240.0	2.0	240.0	2.0
Transportation Services	6.2		3.8								10.0	-	10.0	-
Solid Waste Management	5.5		7.4								12.9	-	12.9	-
Total (Net)	431.7	4.5	111.2	-		-	-	-	1,125.0	21.9	1,667.9	26.4	1,667.9	26.4

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$1.668 million net over the 2018 - 2027 period, as shown in the table above.

Funding for these costs will be required by the following City Programs:

- Parks, Forestry and Recreation Over the 10-year period, \$1.405 million net and 24.4 seasonal positions will be required to maintain proposed new parks and recreation facilities that are to be delivered through the Waterfront Revitalization Initiative.
- *Toronto Water* To support infrastructure in East Bayfront and the West Don Lands, \$0.240 million and 2 permanent positions will be required in 2018.
- Transportation Services Over the 10-year period, \$0.010 million will be required to maintain new roads proposed through Waterfront Revitalization Initiative projects.
- Solid Waste Management. To support additional garbage and recycling bins, \$0.013 million is anticipated.

These future operating impacts will be reviewed each year as part of the annual Operating Budget process.

# Operating & Capital Budget Summaries for City Programs And Agencies:

Internal and Financial Services



### **311 Toronto**

### **2018 OPERATING BUDGET OVERVIEW**

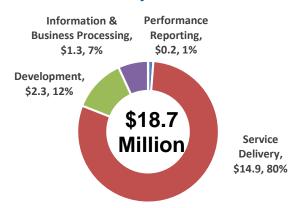
311 Toronto is a preferred first point of contact and gateway for residents, businesses and visitors, providing them with easy access to non-emergency information about City services and programs, 24 hours a day, seven days a week in over 180 languages.

### 2018 Operating Budget Highlights

The total cost to deliver these services to Toronto residents is \$18.719 million gross and \$9.921 million net as shown below:

	2017		Change				
(in \$000's)	Budget	2018 Budget	\$	%			
Gross Expenditures	17,997.2	18,719.2	722.1	4.0%			
Revenues	8,171.6	8,798.8	627.1	7.7%			
Net Expenditures	9,825.5	9,920.5	95.0	1.0%			

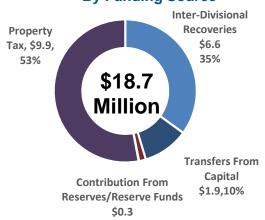
### 2018 Operating Budget By Service



### **By Expenditure Category**



### **By Funding Source**



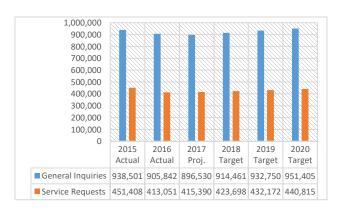
### **Fast Facts**

- 119.5 full-time equivalent Customer Service Representatives (CSR), along with 8 coordinators, will provide services to citizens and businesses.
- Access to non-emergency City services for residents and businesses provided in over 180 languages 24/7.
- 311 anticipates handling 896,530 general inquiries and initiating 415,390 service requests for a total of 1,311,920 in 2017. Based on current trends, the 2018 planned number of total contacts to handle for 311 will be 1,338,158 or an increase of 2%.
- From November 23, 2015, 311 Toronto began handling Tier 1 Tax and Utility related calls, formerly handled by Revenue Services.
- In 2017, it is expected that the Program will handle 274,477 tax and utility related calls and the 2018 planned call volume will be 285,456 calls handled, which is a projected increase of 4%.

### **Trends**

- Total contacts handled are expected to be relatively flat in 2017 when compared to prior year, but has seen a significant increase of 33% when compared to 2010 volume – the first year of 311 full operation.
- Estimated growth for customer contacts for 2018 is 2% excluding potential incremental growth due to integrations with other City Programs.
- In 2017, year-to-date, 81% of all calls were answered within 75 seconds with an average talk time of 276 seconds per call.

General Inquiries & Service Requests Handled by 311
Toronto



### Our Key Issues & Priority Actions

- Increase in Complexity of Calls continues to be experienced by 311.
  - √ 311 is implementing initiatives that better anticipate scheduling requirements, focus on quality management to coach staff in minimizing handle time, and will re-structure the call escalation process.
- Unplanned Weather and Peak Demand Events, with weather becoming increasingly volatile, 311 will focus on how to better prepare and respond effectively to these demands.
  - Developing a part time availability process that increases flexibility when scheduling shifts to meet increased volumes.
  - Continuing to develop partnerships with entities such as Toronto Hydro and Canada Post to ensure accurate and timely information is communicated to callers at the first point of contact.
- Employee Development and Staff Engagement is a focus for succession planning.
  - Continuing to emphasize a talent development program that provides employees with growth opportunities.

### Key Service Deliverables for 2018

The 2018 Operating Budget will enable the Program to:

- Continue operating on a 24 hour a day, seven days a week basis to provide reliable access to nonemergency City services for all residents and businesses in over 180 languages.
- Complete 70% of contacts at first point of contact and transferring less than 30% of all contacts to other Programs and Agencies.
- Log and track 100% of all 311-initiated complaints and all service requests.
- Ensure 100% of the information by Program is posted to the 311 Knowledge Base in a timely and accurate manner.
- Enhance the use of speech analytics to drive efficiencies and increase customer satisfaction.
- Improve access to online services by moving customers to lower cost channels and continue to support the open data initiative by posting 311 reports online.
- Plan for the end of life replacement of servers, hardware and software to ensure continuity of the 311 Contact Centre Operations through the 2017-2026 Capital Budget and Plan.Implement acceleration of sidewalk and utility cut repairs; and
- Continue to better manage congestion and improve safety through the Congestion Management Plan.

### 2018 Operating Budget and Plan by Service

	2	017	2018	Operating Bud	dget			In	crement	al Chang	ge
		Projected		New/	Total	2018 vs	s. 2017	20	19	20	20
(In \$000s)	Budget	Actual	Base	Enhanced	Budget	Budget (	Change	PI	an	PI	an
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Performance Reporting											
Gross Expenditures	222.8	146.1	227.9	0.0	227.9	5.2	2.3%	5.1	2.2%	5.1	2.2%
Revenue	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0		0.0	
Net Expenditures	222.8	146.1	227.9	0.0	227.9	5.2	2.3%	5.1	2.2%	5.1	2.2%
Service Delivery											
Gross Expenditures	14,590.2	14,770.6	14,547.3	385.5	14,932.8	342.5	2.3%	118.5	0.8%	(173.0)	(1.1%)
Revenue	6,568.5	6,429.4	6,568.5	290.5	6,859.0	290.5	4.4%	3.7	0.1%	(286.7)	(4.2%)
Net Expenditures	8,021.7	8,341.2	7,978.8	95.0	8,073.8	52.0	0.6%	114.8	1.4%	113.7	1.4%
Development											
Gross Expenditures	1,934.2	1,360.2	2,279.2	0.0	2,279.2	345.0	17.8%	222.0	9.7%	56.8	2.3%
Revenue	1,603.1	1,117.3	1,939.8	0.0	1,939.8	336.6	21.0%	171.4	8.8%	12.7	0.6%
Net Expenditures	331.1	242.9	339.5	0.0	339.5	8.4	2.5%	50.7	14.9%	44.1	11.3%
Information & Business											
Processing											
Gross Expenditures	1,250.0	816.4	1,279.3	0.0	1,279.3	29.3	2.3%	28.6	2.2%	28.4	2.2%
Revenue	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0		0.0	
Net Expenditures	1,250.0	816.4	1,279.3	0.0	1,279.3	29.3	2.3%	28.6	2.2%	28.4	2.2%
Total											
Gross Expenditures	17,997.2	17,093.3	18,333.7	385.5	18,719.2	722.1	4.0%	374.3	2.0%	(82.7)	(0.4%)
Revenue	8,171.6	7,546.7	8,508.3	290.5	8,798.8	627.1	7.7%	175.1	2.0%	(274.0)	(3.1%)
Total Net Expenditures	9,825.5	9,546.6	9,825.5	95.0	9,920.5	95.0	1.0%	199.3	2.0%	191.3	1.9%
Approved Positions	178.0	167.0	180.5	0.0	180.5	2.5	1.4%	(0.0)	(0.0%)	0.0	

311 Toronto's 2018 Operating Budget is \$18.719 million gross and \$9.921 million net, representing a 1.0% increase from the 2017 Approved Net Operating Budget.

- Base pressures are mainly attributable to salary and benefit increases relating to progression pay and step increases across all services within 311 Toronto.
- To help mitigate the above pressures, the Program will achieve service efficiency savings through the reduction of 1.5 vacant 311 Contact Centre Customer Service Representative (CSR) positions without impacting the 80% Service Level Agreement (SLA) target mandated by City Council. In addition, savings will be realized from favourable negotiations on vendor agreements and reductions in conferences and staff training.
- Approval of the 2018 Operating Budget will result in 311 Toronto increasing its total staff complement by 2.5 positions from 178.0 to 180.5 positions.

### **Program Map**

### 311 Toronto

To ensure a single-point-of-access to non-emergency City of Toronto program and service inquiries for all residents, businesses and visitors, in order to provide convenient, prompt, accurate and reliable City government information and requests for service to the public, while making the best use of staff expertise, resources and technology.

### 311 Development Project

#### Purpose:

To develop and manage delivery of the 311 service model through establishing a 311 Project Management Office (PMO) responsible for overall project planning, divisional coordination, capital expenditure approvals, and leadership resulting in operating and business deliverables to enhance the 311 Toronto Program

311 PMO
311 Service Office

### 311 Service Delivery

#### Purpose:

To fulfill a request by a customer for information, whether via a "live" agent such as Contact Centre staff or an "automated" agent such as a website or kiosk that provides information or access to the 311 knowledge Rase

### 311 Information & Business Processes

#### Purpose:

To ensure the quality of the business processes for the delivery of integrated City services and ensure accurate and consistent information knowledge base for all City services

### 311 Performance Reporting

#### Purpose:

To provide 311 Contact Centre performance metrics and divisional service data to internal clients

311 Information / Content Management

> 311 Business Processing

.egend:		
	Program	Activity
	Service	

### Service Customer

### 311 Development Project

- Staff City Divisions
- Staff Agencies and Boards

#### Indirect (Beneficial)

- Residents
- BusinessesVisitors

### 311 Service Delivery

- Staff City Divisions
- Staff Agencies and Boards
- Contact Customers

#### Indirect (Beneficial)

- Residents
- Businesses
- Visitors

#### 311 Information & Business Processing

- Staff City Divisions
- Staff Agencies and Boards

#### Indirect (Beneficial)

- Residents
- Businesses
- Visitors
- Provincial & Federal Governments
- Special Purpose Bodies
- Not-for-Profit / NGOs

### 311 Performance Reporting

- Council
- City Manager's Office
- Staff City Divisions

#### Indirect (Beneficial)

- Residents
- Businesses
- Visitors

The following section provides the service-based budget by activity and their associated service levels and performance measures

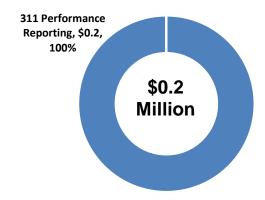
### 311 Performance Reporting Service

### **311 Performance Reporting**

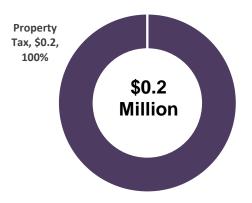
### What We Do

- Provide 311 performance metrics and divisional service data to internal clients.
- Enable service planners to measure availability of the Business Intelligence (BI) system by measuring system uptime and downtime during regular business hours, (i.e. Monday to Friday 8:30 am to 4:30 pm) and assess whether the BI system is able to fully meet the demand of end users.

2018 Service Budget by Activity (\$Ms)



2018 Service by Funding Source (\$Ms)



### 2018 Service Levels 311 Performance Reporting Service

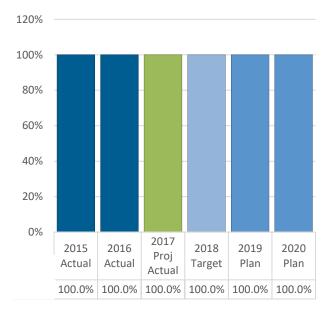
Туре	Service Level Description	Status	2015	2016	2017	2018
	No. of Users Trained on BI	Approved	200	150	40	48
Knowledge Inquiries	Reporting Tool	Actual	46	19	34	
(KPS)	No. of times viewed or	Approved	7000	2500	3000	2000
	consulted BI Portal	Actual	1657	1958	1800	

The 2018 Service Levels for 311 Performance Reporting are not consistent with the approved 2017 Service Levels. Proposed changes to 2018 Service Levels arise from the following factors:

- 311 currently provides training on the Business Information (BI) portal to all councillors, staff and others as the need arises. For 2017, this measure is on track.
- The 2018 Service Level for BI portal views was adjusted to reflect the figure that best reflects the anticipated views based on past usage. The number of times the BI portal is viewed and consulted is expected to be closer to 2,000 visits per year.

### **Service Performance Measures**

### % of Uptime of Reporting Portal (System Availability)



- 311 Toronto has not experienced unplanned downtime in the Business Intelligence
   System since the launch of Phase 1 in late 2012.
- When maintenance and software patches are performed, they are carried out overnight, to minimize the impact on system availabili

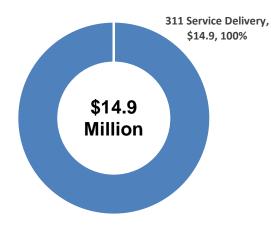
### 311 Service Delivery Service

**311 Service Delivery** 

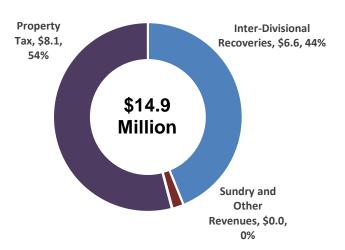
### What We Do

Provide quality customer service to residents, businesses and visitors requesting information on programs and services provided by City Divisions. The public can access 311 through a variety of channels such as "live" agent at the Contact Centre, email, fax, mail, website and Mobile App. The types of requests can be classified as general inquiries or service requests.

### 2018 Service Budget by Activity (\$Ms)



### 2018 Service by Funding Source (\$Ms)



### 2018 Service Levels 311 Service Delivery Service

Туре	Service Level Description	Status	2015	2016	2017	2018
	% of calls received by 311 Toronto that have been answered within approved service	Approved	80%	80%	80%	80%
	standards (75 secs)	Actual	83%	81%	81%	
	% of customer contacts resolved at first point of		70%	70%	70%	70%
311 General Enquiry Service Request	. ,		71%	74%	82%	
Service Processing	Average speed of answer - the average time it takes (in seconds) before a call is answered	Approved	120	120	120	120
	before the up-front recording / IVR	Actual	37	42	43	
	Average time spent (in seconds) by a 311	Approved	270	270	270	270
	Customer Service Representative on a call including both talk time and wrap up time		276	267	276	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for 311 Service Delivery

### **Service Performance Measures**

### % of calls received by 311 Toronto that have been answered within a specified number of seconds



- 311 answers 80% of incoming calls within 75 seconds, which is approved by City Council as a target service level
- Calls continue to increase in complexity by spanning over the increasing number of services that 311 Toronto provides.

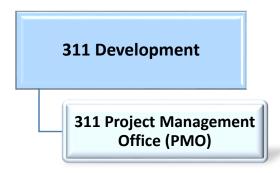
### Average Handle Time for Customer Contacts in seconds



- The average handle time is affected by the complexity of general inquiries and service requests. Generally, service requests take double the time of general inquiries to resolve.
- Increased email volumes are more costly and time consuming to resolve as it usually takes multiple correspondences, requiring clarifications, which can be up to three times longer than a general inquiry.

2018 City of Toronto Budget Summary

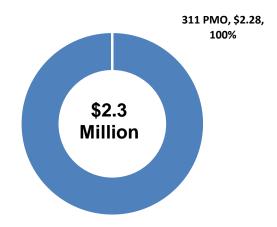
### 311 Development Service



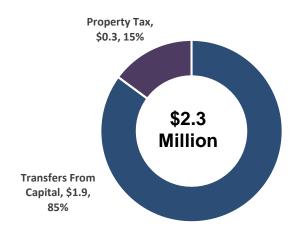
### What We Do

- Develop and manage delivery of the 311 Service Model through the 311 Project Management Office (PMO) on time, on budget and within scope.
- Provide overall leadership in project planning, divisional coordination, and capital expenditure approvals in order to ensure business deliverables are met and enhance the 311 Toronto Program.
- Provide stakeholders insight on the number of new initiatives that are being planned for implementation through the Capital Budget.

2018 Service Budget by Activity (\$Ms)



2018 Service by Funding Source (\$Ms)



### 2018 Service Levels 311 Development Service

Activity	Туре	Service Level Description	Status	2015	2016	2017	2018
		% of Projects Completed on Time (Schedule)	Approved	100%	100%	100%	100%
244 5140		% of Projects Completed on Time (Schedule)	Actual	64%	49%	65%	
311 PMO			Approved	100%	100%	100%	100%
		% of Projects Completed within Budget	Actual	100%	100%	100%	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for 311 Development

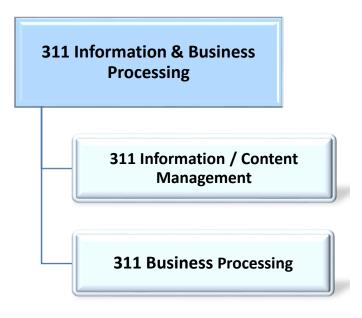
### **Service Performance Measure**

### Service Performance Measure - Number of Projects Planned



- A major capital project planned for 2018 is the Customer Relationship Management (CRM) Implementation subsequent to the pilot program launched in 2017.
- 311 Toronto's 2018 -2027 Capital Budget and Plan mainly consists of State-of-Good-Repairs (SOGR) projects.

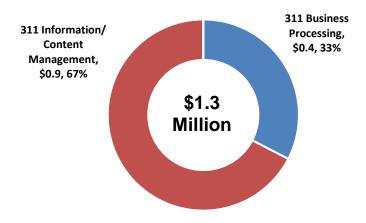
### 311 Information & Business Processing Service



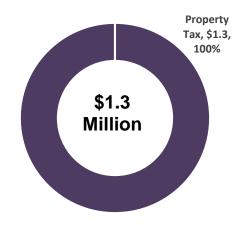
### What We Do

- Ensure accurate and consistent information contained in the Knowledge Base for all City services.
- Ensure the quality of business processes for the delivery of integrated City services.

2018 Service Budget by Activity (\$Ms)



2018 Service by Funding Source (\$Ms)



### 2018 Service Levels 311 Information & Business Processing Service

Activity	Туре	Service Level Description	Status	2015	2016	2017	2018
311 Information /	Service	lo. of days to fulfill knowledge base solution	Approved	5	5	5	5
Content Management	Information	content update request	Actual	5	5	5	
311 Business	Business Process	% of Information / Content Reviewed Annually	Approved	100%	100%	100%	100%
Processing	Managed	78 of information / Content Reviewed Annually	Actual	100%	100%	100%	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for 311 Information and Business Processing Services.

### Service Performance Measures

### % of information and content reviewed annually



- The 311 Knowledge Base is a centralized repository for content about the City of Toronto's services and programs.
- On average approximately 110 changes are made to the Knowledge Base in a day.
   Changes are made as new information is received from City Programs.

### % of all Integrated Service Requests that have been through a business process review



- Business process reviews ensure that all service requests (SR) available through 311 have been through a formal business process review exercise to ensure service quality with the applicable integrated division.
- There are currently over 659 Service Request types that are available with 311.



### 311 Toronto

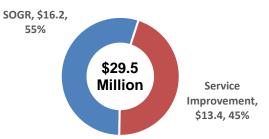
### 2018 - 2027 CAPITAL BUDGET & PLAN OVERVIEW

311 Toronto is a preferred first point of contact and gateway for residents, businesses and visitors, providing them with easy access to non-emergency information about City services and programs, 24 hours a day, seven days a week in over 180 languages. To deliver these services, the infrastructure and technology that support the highly complex contact centre and integrated system must operate without interruption. It is essential that the various assets to support these services are maintained and replaced regularly based on their lifecycles.

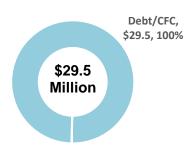
311 Toronto's 10-Year Capital Budget and Plan of \$29.521 million in debt funding for 311 Toronto for State of Good Repair projects for server, hardware / software upgrades including the Customer Relationship Management (CRM) Solution, enhancement of the Email Management System (EWMS), Business Intelligence Portal, SharePoint and Verint upgrades. Service Improvement projects relate specifically to service integrations with Municipal Licensing and Standards (ML&S) and Toronto Building that require support on significant call volumes received.

### 2018 - 2027 Capital Budget & Plan

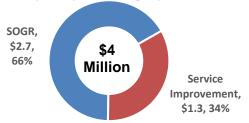
### **By Project Category**



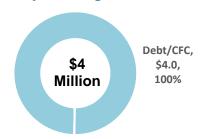
### **By Funding Source**



### 2018 Capital Budget By Project Category



### **By Funding Source**



### **Our Key issues & Priority Actions**

- Integrated Technology Solutions There are recognized inherent challenges of integrating disparate information technology (IT) systems with new solutions in Call Centre Operations. City Programs use legacy systems that are not fully compatible with current 311 IT infrastructure.
  - The Program will continue to work with Corporate I&T to determine the best method of developing integration solutions, development of the future Customer Relationship (CRM) tool, Digital Migration and Channel & Counter Strategies.
- Integration with City Programs Integration can provide a number of benefits, including improvements to customer service, operational efficiencies and potential long-term savings. Leveraging 311 Toronto's expertise in customer service, technology and infrastructure will allow efficiencies from economies of scale to be realized.
- Digital and Channel Migration
  - ✓ Move to lower cost channels
  - ✓ Enhance overall customer service experience
  - Execute the Digital Migration and Channel & Counter Strategies.

### **Capital Deliverables for 2018**

The 2018 Capital Budget and Plan for 311 Toronto of \$3.996 million, excluding carry forward funding, will:

- Continue the Customer Relationship Management (CRM) project as part of 311 Toronto's service improvement (\$2.279 million).
- Upgrade the licenses for the SharePoint solution, which is at the end of its lifecycle and requires an upgrade to the latest version to ensure business continuity.
- Transition 16 manual transactions to a digital offering for pre-authorized tax & utility payments and ownership updates, tax and water relief program for low income seniors and persons with a disability; parking permit refunds, temp parking permit), accessible parking, oversized load/vehicle permit (annual & single trip), disposal bin & re-paving permit.

### State of Good Repair Backlog

311 Toronto does not have a backlog of State of Good Repair for its inventory of capital assets. Funding included in the 10-Year Capital Budget and Plan addresses all state of good repair projects based on planned lifecycle replacement and ensures continuity of the 311 Solution.

Table 1 below details all capital projects, by category, included in the 2018 - 2027 Capital Budget and Plan for 311 Toronto:

Table 1
2018 - 2027 Capital Plan by Project Category (In \$000s)

	Total App'd Cash Flows to Date*	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total
Total Expenditures by Category												
State of Good Repair												
Business Intelligence		278	250									528
CRM Upgrade and Replacement	750	2,279	2,178	1,677								6,134
Email Management System (EWMS)		100	100	100	100	100						500
Unified Contact Centre Enterprise (UCCE) Telephony Maintenence and Upgrade				450	500		1,696			1,000		3,646
SharePoint Upgrade	191		300		100	50		50				500
Verint Upgrade					619			1,646			700	2,965
SOGR - Various						439				446	996	1,881
Sub-Total	941	2,657	2,828	2,227	1,319	589	1,696	1,696		1,446	1,696	16,154
Service Improvements												
Business Intelligence										250		250
Channel & Counter Strategy	3,551	1,000	2,565	2,565	2,565							8,695
Digital Migration / Online Services		284	300			557			1,696			2,837
Integrations with Toronto Building				250	750							1,000
Readiness Assessment (Various)		55	110	110	110							385
Telework Assessment			200									200
Sub-Total	3,551	1,339	3,175	2,925	3,425	557			1,696	250		13,367
Total Expenditures by Category (excluding carry forward)	4,492	3,996	6,003	5,152	4,744	1,146	1,696	1,696	1,696	1,696	1,696	29,521

<sup>\*</sup>Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2017, excluding ongoing capital projects (i.e. Civic Improvement projects)

### 2018 - 2027 Capital Projects

The 10-Year Capital Plan supports 311 Toronto's objective of implementing existing and new service improvement projects while maintaining and updating current systems to ensure continuity of its operations.

### State of Good Repair (SOGR)

- SOGR projects account for \$16.154 million or 54.7% of the total 10-Year Capital Plan.
- The 10-Year Capital Plan incorporates an investment of \$16.154 million dedicated to the following new SOGR capital projects:
  - Customer Relationship Management (CRM) Upgrade or Replacement (\$6.134 million) This project will deliver a pilot implementation of a cloud-based CRM solution to support the 311 business model for integration with Toronto Water and ML&S. The RFP was successfully completed with negotiations currently underway with the vendor. In order to procure the best product for the best value to the City, this project is to work with the City Manager's Office (CMO), Purchasing Materials and Management Division (PMMD) and Legal Services to procure the most qualified CRM solution for service integration with Toronto Water (3 services) and ML&S (2 services) under the "Toronto At Your Service" business model which is the City's customer service initiative to provide excellent customer service meeting the public's expectations.

- SharePoint Upgrade (\$0.500 million) This initiative is to upgrade the current version of the web-based application from 2010 to 2013 as the existing software is at the end of its useful life. The upgrade is required to ensure ongoing sustainability and will improve Business Intelligence (BI) reporting with enhanced features and functionalities.
- Unified Contact Centre Enterprise (UCCE) Telephony (\$3.646 million) Upgrade of the UCCE telephony system will support the ongoing efficiency and effectiveness of call support services provided to the public.
  - The upgrade will allow incoming calls to continue to be handled efficiently and distributed to specific groups or teams of agents as required.
- Verint Upgrade (\$2.965 million) Upgrade of the Verint Enterprise software used in 311 operations to drive smarter engagement with customers, enhance employee productivity, and deliver the real-time guidance is needed to help improve the overall customer experience.
- > SOGR-Various (\$1.881 million) Funding for various small-scale state-of-good repair projects are anticipated over the 10-year Plan.
- > Business Intelligence (\$0.528 million) Enhancing data integration that will facilitate data mining and analysis will allow 311 Toronto to improve information delivery and data availability.
- > Email Management System (EWMS) (\$0.500 million) The Enterprise Work Order Management System is an enterprise-wide initiative that looks to enhance the information shared between divisions. This will allow 311 to provide customers relevant updates on any follow up encounters.

### Service Improvements

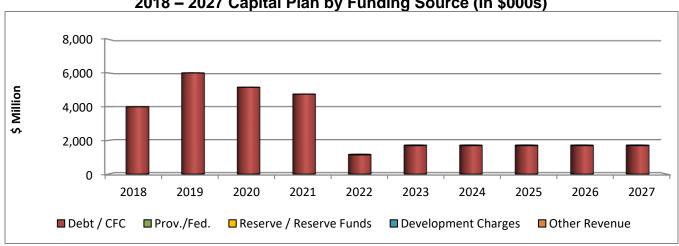
- Service Improvement projects account for \$13.367 million or 45.3% of the total 10-Year Capital Plan's spending.
  - Integrations with Toronto Building (\$1.000 million) The 10-Year Capital Plan also includes funding of \$0.250 million in 2020 and \$0.750 million in 2021 for service integration opportunities with Toronto Building by merging its Integrated Business Management System (IBMS) with 311 Toronto's Customer Relationship Management (CRM) system to support Toronto Building's considerable call volumes and customer information services, once the CRM system is implemented.
    - The proposed integration will improve how Toronto Building services are currently being delivered as these requests and general inquiries would be handled by 311 Toronto 24 hours a day, 7 days a week.
    - This will improve the customer experience as clients will have multiple channels available for all their service needs. Funding will primarily be used for integration of 311's current Customer Relationship Management (CRM) platform and Toronto Building Integrated Business Management System (IBMS), building Enterprise Application Integration (EAI) Middleware for the integration process, Knowledge Base data entry, and staff training.
  - Channel & Counter Strategy (\$8.695 million) This project provides improved access to City services by providing customers with digital channel choices and increases the usability of less costly online channels. 311 Toronto will continue partnering with the Centre of Excellence to implement the Channel & Counter strategy project.
    - This project will begin by transitioning 16 manual transactions to a digital platform for pre-authorized tax & utility payments and ownership updates, tax and water relief program for low income seniors

and persons with a disability; parking permit refunds, temp parking permit, accessible parking, oversized load/vehicle permit (annual & single trip), disposal bin & re-paving permit.

- Digital Migration / Online Services (\$2.837 million) This project provides funds to assess and conduct the digital migration of 311 data to improve knowledge sharing, easier access to information and increased operational efficiency by moving customers towards lower cost channels.
- > Readiness Assessment (\$0.385 million) This project provides funds to determine the feasibility of integration and further collaboration between 311 and City Programs and Agencies, such as Toronto Public Service (TPS) Parking Enforcement.
- > Telework Assessment (\$0.200 million) This project funds a risk assessment on the technology and HR policies that would need to be in place before any further development.
- Business Intelligence (\$0.250 million) Data integration that will facilitate data mining and analysis.

### 2018 - 2027 Capital Budget & Plan by Funding Source

The chart below summarizes the funding sources included in the 2018 - 2027 Capital Budget and Plan for 311 Toronto:



2018 - 2027 Capital Plan by Funding Source (In \$000s)

The 10-Year Capital Plan of \$29.521 million will be financed solely by debt.

The debt funding meets the 10-year debt affordability guidelines of \$29.521 million allocated to this Program, dedicated to SOGR and Service Improvement projects:

#### SOGR:

- CRM Upgrade or Replacement (\$6.134 million)
- Unified Contact Centre Enterprise (UCCE) Telephony Maintenance and Upgrade (\$3.646 million)
- Verint Upgrade (\$2.965 million)
- SOGR Various (\$1.881 million)
- Business Intelligence (\$0.528 million)
- Email Management System (EWMS) (\$0.500 million)

SharePoint Upgrade (\$0.500 million)

### Service Improvement:

- ➤ Digital Migration / Online Services (\$2.837 million)
- > Channel and Counter Strategy (\$8.695 million)
- ➤ Integrations with Toronto Building (\$1.000 million)
- ➤ Readiness Assessment (Various) (\$0.385 million)
- ➤ Business Intelligence (\$0.250 million)
- > Telework Assessment (\$0.200 million)

### 10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In \$000s)

	2018 Budget		2019 Plan		2020 Plan		2018 - 2022		2018 - 2027	
Projects	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position
Previously Approved										
CRM Upgrade and Replacement	311.0	4.0	171.0		12.0		494.0	4.0	494.0	4.0
Total (Net)	311.0	4.0	171.0	-	12.0	-	494.0	4.0	494.0	4.0

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$0.494 million net over the 2018 - 2027 period due to the addition of 4.0 new temporary capital positions related to Customer Relationship Management (CRM).



# Facilities, Real Estate, Environment & Energy

### **2018 OPERATING BUDGET OVERVIEW**

Facilities, Real Estate, Environment & Energy (FREEE) work across the City with clients and stakeholders to deliver a comprehensive range of facility management, real estate services and sustainability programs in an efficient and effective manner that maximizes the City's property assets and delivers service excellence.

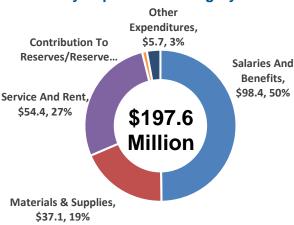
### 2018 Operating Budget Highlights

The total cost to deliver these services to Toronto residents is \$197.622 million gross and \$71.699 million net as shown below:

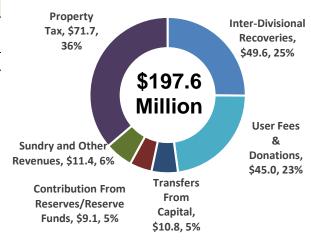
	2017	2018	Change			
(in \$000's)	Budget	Preliminary	¢	%		
		Budget	<b>P</b>	70		
Gross Expenditures	195,315.4	197,621.5	2,306.05	1.2%		
Revenues	125,712.8	125,922.1	209.23	0.2%		
Net Expenditures	69,602.6	71,699.4	2,096.8	3.0%		



### By Expenditure Category



### **By Funding Source**

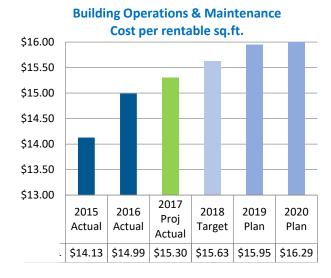


### **Fast Facts**

- Manage over 9.7 million square feet of Cityowned and operated facilities.
- Facilities Management completes approximately 45,000 building maintenance work orders annually for City-owned facilities.
- Real Estate Services manages over 5,800
   properties and 26.5 million square feet of building
   space in an Asset Portfolio worth \$14 billion and
   manage 1,000+ leases in the portfolio generating
   over \$48 million in annual lease revenues.
- Environment & Energy manages all aspects of energy supply and consumption on behalf of City divisions, monitoring 3,500 energy accounts with a total utilities budget in excess of \$33 million.

### Trends

- Facilities Management strives to operate efficiently to maintain a square foot cost allocation that reflects good value for money in a municipal setting.
- The cost/square foot includes custodial, building repairs & maintenance, security and utilities costs. Costs have stabilized from the use of a mixed service model for custodial and maintenance services, emphasizing a preventive maintenance plan and realizing energy efficiencies.
- Although the division has experienced cost pressures, a number of efficiency measures have been identified which will allow the division to maintain a cost/square foot at the rate of inflation.



### Our Key Issues & Priority Actions

- TransformTO has a long-term goal of transitioning to a low-carbon Toronto and the achievement of City Council's target of 80% reduction in greenhouse gas (GHG) emissions against 1990 levels by the year 2050.
  - ✓ Lead cross-corporate implementation of strategies in a way that maximizes public benefit and minimizes harms when designing and delivering climate actions.
- Unlocking the Value of the City's real estate portfolio and maximizing the use of City-owned space while meeting client program requirements.
  - Act on opportunities through detailed review, market research and analysis by qualified staff to ensure City's Real Estate portfolio meets the needs of City Programs and Agencies.
- Coordination of preventative maintenance, SOGR and energy retrofit projects.
  - Ensure proper coordination of work and service delivery to utilize funding in an efficient manner, minimize impact to staff and public users of facilities, and provide safe and operational City buildings

### **Key Service Deliverables for 2018**

The 2018 Operating Budget will enable FREEE to continue to:

- Maintain City facilities in a clean, safe, and accessible manner as per Council approved maintenance standards.
- Ensure the City's property portfolio is optimal and meets program requirements.
- Develop an organizational structure that optimizes preventative and demand maintenance with state-of-good-repair plans and project delivery.
- Reduce energy demand and greenhouse gases and increase use of renewable energy technologies and clean energy generation.
- Invest in the growth and development of staff through talent management, leadership development, succession planning, mentorship programs, and creating a healthy and positive work space.
- Maximize lease revenues by negotiating optimal leasing arrangements.
- Coordinate with the CreateTO (formerly known as Toronto Realty Agency) as a key component on the new real estate services delivery model.

### 2018 Operating Budget and Plan by Service

	20	17	2018 Operating Budget		Budget			Incremental Change			
		Projected		New/	Total	2018 vs. 2017		2019		2020	
(In \$000s)	Budget	Actual	Base	Enhanced	Budget	<b>Budget Change</b>		Plan		Plan	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
<b>Environment &amp; Energy</b>											
Gross Expenditures	46,424.7	41,001.2	46,863.6	2,374.5	49,238.1	2,813.4	6.1%	3,292.7	6.7%	1,040.8	2.0%
Revenue	18,530.0	14,336.6	17,612.8	276.8	17,889.6	(640.4)	(3.5%)	129.4	0.7%	134.6	0.7%
Net Expenditures	27,894.7	26,664.6	29,250.8	2,097.8	31,348.5	3,453.8	12.4%	3,163.2	10.1%	906.2	2.6%
<b>Facilities Management</b>											
Gross Expenditures	119,985.6	122,034.9	120,064.1	220.0	120,284.1	298.5	0.2%	1,988.6	1.7%	1,224.5	1.0%
Revenue	45,759.1	47,386.6	46,795.4	220.0	47,015.4	1,256.3	2.7%	154.6	0.3%	(24.9)	(0.1%)
Net Expenditures	74,226.5	74,648.3	73,268.7	0.0	73,268.7	(957.8)	(1.3%)	1,834.0	2.5%	1,249.4	1.7%
Real Estate											
Gross Expenditures	28,905.1	26,054.3	28,099.3	0.0	28,099.3	(805.8)	(2.8%)	150.9	0.5%	204.4	0.7%
Revenue	61,423.8	58,148.2	61,017.1	0.0	61,017.1	(406.6)	(0.7%)	(395.0)	(0.6%)	31.0	0.1%
Net Expenditures	(32,518.6)	(32,093.8)	(32,917.8)	0.0	(32,917.8)	(399.2)	1.2%	545.8	(1.7%)	173.5	(0.5%)
Total											
Gross Expenditures	195,315.4	189,090.5	195,027.0	2,594.5	197,621.5	2,306.0	1.2%	5,432.1	2.7%	2,469.8	1.2%
Revenue	125,712.8	119,871.4	125,425.3	496.8	125,922.1	209.2	0.2%	(111.0)	(0.1%)	140.7	0.1%
<b>Total Net Expenditures</b>	69,602.6	69,219.1	69,601.7	2,097.8	71,699.4	2,096.8	3.0%	5,543.1	7.7%	2,329.1	3.0%
Approved Positions	1,006.0	904.0	1,007.6	25.0	1,032.6	26.6	2.6%	10.0	1.0%	(1.0)	(0.1%)

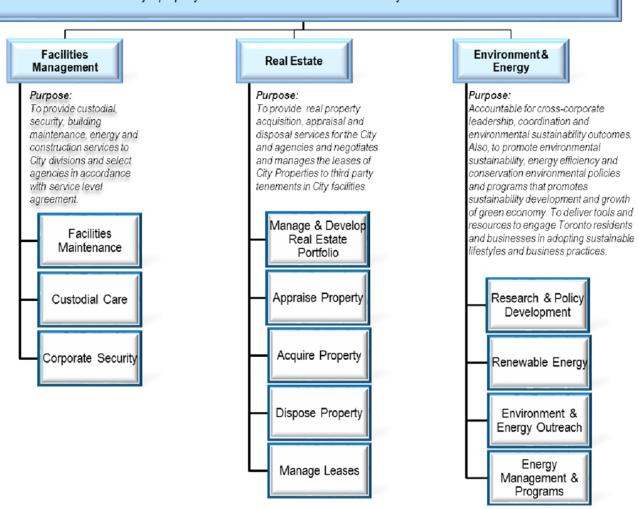
FREEE's 2018 Operating Budget is \$197.402 million gross and \$71.699 million net, representing a 3.0% increase from the 2017 Approved Net Operating Budget.

- Base pressures are mainly attributable to the cost of inflation in utilities in the Environment & Energy Service and in contractual agreements for maintenance and custodial services, as well as increases for staff salaries and benefits common across all services.
- To help mitigate the above pressures, the Program was able to achieve service efficiency savings through streamlining stand-by requirements for maintenance supervisors and managers; rationalizing the fleet portfolio; standardizing custodial service levels; and restructuring aspects of its organization to eliminate 4.6 positions, with minimal to no service level impacts.
- New and enhanced addition of \$2.595 million gross and \$2.098 million net relates to addition of 25.0 positions to implement the next stages of TransformTO and custodial and maintenance services provided to 1300 Wilson.
- Approval of the 2018 Operating Budget will result in FREEE increasing its total staff complement by 26.6 positions from 1,006.0 to 1,032.6 positions.
- The 2019 and 2020 Plan increases are mainly attributable to progression pay, step and associated benefit increases.

### **Program Map**

### Facilities, Real Estate, Environment and Energy

To work collaboratively and responsibly with our clients to advance the City-wide priorities by protecting and maximizing the City's property assets and in an innovative and fiscally sustainable manner



### Service Customer

### **Facilities Management**

- Residential / Commercial Tenants
- · Staff City Divisions
- Staff Agencies and Boards
- Community Groups

### Indirect (Beneficial)

- Residents
- Provincial & Federal Agencies
- Visitors

#### Real Estate

- Residential / Commercial Tenants
- · Staff City Divisions
- Staff Agencies and Boards
- Community Groups

### Indirect (Beneficial)

- Residents
- Provincial & Federal Agencies
- Visitors

### **Environment & Energy**

- Residents
- · Toronto Building Owners
- Residential / Commercial Tenants
- Staff City Divisions
- Staff Agencies and Boards

### Indirect (Beneficial)

- Provincial & Federal Agencies
- Visitors

The following section provides the service-based budget by activity and their associated service levels and performance measures.

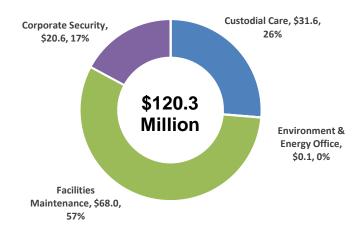
## **Facilities Management Service**



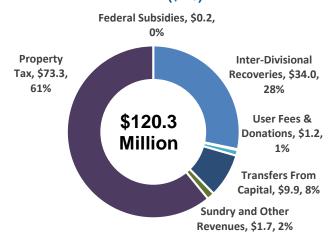
#### What We Do

- Provide leadership and stewardship of the City's facilities with a commitment to best practices incorporating environmental, social and economic principles.
- Provide routine maintenance, custodial care, security, and construction activities for City
   Programs and Agencies in accordance with service level agreements.
- Ensure facilities are safe, accessible and available to deliver programs and services by employing facility maintenance standards, life cycle planning and building condition assessments.

# 2018 Service Budget by Activity (\$Ms)



# 2018 Service by Funding Source (\$Ms)



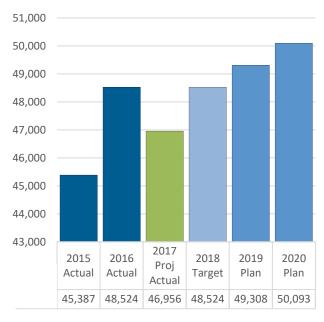
## 2018 Service Levels **Facilities Management Service**

Activity	Туре	Service Level Description	Status	2015	2016	2017	2018	Footnotes
	Scheduled Maintenance - Preventatitve	% of Preventative maintenance work orders completed on schedule in a pilot of three locations	Approved		with preventative mair completed on schedul	е	80% of Compliance with preventative maintenance work orders completed on schedule	
			Actual	98.4%	93.0%	95.0%		
		Scheduled Maintenance - Preventative	Approved	95% Compliance	Discontinued	Discontinued in	Discontinued in 2016	
		% of Response times to On-Demand Requests for Facilities Maintenance:	Actual Approved		with response times quests within designat		80% of Compliance with response times to Level 1/2/3 On- Demand requests within designated timelines	
		- to Level 1 (Emergency) requests within 2 Hours	Actual	N/A	50.0%	52.5%		
	Unscheduled Maintenance - On-Demand	- to Level 2 (Urgent Service) requests within 48 Hours	Actual	58.8%	69.5%	70.9%		
	On-Demand	- to Level 3 (Necessary Service) requests within 5 Days	Actual	70.9%	73.4%	75.9%		
		% Demand maintenance work completed within standards given availability of parts	Approved	N/A	Under Development	Under Development	80% of Compliance with demand maintenance work completed	
Facilities			Actual					
Maintenance		Scheduled Maintenance - On-Demand	Approved	90% Compliance	Discontinued	Discontinued in	Discontinued in 2016	
		% of Completed construction projects which meet total cost, schedule, and quality defined within their project charters	Actual Approved		ce with completed cor meeting three criteria		80% of Compliance with completed construction projects	
		defined within their project charters	Actual	93.6%	96.9%	95.3%	meeting three chiena	
		Completion rate (%) of SOGR capital	Approved		arget: 80% Complian		Target: 80%	1
		projects - excluding major projects	Actual	51.0%	48.4%	68.8%	Compilario	
	Asset Facility Management /	Completion rate (%) of SOGR capital projects - including major & strategic	Approved		arget: 80% Complian		Target: 80% Compliance	2
	rieservation	projects	Actual	47.8%	53.5%	65.5%	with completed construction projects meeting three criteria  Target: 80% Compliance  Target: 80%	
		Completion rate (%) of Client delivered SOGR capital projects	Approved		Target: 80% Compliance			3
		CO Cit Capital projecto	Actual	78.5%	78.5% 48.0% 43.0%			
		Completion rate (%) of Blended Capital Projects	Approved		Target: 80% Compliance			4
		Asset Facility Management / Preservation	Actual Approved Actual	55.9% 95% Compliance	48.3% 66.4%  Discontinued in 2016		Discontinued in 2016	
	Environmental Assessments	Environmental Assessments	Approved Actual	95% Compliance	Discontinued	Discontinued in 2016	Discontinued in 2016	
	Regulatory Compliance	Regulatory Compliance	Approved Actual	100% Compliance	Discontinued	Discontinued in 2016	Discontinued in 2016	
	Cleaning Services for City	% of Compliance with client SLAs for daily	Approved	80% of Compliance	with client SLAs for d		80%	
	Run Programs  Cleaning Services for Non	rountine cleaning  Cleaning Services for Non City Run	Actual Approved	Compliant Compliance with client SLAs for daily	Compliant	Compliant  Discontinued in		
	City Run Programs	Programs	Actual	routine cleaning	Discontinued	2016	Discontinued in 2016	
		% increase / decrease in "non-routine"	Approved		Target: -2%		Target: -2%	
		security occurrences Year Over Year (YOY)	Actual	-3.0%	-2.0%	-2.5%	<u> </u>	
	Divisional Security Plans -	Average security system equipment	Approved	100.0%	Discontinued	Discontinued in	Discontinued in 2016	
	Assessments	downtime in hours per year	Actual	99.9%	Discontinuou	2016		
		% of Security system downtime per year	Approved		get: <= 1.0% Complia		Target: <= 1.0% Complaince	
	Divisional Security Plans –	% of Security system corrective maintenance completed on time	Actual Approved	1.0% Target:	0.9% Under Development	0.9%	Target: <= 90.0% Service Standard Compliance	
lmp	Implementation of Security Plans %	% of Corporate Security Projects Completed	Actual Approved	85.0% 80.0%	87.0% Discontinued	90.0% Discontinued in	Discontinued in 2016	
		on Budget/Time	Actual		Dioco. Idii laca	2016		1
		# of security issues / defects resolved within	Approved	80.0%		Discontinued in		

Footnotes: 1 Language change in 2017 2 Language change in 2017 3 Language change in 2017 4 Language change in 2017

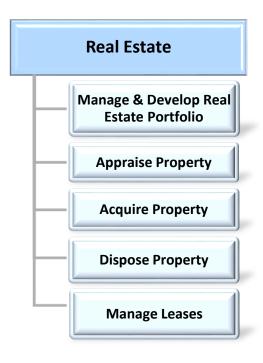
#### **Service Performance Measures**

# Volume of Facilities Maintenance Work Orders Completed



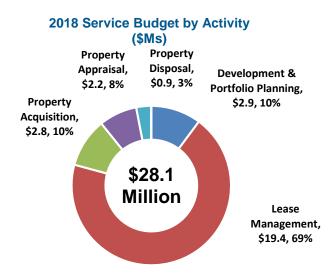
- This chart shows number of maintenance work orders completed annually since 2015.
- Facilities Management continues to invest in tools and technology to improve the efficiency and effectiveness of the management of work order requests. This has allowed staff to address an increasing amount of work orders annually. An aging building stock has also increased the need for greater repair and maintenance work year over year.

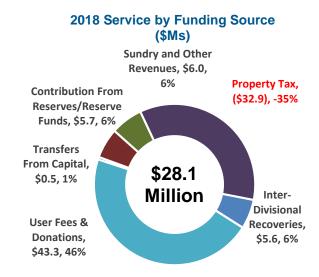
#### **Real Estate Service**



#### What We Do

- Provide property appraisal, negotiation, acquisition and disposal services for City Programs and Agencies to ensure the City's Real Estate portfolio represents a strategic asset mix that reflects program and stakeholders needs.
- Provide routine lease administration and manage leases of City properties with third party tenants
- Maximize lease revenues by regularly reviewing the City's building portfolio and current market rates, negotiating optimal leasing arrangements and identifying target properties for acquisition or disposal to ensure the City's building portfolio is optimal.



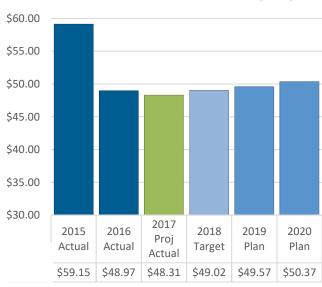


# 2018 Service Levels Real Estate Service

Activity	Туре	Service Level Description	Status	2015	2016	2017	2018
Manage & Develop Real	Planning and Development - Review Property	Review Property Portfolio	Approved	100% Compliance	Discontinued	Discontinued in	Discontinued in 2016
Estate Portfolio	Portfolio	Review Floperty Folliono	Actual		Discontinued	2016	Discontinued III 2010
Appraise	Properties Appraised	% of Appraisals completed within 6	Approved	90.0%	90.0%	90.0%	90.0%
Property	r toperties Appraised	weeks after client requests	Actual	85.6%	82.7%	87.4%	
		% Compliance to acquire properties	Approved	80% Compl	iance	Discontinued	Discontinued in 2017
Acquire	Deal February Associations and February detical	within client timeframes	Actual	80% N.A		Discontinued	Discontinued III 2017
Property	Real Estate Acquisitions and Expropriations	% of Acquisition price to appraised	Approved	10	0% Compliance		100% Compliance
		value	Actual	103.0%	101.3%	100.0%	
Dispose	Destanta Bianana I Madat Bata	% Compliance with disposing of properties at 100% or better of	Approved	100.0%	100.0%	100.0%	100.0%
Property	Real estate Disposal – Market Rates	appraised value	Actual	100.4%	100.3%	100.0%	
	Property Leasing	Property Leasing	Approved	95% Compliance	Discontinued	Discontinued in	Discontinued in 2016
ŀ	Property Leasing	Property Leasing	Actual		Discontinued	2016	Discontinued III 2016
	Negotiate New Leases	Negotiate New Leases	Approved	95% Compliance	Discontinued	Discontinued in	Discontinued in 2016
	ivegulate New Leases	riegoliale riew Leases	Actual		Discontinued	2016	Discontinued III 2010
	Renew Leases	Renew Leases	Approved	95% Compliance	Discontinued	Discontinued in	Discontinued in 2016
	Nellew Leases	Nellew Leases	Actual		Discontinued	2016	Discontinued III 2010
	Terminate Leases	Terminate Leases	Approved	100% Compliance	Discontinued	Discontinued in	Discontinued in 2016
Manage Leases	Terrimide Leases	Tommate Ecases	Actual		Discontinued	2016	Discontinued III 2010
Leases	Lease Payments	Lease Payments	Approved	100% Compliance	Discontinued	Discontinued in	Discontinued in 2016
	Zodob i dymonio	2000 Taymonio	Actual		Diocontinuou	2016	5100011a11a0a 1112010
	Receive Lease Revenue	Receive Lease Revenue	Approved	95% Compliance	Discontinued	Discontinued in	Discontinued in 2016
P	1000110 20000 11010100	Troopiro Educo Frontina	Actual		Diocontinuou	2016	5100011a11a0a 1112010
	Property Assessment - Property Assessment	Property Assessment - Property	Approved	100% Compliance	Discontinued	Discontinued in	Discontinued in 2016
	Review	Assessment Review	Actual		2.000 milided	2016	5 1000 Haridea 117 20 10
	Property Assessment - Savings & Revenues	Property Assessment - Savings & Revenues	Approved	100% Compliance	Discontinued	Discontinued in 2016	Discontinued in 2016

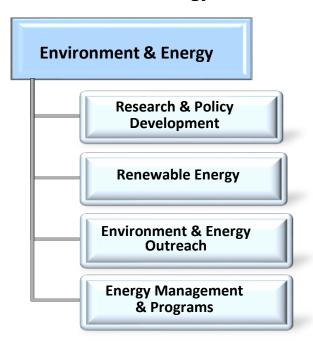
#### **Service Performance Measure**

## Lease Revenue Maximization (\$M)



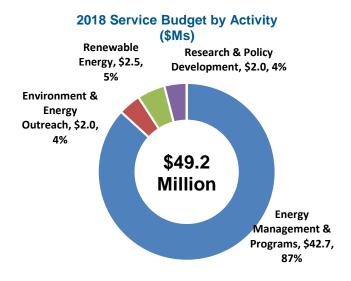
- Significantly higher lease revenues in 2015
  as a result of the arbitration ruling related to 2
  Bloor Street East that triggered payment of
  prior year rents totalling \$14.5M.
- Ongoing construction as part of the Union Station Revitalization project has had an impact on lease revenues since 2015 as a result of space that was previously leased out has been vacated for renovations.
- The Lease revenues are expected to increase in 2018 and continue through to 2020 as renovated retail space at Union Station is becomes operational and new leases are signed.

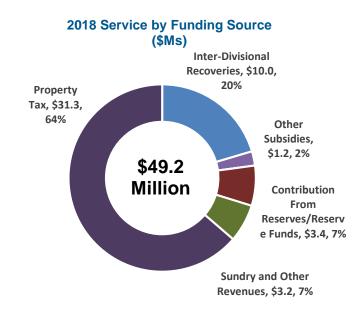
## **Environment & Energy Service**



#### What We Do

- Provide cross-corporate leadership and coordination of activities to achieve sustainable environment and energy outcomes.
- Lead the development and implementation of innovative environmental and energy policies and programs to help reduce greenhouse gas emissions, facilitate energy conservation and demand management and ensure security of the energy supply.
- Inspire citizens, businesses, and other stakeholders to make Toronto North America's most environmentally sustainable city.



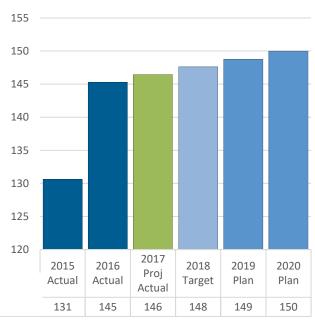


## 2018 Service Levels Environment and Energy Service

Activity	Service Level Description	Status	2015	2016	2017	2018	Footnotes
Research &	Energy Supply Agreements	Approved	Uninterrupted utility service as a result of contracting 100% of the time	Discontinued	Discontinued	Discontinued in 2016	
Policy		Actual					
Development	Energy Retrofits	Approved	Savings of up to 25% of building energy use	Discontinued	Discontinued	Discontinued in 2016	
	3,	Actual					
	Revenue (\$) generated from renewable energy projects per year		Meet or exceed target revenue			Meet or exceed target revenue	
Renewable Energy		Approved	\$599.4K	\$875.0K	\$1,043K	\$2,473K	
	yeai	Actual	\$599.4K	\$1,095K	\$997.9K		
Environment &	Administer Loan Program	Approved	100% loan repayments are received on time with no defaults	Discontinued	Discontinued	Discontinued in 2016	
Energy		Actual					
Outreach	Funding Agreements	Approved	Average 22 Megawatt per year	Discontinued	Discontinued	Discontinued in 2016	
		Actual					
	Normalized energy consumption (eKWH) per sq. ft. for corporate	Approved	30.00	29.00	28.19	28.19	
	buildings per year	Actual	28.63	29.42	29.99		
	Achieve or surpass 90% waste diversion per year on a	Approved	Beyond 80%	Beyon	d 90%	Beyond 90%	
Energy	corporate level	Actual	89%	90%	91%		
Management & Programs		Status	2013	2014	2015	2016	
	% of Reduction in eCO2 emissions to environment	Approved	30% Reduction I	oy 2020 vs. 199	90 level	30% Reduction by 2020 vs. 1990 level	*Years reported
		Actual (tonne)	20,589,001	20,040,000	17,070,000		because of a two year lag in
		Reduction	23.89%	25.92%	36.90%		data collection

### **Service Performance Measure**

### **Electricity Demand Reduction (MW)**



- Since 2011, there has been a reduction in electricity demand every year.
- A goal of the Environment and Energy Division is to reduce electricity demand in Toronto by 150 megawatts by 2020, focusing on energy inefficient buildings and infrastructure and encouraging stakeholders to reduce energy consumption through planned efficiencies and effective communication strategies.
- Every 5 megawatt reduction in demand is equivalent to the demand of a new 40-story condominium tower

2018 City of Toronto Budget Summary



# Facilities, Real Estate, **Environment & Energy**

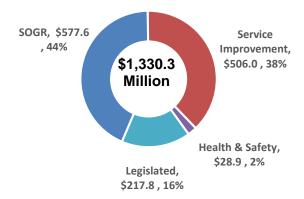
### 2018 - 2027 CAPITAL BUDGET & PLAN OVERVIEW

Facilities, Real Estate, Environment & Energy (FREEE) has lead responsibility for capital preservation, repairs and improvements for 462 City-owned facilities with an approximate replacement value of \$4.2 billion including Union Station, covering more than 11.8 million square feet.

The 2018 - 2027 Capital Plan of \$1.3 billion focuses on addressing core state of good repair and essential lifecycle replacement projects so that all users of City facilities can enjoy safe and functional environments. The 10-Year Capital Plan provides funding to address state of good repair backlog and to implement key service improvements such as the revitalization of Union Station, the redevelopment of St. Lawrence Market North, the Office Modernization Program, and various renewable energy and energy efficiency projects and TransformTO initiative in a manner that maximizes the utility of the City's capital assets.

## 2018 - 2027 Capital Budget & Plan

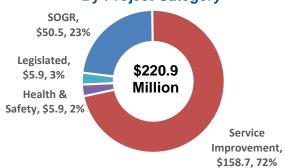
## **By Project Category**



## **By Funding Source**



## 2018 Capital Budget By Project Category



## By Funding Source



#### **Our Key issues & Priority Actions**

- Capital Project Delivery for Major Facilities Revitalization of major public spaces while facilities remain open to the public.
  - ✓ Coordinating efforts with various stakeholders on major capital projects such as Union Station Revitalization and St. Lawrence Market North Re-development
  - Minimizing public disruption, construction delays and scheduling conflicts requires tremendous effort while facilities remain active and open to the public. Public safety and security remain priorities during all phases of construction and development.
- Capacity to Spend and Readiness to Proceed – The Program has experienced low annual spend rates in the delivery of capital projects in prior years. The low spending rate is mainly attributable to large-scale, multi-year capital projects.
  - ✓ Forecasted spending for 2017 is 70% for core SOGR projects. Approximately 95% of the 2017 capital plan has been spent and committed, compared to 78% at the same time last year, demonstrating improvement in capital project delivery from Facilities Management's Project Management Office.
  - ✓ Through the Project Management Office (PMO), build project management skills and use financial forecasting tools and PTP to monitor projects providing increased visibility to identify risks and forecast slippages.

#### **Capital Deliverables for 2018**

The 2018 Capital Budget for FREEE of \$220.912 million, excluding carry forward funding, will:

- Enable continued delivery of the Sustainable Energy Program projects, ranging from identifying energy from sustainable sources to providing cleaner alternatives to generating energy from fossil fuels, to implementing energy generation and conservation solutions in facilities to build efficiencies and resiliency.
- Address State of Good Repair capital work
- Continue Service Improvement projects including delivery of the Union Station Revitalization, St.
   Lawrence Market North Redevelopment and Office Modernization Program projects.
- Enable compliance with Accessibility for Ontarians with Disability Act (AODA) in FREEE's policies, practices and procedures by 2025.

## State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of \$577.579 million for State of Good Repair to address the backlog. The SOGR backlog as a % of asset replacement value will increase from 8.5% in 2018 to 17.3% in 2027, despite this level of funding.

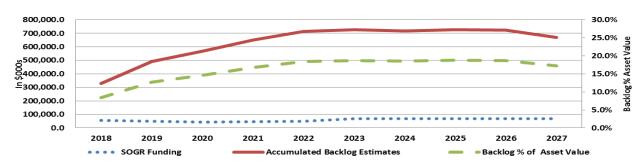


Table 1 below details all capital projects, by category, included in the 2018 - 2027 Capital Budget and Plan for FREEE:

Table 1
2018 - 2027 Capital Plan by Project Category (In \$000s)

	Total App'd Cash Flows to Date*	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total	Total Z Project Cost
Total Expenditures by Category													
Health & Safety													
Emergency Repairs		771	1,178	1,480	1,056	2,407	2,000	2,006	2,000	1,327		14,225	
City-Wide Physical Security Enhancements		1,000	850	850	850	850	850	850	850	850	850	8,650	
Others		4,084	1,950									6,034	
Sub-Total		5,855	3,978	2,330	1,906	3,257	2,850	2,856	2,850	2,177	850	28,909	
Legislated													
Accessibility for Ontarians with Disabilities Act (AODA)		3,661	22,614	34,819	38,073	38,073	34,960	24,000				196,200	
Environmental Remediation		1,798	2,290	4,479	4,518	1,558	1,600	1,642	1,686	1,600		21,171	
Others		406	2,230	4,473	4,510	1,000	1,000	1,042	1,000	1,000		406	
Sub-Total		5,865	24,904	39,298	42,591	39,631	36,560	25,642	1,686	1,600		217,777	
State of Good Repair		0,000	24,004	00,200	72,001	55,551	50,550	20,042	1,000	1,000		211,111	$\vdash$
		12.831	44.450	10.542	13.508	14.352	15.514	45.070	40.045	20.457	16.562	158.806	
Mechanical and Electrical		,	11,153	- 7 -	- 7	,	- , -	15,972	18,915	29,457	-,	,	
Real Estate Services SOGR		400	500	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	10,500	
Renovations		4,049	3,177	6,003	3,957	6,011	13,071	10,388	20,765	7,290	22,224	96,935	
Re-Roofing		2,442	34	545	1,081	3,036	6,210	8,060	1,181	2,238	270	25,097	
Sitework		1,874	5,982	5,504	6,888	4,524	2,259	3,188	6,097	9,505	7,970	53,791	
SOGR and Base Building Improvements				60				11,800			0.004	11,860	
SOGR Emergency Repairs		04 000	05 007	40.704	47.000	40.004	47.000	47 400	00.404	40 500	2,824	2,824	
Structural / Building Envelope		21,089	35,287	10,731	17,993	16,091	17,669	17,403	20,431	19,562	16,214	192,470	
Old City Hall Revitalization		1,863	4 200									1,863	
St. Lawrence Market North Redevelopment	0.000	0.400	1,380									1,380	40.000
Toronto Strong Neighbhourhoods Strategy	6,022	3,126	2,852 900	500	400				67	347	4 700	5,978	12,000
Others Sub-Total	6.022	2,783 <b>50.457</b>	61,265	500 <b>35.085</b>	190 <b>44.817</b>	45.214	55.923	68.011	68.656	69.599	1,783 <b>69.047</b>	6,570 568.074	12.000
	0,022	30,437	01,203	33,003	44,017	43,214	33,323	00,011	00,030	05,355	05,047	300,074	12,000
Service Improvements													
Community Energy Planning		4,561	1,270	1,317	1,000	1,000	1,000	1,000	1,000	1,000	1,000	14,148	
Combined Heat & Power (CHP)			3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	27,000	
District Energy Systems			2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	18,000	
Energy Conservation & Demand Management		4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	40,000	
Energy Retrofit Initiative		35,239										35,239	
Renewable Energy Program		4,300	6,000	4,500	3,000	2,000	2,000	2,000	2,000	2,000	2,000	29,800	
Residential Energy Retrofit Program		1,250										1,250	
Future Use of Old City Hall		700	800	2,000								3,500	
New Etobicoke Civic Centre (ECC) - Detailed Design		3,000	500									3,500	
Office Modernization Program (OMP)		9,000	3,000									12,000	1
St. Lawrence Market North Redevelopment	13,827	22,760	36,983	27,393		40.55	10 55	10 = 5	40 =0-	40.00		87,136	102,343
TransformTO		4,000	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	116,500	
Union Station Revitalization	770,168	49,832	3,500	4.05-		10.05-						53,332	823,500
North West (NW) Path - Phase 2	365	830	1,650	1,650	870	19,635	25,000					49,635	50,000
Others	704 202	19,263	4,535	300	365	44.405	40.500	04.500	04 500	04.500	24.500	24,463	075.040
Sub-Total	784,360	158,735	79,738	58,660	26,735	44,135	49,500	24,500	24,500	24,500	24,500	515,503	975,843
Total Expenditures by Category (excluding carry													
forward)	790,382	220,912	169,885	135,373	116,049	132,237	144,833	121,009	97,692	97,876	94,397	1,330,263	987,843

## 2018 - 2027 Capital Projects

The 10-Year Capital Plan is aligned with FREEE's objectives to support environmental sustainability, maintain the State of Good Repair for more than 462 facilities and buildings, and to implement existing and new service improvement projects for the City of Toronto and client Programs.

## Health and Safety

- Health and Safety projects include:
  - Emergency Repairs (\$14.225 million) Funding is in place in the 2018 2027 Capital Budget and Plan for unforeseen emergency capital repairs to City-owned buildings.
  - City-Wide Physical Security Enhancements (\$8.650 million) Funding is required for sustainment of enhancements of security and safety systems implemented such as access control upgrades, intrusion alarm systems, security desk enhancements, and emergency intercom installations to meet legislatively prescribed standards.

## Legislated

- Legislated projects include cash flow funding of \$217.777 or 16.4% of the total 10-Year Capital Plan.
  - Accessibility for Ontarians with Disabilities Act (AODA) (\$196.200 million)
    - At its meeting on August 5, 2009, City Council approved a "Statement of Commitment Regarding Persons with Disabilities" (EX33.4) in which the City will support the goals of the AODA (Accessibility for Ontarians with Disabilities Act, 2005), and will establish policies, practices and procedures which are consistent with the accessibility standards established under legislation. http://www.toronto.ca/legdocs/mmis/2009/ex/bgrd/backgroundfile-21489.pdf.
    - Facilities Management is currently responsible for 462 facilities, along with a significant number of additional facilities of other client Divisions. The number of properties will increase as FM will coordinate City-wide AODA implementation commitments in support of the City Multi-Year Accessibility Plan with other City Divisions.
    - AODA compliance by 2025 involves the following tasks:
      - Conducting accessibility audits for each building
      - > Establishing the priority criteria for phased implementation
      - Developing feasibility studies to determine options for retrofit work and estimated costs
      - Design and tender of projects to implement modifications
    - A total of \$196.200 million in funding has been included as a result of a City-wide review of critical unmet needs for the design and construction in future phases required to ensure compliance by 2025.
  - > Environmental Remediation (\$21.171 million) Funding is available for environmental remediation of designated substances, essential audits, and annual surveys and sampling.

## State of Good Repair (SOGR)

- SOGR projects account for \$568.074 million or 42.7% of the total 10-Year Capital Plan's investments.
- The 10-Year Capital Plan is includes various SOGR programs focussed on capital maintenance and repairs, including:
  - Structural / Building Envelope Repairs (\$192.470 million);
  - Mechanical and Electrical System Repairs (\$158.806 million);
  - > Renovations (\$96.935 million); and
  - > Sitework (\$53.791 million)

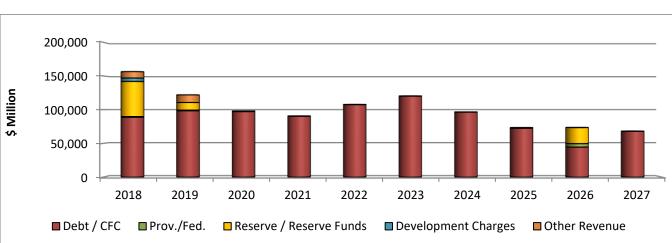
## Service Improvements

- Service Improvement projects amount to \$515.503 million or 38.8% of the total 10-Year Capital Plan's expenditures.
  - TransformTO (\$116.500 million) The 2018 Capital Plan includes funding through recoverable debt, to implement capital projects that support aspects of the TransformTO initiative
    - At its meeting on July 4, 2017, the "TransformTO: Climate Action for a Healthy Equitable, and Prosperous Toronto Report #2" staff report (PE19.4) was adopted by City Council. City Council also approved the TransformTO Short-term Strategies as set out in Attachment A of Report "TransformTO: Climate Action for a Healthy Equitable and Prosperous Toronto (PE15.1)" in December 2016. http://app.toronto.ca/tmmis/viewAgendaltemHistory.do?item=2016.PE15.1
    - As per the above report, City Council directed City Divisions, Agencies and Corporations with support from the Deputy City Manager, Internal Corporate Services, to develop business cases as part of the 2018 Budget Process to support the implementation of the strategies outlined in the TransformTO Short-term Strategies, set out in Attachment A to the report (November 2, 2016) from the Deputy City Manager, Internal Corporate Services.
    - These funds will be used to support energy efficiency retrofits in City buildings, the installation of renewable energy systems on City property and the provision of loans to City Agencies, Corporations and third party non-profit entities to support the execution of energy efficiency and renewable energy initiatives.
  - St. Lawrence Market North Redevelopment (\$87.136 million remaining budget) The project requires demolishing the existing north building and replacing it with a multi-storey, multi-purpose facility housing a public market at ground level, compatible ancillary uses on a mezzanine overlooking the market hall, multi-levels of Provincial Offenses Act traffic courts for Court Services, and three levels of public parking below grade for the Toronto Parking Authority.
  - North West (NW) Path Phase 2 (\$49.635 million) The North West PATH Phase 2 extension will connect the existing PATH system from Union Station, along York Street to Wellington Street.
  - Energy Conservation & Demand Management (\$40.000 million) The Energy Conservation & Demand Management Plan was unanimously approved by City Council in 2014 and provides a clear roadmap for future energy conservation measures. The objective of the plan is to upgrade facilities infrastructure and energy performance while establishing Toronto as a leader among North American cities in energy efficiency and climate change mitigation.

- ➤ Toronto Community Housing Corporation (TCHC) Sustainable Energy Plan (\$35.239 million) TCHC has been allocated the above recoverable debt funding for a comprehensive deep energy retrofit project at nine of their buildings to reduce GHG emissions and combat rising utility costs.
- Union Station Revitalization (\$53.332 million remaining budget) Union Station is the largest transportation hub in the country, handling 65 million passengers annually and expected to double by 2031. It is currently undergoing an entire revitalization in order to accommodate increasing volumes and turn the landmark facility into a transportation and community hub and destination. The project is expected to be substantially completed in 2018 with expected minor close out costs and administrative matters carrying into 2019. Refer to section "Reporting on Major Projects: Status Update" below for additional details
- Renewable Energy Program (\$29.800 million) This program encompasses projects that harness energy that comes from natural, sustainable sources, such as the sun, earth and biomass, which are cleaner alternatives to traditional energy sources and improve the health of residents and the general public. These initiatives will be funded through recoverable debt.
- Combined Heat & Power (CHP) (\$27.000 million) The Combined Heat & Power projects involve the use of a heat engine or power station to simultaneously generate electricity and useful heat. CHP captures some or all of the by-product for heating very close to the plant. These initiatives will be implemented at City facilities and funded through recoverable debt.
- District Energy Systems (\$18.0 million) District Energy System projects contribute to the Environment & Energy Division's focus on building resiliency to extreme weather events by offering a more efficient and lower carbon way of heating and cooling multiple buildings in an area. Environment & Energy, in collaboration with other City Divisions, is continuing to identify opportunities for implementation of this energy system integration.
- > Community Energy Planning (\$14.148 million) This program allows for loans to be issued to third party, not-for-profit organizations, to encourage the execution of green energy and energy efficiency initiatives.

## 2018 - 2027 Capital Budget & Plan by Funding Source

The chart below summarizes the funding sources included in the 2018 - 2027 Capital Budget and Plan for FREEE:



2018 – 2027 Capital Plan by Funding Source (In \$000s)

The 10-Year Capital Plan of \$1.330 billion will be financed by the following sources:

- Debt accounts for \$882.549 million or 66.3% of the financing over the 10-year period.
  - > The debt funding is over the 10-year debt affordability guidelines of \$671.383 million by \$211.166 million. Debt funding is utilized to implement the following projects / initiatives:
    - Facilities Management initiatives (\$695.992 million)
    - Union Station (including the Revitalization project and Union Station SOGR) (\$52.459 million)
    - North West Path (Phase 2) (\$49.635 million)
    - Real Estate Services initiatives (\$16.915 million)
    - Corporate Security (\$13.000 million)
    - City-Wide Strategic Initiatives (\$13.300 million)
    - Environment & Energy Division (\$13.035 million)
    - St. Lawrence Market North Redevelopment (\$19.905 million)
    - Toronto Strong Neighborhoods Strategy (\$5.978 million).
    - Business Performance Management IT Projects (\$2.330 million)
- Federal/Provincial Grants fund \$9.920 million or 0.7% of the 10-Year Capital Plan's planned expenditures. The majority of the funding is for SOGR projects that are cost-shared with Toronto Paramedics Services.
- Reserve and Reserve Funds constitute \$87.477 million or 6.6% of required funding over 10 years for the following major projects:
  - ➤ The *Union Station Revitalization* project is funded from the Union Station Reserve Fund, Strategic Infrastructure Partnership and Capital Financing Reserve as previously approved.
  - > The St. Lawrence Market North Redevelopment is partially funded by the Capital Financing Reserve and the Provincial Offense Courts Stabilization Reserve as a contribution from Court Services towards the project for future use of the court rooms and office space to be fit out at the new St. Lawrence Market North building.
- Recoverable Debt, which provides \$324.403 million or 24.4% of the 10-Year Capital Budget and Plan's funding, is dedicated primarily to the following major capital projects:
  - Sustainable Energy projects which are primarily funded through recoverable debt including Renewable Energy Program, Combined Heat & Power (CHP), District Energy Systems, Demand Response Program, Community Energy Planning and Energy Conservation & Demand Management
  - Union Station Revitalization
  - > St. Lawrence Market North Redevelopment
  - > St. Lawrence Market South Renovations
  - > Recoverable debt will be repaid through energy savings and future streams of leasing revenues upon completion of the projects.
- Development Charges, which represent \$5.000 million or 0.4% of the 10-Year Capital Budget and Plan's funding source, provides eligible funding to the *Union Station Revitalization* project.

- Other sources of funding, which account for \$20.915 million or 1.6%, will be utilized for the following redevelopment/revitalization projects:
  - The St. Lawrence Market North Redevelopment project will receive funding from Toronto Parking Authority towards the construction of three levels of parking below grade.
  - > The *Union Station Revitalization* project will receive contributions from VIA Rail and other stakeholders.

**10-Year Capital Plan: Net Operating Budget Impact** N/A



## **Financial Services**

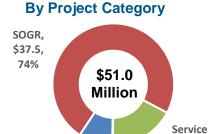
#### 2018 – 2027 CAPITAL BUDGET & PLAN OVERVIEW

Financial Services' 10-Year Capital Plan balances the need to maintain current technology for enterprise-wide financial processes in a state of good repair (SOGR) with enhancing the City's capability to further provide real-time financial and management information for program and corporate decision-making through business intelligence, analytics and reporting.

The 10-Year Capital Plan totaling \$51.020 million allocates funding for capital investments currently identified to maintain the existing technology infrastructure in a state of good repair and includes new funding of \$8.851 million for new and enhancements to existing information systems to optimize the use of the City's technology as an enabler for business transformation and associated benefits.

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$2.948 million net over the 2018 - 2027 period, primarily for sustainment, maintenance and support related to the Supply Chain Management Transformation (SCMT) and Payment Card Industry (PCI) Compliance projects.

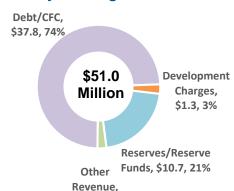
# 2018 - 2027 Capital Budget & Plan



Legislated, Growth \$8.9, 17% \$4.6, 9% Related, \$0.1, 0%

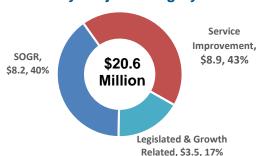
Improvement,

## **By Funding Source**

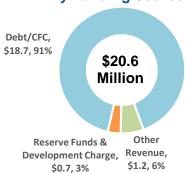


## 2018 Capital Budget By Project Category

\$1.2, 2%







### **Our Key issues & Priority Actions**

- Focus on business process transformation and system modernization to enhance program and corporate decisionmaking by providing real-time financial and management information, implementing best practices in key areas such as business analytics, predictive modelling, asset management, procurement, and providing self-service options for vendors, clients and employees.
  - ✓ The 10-Year Capital Plan includes funding of \$8.211 million for state of good repair (SOGR) upgrades in 2018 to ensure sustainability of financial systems in the Payroll & Benefits (\$0.909 million), Revenue Services (\$5.238 million) and Financial Planning (\$2.064 million) business areas.
  - ✓ Funding of \$8.851 million is provided in 2018 to leverage technology to transform and automate business processes and reduce manual effort allowing for greater efficiencies.
- High demand for both IT and other divisional internal staff resources – Competing demands for limited IT and other internal staff resources combined with efforts to consolidate initiatives across various Programs has impacted the ability to meet projected time lines.
  - ✓ For 2017, Financial Services expects an increase in spending rates compared to the 5-year historical average despite the ongoing challenges.
  - Financial Services will continue to actively monitor the resource demands for its projects and work closely with I&T to mitigate delays where possible.

### **Capital Deliverables for 2018**

The 2018 Capital Budget for Financial Services of \$20.582 million, excluding carry forward funding, will:

- Continue the Supply Chain Management Transformation (\$5.641 million);
- Continue the Tax & Utility Modernization projects (\$4.468 million);
- Continue the implementation of the PCI Compliance project (\$3.432 million);
- Continue Enterprise Performance Management (EPM) Phase 2 of FPARS; and
- Continue the Finance Accounting Systems
   Information (FAST) project (\$0.500 million) for
   scoping and identification of best practice
   opportunities for transforming the finance
   processes and reporting capabilities.

## State of Good Repair Backlog

Financial Services does not have a backlog of State of Good Repair for its inventory of system applications. Funding included in the 10-Year Capital Plan addresses all state of good repair projects based on planned lifecycle without backlogs and ensures continuity of the City's technology.

Table 1 below details all capital projects, by category, included in the 2018 - 2027 Capital Budget and Plan for Financial Services:

Table 1
2018 - 2027 Capital Plan by Project Category (In \$000s)

	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total	Total AProject
Total Expenditures by Category												
Legislated												
Development Charges Background Study				125	450				150	450	1,175	1,175
PCI Compliance	3,432			.20	.00				.00	.00	3,432	10,362
Sub-Total	3,432			125	450				150	450	4,607	11,537
State of Good Repair											,	
Capital Migration to New System	1								279	280	559	2,975
CATS - Payroll Timesheets Upgrade	909										909	7,540
IAPM - Planning and Scoping	2,064	1,906									3,970	5,000
Investment & Debt Mgmt System Replacement			500					600			1,100	1,100
Parking Tag Mgmt Software Upgrade	770	956									1,726	2,592
Parking Tag Mgmt Software Replacement							500	814	698	988	3,000	3,000
Risk Mgmt Information System Upgrade		450	275								725	1,892
Risk Mgmt Information System Replacement	ļ							600			600	600
SAP Upgrades (ECC, PBF, Payroll)		200	2,439	1,361							4,000	4,000
Tax Billing Systems Modernization	2,730	2,730	2,000								7,460	9,922
Tax Billing System Replacement						500	1,275	1,775	425		3,975	3,975
Utility Billing Systems Modernization	1,738	1,737	2,000								5,475	5,971
Utility Billing System Replacement							500	1,775	1,700		3,975	3,975
Sub-Total	8,211	7,979	7,214	1,361		500	2,275	5,564	3,102	1,268	37,474	52,542
Service Improvements												
Electronic Self Service Tax and Utility	110										110	551
Employee Service Centre (ESC)	255										255	255
Fin. Plan. Analysis & Reporting System (FPARS)	2,345										2,345	60,820
Finance Accounting Systems Transformation (FAST)	500										500	2,000
Supply Chain Management Transformation (SCMT 1)	2,731										2,731	8,019
SCMT - Change in Scope	2,910										2,910	2,910
Sub-Total	8,851										8,851	74,555
Growth Related												
Tax Increment Financing Implementation	88										88	160
Sub-Total	88										88	160
Total Expenditures by Category (excluding carry forward) *Life to Date approved cash flows are provided for mul	20,582	7,979	7,214	1,486	450	500	2,275	5,564	3,252	1,718	51,020	138,794

<sup>\*</sup>Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2017, excluding ongoing capital projects (i.e. Civic

## 2018 - 2027 Capital Projects

The 10-Year Capital Plan is in keeping with Program's objectives to balance the need to maintain existing technology infrastructure in a state of good repair to support city-wide services as well as implementing service improvements to maximize the use of the City's current financial information systems. The emphasis of the 10-Year Capital Plan is systems oriented, focusing on technological improvements to enhance city-wide financial processes.

## State of Good Repair (SOGR)

- SOGR projects account for \$37.474 million or 73.4% of the total 10-Year Capital Plan's Expenditures.
- The Tax Billing System Modernization project will entail a system redesign and upgrade to accommodate new technology and new approved programs that will improve on the efficiency and automation of billing and revenue processing operations; and to incorporate new web-based technology to support self-service options and improved customer service.
  - Funding for this replacement project over the 10-Year Capital Plan period includes \$7.460 million in initial SOGR funding as well as \$3.975 million for Future Upgrades.
- The *Utility Billing System Modernization* initiative requires \$9.450 million in funding over 2018-2027 to upgrade the system to ensure it will meet current and future business needs.
  - The system supports the current billing process and combines both Water and Solid Waste into one utility bill.
  - Improvements are required to the operating system in order to accommodate new technology that will generate efficiencies, cost-savings and enhanced service delivery.
- The SAP Upgrade (ECC, PBF and Payroll) project requires \$4.000 million in SOGR funding to make improvements to the planning and resource allocation system and continue to implement its corporate management framework.
  - This upgrade will improve the quality of the Programs' business planning by consolidating information to support decisions relative to resource allocation and levels of service.
- The Integrated Asset Planning & Management (formerly the CAPTOR Migration to New System) project requires \$2.064 million in 2018 and \$1.960 million in 2019 funding to proceed with the current assessment of the City's asset (capital) planning, budgeting, reporting and execution processes to establish a base for strategic asset planning and management best practices and city-wide business requirements for an integrated, common, asset planning, budget and management system.
  - This provides the opportunity to take an integrated, end to-end approach to asset planning, budgeting, financial reporting and asset management City-wide and prepare for new Provincial legislated requirement that every municipality to have an integrated asset management system by 2020.
  - > This system will replace the current CAPTOR budget system implemented in 1999 as an interim solution and now is due for a major upgrade and/or replacement.
- The Parking Tags Software Replacement System requires \$4.726 million in funding for current and future upgrades, for lifecycle replacement due to changing technology.
  - > This system processes parking tickets that generate annual revenues to the City and must be kept current to ensure continued revenue flows and improved customer service.

### Service Improvements

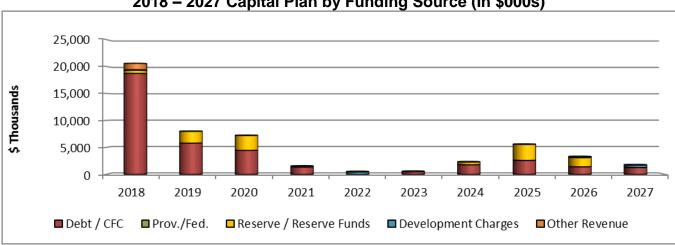
- Service Improvement projects account for \$8.851 million or 17.3% of the total 10-Year Capital Plan's investments.
- The 10-Year Capital Plan includes previously approved funding of \$2.345 million to continue work on the Enterprise Performance Management phase (phase 2) of the FPARS project. This phase of the project will implement the technology platform (SAP HANA) and business intelligence and data governance framework to support the development and rollout of automated and integrated performance reporting; forecasting, analytics and predictive modelling tools; self-service analytics and reporting and data visualization for the City.
  - Value realization and project close out activities are being planned for 2019, including change management, training and sustainment activities.
- The Supply Chain Management Transformation project requires \$5.641 million in 2018 to implement SAP Ariba.
  - ➤ This project was merged in 2016 with the approved eProcurement Implementation, Supply Chain Management Transformation and Accounts Payable Process Improvements projects.
  - > This project will improve customer service to City Programs and their associated vendors, generating savings from pooled demand and allowing for an increased number of bids and proposals.
  - The project will also improve productivity by automating the source-to-pay process, improve overall transparency, enhance City Store services through online ordering/inventory tracking and improve contract lifecycle management.
  - > This project will enable improved oversight of contract and vendor performance management through automation.
  - > Implementation of SAP Ariba will enable the City to move to Category Management and strategic sourcing.
- The Finance Accounting Systems Transformation (FAST) project requires increased funding in 2018 of \$0.500 million. This project is part of the SAP Modernization Roadmap that was adopted as the strategic direction and foundation for the Simply Finance implementation project planned.
  - The opportunities identified in the SAP Value Engineering report provide insight as to the areas in comparison to best practices that is possible for the city to achieve. With greater integration and capacity of Simple Finance, business processes will be streamlined and reduce the number of offline information sources which will improve the quality of information.

## Legislated and Growth Related

- Legislated projects total \$4.607 million or 9.0% of the total 10-Year Capital Plan's spending.
- The PCI Compliance project requires funding of \$3.432 million in 2018 for Payment Card Industry Data Security Standard (PCI DSS) compliance from DSS 2.0 to the required 3.0 version as the City is subject to PCI DSS compliance standards.
  - ➤ The Payment Card Industry (PCI) Compliance project will result in City of Toronto compliance with the standards for organizations that accept, process and/or store credit card payments addressing network architecture, applications security, data transport, data storage and access, vulnerability testing as well as defining the areas that require documented processes, policies and standards.

## 2018 - 2027 Capital Budget & Plan by Funding Source

The chart below summarizes the funding sources included in the 2018 - 2027 Capital Budget and Plan for Financial Services:



2018 - 2027 Capital Plan by Funding Source (In \$000s)

The 10-Year Capital Plan of \$51.020 million will be financed by the following sources:

- Debt of \$37.827 million representing 74.1% of the financing over the 10-year period to fund the following major projects
  - PCI Compliance project (\$3.432 million);
  - Integrated Asset Planning & Management (3.970 million);
  - Financial Planning Analysis & Reporting System (FPARS) (\$2.345 million);
  - SAP Upgrades (\$4.000 million); and
  - Tax Billing System (\$11.435 million)
- Reserve and Reserve Funds of \$10.732 million or 21.0% of required funding over 10 years for the following major projects:
  - Utility Billing System project (\$8.289 million);
  - Investment and Debt Management System Upgrade (\$1.100 million); and
  - Risk Management Information System Replacement (\$1.325 million);
- Development Charges, which represent \$1.263 million or 2.5% of the 10-Year Capital Budget's funding, to fund periodic updates to the Development Charges per legislation.
- Other sources of funding account for \$1.198 million or 2.3% of total capital financing:
  - Funding is primarily from Rate Supported Programs for the eligible portion of the Utility Billing System and Electronic Self-Serve Tax and Utility project.

## 10-Year Capital Plan: Net Operating Budget Impact

# Table 2 Net Operating Impact Summary (In \$000s)

	2018 E	2018 Budget		Plan	2018	- 2022	2018 - 2027	
Projects	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position
Previously Approved								
Supply Chain Management Transformation (SCMT)			2,448.0	-	2,448.0	-	2,448.0	-
PCI Compliance			500.0		500.0	-	500.0	-
					-	-	-	-
Total (Net)	-	-	2,948.0	-	2,948.0	-	2,948.0	-

The 10-Year Capital Plan will increase future year Operating Budgets by \$2.948 million net in 2019, as shown in the table above.

This is comprised of funding to sustain the *Supply Chain Management Transformation* project that will require \$2.448 million in operating funding for hardware and maintenance, software license and subscription and support expenses in 2019. The *PCI Compliance* project will also require \$0.500 million in 2019 to sustain the Card Holder Data Environment (CDE) that processes, stores and/or transmits cardholder data or sensitive payment authentication data.

The future operating impacts will be reviewed each year as part of the annual Operating Budget process



## **Fleet Services**

## **2018 OPERATING BUDGET OVERVIEW**

Fleet Services provides responsive and efficient fleet management services to City Programs and Agencies to maximize safety and environmental sustainability and minimize lifecycle costs.

### 2018 Operating Budget Highlights

The total cost to deliver these services to Toronto residents is \$57.739 million gross and (\$0.130) million net as shown below:

	2017	2018 -	Change			
(in \$000's)	Budget	Budget	\$	%		
Gross Expenditures	54,207.2	57,738.9	3,531.7	6.5%		
Revenues	54,216.7	57,868.6	3,651.9	6.7%		
Net Expenditures	(9.5)	(129.7)	(120.2)	1264.4%		

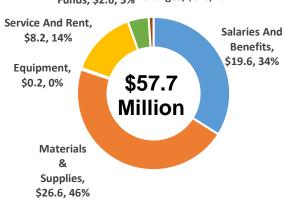
## **2018 Operating Budget**

### **By Service**

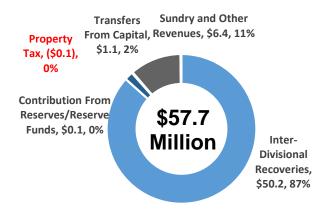


## By Expenditure Category

Contribution To
Reserves/Reserve Inter-Divisional
Funds, \$2.6, 5% Charges, \$0.6, 1%



### **By Funding Source**



#### **Fast Facts**

- Manage 5,500 vehicles and equipment for City of Toronto Divisions and Agencies.
- Manage the fueling needs of over 7,100 assets located throughout the City.
- Distribute 15.5 million litres of fuel to City Programs and Agencies.
- Dispense fuel to the City's vehicles throughout 23 fuel sites across the City.
- Manage the Capital replacement plan for all City fleet, except TTC and Police.
- Foster and continue to lead the City-wide Green Fleet Plan that encompasses all City fleets, including TTC, Police and Agencies.
- Maintained a satisfactory Ontario Commercial Vehicle Operators Registration (CVOR) safety rating for the City's Fleet of 35% as of November 2017 (a lower number is better).

#### Trends

- The average age of vehicles and equipment has increased beyond the optimum lifecycle in some classes. The average age is expected to gradually decline starting 2018 to 7.50 years by 2020 as funding for fleet replacement increases.
- Maintaining the optimum vehicle and equipment age ensures safety and reduces the escalating cost of repairs and maintenance.

#### Average Vehicle/Equipment Age (in years)



## **Our Key Issues & Priority Actions**

#### Cost & Financial Management

 Capital reserve contribution shortfalls, vehicle reserve backlogs and associated impact of maintaining past-optimum life assets

#### Structure & Staffing

✓ Significant challenges attracting and retaining fully qualified and knowledgeable staff due to an industry-wide shortage of skilled trades, combined with niche occupation requirements

#### Facilities

 Aging and insufficient work space no longer meets the changing needs of today's vehicles and equipment and best practice work methods

#### Operational and Business Processes

- ✓ Fleet Management Information System (FMIS) data capture and data management needs improvement
- ✓ Data driven continue to improve foundational metrics, performance measures and management reports
- ✓ Continue to improve service delivery through a reliability-centered maintenance approach to improve Preventative Maintenance execution (PM vs Non-PM repairs) and reduce downtime through a refocusing of internal resources

## Key Service Deliverables for 2018

The 2018 Operating Budget will enable Fleet Services to:

- Provide a full-range of fleet management services for City Divisions and Agencies.
- Direct the lifecycle management of the City's fleet including the acquisition, maintenance and disposal of vehicles and equipment based on lifecycle and operational analysis.
- Ensure compliance with Provincial legislation and City policies and guidelines.
- Provide safety training, testing and certification to approximately 11,000 City employees who are required to operate City vehicles and equipment.
- Oversee and direct the City's fuel management operations, including, safety and compliance management, staff training and the associated management of fueling stations and the fueling of over 7,100 assets.
- Work closely with client Programs to optimize fleet size through ensuring that all vehicles are required and fully utilized.
- Provide leadership in reducing the environmental impact of the City's fleet operations through the City's 2014 - 2018 Consolidated Green Fleet Plan.
- Provide permanent opportunities combined with a multi-faceted approach that includes training and apprentice programs; to attract, develop and retain fully qualitied and knowledgeable staff.
- Enhance service delivery by adopting leading fleet practices, including Reliability-Centered Maintenance practices to improve Preventative Maintenance execution, and reduce downtime and costs.

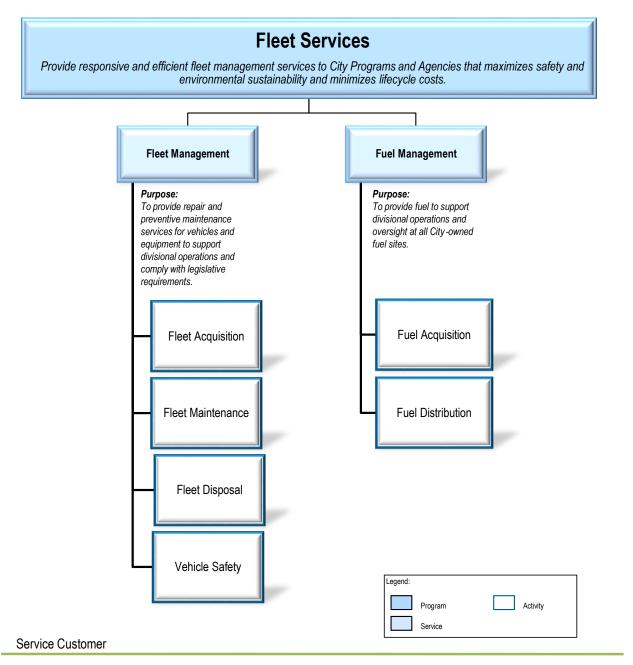
## 2018 Operating Budget and Plan by Service

	2	017	2018	Operating E	Budget				Incremental	Change	
		Projected		New/	Total	2018 vs. 20	17 Budget	2	019	20	20
(In \$000s)	Budget	Actual	Base	Enhanced	Budget	Change		P	Plan		an
By Service	\$	\$	\$	\$	\$	\$ %		\$	%	\$	%
Fleet Management											
Gross Expenditures	37,942.7	42,312.8	39,481.1	180.0	39,661.1	1,718.3	4.5%	334.1	0.8%	603.4	1.5%
Revenue	38,132.1	41,778.4	39,148.5	16.2	39,164.7	1,032.6	2.7%	(498.1)	(1.3%)	0.0	
Net Expenditures	(189.4)	534.5	332.6	163.8	496.3	685.7	(362.0%)	832.2	167.7%	603.4	45.4%
Fuel Management											
Gross Expenditures	16,264.5	16,930.0	18,060.1	17.7	18,077.8	1,813.3	11.1%	429.9	2.4%	416.8	2.3%
Revenue	16,084.6	17,534.6	18,694.7	9.1	18,703.8	2,619.2	16.3%	268.7	1.4%	264.8	1.4%
Net Expenditures	179.9	(604.6)	(634.6)	8.6	(626.0)	(805.9)	(448.0%)	161.3	(25.8%)	152.0	(32.7%)
Total											
Gross Expenditures	54,207.2	59,242.8	57,541.2	197.7	57,738.9	3,531.7	6.5%	764.1	1.3%	1,020.3	1.7%
Revenue	54,216.7	59,313.0	57,843.2	25.3	57,868.6	3,651.9	6.7%	(229.4)	(0.4%)	264.8	0.5%
<b>Total Net Expenditures</b>	(9.5)	(70.1)	(302.0)	172.4	(129.7)	(120.2)	(1264.2%)	993.5	(765.7%)	755.4	87.5%
Approved Positions	186.0	167.0	185.0	2.0	187.0	1.0	0.5%	(6.0)	(3.2%)	0.0	

The Fleet Services' 2018 Operating Budget is \$57.739 million gross and (\$0.130) million net, representing a decrease of \$0.120 million to the 2017 Approved Net Operating Budget and over-achievement of the 0% budget target as set out in the 2018 Operating Budget Directions and Guidelines.

- Base pressures are mainly attributable to the inflationary cost increases in salaries and benefits, increased demand for fuel, and higher costs to maintain the City's fleet.
- The above pressures were more than offset by inter-divisional recoveries, additional savings from implementation of the Alternate Service Delivery (ASD) model and service efficiency strategies.
- Approval of the 2018 Operating Budget will result in Fleet Services increasing its total staff complement by 1.0 position from 186.0 to 187.0:
  - A reduction of 2 temporary mechanic positions arising from the conversion of 10 temporary vacant positions (9 mechanic and 1 supervisor) to 8 permanent mechanic positions, will result in savings of \$0.223 million.
  - ➤ 1 permanent mechanic position will be added to support the ongoing maintenance of the Vehicle Information Box (VIB) project.
  - > 2 permanent positions will be added to for the implementation of the TransformTO initiative.
- The 2019 and 2020 Plan incremental costs are mainly attributable to increases in salary and benefit and maintenance contract escalation.

## Program Map



#### Fleet Management

Staff - City Divisions

#### Indirect (Beneficiary)

- Residents
- Businesses

#### **Fuel Management**

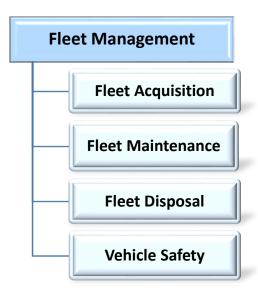
- Staff City Divisions
- Staff Agencies

#### Indirect (Beneficiary)

- Residents
- Businesses

The following section provides the service-based budget by activity and their associated service levels and performance measures.

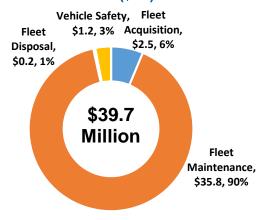
## **Fleet Management Service**



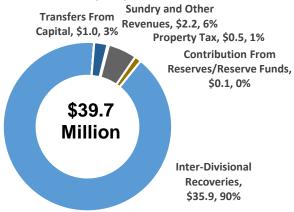
#### What We Do

 Purchase, manage, maintain and dispose vehicles and equipment, and provide operator training and safety compliance management to support divisional operations and comply with legislative requirements.

## 2018 Service Budget by Activity (\$Ms)



# 2018 Service by Funding Source (\$Ms)



## 2018 Service Levels Fleet Management Service

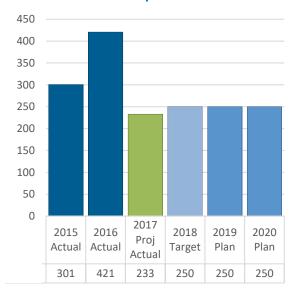
Activity	Туре	Service level Description	Status	2015	2016	2017	2018
	Light Duty Vahiola ( :4500kg)	A.m. a.a.	Approved	4.5	4.5	4.5	4.5
	Light Duty Vehicle (<4500kg)	Average Age	Actual	6.3	6.4	6.8	
	Madium Duty Vehicles (4500kg, 0000 Kg)	Average A 22	Approved	5.7	5.7	5.7	5.7
Floor Apprinition	Medium Duty Vehicles (4500kg - 9000 Kg)	Average Age	Actual	6.9	7.1	7.5	
Fleet Acquisition	Heavy Duty Vehicle (c000kg)	Average A 22	Approved	6.2	6.0	6.0	6.0
	Heavy Duty Vehicle (>9000kg)	Average Age	Actual	7.6	7.1	7.3	
	Off-Road (Driven)	Average Age	Approved	7.1	7.0	7.0	7.0
	Oli-Road (Driveri)	Average Age	Actual	10.3	10.2	10.7	
Fleet	Of askeduled reading to unackeduled remains	Derecates Comparison	Approved	60% / 40%	60% / 40%	60% / 40%	60% / 40%
Maintenance	% scheduled repairs to unscheduled repairs	Percentage Comparison	Actual	27% / 73%	25% / 75%	25% / 75%	
	Average days to cale for used assets	# of Days	Approved	42	90	90	100
Fleet Disposal	Average days to sale for used assets	# 01 Days	Actual	124	204	173	
Fleet Disposal	Vahialas / assissment dianas ad	# of Vehicles	Approved	250	250	250	250
	Vehicles / equipment disposed	# Of Verlicies	Actual	251	450	262	
	MTO CVOR (Commercial Vehicle Operator's Registration)	Rate	Approved	52.0%	42.0%	40.0%	40.0%
Vehicle Safety	Safety Rating	Nate	Actual	27.0%	38.0%	35.0%	
verlicle Salety	# of course and training attendance	# of People	Approved				8,700
	, or obtain and training attenuance	" or i copie	Actual	6333	9116	8597	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Fleet Management:

- The actual Average Age for the various type of vehicles are higher than the Approved Level, this is mainly due to the State of Good Repair backlog. Fleet Services and Financial Planning will continue to work with the key divisions that have the greatest backlogs, including Parks, Forestry and Recreation, Transportation and Toronto Water to reduce their SOGR backlogs.
- The actual % scheduled repairs to unscheduled repairs are lower than the Approved Level due to some vehicle and equipment classes being past optimum life. Older vehicles have a greater frequency of unplanned repairs and also require more repair, which puts added pressure on existing resources to maintain service levels.
- The actual number of "Days to Dispose" for used Assets and Vehicle/Equipment are higher than the Approved Levels. Fleet Services has done an analysis recently and found that the Approved Level did not include the time required for preparation, auction process, delay in auction and final paperwork to close out the sale. Staff have concluded that 100 days for Used Assets and 250 days for Vehicle/Equipment would be more reasonable, realistic and achievable targets.
- A new service level measure has been added for "# of course and training attendance" which provides a measure for the number of staff that attend Vehicle and Equipment Safety training. This training is necessary to ensure fleet operators remain safe and compliant with all legislative and operating practices.

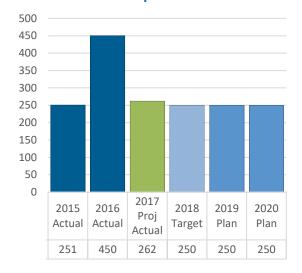
#### **Service Performance Measures**

# Number of Vehicles & Equipment Acquired



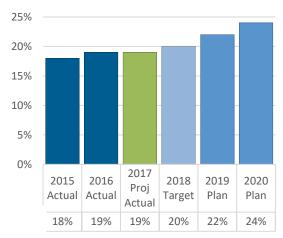
- The number of vehicles and equipment acquired affects the timely replacement of vehicles in order to minimize operating costs.
- The number of vehicles and equipment acquired on an annual basis reflects the new additions to the fleet.
- It is projected that a combined total of 250 vehicles and equipment will be purchased in 2018.

# Number of Vehicles & Equipment Disposed



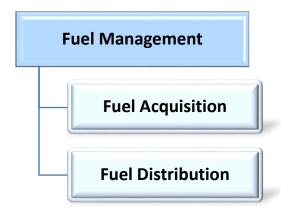
- An equivalent number of vehicles and equipment are projected to be acquired and disposed on an annual basis.
- The timely replacement including the disposal of beyond optimum life units will have an overall positive impact on maintenance costs.

## **Percentage of Green Vehicles**



- The percentage of the vehicle inventory that is Green includes alternative fuel vehicles such as Natural Gas, Gas-Electric Hybrids, and all electric vehicles.
- Fleet Services continues to purchase environmentally sustainable vehicles to reduce fuel use and costs, emissions of greenhouse gases and smog-causing air pollutants, increasing from 18% in 2015 to 20% in 2017.
- The percentage of Green Vehicles in the vehicle inventory is expected to be at 20% in 2018.

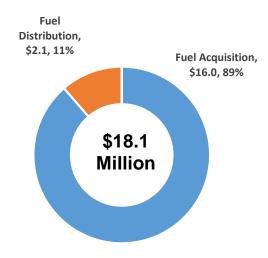
## **Fuel Management Service**



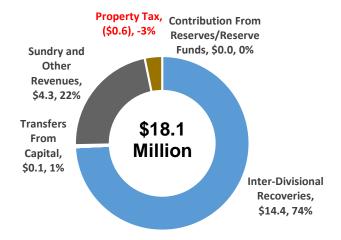
### What We Do

 Provide fuel to support divisional operations and oversight at all City-owned fuel sites.

## 2018 Service Budget by Activity (\$Ms)



# 2018 Service by Funding Source (\$Ms)



## 2018 Service Levels Fuel Management Service

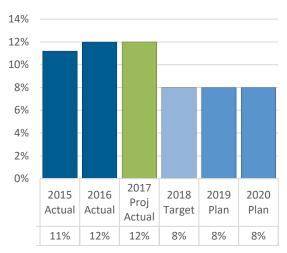
Activity	Туре	Service Level Description	Status	2015	2016	2017	2018
	Gasoline Contract below market price	% below market price	Approved	5%	5%	7%	8%
Fuel Association	Gasonne Contract below market price	% below marker price	Actual	10%	10%	11%	
Fuel Acquisition	Diesel Contract below market price	0/ halau markat prias	Approved	8%	8%	8%	8%
	Diesei Contract below market price	% below market price	Actual	11%	12%	12%	
	Gasoline Dispensed	litres (millions)	Approved	3.8	3.9	5.4	6.4
Fuel Dietribution	Gasonne Dispenseu	intes (minions)	Actual	4.0	4.6	5.7	
Fuel Distribution	Diesel Dispensed	litres (millions)	Approved	10.6	11.4	10.1	10.8
	Dieser Dispensed	intes (millions)	Actual	11.4	11.3	11.2	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Fuel Services.

- The gasoline contract below market price is increasing due to effective hedging, combined with better pricing received for the City's fuel contract in comparison to the pricing at commercial fuel sites.
- The target volume of gasoline dispensed reflects increased demand from City Programs.

## **Service Performance Measures**





The Diesel Contract below Market price has been stable over the past few years due to better pricing received on the fuel contract compare to the pricing at commercial fuel sites.

# Amount of Diesel Fuel Distributed (in 000s)



- The amount of diesel fuel distributed is projected to be higher in 2018 due to increased demand from client programs.
- Fuel Services continues the Fuel Hedging program to minimize the impacts of fluctuating fuel market prices.



## **Fleet Services**

#### 2018 - 2027 CAPITAL BUDGET & PLAN OVERVIEW

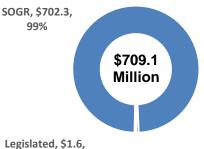
Fleet Services provides range of services, from acquisition to maintenance and disposal, for a diverse fleet of over 5,500 vehicles and equipment. Fleet Services also oversees 23 City-owned fuel sites and the associated fueling of over 7,100 assets, trains City vehicle and equipment operators and manages and monitors approximately 11,000 associated operator permits to ensure safe vehicle & equipment operation.

The 10-Year Capital Plan of \$709.080 million provides funding for the replacement of vehicles and equipment, utilized by City Programs and Agencies, excluding Toronto Police Service Board and Toronto Transit Commission. Fire Services, Toronto Paramedic Services and Toronto Zoo are part of the Fleet Services' Capital Plan but these Programs and Agencies manage their own fleet replacements. The 10-Year Capital Plan also includes funding for the Consolidated Green Fleet Plan, Fuel Site closures and the Fuel Management System projects.

The 2018 - 2027 Capital Plan is primarily funded from Program/Agency-specific Vehicle and Equipment Replacement Reserves to which annual contributions are made by respective Programs and Agencies through their Operating Budget.

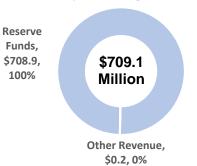
## 2018 - 2027 Capital Budget & Plan

## **By Project Category**

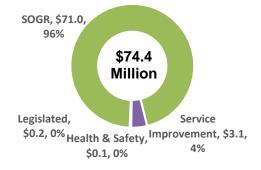


Legislated, \$1.6, 0% Health & Service Safety, \$0.3, Improvement, 0% \$4.9, 1%

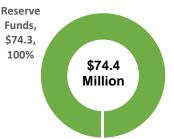
## **By Funding Source**



## 2018 Capital Budget By Project Category



## **By Funding Source**



Other Revenue, \$0.2, 0%

### **Our Key issues & Priority Actions**

- Capacity to Spend and Readiness to Proceed play a vital role when analyzing the Program's spending rate which has averaged 67.2% with noticeable improvement in the last 3 years.
  - Projects included in the 10-Year Capital Plan have been reviewed and reprioritized and cash flows have been amended after taking vehicle delivery plans into consideration.
- SOGR Backlog and Financial Management

   Ensuring the City's fleet SOGR backlog is reviewed and updated; Vehicle and Equipment Replacement Reserves are adequate for the timely replacement of
  - adequate for the timely replacement of vehicles; and managing the associated impact of maintaining assets which are past optimum life.

### **Capital Deliverables for 2018**

The 2018 Capital Budget for Fleet Services of \$74.406 million, excluding carry forward funding, will:

- Provide Health and Safety for Fleet Garage Security (\$0.105 million).
- Continue the Consolidated Green Fleet Plan (\$0.200 million);
- Contribute to the state of good repair of the City's fleet through the replacement of vehicles (\$71.032 million), for the programs including but not limited to the following: Solid Waste (\$27.701 million), Toronto Water (\$8.737 million), Parks, Forestry & Recreation (\$8.122 million), Fire Services (\$10.903 million), and Transportation (\$5.488 million); and
- Continue fleet service improvements through enablement of projects (\$3.069 million) including the Fleet Management System and Fuel System Integration project (\$1.800 million), City Fuel Site Closures and upgrades (\$0.700 million), and Fleet At-large Purchase (\$0.570 million).

## State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of \$702.296 million for State of Good Repair to address the City's fleet replacement backlog. The SOGR backlog as a % of asset replacement value will decrease from 16.0% in 2018 to 6.6% in 2027 based on planned investment.

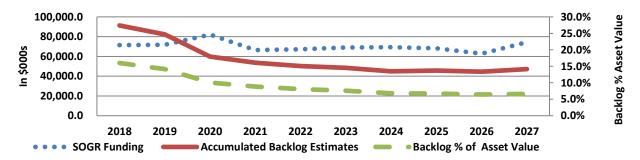


Table 1 below details all capital projects, by category, included in the 2018 - 2027 Capital Budget and Plan for Fleet Services:

Table 1
2018 - 2027 Capital Plan by Project Category (In \$000s)

	Total App'd Cash Flows to Date*	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
Fleet - Garage Security		105	_	116	95	_	_	_	_	_	_	315	
Sub-Total		105	-	116	95	-	-	-	-	-	-	315	
Legislated													
Green Fleet Plan		200	-	215	210	150	150	150	150	225	150	1,600	
Sub-Total		200		215	210	150	150	150	150	225	150	1,600	
State of Good Repair													
Arena Boards - Replacement of Ice Resurfacers		108	110	130	314	115	60	122	126	196	136	1,417	
Clerks - Fleet Replacement		-	_	-	-	_	~	-	40	40	31	112	
EDCT - Fleet Replacement		60	-	-	29	49	20	-	-	50	50	257	
Engineering & Construction Serv Fleet Replacement		495	-	656	240	55	220	320	307	152	113	2,556	
Exhibition Place - Fleet Replacement		200	600	600	749	674	597	395	523	1,150	500	5,986	
Facilities Mgmt & Real Estate - Fleet Replacement		1,300	117	1,522	947	893	439	71	44	229	2,075	7,639	
Fire-Fleet Replacement		10,903	7,203	7,203	7,203	7,203	7,203	7,203	7,203	7,203	7,203	75,730	
Fleet - Tools & Equipment		298	- ,	295	363	283	290	252	254	381	322	2.737	
Fleet Replacement - Insurance Contingency		150	_	165	210	150	150	150	150	225	150	1,500	
Fleet Services - Fleet Replacement		494	_	319	406	290	290	290	290	435	290	3,104	
Information & Technology - Fleet Replacement		45	_	-	-					-		45	
Library - Fleet Replacement		796	380	247	610	149	155	285	355	714	899	4,589	
Municipal Licensing & Standards-Fleet Replacement		185	-	1,174	809	487	532	680	135	1,136	-	5,138	
Parks, Forestry & Recreation-Fleet Replacement		8.122	5.686	10,233	11,230	11.093	11.838	11.261	11.140	13,842	11,314	105,759	
PPF&A - Fleet Replacement		65	-	37	57	- 1,000	- 1,000	- 1,20	21	21	31	231	
Public Health - Fleet Replacement		31	_	32	67	67	181	181	32	32	32	653	
Purchasing & Materials Mgmt- Fleet Replacement		112	120	4	32	-	-	-	17	141	215	640	
Shelter, Support & Housing Admin-Fleet Replacement			-		-	_	_	32	79	47		158	
Solid Waste - Fleet Replacement		27,701	26,398	11,054	17,159	24,091	19,896	29,219	19,356	11,595	21.681	208.148	
Toronto Building - Fleet Replacement				113		90	90	22	74	52	113	554	
Toronto Community Housing Corp Fleet Replacement		1,402	340	1,452	218	529	777	693	792	1,027	2,028	9,257	
Toronto Water - Fleet Replacement		8,737	9,807	17,462	16,413	8,333	8,516	6,734	4,952	6,597	13,677	101,228	
TPS-Fleet Replacement		3,989	4,460	4,584	4,726	6,240	6,225	6,498	6,400	6,500	6,600	56,222	
Transportation-Fleet Replacement		5.488	16,136	24,494	4,351	6,087	11,150	4,629	15,562	10,652	6,584	105,133	
Zoo-Fleet Replacement		350	350	350	350	350	350	350	350	350	350	3,500	
Sub-Total	-	71,032	71,707	82,125	66,482	67,226	68,977	69,388	68,201	62,766	74,392	702,296	
Service Improvements		,	,	,			,		·		,		
Fleet - At-large Purchase		570	_	_	_	_	_	_	_	_	_	570	
Fleet Mgt System & Fuel System Integration		1.800	_		_	_	-		_			1.800	
Fuel Site Closures, Upgrades & Replacement		700	_	220	280	200	200	200	200	300	200	2,500	
Sub-Total	-	3,069	-	220	280	200	200	200	200	300	200	4,869	
Total Expenditures by Category (excluding carry													
forward)	_	74,406	71,707	82,675	67,067	67,576	69,327	69,738	68,551	63,291	74,742	709,080	

<sup>\*</sup>Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2017, excluding ongoing capital projects (i.e. Civic Improvement projects)

## 2018 - 2027 Capital Projects

The 10-Year Capital Plan is in keeping with Fleet Services' objectives to maintain the State of Good Repair for more than 5,500 vehicles and equipment, manage and implement the Consolidated Green Fleet Plan and obtain fuel-efficient and environmentally friendly vehicles for the City Programs.

## Legislated

- Legislated projects account for \$1.600 million or 0.2% of the total 10-Year Capital Plan spending.
  - Consolidated Green Fleet Plan The Green Fleet initiatives aim to employ vehicles, equipment, fuels and practices that consume less fuel and emit less Greenhouse Gas (GHG) and air pollution, meet the City's operational requirements, are sustainable, and are economically viable.
  - The 10-Year Capital Plan provides funding to acquire fuel-efficient vehicles where appropriate for City operations, while considering the lifecycle costs of the vehicle.

## State of Good Repair (SOGR)

SOGR projects account for \$702.296 million or 99.0% of the total 10-Year Capital Plan for the replacement of vehicles and equipment for all City Programs and Agencies. The majority of SOGR project funding is allocated to the replacement of vehicles for Solid Waste Management, Toronto Water, Parks, Forestry & Recreation, Fire Services, Transportation Services and Toronto Paramedic Services.

#### Service Improvement

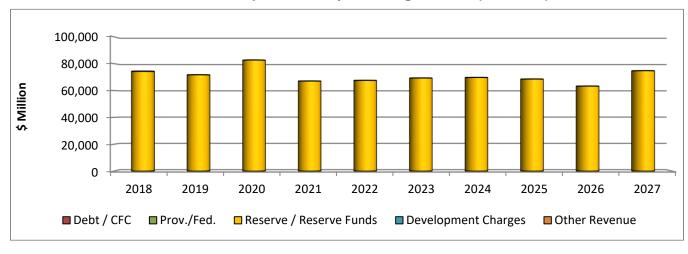
- Service Improvement projects account for \$4.869 million or 0.7% of the total 10-Year Capital Plan comprised of the following three projects:
  - ➤ Fleet Management and Fuel Systems Integration Fleet Services will continue with the Vehicle Information Box (VIB) technology deployment in a total of 4,000 vehicles and equipment for automated vehicle meter reading and authorization for fueling at the fuel sites. The integration between all City operated fuel sites and the fleet management system will provide Fleet Services with the ability to have real time monitoring; automated vehicle meter odometer data; data flow to improve security; and better customer service and information to City Divisions.
  - Fuel Site Closures, Upgrades and Replacement Fleet Services oversees 23 City-owned fuel sites. Fleet's goal is to optimize the number of fuel sites to maintain a minimum fuel supply to meet the strategic and emergency requirements; reduce infrastructure costs; and minimize potential environmental risks. The upgraded sites dispense all fuel types that are in use by the City of Toronto, have above ground fuel storage tanks that will minimize the risk of soil contamination as well as real time monitoring of fuel volumes and transactions.
  - > At-Large Purchase Fleet Services identified the need for new vehicles to improve its service to client Programs and Agencies. This project will be funded from the Vehicle & Equipment Reserve.
  - Future operating savings are expected upon completion of these projects. Staff will monitor and reflect the savings in future year budget processes.

#### Health and Safety

The one Health and Safety project to enhance security at fleet garage sites included in 2018 accounts for \$0.315 million or 0.1% of the total 10-Year Capital Plan.

# 2018 - 2027 Capital Budget & Plan by Funding Source

The chart below summarizes the funding sources included in the 2018 - 2027 Capital Budget and Plan for Fleet Services:



2018 - 2027 Capital Plan by Funding Source (In \$000s)

The 10-Year Capital Plan of \$709.080 million cash flow funding will be financed by the following sources:

- Reserve and Reserve Funds provide \$708.924 million or 99.98% of required funding over the 10-year period.
  - > The Reserves are financed annually by the Programs' and Agencies' budgeted contributions from their Operating Budgets. Vehicle and Equipment Replacement Reserves are established in accordance with the Municipal Code, Chapter 227, Article II, to provide budget stabilization by moderating large fluctuations in the annual replacement of vehicles and equipment.
- Other sources, which account for \$0.156 million or 0.02% of funding is donation from the Toronto Public Library Foundation to partially fund the replacement of Bookmobiles for the Toronto Public Library.

# 10-Year Capital Plan: Net Operating Budget Impact

N/A



# Information & Technology

## **2018 OPERATING BUDGET OVERVIEW**

Information & Technology (I&T) provides city-wide leadership in modernizing City services through the strategic investment, development and management of the City's Information Technology (IT) systems including:

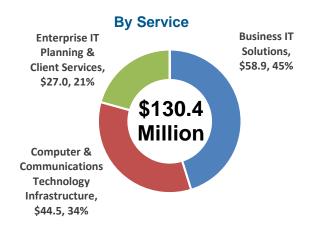
- Critical Business Systems delivery and support for City Programs and service delivery to residents, businesses and visitors.
- IT foundation infrastructure capacity that is adaptable to sustain and meet growing demand for City Program business needs.
- Employee Productivity Solutions that drive service excellence.

## 2018 Operating Budget Highlights

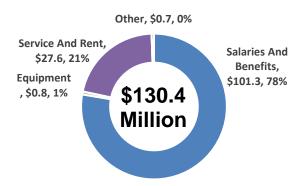
The total cost to deliver these services to Toronto residents is \$130.365 million gross and \$76.423 million net as shown below:

	0047	0040	Change			
(in \$000's)	2017 Budget	2018 Budget				
		9	\$	%		
Gross						
Expenditures	128,435.2	130,364.8	1,929.6	1.5%		
Revenues	53,125.7	53,941.5	815.8	1.5%		
Net						
Expenditures	75,309.5	76,423.3	1,113.8	1.5%		

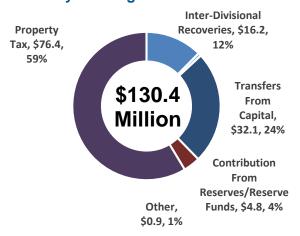
# **2018 Operating Budget**



# By Expenditure Category



## By Funding Source



#### **Fast Facts**

- Provided IT support on 1.4 million general inquiries and service requests made to 311 Toronto.
- Implemented an end-to-end digital process, in support of Municipal Licensing & Standards' (MLS) digital transformation and innovation, for over 60,000 Vehicle for Hire licenses since 2016 supporting the ride sharing economy, providing modernized service delivery and operational efficiencies.
- Expanded Open Data for the City to 246 datasets and 1,100+ data files published, providing greater accessibility and transparency to citizens
- Enhanced the Online Citizen experience for City Services with 16+ million visits annually including new online services such as MyWaterToronto and RentSafeTO.
- Responded to 186,000 IT service desk calls annually
- Resolved 37,000+ application requests and 1,300+ changes for over 850 City applications

#### Trends

- Growth in IT Services demand continues in support of City business service needs and opportunities to realize efficiencies
- Technology infrastructure availability is expected to remain at 99.50% through optimization and effective management
- IT Customer satisfaction rating is 90% in 2017, maintaining the overall satisfaction rate from 2016.
- A need to ensure IT strategy is supporting residents' growing digital demands.

# Overall Customer Satisfaction with IT Services



# Our Key Issues & Priority Actions

- Business Transformation and modernization initiatives to meet City business objectives, gain service efficiencies and improve customer experience associated with the delivery of City Programs and Services.
- Partnerships to build and leverage opportunities with the City's divisions, agencies and vendors to drive customer service excellence.
- Strategic Governance to ensure effective IT investment priority setting through IT governance with clear alignment to key City business strategies and priorities
- Organizational Capacity by implementing integrated resource planning for IT services and projects for business and I&T
- Project/Program Management to enhance IT program and project management maturity across the City to support effective project delivery and success
- Process and Performance Improvements that focus on key opportunities to streamline, integrate and deliver business value for I&T clients
- Talent Management to attract and develop a motivated and engaged high performance team and future leaders.

# Key Service Deliverables for 2018

The 2018 Operating Budget will enable the I&T Program to continue to:

- Enhance City Programs and Services in partnership with City divisions and to the public through the delivery and support for over 850+ enterprise and division business systems, including:
- Respond to 1000+ requests for enhancements and growth of business systems across the City to meet public demands and business needs.
- Maintain the City's technology network, application systems and technology infrastructure in a secure, reliable and high performance manner and state of good repair to ensure 7/24/365 availability.
- Deliver effective Client Support for over 23,000+ City employees through the City's IT service desk, technical and business application support and IT education.
- Work collaboratively with Agencies and Commissions to drive innovation and to accelerate enablement efforts associated with the delivery of City services and programs.

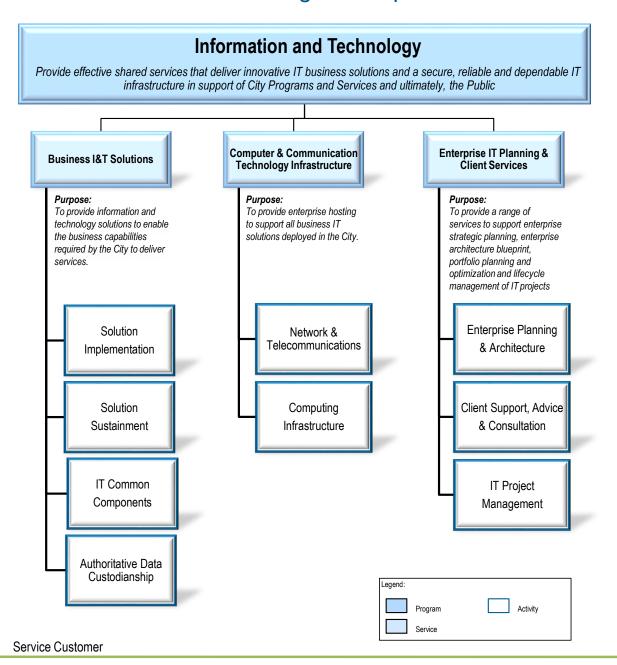
# 2018 Operating Budget and Plan by Service

	20°	17	2018	Operating B	Sudget			In	crement	al Change	9
		Projected		New/	Total	2018 v	s. 2017	20	19	20	20
(In \$000s)	Budget	Actual	Base	Enhanced	Budget	Budget	Change	Pla	an	Pla	an
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
<b>Business IT Solutions</b>											
Gross Expenditures	57,832.2	51,462.8	58,887.1	0.0	58,887.1	1,055.0	1.8%	1,318.7	2.2%	900.7	1.5%
Revenue	33,536.1	25,100.2	33,612.0	0.0	33,612.0	75.8	0.2%	68.6	0.2%	(422.3)	(1.3%)
Net Expenditures	24,296.0	26,362.6	25,275.2	0.0	25,275.2	979.1	4.0%	1,250.1	4.9%	1,323.1	5.0%
Computer & Communicat	ions Technol	ogy Infrastri	ucture								
Gross Expenditures	43,720.6	38,905.4	44,518.4	0.0	44,518.4	797.8	1.8%	607.7	1.4%	368.0	0.8%
Revenue	13,217.7	9,892.9	13,708.4	0.0	13,708.4	490.6	3.7%	(729.8)	(5.3%)	(547.1)	(4.2%)
Net Expenditures	30,502.8	29,012.5	30,810.0	0.0	30,810.0	307.2	1.0%	1,337.4	4.3%	915.1	2.8%
Enterprise IT Planning &	Client Servic	es									
Gross Expenditures	26,882.5	23,921.8	26,959.3	0.0	26,959.3	76.8	0.3%	648.5	2.4%	570.5	2.1%
Revenue	6,371.9	4,769.0	6,621.2	0.0	6,621.2	249.3	3.9%	(858.5)	(13.0%)	(625.0)	(10.8%)
Net Expenditures	20,510.6	19,152.7	20,338.1	0.0	20,338.1	(172.5)	(0.8%)	1,507.0	7.4%	1,195.5	5.5%
Total											
Gross Expenditures	128,435.2	114,289.9	130,364.8	0.0	130,364.8	1,929.6	1.5%	2,574.9	2.0%	1,839.3	1.4%
Revenue	53,125.7	39,762.1	53,941.5	0.0	53,941.5	815.8	1.5%	(1,519.7)	(2.8%)	(1,594.4)	(3.0%)
Total Net Expenditures	75,309.5	74,527.8	76,423.3	0.0	76,423.3	1,113.8	1.5%	4,094.6	5.4%	3,433.7	4.3%
Approved Positions	851.0	728.0	850.0	0.0	850.0	(1.0)	(0.1%)	1.0	0.1%	0.0	

The Information & Technology's 2018 Operating Budget is \$130.365 million gross and \$76.423 million net, representing a 1.5% increase to the 2017 Approved Net Operating Budget and above the net budget increase target of 0% as set out in the 2018 Operating Budget Directions approved by Council.

- Base pressures are mainly attributable to increases in salaries and benefits for Cost of Living Allowance (COLA), progression pay and step increases, operating impacts from completed capital projects and increases for software and hardware maintenance costs.
- To help mitigate the above pressures, the Program was able to achieve base expenditure reductions through a line by line review of expenditures, adopting a bridging strategy and service efficiency savings through hardware/software rationalization and negotiated lower prices on maintenance and rental operating contracts as further discussed in these notes.
- Approval of the 2018 Operating Budget will result in Information & Technology reducing its total staff complement by 1.0 position from 851.0 to 850.0 as a result of the deletion of temporary/unfunded positions netted against added positions to deliver capital projects.
- The 2019 and 2020 Plan increases are attributable to positions required to support new systems and maintenance costs as a result from completed capital projects, and COLA, progression pay, step increases and fringe benefits.

# **Program Map**



#### **Business I&T Solutions**

- Staff City Divisions
- Staff Agencies and Boards

## Indirect (Beneficiary)

- Residents
- Businesses
- Visitors

#### Computer & Communication Technology Infrastructure

- Staff City Divisions
- Staff Agencies and Boards

#### Indirect (Beneficiary)

- Residents
- Businesses
- Visitors

#### **Enterprise IT Planning & Client** Services

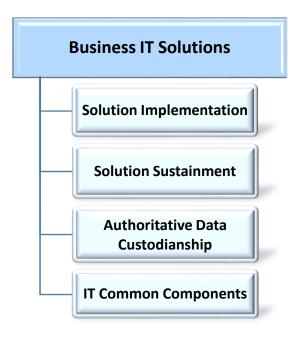
- Staff City Divisions
- Staff Agencies and Boards

#### Indirect (Beneficiary)

- Residents
- Businesses
- Visitors

The following section provides the service-based budget by activity and their associated service levels and performance measures.

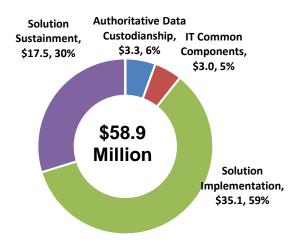
## **Business I&T Solutions Service**



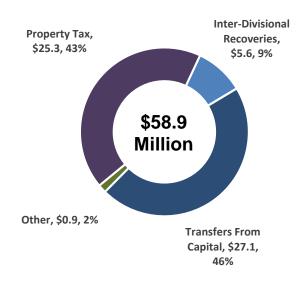
## What We Do

- Deliver Information Technology (IT) Solutions to enable the business capabilities required by the City to deliver services
- Provide solution and component acquisition, configuration, development, sustainment and implementation of applications and solutions, as well as ongoing client support.

# 2018 Service Budget by Activity (\$Ms)



# 2018 Service by Funding Source (\$Ms)



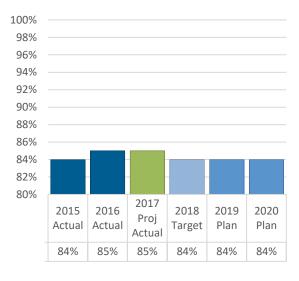
# 2018 Service Levels Business I&T Solutions Service

Activity	Туре	Service Level Description	Status	2015	2016	2017	2018
Solutions Implementatio	Program and Service Management Solutions Development Process Management Solutions Development Enterprise Asset Management Solutions Development Financial Management Solutions Development Supply and Inventory Management Solutions Development Rules Management Solutions Development Property Stewardship Solutions Development	Support services provided during core business hours, Monday to Friday 9:00am – 5:00pm (excluding statutory holidays)		statutory nondays)	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays)	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays)	100%
iii	Risk Management Solutions Development     Customer Relationship Management Solutions Development     Service Delivery Solutions Development     Human Resource Management Solutions Development     Information Management Solutions Development	Email Response within 2 business days 90% of the time	Actual	Consultation or per agreed work plan	Email Response within 2 business days 90% of the time	Email Response within 2 business days 90% of the time	
Solutions Sustainment	Program and Service Management Solutions Sustainment Process Management Solutions Sustainment Enterprise Asset Management Solutions Sustainment Financial Management Solutions Sustainment Supply and Inventory Management Solutions Sustainment Rules Management Solutions Sustainment Property Stewardship Solutions Sustainment	Support services provided during core business hours, Monday to Friday 9:00am – 5:00pm (excluding statutory holidays)		Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays)	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays)	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays)	100%
	Risk Management Solutions Sustainment     Customer Relationship Management Solutions Sustainment     Service Delivery Solutions Sustainment     Human Resource Management Solutions Sustainment     Information Management Solutions Sustainment	Email Response within 2 business days 90% of the time	Actual	Consultation or per agreed work plan	Email Response within 2 business days 90% of the time	Email Response within 2 business days 90% of the time	
IT Common Components	Business solution/application development - Geospatial	Support Services provided during core business hours, Monday to Friday 9:00am – 5:00pm (excluding statutory holidays)		Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays)	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays)	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays)	100%
		Email Response within 2 business days 90% of the time	Actual	Consultation or per agreed work plan	Email Response within 2 business days 90% of the time	Email Response within 2 business days 90% of the time	
Authoritative	Geographic Information dataset/map	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays)	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays)	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays)	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays)	100%
Data Custodianship	Geographic Information dataset/map     Geospatial/Location Data     Email Response with 90 % of the time     Standard incident m	Email Response within 2 business days 90 % of the time  Standard incident management targets or consultation per agreed work plan.	Actual	Standard incident management targets or consultation per agreed work plan	Email Response within 2 business days 90 % of the time  Standard incident management targets or consultation per agreed work plan.	Email Response within 2 business days 90 % of the time  Standard incident management targets or consultation per agreed work plan.	

In order to improve reporting, starting in 2018, service levels will now include approved and actual measures. For the initial transition, the 2018 measures represents the percentage of time that the services described for the activity were provided. I&T, with support from FPD, will review the service level measures each year as part of the annual Operating Budget process. Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for *Business I&T Solutions*.

#### **Service Performance Measures**

# Customer Satisfaction with Business IT Solutions Performance



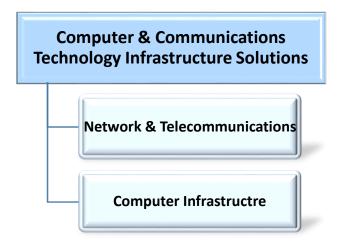
- Overall customer satisfaction with Business IT Solutions services has increased by 1% in 2017 compared to 2015.
- Client satisfaction with IT Solutions is forecasted to remain at a minimum of 84% over the next 3 years with an emphasis on customer service improvements, enhanced IT technology, greater automation of manual processes and more channel choices/user friendly applications for clients

# Overall Customer Satisfaction with IT Services



- IT Customer satisfaction rating is 90% in 2017, maintaining the overall satisfaction rate from 2016.
- The use of Service Portfolios results in knowledgeable staff that can address Divisional user needs faster and with a higher success rate, resulting in higher satisfaction levels.

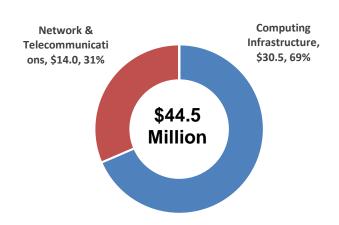
# Computer & Communications Technology Infrastructure Service



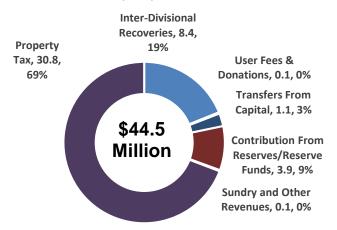
## What We Do

- Manage the City's computing infrastructure, including: desktop and mobile devices such as laptops and tablets, printers and other peripheral devices; and data centre services hosting servers and storage equipment; databases, application development platforms; security products and services.
- Manage the City voice and data communications networks to approximately 29,000 staff at 700 locations. This includes both internal and external communications via the Internet to support business applications, email and fax, telephones (landlines and cell phones).

# 2018 Service Budget by Activity (\$Ms)



# 2018 Service by Funding Source (\$Ms)



# 2018 Service Levels Computer & Communications Technology Infrastructure Service

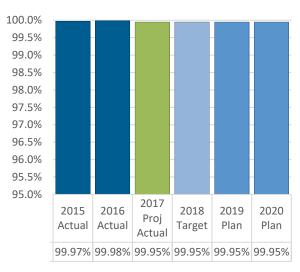
Activity	Туре	Service Level Description	Status	2015	2016	2017	2018
		Support Services provided during core business hours, Monday to Friday 8:30am – 4:30pm (excluding statutory holidays).	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays)	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays).	Core business hours are Monday to Friday 8:30am - 4:30pm (excluding statutory holidays).	100%
	Telephone     Wireless Telecommunication & Devices	Email Response within 2 business days 90% of the time		Standard incident management targets	Email Response within 2 business days 90% of the time	Email Response within 2 business days 90% of the time	
		Standard incident management targets	Actual	Service availability is 24/7/365	Standard incident management targets	Standard incident management targets	
		Service availability is 24/7/365 excluding scheduled maintenance and releases		excluding scheduled maintenance and releases	Service availability is 24/7/365 excluding scheduled maintenance and releases	Service availability is 24/7/365 excluding scheduled maintenance and releases	
	• Internet	Support Services provided during core business hours, Monday to Friday 8:30am – 4:30pm (excluding statutory holidays). Email Response within 2 business days	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays)	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays). Email Response within 2 business days 90% of the time	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays). Email Response within 2 business days 90% of the time	100%
	Wireless Network	90% of the time		Standard incident management targets	Standard incident management targets	Standard incident management targets	
		Standard incident management targets Service Availability 24/7/365 with 99%	Actual	Service Availability 24/7/365 with 99% up time	Service Availability 24/7/365 with 99% up time	Service Availability 24/7/365 with 99% up time	
		up time		man so /s up time			
Enterprise Planning & Architecture	&	Support Services provided during core business hours, Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Email Response within 2 business days	Approved	Support services provided during core business hours, Monday to Friday	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays)  Email Response within 2 business days	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays)  Email Response within 2 business days	100%
		90% of the time		8:30am - 4:30pm (excluding statutory holidays)	90% of the time	90% of the time	
	Wired Network	Standard incident management targets. Service availability is 24/7/365 excluding scheduled maintenance and releases		Standard incident management targets	Standard incident management targets. Service availability is 24/7/365 excluding scheduled maintenance and releases	Standard incident management targets. Service availability is 24/7/365 excluding scheduled maintenance and releases	
		99.99% Availability between 9:00am – 5:00pm on business days.	Actual	Service Availability 24/7/365 with 99.99% up time	99.99% Availability between 9:00am – 5:00pm on business days.	99.99% Availability between 9:00am – 5:00pm on business days.	
		*Availability time excludes scheduled maintenance.			*Availability time excludes scheduled maintenance.	*Availability time excludes scheduled maintenance.	
		Support Services provided during core business hours, Monday to Friday 8:30am -4.30pm (excluding statutory holidays)	Approved	Support Services provided during core business hours, Monday to Friday 8:30am - 4.30pm (excluding statutory holidays)	Support Services provided during core business hours, Monday to Friday 8:30am -4.30pm (excluding statutory holidays)	Support Services provided during core business hours, Monday to Friday 8:30am -4.30pm (excluding statutory holidays)	100%
	Email     Enterprise Fax	Email Response within 2 business days 90% of the time		Email Response within 2 business days 90% of the time	Email Response within 2 business days 90% of the time	Email Response within 2 business days 90% of the time	
		Standard incident management targets		Standard incident management targets	Standard incident management targets	Standard incident management targets	
		Service availability 24/7/365 with 98% up time (excluding scheduled maintenance)	Actual	Service availability 24/7/365 with 98% up time (excluding scheduled maintenance)	Service availability 24/7/365 with 98% up time (excluding scheduled maintenance)	Service availability 24/7/365 with 98% up time (excluding scheduled maintenance)	

Activity	Туре	Service Level Description	Status	2015	2016	2017	2018
		Support Services provided during core business hours, Monday to Friday 8:30am – 4:30pm (excluding statutory holidays).	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays)	Support Services provided during core business hours, Monday to Friday 8:30am – 4:30pm (excluding statutory holidays).	Support Services provided during core business hours, Monday to Friday 8:30am – 4:30pm (excluding statutory holidays).	100%
	Application Platforms	Email Response within 2 business days 90% of the time		Standard incident management targets	Email Response within 2 business days 90% of the time	Email Response within 2 business days 90% of the time	
		Standard incident management targets	Actual	Service availability is 24/7/365	Standard incident management targets	Standard incident management targets	
		Service availability is 24/7/365 excluding scheduled maintenance and releases	Actual	excluding scheduled maintenance and releases	Service availability is 24/7/365 excluding scheduled maintenance and releases	Service availability is 24/7/365 excluding scheduled maintenance and releases	
		Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays).		Core business hours are Monday to Friday 8:30am – 4:30pm (excluding	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays).	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays).	
		Email Response within 1 business day 90% of the time	Approved	statutory holidays) Standard incident management	Email Response within 1 business day 90% of the time	Email Response within 1 business day 90% of the time	100%
	Server Computing Hardware	Standard incident management targets		targets Service Availability 24/7/365	Standard incident management targets	Standard incident management targets	
		Service Availability 24/7/365 with 99.50% up time (excluding scheduled maintenance)	Astual	with 99% up time (excluding scheduled maintenance) On-site support 7:30am -	Service Availability 24/7/365 with 99.50% up time (excluding scheduled maintenance)	Service Availability 24/7/365 with 99.50% up time (excluding scheduled maintenance)	
		On-site support 7:00am - 5:00pm on business days, with on-call support for off-hours.	Actual	5:00pm on business days, with on-call support for off-hours.	On-site support 7:00am - 5:00pm on business days, with on-call support for off-hours.	On-site support 7:00am - 5:00pm on business days, with on-call support for off-hours.	
Computing Infrastructure		Support Services provided during core business hours, Monday to Friday 8:30am – 4:30pm (excluding statutory holidays).	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays)	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays).	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays).	100%
	Data Storage Platform	Email Response within 2 business days 90% of the time		Standard incident management targets	Email Response within 2 business days 90% of the time	Email Response within 2 business days 90% of the time	
		Standard incident management targets	Actual	Service availability 24/7/365	Standard incident management targets	Standard incident management targets	
		Service availability 24/7/365 with 99.50% up time		with 99% up time.	Service availability 24/7/365 with 99.50% up time.	Service availability 24/7/365 with 99.50% up time.	
		Support Services provided during core business hours, Monday to Friday 8:30am – 4:30pm (excluding statutory holidays).	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays)	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays).	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays).	100%
	Enterprise Printing & Peripherals	Email Response within 2 business days 90% of the time		Standard incident management targets.	Email Response within 2 business days 90% of the time	Email Response within 2 business days 90% of the time	
		Standard incident management targets.	Actual	Service Availability 24/7/365	Standard incident management targets.	Standard incident management targets.	
	Service Availability 24/7/365 with 99% up time  Support Services provided during core business hours, Monday to Friday 8:30am – 4:30pm (excluding statutory holidays).  Client Computing Hardware  Email Response within 2 business days 90% of the time  Standard incident management targets			with 99% up time	Service Availability 24/7/365 with 99% up time	Service Availability 24/7/365 with 99% up time	
		business hours, Monday to Friday 8:30am - 4:30pm (excluding statutory	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays)	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays).	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays).	100%
			Actual	Standard incident management	Email Response within 2 business days 90% of the time	Email Response within 2 business days 90% of the time	
			targets	Standard incident management targets	Standard incident management targets		

In order to improve reporting, starting in 2018, service levels will now include target and actual measures. For the initial transition, the 2018 measures represents the percentage of time that the services described for the activity were provided. I&T, with support from FPD, will review the service level measures each year as part of the annual Operating Budget process. Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for *Computer & Communications Technology Infrastructure*.

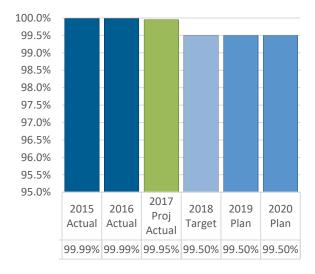
### **Service Performance Measures**

# Percent of Uptime of City Website Toronto.ca



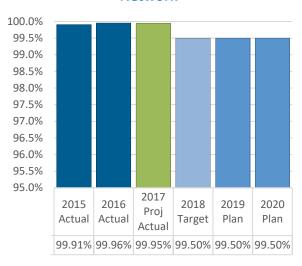
- Service level performance remains steady and within acceptable variance.
- Will sustain availability of Business Information and Application Resources infrastructure at 99.95% or better in 2018.
- Availability is expected to remain constant at the 99.95% levels due to pro-active planning, testing, and sustainment activities.

# Percent Availability of Telecom Infrastructure



- Service level performance remains steady and within acceptable variance.
- Telecom infrastructure expected to sustain availability of 99.50% or better in 2018.
- Availability is expected to remain constant at the 99.50% levels due to pro-active planning, testing, and sustainment activities.

# Percent Availability of Enterprise Network



- Service level performance remains steady and within acceptable variance.
- Enterprise network infrastructure expected to sustain availability of 99.50% or better in 2018.
- Availability is expected to remain constant at the 99.50% levels due to pro-active planning, testing, and sustainment activities

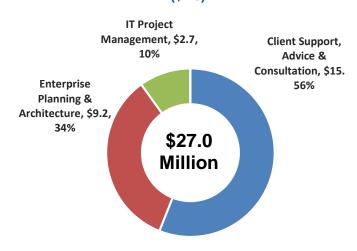
# **Enterprise IT Planning & Client Services**

# Enterprise IT Planning & Client Services Enterprise Planning & Architecture Client Support, Advice & Consultation I&T Project Management

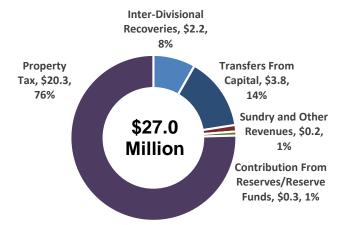
## What We Do

- Provides a range of services to support enterprise strategic planning, enterprise architecture blueprint, portfolio planning and optimization and lifecycle management of IT projects.
- Provides direct client support including client relationship management, client consultation and advice, service desk and IT training and education

# 2018 Service Budget by Activity (\$Ms)



# 2018 Service by Funding Source (\$Ms)



# 2018 Service Levels Enterprise IT Planning & Client Services

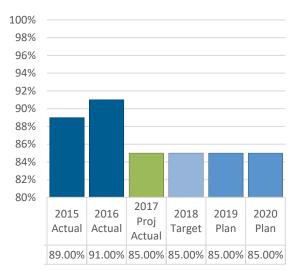
Activity	Туре	Service Level Description	Status	2015	2016	2017	2018
Enterprise	Enterprise Architecture – Blueprint     Portfolio Investment Management     Enterprise wide IT strategic plan - IT Strategic Planning	Support Services provided during core business hours, Monday to Friday 9:00am – 5:00pm (excluding statutory holidays).	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays).	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays).	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays).	100%
Planning & Architecture	I&T Division Business Strategy/Plan - IT Strategic Planning     Business Continuity Planning     Risk Assessments     IT Policies, Standards & Research	Email Response within 2 business days 90% of the time. Consultation or per agreed work plan / In support of I&T services	Actual	Consultation or per agreed work plan / In support of I&T services	Email Response within 2 business days 90% of the time.  Consultation or per agreed work plan / In support of I&T services	Email Response within 2 business days 90% of the time.  Consultation or per agreed work plan / In support of I&T services	
		Support is available from the Service Desk Mon-Fri 7:00a.m to 5:00 p.m. All other hours (evenings/overnight) and weekend/holidays, limited support is available. Response Targets: - Phone: 80% of Calls Answered within 1 minute - Voicemail: Response within 4 hours - E-Mail: Response within 48 hours Desktop Management (Workstations, Peripherals, Sottware) Support available	Approved	Support is available from the Sen/ce Desk Mon-Fri 7:00a.m to 5:00 p.m and at all other hours (evenings/ovenight) and weekend/holidays, calls are redirected to Computer Operations. Response Targets: -Phone: 80% of Calls	Support is available from the Service Desk Mon-Fri 7:00a.m to 5:00 p.m. All other hours (evenings/overnight) and weekend/holidays, limited support is available.  Response Targets: - Phone: 80% of Calls Answered within 1 minute - Voicemait: Response within 4 hours - E-Mail: Response within 48 hours Desktop Management (Workstations, Peripherals, Sothware) Support available	Support is available from the Service Desk Mon-Fri 7:00a.m to 5:00 p.m. All other hours (evenings/overnight) and weekend/holidays, limited support is available.  Response Targets: - Phone: 80% of Calls Answered within 1 minute - Voicemail: Response within 4 hours - E-Mail: Response within 48 hours Desktop Management (Workstations, Peripherals, Sottware) Support available	100%
	Service Desk	Mon-Fit 8:30 a.m. to 4:30 p.m. (excluding statutory holidays). Both Service Desk and Desktop Management incidents are prioritized and resolved in accordance within standard incident Management (IM) Targets.  Standard Incident Management Resolution Targets:  Priority 1: 2 business hours Priority 2: 8 business hours (1 day) Priority 3: 24 business hours (3 days)	Actual	Answered within 1 minute - Voicemail: Response within 4 hours - E-Mail: Response within 48 hours  Desktop Management (Workstations, Peripherals, Software) Support available Mon-Fri 8:30 a.m. to 4:30 p.m. (excluding statutory holidays).	Mon-Fri 8:30 a.m. to 4:30 p.m. (excluding statutory holidays).  Both Service Desk and Desktop Management Incidents are prioritized and resolved in accordance within standard Incident Management (IM) Targets.  Standard Incident Management Resolution Targets:  Priority 1: 2 business hours Priority 2: 8 business hours (1 day) Priority 3: 24 business hours (3 days)	Mon-Fri 8:30 a.m. to 4:30 p.m. (excluding statutory holidays). Both Service Desk and Desktop Management incidents are prioritized and resolved in accordance within standard Incident Management (IM) Targets.  Standard Incident Management Resolution Targets:  Priority 1: 2 business hours Priority 2: 8 business hours (1 day) Priority 3: 24 business hours (2 days)	
Client Support, Advice & Consultation		Priority 4: 48 business hours (6 days)  Support Services provided during core business hours, Monday to Friday 9:00am – 5:00pm (excluding statutory holidays).	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays)	Priority 4: 48 business hours (6 days)  Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays).	Priority 4: 48 business hours (6 days)  Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays).	100%
	Business Process Analysis and Design	Email Response within 2 business days 90% of the time.  Consultation or per agreed work plan	Actual	Target response within 1 business day Consultation or per agreed work plan.	Email Response within 2 business days 90% of the time.  Consultation or per agreed work plan	Email Response within 2 business days 90% of the time.  Consultation or per agreed work plan	
	Client Relationship Management	Support Services provided during core business hours, Monday to Friday 9:00am – 5:00pm (excluding statutory holidays)  Email Response within 2 business days 90% of the time	Approved		Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Email Response within 2 business days 90% of the time	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Email Response within 2 business days 90% of the time	100%
		Escalations within 1 business day 90% of the time	Actual		Escalations within 1 business day 90% of the time	Escalations within 1 business day 90% of the time	
	Business Requirement Analysis     Business Case Co-ordination	Consultation or per agreed work plan Support Services provided during core business hours, Monday to Friday 9:00am – 5:00pm (excluding statutory holidays)	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays)	Consultation or per agreed work plan  Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays)	Consultation or per agreed work plan  Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays)	100%
	IT Consultation & Facilitation	Email Response within 2 business days 90% of the time	Actual	Target response within 1 business day Consultation or per agreed work plan	Email Response within 2 business days 90% of the time	Email Response within 2 business days 90% of the time	

Activity	Туре	Service Level Description	Status	2015	2016	2017	2018
	Service Level Management	Support Services provided during core business hours, Monday to Friday 8:30am – 4:30pm (excluding statutory holidays)	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays)	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays)	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays)	100%
		Email Response within 2 business days 90% of the time		business day Consultation or per agreed work plan	Email Response within 2 business days 90% of the time	Email Response within 2 business days 90% of the time	
Client Support,	Π Contract Management	Support Services provided during core business hours, Monday to Friday 8:30am – 4:30pm (excluding statutory holidays).		Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays)	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays).	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays).	100%
Advice & Consultation	dvice &	Email Response within 2 business days 90% of the time.	Actual	Consultation or per agreed work plan / In support of I&T services	Email Response within 2 business days 90% of the time.	Email Response within 2 business days 90% of the time.	
		Core business hours: Monday – Friday 8:30am – 4:30pm (excluding weekends and holidays)	Approved	Core business hours: Monday – Friday 8:30am – 4:30pm (excluding weekends and holidays)	Core business hours: Monday – Friday 8:30am – 4:30pm (excluding weekends and holidays)	Core business hours: Monday – Friday 8:30am – 4:30pm (excluding weekends and holidays)	100%
	IT Training & Education	Email Response within 2 business days 90% of the time		Per agreed work plan / schedule 99.00%	Email Response within 2 business days 90% of the time	Email Response within 2 business days 90% of the time	
		Per agreed work plan / schedule 99.00% Availability between 8:30am - 4:30pm	Actual	Availability between 8:30am - 4:30pm	Per agreed work plan / schedule 99.00% Availability between 8:30am - 4:30pm	Per agreed work plan / schedule 99.00% Availability between 8:30am - 4:30pm	
IT Project Management	IT Project Management Services     IT Project Management Expertise & Support     IT Project Management Methodologies and Tools	Support Services provided during core business hours, Monday to Friday 9:00am – 5:00pm (excluding statutory holidays)	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays)	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays)	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays)	100%
	• IT Project management methodologies and Tools	Email Response within 2 business days 90% of the time	Actual	Consultation or per agreed work plan / In support of I&T services	Email Response within 2 business days 90% of the time	Email Response within 2 business days 90% of the time	

In order to improve reporting, starting in 2018, service levels will now include target and actual measures. For the initial transition, the 2018 measures represents the percentage of time that the services described for the activity were provided. I&T, with support from FPD, will review the service level measures each year as part of the annual Operating Budget process. Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for *Enterprise IT Planning & Client Services*.

## **Service Performance Measures**

# Client Satisfaction with IT Service Desk



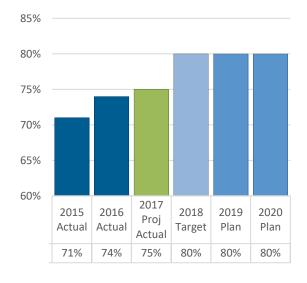
- Service level performance remains steady and within acceptable variance.
- Client Satisfaction with IT Service Desk expected to reach 85.00% or better in 2018.
- Client Satisfaction with IT Service Desk expected to remain constant at the 85.00% levels due to pro-active planning and training of staff, and developing reference materials for users where applicable.

# Total Number of Calls, Emails, and Self Service Requests to IT Service Desk (000s)



- The IT Service Desk has seen a steady increase in calls, emails and self-service request as more services and applications are being introduced to meet Divisional user needs
- The volume of calls, emails and self-service requests is expected to remain constant as due to the wide nature of reasons users interact with the IT Service Desk, for example password resets, access, and troubleshooting issues.

# Percentage of Calls Answered in 60 Seconds



- The percentage of calls answered in 60 seconds by Service Desk has steadily increased since 2015.
- The 2015 target was not met as there was a sudden increase is the total number of calls, emails and self service requests to the IT Service Desk between 2014 and 2015.
- Since 2015, the capacity in the IT Service Desk has increased to improve on past levels of service.



# **Information & Technology**

## 2018 - 2027 CAPITAL BUDGET & PLAN OVERVIEW

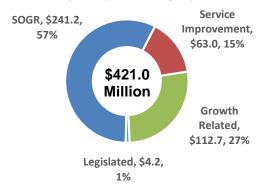
The Information & Technology Division provides city-wide leadership in modernizing City services through the strategic investment, development and management of the City's Information & Technology (I&T) systems. Key elements of the 10-year Capital Plan include:

- Ensuring a secure, reliable and high performance I&T Infrastructure that is modernized and well positioned to respond to growing business needs and citizen demands.
- Improving the City's business processes and systems with a focus on opportunities to streamline, integrate and deliver business value to clients.
- Driving City business transformation initiatives and innovation to improve customer experience associated with the delivery of City Programs and Services.

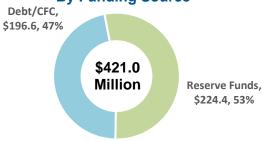
The 10-year Capital Plan, totaling \$420.977 million, has been developed in alignment with, and as a part of, the City's overall eCity Strategy and I&T Portfolio Integrated Plan that sets direction for prioritized I&T investments across the City. The 10-Year Capital Plan will increase the I&T Division's future year Operating Budgets by a total of \$0.736 million net over the period from 2018 - 2020, for maintenance & support and hosting costs for new systems, services and infrastructure.

# 2018 - 2027 Capital Budget & Plan

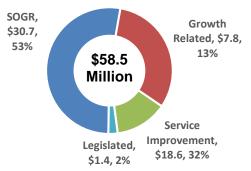
# By Project Category



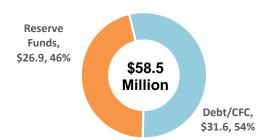
# **By Funding Source**



# 2018 Capital Budget By Project Category



# **By Funding Source**



# **Our Key issues & Priority Actions**

To ensure continuous service excellence and effective delivery of public facing services, the I&T Division will focus on:

#### Integrated Service Delivery and Digital Enablement

- ✓ Projects such as Enterprise Collaboration Foundation and Electronic Service Delivery ensure solutions are aligned with corporate strategic priorities, are appropriately timed and provide progression towards integration to meet business objectives, gain service efficiencies and improve the customer experience associated with the delivery of City Programs and Services.
- Focus on optimal and high value investments and ensure priority is given through the I&T Governance process to projects that demonstrate potential for benefits realization and are positioned for strong performance.

#### Ability to Sustain Business Solutions

✓ With growing demands from City Programs, there is an increased need for sustainment of systems. New or enhanced systems provide value in City Program services and deliver efficiencies, and there is a resultant need to ensure operating impacts are funded in technology sustainment.

## Secure, Agile and Accelerated I&T Delivery Model

- Cyber-security complexity continues to increase with a need to ensure investments and processes are in place to prevent and respond to security demands.
- Need to address varying levels of divisional readiness.

# **Capital Deliverables for 2018**

The 2018 Capital Budget for Information Technology of \$58.518 million, excluding carry forward funding, will:

- Invest \$18.361 million to replace aging enterprise servers, network assets, and the City's workplace technology to better position the City to serve its clients through technological innovations.
- Continue funding the Consolidated Data Centre project (\$4.105 million). This will eliminate the need to continue leasing space and provision for smaller City divisions to rationalize into a primary, more resilient site, with a secondary backup and non-critical applications site. It will also allow Agencies and Corporations to relocate or offload additional capacity onto the City-managed sites.
- Continue initiatives to improve service levels such as the modernization of the MLS licensing system (\$2.972 million), roll out of the Enterprise Electronic Timesheet system (\$1.441 million) and provide for Disaster Recover/Business Continuity planning (\$1.680 million)

# State of Good Repair Backlog

The City has established a well-defined Lifecycle Management plan for I&T assets prioritized for program needs to replace equipment before end of life and as a result does not have a backlog of State of Good Repair for I&T capital assets. Funding in the 10-Year Capital Plan addresses State of Good Repair based on planned lifecycle and ensures business continuity of the City's technology.

Table 1 below details all capital projects, by category, included in the 2018 - 2027 Capital Budget and Plan for Information & Technology:

Table 1
2018 - 2027 Capital Plan by Project Category (In \$000s)

				y c	,		,			,		
	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total	Total Project Cost
Legislated												
AODA Compliance for City Applications	1,383	1,384	1,384								4,151	4,151
Sub-Total	1,383	1,384	1,384								4,151	4,151
State of Good Repair												
Business Applications Service Monitoring	150	150	150	250							700	700
Business Continuity	500										500	2,100
Capital Portfolio Resource Requirements	1,775	974									2,749	10,869
Directory Services - Implementation	800	1,000	183	1,000							2,983	1,250
Directory Services Transition - Design	150										150	150
Disaster Recovery	1,180	1,180	1,050	1,050	1,050	1,050	1,050				7,610	36,432
DLAN Cloud Services Implementation	165 620										165 620	165 4,017
Domino Decommissioning Strat & Implementation Enterprise Solution Delivery Management Framework	766										766	2,019
File Services Migration	455	640	170	40							1,305	1,305
Geospatial Tool Enhancements	250	295									545	545
IBMS Review & Transformation	2,467	2,087	2,534								7,088	7,088
Asset Lifecycle Management	18,361	17,198	26,543	19,440	17,200	21,537	17,381	29,403	21,150	18,630	206,843	200,832
IT Risk Mgmt Framework	660	660									1,320	5,555
Quality Assurance Testing Software Supgrade	500	500	500								1,500	2,222
SAP System Upgrade	1,330		492	3,492							5,314	6,194
TEMS Replacement - Design	150	450									600	600
Wellbeing Toronto	450 <b>30,729</b>	25 424	24 000	25 270	10.050	22.507	10 101	20.400	21,150	10.000	450 241,208	450
Sub-Total	30,729	25,134	31,622	25,272	18,250	22,587	18,431	29,403	21,150	18,630	241,208	282,493
Service Improvements												
Asset Management Solution - Transportation	835										835	1,190
Business Sys Improvements - ECS Phase 2	530										530	300
Capital Project Planning Sys Enhancements	570										570	1,450
ECS Capital Project and Program Management Process	200	540									200	400
Electronic Self Service Licensing-MLS Electronic Service Delivery Portal-Bldg Permits		516 617									516 617	1,479 4,380
Employee Performance Management		546	762								1,308	1,308
Enterprise Portfolio & Project Mgmt Upgrade 2021	150	340	702	460	600	400	400				2,010	2,010
Enterprise Project Risk & Performance Tools		460	440	500	500	-	-				1,900	1,900
Enterprise Business Intelligence Implementation	1,698	1,715	1,585								4,998	4,998
Enterprise Collaboration Foundation	607	2,001	1,147	523							4,278	6,456
Enterprise eLearning HR	646										646	2,800
Enterprise Mobility Platform	750	930									1,680	1,750
eRecruitment	1,470	1,135									2,605	5,496
eTime Enterprise Rollout	1,441	1,441									2,882	2,882
HR Electronic Skills Solution	87	500		4.450							87	550
I&T PPM Solution (Cloud) Implementation	4.005	500		1,156							1,656	1,476
MLS Centralized Datamart MLS Modernization-Phase 2	1,065 2,972	4,629	2,489								1,065 10,090	4,045 11,509
Occupation Health & Safety App	600	762	2,409								1,362	1,478
OnLine Portal Services for City Planning	1,350	480									1,830	1,630
Open Data Master Plan Implementation	707	1,036	1,036								2,779	2,779
Open Data Visualization	206	,	,								206	700
Review and Improve Document Management Capabilitie	200										200	400
SDFA- Online Grant Management System	230	50									280	280
TOP - Online Donation Application	389	201									590	590
Toronto Building-CRM-Enhanced Compliant Management		775			_						1,122	1,122
Work Mgmt Solution-Transportation	657	3,709	4,835	3,094	2,062	340	340	226			15,263	19,417
Workflow Automation & Tracking	104										104	850
Workforce (HR) Business Intelligence Sub-Total	753 <b>18,564</b>	21,503	12,294	5,733	3,162	740	740	226			753 62,962	3,193 <b>88,818</b>
Growth Related	10,304	21,303	12,234	3,733	3,102	740	740	220			02,302	50,010
	500										500	4 000
Application Portfolio Tools & Rationalization Consolidated Data Centre	500 1,500	3,534									500 5,034	1,800 13,600
Data Center Scope Change	2,605	2,548									5,034	5,153
Data Centre Zones Implementation	2,300	100	166	1,000							1,266	1,266
eCity Program Renewal	459	311	316								1,086	1,540
Enterprise Architecture	1,000	500	500	500	500	500	500	500	500	500	5,500	8,252
Enterprise Information Security Pgm	400	400	400	400	400	400	<b></b>				2,400	400
Enterprise Solutions Design & Implementation		564			4,500	5,210	7,510	5,500	5,500	5,500	34,284	34,284
IT Planning & Mgmt Transformation Tools IT Service Process Improvement Program	653	665	678		888	900	1,000	2,500	2,500	2,500	10,288 1,996	10,288 2,637
Major Cap Infrastructure Project Coord. (TOINView)	525	425	6/6								950	175
Technology Infrastructure Growth	525	720		75	5,000	8,000	6,000	8,074	8,300	8,300	43,749	43,749
WAN High Speed Fibre Data Services	200	250			.,	.,	-,	-,	-,	-,	450	833
Sub-Total	7,842	9,297	2,060	1,975	11,288	15,010	15,010	16,574	16,800	16,800	112,656	123,977
Total Expenditures by Category (excluding carry forward)	58,518	57,318	47,360	32,980	32,700	38,337	34,181	46,203	37,950	35,430	420,977	499,439

# 2018 - 2027 Capital Projects

The 10-Year Capital Plan supports Information & Technology's objectives to provide and develop City-wide enterprise and divisional business I&T applications, along with an integrated and secure I&T infrastructure, in support of dependable services to City Programs and the Public.

Maintaining the City's technology network, application systems and technology infrastructure in a state of good repair and delivering key multi-year initiatives such as the Consolidated Data Centre, Business Continuity and Disaster Recovery, Enterprise Business Intelligence Implementation, Open Data Master Plan Implementation and the Enterprise Document and Records Management System drive City business transformation and modernization initiatives to meet City business objectives, gain service efficiencies and improve customer experience associated with the delivery City Programs and Services.

# Legislated

- Legislated projects total \$4.151 million of the total 10-Year Capital Plan's expenditures.
  - ➤ AODA Compliance for City Applications New funding of \$4.151 million is required to ensure City applications are compliant with the Accessibility for Ontarians with Disabilities Act (AODA) which requires that public facing websites, content, and applications are compliant by 2021.

# State of Good Repair (SOGR)

- SOGR projects account for \$241.208 million or 57.47% of the total 10-Year Capital Plan's investments.
- The 10-Year Capital Plan incorporates new investment dedicated to various SOGR project groupings that focus on required capital maintenance, including:
  - Asset Lifecycle Management (\$206.843 million) Funding is included for I&T to upgrade/replace I&T infrastructure components to maintain state of good repair and to ensure compatibility with City applications and enterprise software. This will confirm all software is in line with corporate standards and includes licensing requirements of in-scope infrastructure requirements;
  - > Technology Infrastructure (\$5.738 million): Funding includes \$3.133 million to review, assess and replace the legacy file management system in keeping with current technology standards and practices;
  - > Application Systems (\$6.479 million) Key subprojects include upgrades, rationalization and replacement of key I&T service delivery and management tools;
  - Network Upgrade (\$8.110 million) The majority of funding is allocated to completing the Disaster Recovery capital project to implement the required hardware and software to ensure continuity of City services in the event of outages.
  - Integrated Business Management System Review and Transformation (\$7.088 million) is required to assess and plan the upgrade or replacement of the current system which is at end-of-life and vendor support ended in 2014.

## Service Improvements

- Service Improvement projects amount to \$62.962 million or 15.0% of the total 10-Year Capital Plan's spending.
  - Find the following is provided to establish modern tools to promote communication, collaboration and information sharing between City employees and the public.

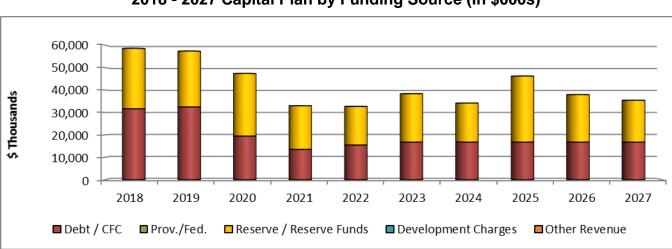
- Work Management Solution Transportation Services (\$15.263 million) Funding is provided to improve service delivery and management of work requests for Transportation Services as part of a cross-division enterprise work management program.
- Municipal Licensing Services (MLS) Modernization Phase 2 (\$10.090 million) Funding is provided to implement a modern automated business, property, animal and service licences/permits system to support associated inspection, investigation and enforcement activities.

## Growth Related

- Growth Related projects total \$112.656 or 26.8% of the total 10-Year Capital Plan's expenditures. Growth
  related projects are associated adding enhancements or capabilities to divisional or enterprise applications
  and the growing adoption of technology systems to support City Programs and Services and include:
  - IT Planning & Management Transformation Tools (\$10.288 million) In order sustain growth and keep up to pace with the rapidly changing demands and expectations for information and services, City of Toronto needs to develop new solutions and provide new technologies and migrate from slower and outdated systems.
  - ➤ Enterprise Solution Design & Implementation (\$34.284 million) Funding required to enable future enhancements and developments to the City's business application systems to meet growing demand from City Programs and Services. This project will also include the development of an enterprise solutions delivery management framework that will provide guidelines, policies, standards, methodology and processes to ensure the effective sustainment and operation of the City's business systems.
  - Technology Infrastructure Growth (\$43.749 million) Funding is required for changing technology, improving and taking advantage of new capabilities to keep current with industry standards. Other key sub- projects include replacement of legacy file management services and implementing new security design for the data centre IT infrastructure

# 2018 - 2027 Capital Budget & Plan by Funding Source

The chart below summarizes the funding sources included in the 2018 - 2027 Capital Budget and Plan for Information and Technology:



2018 - 2027 Capital Plan by Funding Source (In \$000s)

The 10-Year Capital Plan of \$420.977 million will be financed by the following sources:

- Debt accounts for \$196.550 million or 46.7% of the financing over the 10-year period.
  - ➤ The debt funding exceeds the 10-year debt affordability guidelines of \$182.508 million by \$14.042 million as key capital priorities that were identified as necessary to address Citywide Program and Service requirements were included in the 10-year Capital Plan. Debt funded projects have been categorized as:
    - Technology Infrastructure (\$60.163 million);
    - Application Systems and Business Sustainment (\$80.332 million); and
    - Corporate Initiatives (\$56.055 million).
- Reserve and Reserve Funds provide \$224.427 million or 53.5% of required funding over 10 years for the following major projects:
  - > \$206.843 million for Asset Lifecycle Management; and
  - \$8.887 million for Data Centre Projects.

# 10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In \$000s)

	2018 E	2018 Budget		Plan	2020 Plan		2021 Plan		2022 Plan		2018 - 2022		2018 - 2027	
Projects	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position
Previously Approved														
Enterprise Collaboration Foundation	140.9	1.0	3.7		3.7						148.3	1.0	148.3	1.0
Web Revitalization Project	251.5	2.0	8.6		7.2						267.2	2.0	267.2	2.0
Cross Application Time Sheet (CATS) / Time,														
Attendance & Scheduling System (TASS)	111.8		19.4		2.6						133.8	-	133.8	-
Cloud Gateway Foundation Project	26.0										26.0	-	26.0	-
Access Anywhere (Employee WIFI														
Foundation)	62.2		59.8								122.0	-	122.0	-
Disaster Recovery Program (DRP)	20.1										20.1	-	20.1	-
Directory Services Transition Project	19.0										19.0	-	19.0	-
Total (Net)	631.5	3.0	91.4	-	13.5	-	-	-	-	-	736.4	3.0	736.4	3.0

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$0.736 million net over the 2018 - 2027 period, as shown in the table above.

This is comprised of the funding to sustain the following capital projects:

- Enterprise Collaboration Foundation One (1) permanent support position is required to support Office 365 and its related applications and the integration with City infrastructure and services.
- Web Revitalization Project As the project enters into its second phase to implement a new City of Toronto external website that uses different technologies than the current external website, two (2) permanent staff resources are required to develop and integrate content using the new web content management system and provide ongoing support to meet the City's legislated mandate of the AODA requirements and web content accessibility guidelines.
- Cross Application Time Sheet Time, Attendance & Scheduling (CATS/TASS) Additional funding is required
  for the maintenance and support of the additional software licences purchased by Toronto Paramedics
  Services to support their use of the Time, Attendance & Scheduling System.

- Cloud Gateway Foundation Project Additional funding represents the annual maintenance and support
  costs related to the Internet Security Infrastructure that was put in place as part of the Cloud Gateway
  Foundation project to enable network connectivity to Cloud service providers.
- Access Anywhere (Employee WIFI Foundation) The Access Anywhere project, to enable Employee Wi-Fi access at multiple City locations, includes the purchase of additional network and security infrastructure (Wireless Controllers, Wireless Access Points, Network Switches, Authentication appliances, etc.). The additional funding is for the annual software/hardware maintenance costs related to the project's infrastructure.
- Disaster Recovery Program (DRP) Additional funding is required for maintenance & support costs related to the additional I&T infrastructure put in place in the disaster recovery data centre.
- Directory Services Transition Project Additional funding is required for the annual maintenance support cost for the new Hardware Security Module (HSM) that was acquired for the Directory Services Transition project.

These future operating impacts will be reviewed each year as part of the annual Operating Budget process.



# **Legal Services**

# **2018 OPERATING BUDGET OVERVIEW**

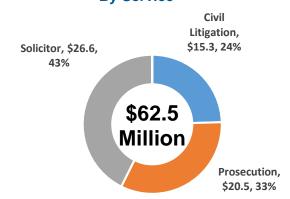
Legal Services provides the highest quality of legal services to the City of Toronto and functions as a strategic resource for Council, City Divisions and Agencies. Legal Services responds to the increasing demand by the City for legal services and promotes risk management and various mitigation strategies.

# 2018 Operating Budget Highlights

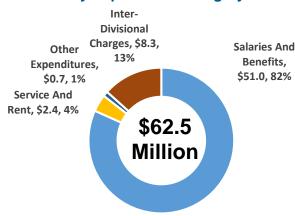
The total cost to deliver these services to Toronto residents is \$62.476 million gross and \$19.209 million net as shown below:

	2017	2018 -	Change			
(in \$000's)	Budget	Budget	\$	%		
Gross Expenditures	58,447.3	62,476.2	4,028.9	6.9%		
Revenues	39,143.4	43,267.1	4,123.7	10.5%		
Net Expenditures	19,304.0	19,209.1	(94.8)	(0.5%)		

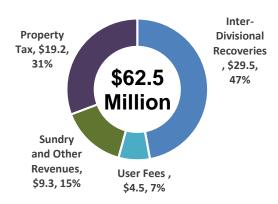
# 2018 Operating Budget By Service



# **By Expenditure Category**



# **By Funding Source**



## **Fast Facts**

- 87% of cases resolved after prosecutor action through early resolution
- Over 275 Ontario Municipal Board (OMB) hearings assigned and attended
- 99.3% of employment law matters referred to Legal Services are handled by in-house counsel
- Approximately 45,000 hours spent on drafting opinions/contracts/agreements
- Approximately 112,000 hours spent reviewing contracts/agreements and other legal documents
  - \*The above are projections to year-end 2017.

#### **Trends**

- Approximately 20% of staff are eligible to retire over the next 5 years. As part of succession planning and a strategy to reduce salary and benefit costs, Legal Services continues to recruit junior lawyers, where feasible, to replace senior lawyers.
- Increase in the number of significant citybuilding projects requiring legal assistance.
- Increasing complexity in Prosecution cases is resulting in increasing costs as cases require more investigation, court time, staff resources, and research materials.
- The number of OMB hearings (excluding Liquor Licences Board hearings) has increased in 2017 and are expected to further increase in 2018 due to Bill 139. This number may reduce in future years if Bill 139 passes.
- Staff from Legal Services will be representing the City at the Toronto Local Appeal Body (TLAB) in 2018.





## **Our Key Issues & Priority Actions**

- Opportunities for savings or benefits to the City through changes to Federal/Provincial Legislation
  - Continue to review relevant legislation to identify opportunities for cost savings as well as avenues for additional revenues to the City.
- Manage increased service demands due to increasing complexity and duration without any increases in resources
  - ✓ Provide legal advice for 2018 municipal election
  - ✓ Continue to monitor and efficiently schedule staff resources.
  - Continue succession planning to maintain core body of knowledge and staffing.
  - √ The 2018 Budget includes \$0.120 million for an organizational review which will identify process efficiencies and improve document and file management in preparation for office modernization.
  - ✓ Continue successful implementation of the Administrative Penalty System (APS).
  - Continue to educate clients in enforcement divisions in proper court processes and procedures.
- Increasing numbers and complexity of Ontario Municipal Board hearings is straining resources and resulting in delays in processing development agreements.

## **Key Service Deliverables for 2018**

The 2018 Operating Budget will provide funding to:

- Attend Committee/Community Councils and City Council meetings.
- Continue working with Finance and Risk Management Division to increase claims work capacity.
- Maximize courtroom trial time by rebalancing caseloads.
- Continue successful implementation of the early resolution process.
- Educate clients in the various practice areas to minimize City liabilities.
- Educate clients in enforcement divisions in proper court process and procedures
- Prosecute a wide range of City by-laws and Provincial statute violations, including sewer pollution, tree destruction, parking offences, Fire Code and Building violations and zoning.
- Inspector training and agreement negotiations relating to provincial offences.
- Represent and defend the City at all levels of courts and tribunals which include the Ontario Municipal Board, the Alcohol and Gaming Commission, the Labour Relations Board, the Human Rights Tribunal, the Workplace Safety and the Insurance Appeals Tribunal
- Manage/administer the new Administrative Penalty System, allowing for faster resolution of parking tag offences

# 2018 Operating Budget and Plan by Service

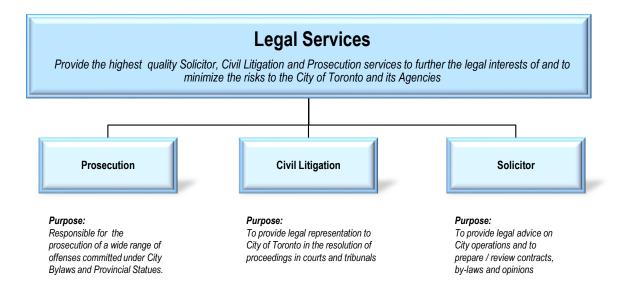
	20	017	2018 (	Operating Bu	ıdget			In	crementa	I Change	
		Projected		New/	Total	2018 v	s. 2017	201	19	202	0
(In \$000s)	Budget	Actual	Base	Enhanced	Budget	Budget	Change	Pla	ın	Pla	n
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Civil Litigation											
Gross Expenditures	15,151.0	14,489.0	15,250.2	64.3	15,314.4	163.5	1.1%	241.1	1.6%	229.5	1.5%
Revenue	7,389.8	7,106.4	7,690.7	64.3	7,755.0	365.2	4.9%	(133.4)	(1.7%)	(137.2)	(1.8%)
Net Expenditures	7,761.2	7,382.6	7,559.4	0.0	7,559.4	(201.8)	(2.6%)	374.5	5.0%	366.7	4.6%
Prosecution											
Gross Expenditures	19,966.0	19,526.7	20,516.0	0.0	20,516.0	550.0	2.8%	(510.0)	(2.5%)	142.7	0.7%
Revenue	17,915.3	17,252.4	18,899.6	0.0	18,899.6	984.2	5.5%	(736.5)	(3.9%)	13.9	0.1%
Net Expenditures	2,050.7	2,274.3	1,616.5	0.0	1,616.5	(434.2)	(21.2%)	226.5	14.0%	128.8	7.0%
Solicitor											
Gross Expenditures	23,330.4	22,817.1	25,167.0	1,478.8	26,645.8	3,315.4	14.2%	494.2	1.9%	(116.4)	(0.4%)
Revenue	13,838.3	13,326.3	15,133.7	1,478.8	16,612.5	2,774.3	20.0%	(734.7)	(4.4%)	(864.9)	(5.4%)
Net Expenditures	9,492.1	9,490.8	10,033.2	0.0	10,033.2	541.1	5.7%	1,228.9	12.2%	748.5	6.6%
Total											
Gross Expenditures	58,447.3	56,832.9	60,933.1	1,543.1	62,476.2	4,028.9	6.9%	225.3	0.4%	255.8	0.4%
Revenue	39,143.4	37,685.2	41,724.0	1,543.1	43,267.1	4,123.7	10.5%	(1,604.6)	(3.7%)	(988.3)	(2.4%)
Total Net Expenditures	19,304.0	19,147.7	19,209.1	0.0	19,209.1	(94.8)	(0.5%)	1,829.9	9.5%	1,244.1	5.9%
Approved Positions	368.9	348.4	354.3	10.0	364.3	(4.6)	(1.2%)	0.0		(5.0)	(1.4%)

Legal Services' 2018 Operating Budget is \$62.476 million gross and \$19.209 million net, representing a decrease of \$0.095 million to the 2017 Approved Net Operating Budget and an over-achievement of the 0% budget target as set out in the 2018 Operating Budget Directions and Guidelines.

- Base pressures are mainly due to known salary and benefit adjustments such as Cost of Living Allowance (COLA), step increases for union staff and progression pay for non-union staff, as Legal Services' budget is primarily salary-based.
- Increased cost recoveries from internal client Programs and contribution from the Development Application Fee reserve help mitigate the above pressures.
- Service Efficiency is realized through the discontinuation of the Provincial Offences Act (POA) system for Parking Tags in 2018 that will result in a reduction in expenditures. This will be offset by the recovery from Court Services.
- The New/Enhanced Service Priorities to provide legal support for various initiatives for internal client programs will be fully funded by inter-divisional recoveries, contribution from the Insurance Reserve Fund and the Non Program Expenditure Budget.
- Reduction of 4.6 positions is the net result of the elimination of 9 positions supporting the POA system for Parking Tags that will be no longer required after 2018, partially offset by additional resources required to support the New/Enhanced Service Priorities.

The 2019 and 2020 Plan increases are attributable to known salary and benefits increases.

# Program Map



Legend:		
	Program	Activity
	Service	

# Service Customer

#### Prosecution

- Mayor & City Council
- Staff City Divisions
- Staff Agencies and Boards
- Individuals charged with offenses

#### Indirect (Beneficial)

- Residents
- Businesses
- Visitors

#### **Civil Litigation**

- Mayor & City Council
- Staff City Divisions
- Staff Agencies and Boards

#### Indirect (Beneficial)

- Residents
- Businesses
- Visitors

#### Solicitor

- Mayor & City Council
- Staff City Divisions
- Staff Agencies and Boards

#### Indirect (Beneficial)

- Residents
- Businesses

The following section provides the service-based budget by activity and their associated service levels and performance measures.

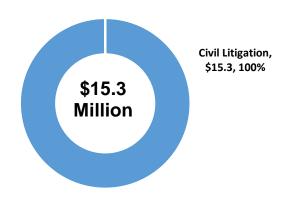
# **Civil Litigation Service**

# **Civil Litigation**

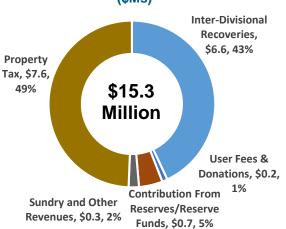
## What We Do

- Provide legal representation to the City of Toronto in the resolution of lawsuits, claims and administrative tribunal hearings.
- Legal Services is required to attend OMB Hearings to represent the City of Toronto and to provide resolution for lawsuits, claims and administrative tribunal hearings.

# 2018 Service Budget by Activity (\$Ms)



# 2018 Service by Funding Source (\$Ms)



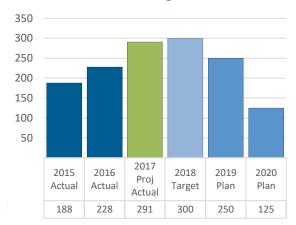
# 2018 Service Levels Civil Litigation Service

Activity	Туре	Service Level Description	Status	2015	2016	2017	2018
Civil Litigation	Legal Counsel for the City contacts Union Legal Counsel	with 30 days	Approved	N/A	N/A	100%	100%
Civil Litigation	in relation to grievance matters referred to arbitration	with 50 days	дрргочец	IN/A	INA	10076	10070

The Service Level was completed and recommended in 2017. The 2018 Service Level is expected to be consistent with 2017.

# **Service Performance Measures**

# of OMB Hearings Heard



- The numbers presented here exclude the Liquor Licences Board Hearings.
- The number of OMB hearings (excluding Liquor Licences Board hearings) has increased in 2017 and is expected to further increase in 2018 due to Bill 139. The number may reduce in future years if Bill 139 passes.
- Staff from Legal Services will be representing the City at the Toronto Local Appeal Body (TLAB) in 2018.

# % of Employment Law Matters Referred to Legal Services that are Handled by In-house Counsel



- Legal Counsel for the City contacts Union Legal Counsel in relation to grievance matters referred to arbitration. It is more cost effective to use in-house Legal Counsel to handle these type of matters.
- The number of employment law matters that are handled by in-house counsel are expected to have remained in the 99<sup>th</sup> percentile in 2017, and expected to stabilize for 2018 and future years.

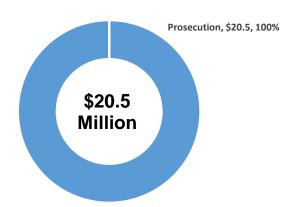
## **Prosecution Service**

## **Prosecution**

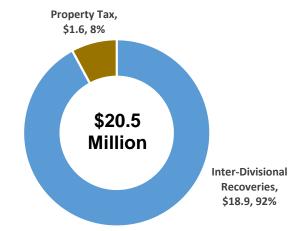
## What We Do

- Prosecution of a wide range of offences set out under City by-laws and Provincial statutes including matters under the Fire Protection and Prevention Act, the Building Code, Smoke Free Ontario Act, Trespass to Property Act, and the Highway Traffic Act. The Prosecutions team fields a variety of legal issues including constitutional and Charter challenges and provides training to enforcement officers.
- The Prosecution unit now also screens Administrative Penalties in relation to parking disputes. The new screening process replaces the Provincial Offences Act trial dispute process for parking tags.

# 2018 Service Budget by Activity (\$Ms)



# 2018 Service by Funding Source (\$Ms)



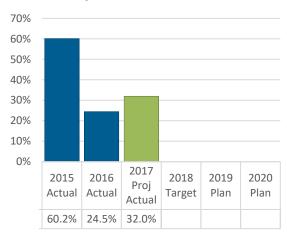
# 2018 Service Levels Prosecution Service

Activity	Туре	Service Level Description	Status	2015	2016	2017	2018
Prosecution	Respond to written public complaints	complaints responded within 30 days	Approved	N/A	N/A	80%	80%

The Service Level was completed and recommended in 2017. The 2018 Service Level is expected to be consistent with 2017.

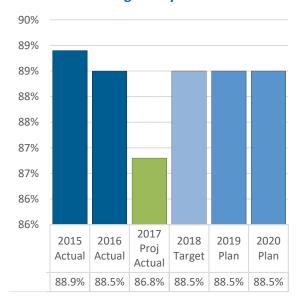
### **Service Performance Measures**

# % of Parking Ticket Charges with Fines Imposed after Prosecution



The new Administrative Penalty System was implemented on August 28, 2017 to replace the court-based POA system for parking disputes resolution. New performance measures will be implemented for the APS system for 2018 and future year targets.

# % of Cases Resolved after Prosecutor Action Through Early Resolution



 The percentage of cases resolved after prosecutor action through Early Resolution process are expected to remain stable for 2018 and beyond between 86% and 88.5%.

## **Solicitor Service**



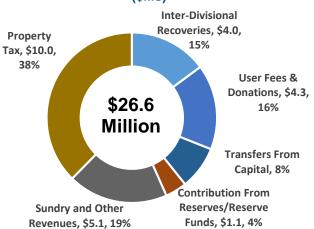
## What We Do

- Provide legal advice and the review/preparation contracts and related documents.
- Draft, review and provide legal opinions and sign off of City contracts and agreements.
- Provide advice on legislative changes.
- Provide legal advice to assist with creative problem solving for many initiatives across the City.
- Draft by-laws to implement Council decisions
- Provide legal advice and services in relation to real estate transactions and expropriations.

2018 Service Budget by Activity (\$Ms)



# 2018 Service by Funding Source (\$Ms)



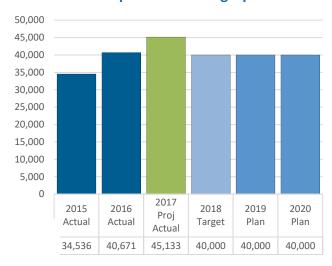
# 2018 Service Levels Solicitor Service

Activity	Туре	Service Level Description	Status	2015	2016	2017	2018
	Sign off on property requisitions	within 7 days of receipt	Approved	N/A	N/A	90%	90%
solicitor	Close real estate transactions on contracted dates, except due to 3rd party responsibility.		Approved	N/A	N/A	90%	90%
	Standard Site Plan Agreements will be registered on title within 8 weeks of receipt		Approved	N/A	N/A	90%	90%

The Service Level was completed and recommended in 2017. The 2018 Service Level is expected to be consistent with 2017.

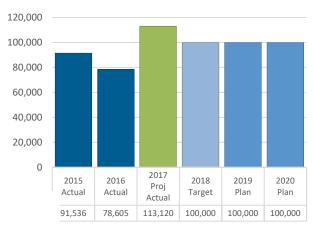
## **Service Performance Measures**

# # of Hours Spent on Drafting Opinions



 The number of hours spent drafting opinions, contracts and agreements is expected to remain between 40,000 to 45,000 per year in future years.

# # of Hours Spent on Reviewing Contracts/Agreements and other Legal Documents



 The number of hours spent on reviewing contracts and agreements is expected to increase to over 100,000 per year.



# Office of the Chief Financial Officer

## **2018 OPERATING BUDGET OVERVIEW**

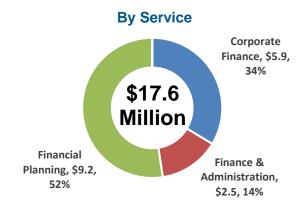
The Office of the Chief Financial Officer ensures the effective use of the Corporation's financial resources by providing sound financial planning management and advice; maintaining financial control; developing and implementing effective financial strategies; and by providing timely, accurate and efficient services to Programs, Agencies, Council and the public.

# 2018 Operating Budget Highlights

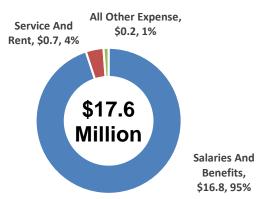
The total cost to deliver these services to Toronto residents is \$17.627 million gross and \$10.202 million net as shown below:

	2017	2018 -	Change		
(in \$000's)	Budget	Budget			
			\$	%	
Gross Expenditures	16,969.2	17,627.2	658.1	3.9%	
Revenues	7,185.9	7,425.0	239.1	3.3%	
Net Expenditures	9,783.3	10,202.3	419.0	4.3%	

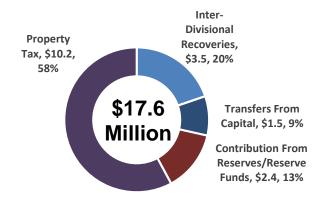
# **2018 Operating Budget**



# By Expenditure Category



## **By Funding Source**



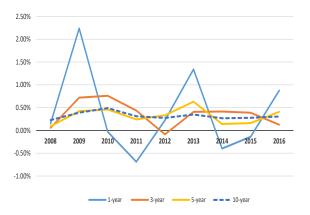
## **Fast Facts**

- Manages the City's investment portfolio totalling \$5 billion
- Manages \$1.8 billion in sinking funds and supports the City's pension and trust funds
- Insures \$16.2 billion worth of property
- Manages a financial planning and budgeting process that delivers the City's Operating Budget for over 155 services and 10-Year Capital Plan for \$76 billion in City assets
- Provides financial oversight on a \$12.3 billion
   Operating Budget and a \$39.7 billion 10-Year
   Capital Plan for both Tax- and Rate-Supported
   Programs in accordance with the City's Financial
   Control By-law and quarterly reporting to
   Committees and Council
- Maintains the City's fiscal health, through the management of debt servicing costs within affordability limits and other financial strategies
- Provides financial analysis, advice and oversight of the City's financial affairs

## **Trends**

- Returns on General Funds Market one-year terms show the most volatility, while the ten-year annualized returns show stability over a ten-year investment horizon.
- As at December 31, 2016, the City's investment program has out-performed the benchmark by
  - > 0.88% in 1-year annualized return
  - > 0.12% in 3-year annualized return,
  - 0.41% in 5-year annualized return, and
  - 0.31% in 10-year annualized return.

#### City of Toronto General Funds Market Returns vs Benchmark by Term



# Our Key Issues & Priority Actions

- Delivering a Long-Term Financial Plan with new and sustainable financing sources to support programs, services and infrastructure by:
  - Strengthening the City's strategic decisionmaking, financial planning and oversight
  - Implementing a Multi-year expenditure management plan
  - ✓ Implementing a Multi-year revenue strategy
- Enhancing transparency and accountability of financial control and management by updating the Financial Control Bylaw with a detailed review of the existing bylaw.
  - Establish Bylaw that incorporates financial management and control best practices
  - ✓ Provide foundation for managing City resources
  - Support transformation of the City into a service-based and performance-focused organization
  - Ensure compliance with Provincial and other related legislation

## **Key Service Deliverables for 2018**

The 2018 Operating Budget will enable Office of the Chief Financial Officer to continue to:

- Deliver a Long-Term Financial Plan that provides for sustainable services and reliable infrastructure with modest impacts to taxpayers.
- Deliver the City's 2018 and 2019 Budget process
- Review tax/revenue policies to improve City revenue growth (e.g. new revenue tools)
- Assist or lead negotiations with the Province in the key areas of social housing, transit, transportation and long-term care
- Maintain positive relations with the City's credit rating agencies
- Close the funding gap on the City's operating budget while addressing growing demands for service expansion and escalating costs to deliver current service levels
- Continue to address capital funding challenges from rising state of good repair (SOGR) needs and growth demands
- Leverage City assets and other non-debt strategies to generate funding for unmet capital needs and help offset new debt requirements
- Implement process changes resulting from corporate business transformation projects requiring support for implementation.

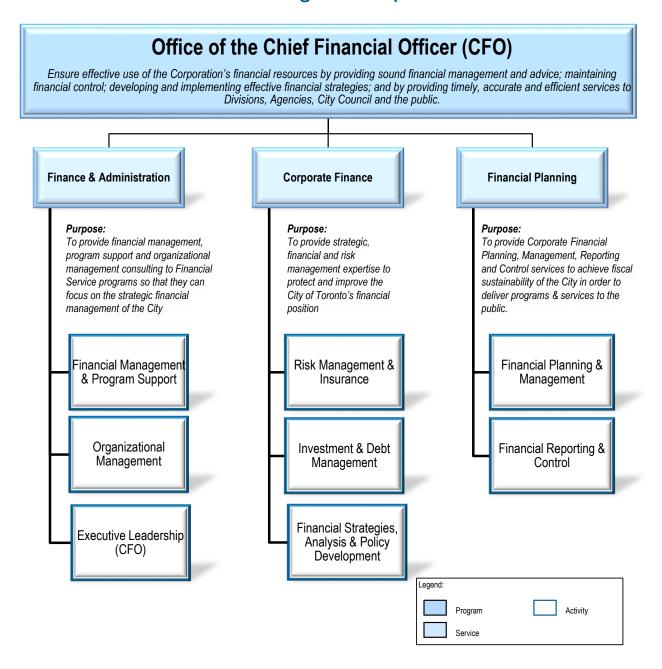
## 2018 Operating Budget and Plan by Service

					_						
	20	17	2018	Operating B		_			crement		
		Projected		New/	Total	2018 vs	s. 2017	20	19	20	)20
(In \$000s)	Budget	Actual	Base	Enhanced	Budget	Budget (	Change	PI	an	PI	an
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Finance & Administrat	ion										
Gross Expenditures	2,442.1	2,525.3	2,467.1	0.0	2,467.1	25.0	1.0%	59.2	2.4%	63.7	2.5%
Revenue	87.3	113.1	112.3	0.0	112.3	25.0	28.6%	0.0		0.0	
Net Expenditures	2,354.8	2,412.2	2,354.8	0.0	2,354.8	0.0	0.0%	59.2	2.5%	63.7	2.6%
Corporate Finance											
Gross Expenditures	5,726.0	5,017.5	5,789.8	129.6	5,919.5	193.5	3.4%	136.0	2.3%	128.2	2.1%
Revenue	4,009.7	3,524.1	4,073.6	129.6	4,203.2	193.5	4.8%	0.0		0.0	
Net Expenditures	1,716.3	1,493.4	1,716.3	(0.0)	1,716.3	(0.0)	(0.0%)	136.0	7.9%	128.2	6.9%
Financial Planning											
Gross Expenditures	8,801.1	7,230.5	8,821.7	419.0	9,240.7	439.6	5.0%	246.9	2.7%	265.8	2.8%
Revenue	3,088.9	2,422.6	3,109.4	0.0	3,109.4	20.6	0.7%	(3.9)	(0.1%)	(4.5)	(0.1%)
Net Expenditures	5,712.3	4,807.9	5,712.3	419.0	6,131.3	419.0	7.3%	250.9	4.1%	270.3	4.2%
Total											
Gross Expenditures	16,969.2	14,773.3	17,078.6	548.6	17,627.2	658.1	3.9%	442.2	2.5%	457.6	2.5%
Revenue	7,185.9	6,059.8	7,295.3	129.6	7,425.0	239.1	3.3%	(3.9)	(0.1%)	(4.5)	(0.1%)
Total Net Expenditure	9,783.3	8,713.5	9,783.3	419.0	10,202.3	419.0	4.3%	446.1	4.4%	462.2	4.3%
Approved Positions	118.0	104.0	118.0	4.0	122.0	4.0	3.4%	0.0	·	0.0	

The Office of the Chief Financial Officer's 2018 Operating Budget is \$17.627 million gross and \$10.202 million net, representing a 4.3% increase from 2017 Approved Net Operating Budget and above the net budget target of 0% as set out in the 2018 Operating Budget Directions approved by Council.

- Base pressures, mainly attributable to increases for staff salaries and benefits common across all services
  were mitigated by adjustment of salaries and benefits for actual workforce and corresponding recoveries from
  Rate Programs and corporate accounts for direct support to these functions.
- A new staff resource to support the newly established Investment Board will be fully funded from the Non-Program Budget for the new Investment Board.
- Approval of the 2018 Operating Budget will result in Office of the Chief Financial Officer increasing its total staff complement by 4.0 position from 118.0 to 122.0 positions.
- The 2019 and 2020 Plan increases are attributable to known inflationary cost increases for cost-of-living allowance (COLA), progression pay, step and fringe benefits across all services.

## Program Map



## Service Customer

### Finance & Administration

- City Manager
- CFO
- · Staff City Divisions
- · Staff Agencies and Boards

## Indirect (Beneficiary)

- Residents / Taxpayers
- Businesses

## Corporate Finance

- City Council
- Mayor
- City Manager & DCMs
- Staff City Divisions
- · Staff Agencies and Boards
- Pension Funds
- Investment Advisory Committee

  Indicate (Page fairer)

## Indirect (Beneficiary)

- Residents / Taxpayers
- Businesses

### **Financial Planning**

- City Council
- Mayor and DCMs
- Staff City Divisions
- Staff Agencies and Boards

## Indirect (Beneficiary)

- Residents / Taxpayers
- Businesses

The following section provides the service-based budget by activity and their associated service levels and performance measures.

## **Finance & Administration Service**



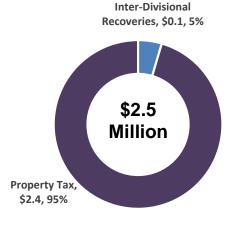
## What We Do

- Provide support to Financial Services Divisions in developing, analyzing and managing the operating and capital budgets, monitoring expenditures and revenues and financial reporting.
- Provide front line accounting, payroll, procurement and other administrative services as well as complement management support and monitoring policy compliance.
- Provide management and organizational expertise and advice and work with Financial Services
   Divisions on continuous improvement projects including program reviews, service improvement initiatives and organizational change.
- Provide leadership and establish goals and objectives for Financial Services Divisions to advance key strategic directions.

## 2018 Service Budget by Activity (\$Ms)



## 2018 Service by Funding Source (\$Ms)



# 2018 Service Levels Finance & Administration Service

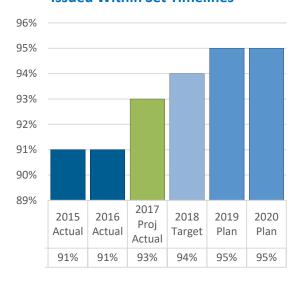
Activity	Туре	Sub-Type	Status	2015	2016	2017	2018
Executive			Approved				
Leadership							
Financial	Capital &	Capital Budget	Approved	Capital Budge	t and 10 Year F	Plan of Capital	Capital Budget and 10 Year Plan of
Management &	Operating			Work	s prepared anr	nually	Capital Works prepared annually
		Operating Budget	Approved	Operating I	Budget prepare	ed annually	Operating Budget prepared annually
	Financial	Management	Approved		Canada Report		Statistics Canada Report on Capital
	Control	Reports			s is prepared a	=	Expenditures is prepared and submitted
					semi-annually		semi-annually
			Approved		expenditure re		Consultants' expenditure report
					annually		prepared annually
			Approved	DPO Activity	Report, Blank	et Contracts,	DPO Activity Report, Blanket Contracts,
				1	nce and Parke		PO Compliance and Parked Document
						outed monthly	reports reviewed and distributed
				,		,	monthly
			Approved	Attendan	ce Managemer	nt Reports	Attendance Management Reports
					and distribute	-	prepared and distributed monthly
		Variance Reports	Approved		Operating Varia		Capital and Operating Variance Reports
				and Cluster	Performance S	Statistics are	and Cluster Performance Statistics are
				prepared a	nd consolidate	d quarterly	prepared and consolidated quarterly
		Financial Oversight	Approved	Accounts a	nalysis and jou	rnal entries	Accounts analysis and journal entries
				re	viewed month	nly	reviewed monthly
			Approved	Review and co	ordination of	cluster signing	Review and coordination of cluster
					ies completed		signing authorities completed annually
		Payroll Reports	Approved		st, Bank Balan	•	Additional Cost, Bank Balance and
				Distribution	on and Overtin	ne Reports	Labour Distribution and Overtime
				prepared a	nd distributed	l bi-weekly	Reports prepared and distributed bi-
							weekly
	Program	Accounting	Approved	Cheque requ	isitions, goods	receipt, new	Cheque requisitions, goods receipt, new
	Support			vendor a	ccounts and p	etty cash	vendor accounts and petty cash
				reimburseme	nts are process	sed within 3-5	reimbursements are processed within 3-
				busii	ness days of re	ceipt	5 business days of receipt
			Approved	Pcard trans	actions are rev	riewed and	Pcard transactions are reviewed and
				ap	proved month	nly	approved monthly
		Purchasing	Approved	Contract rele	ase orders (CR	O), divisional	Contract release orders (CRO), divisional
				purchase or	ders (DPO), ma	aterial stores	purchase orders (DPO), material stores
				requisition	s are processe	d within 3-5	requisitions are processed within 3-5
					business days		business days
			Approved	Purchase re	quisitions and	sole source	Purchase requisitions and sole source
				documentation	on are processe	ed within 5-10	documentation are processed within 5-
					business days		10 business days
			Approved	Corporate	calls are mana	ged within	Corporate calls are managed within
				standard	s established l	by PMMD	standards established by PMMD
		Payroll	Approved		endance repo		Time and attendance reporting and pay
				advice disti	ribution are co	mpleted bi-	advice distribution are completed bi-
					weekly		weekly
			Approved		ent of employ	-	Reimbursement of employee expenses
					rocessed bi-w		are processed bi-weekly
			Approved		nges and empl		Benefit changes and employee payroll
				1	es are processe		data updates are processed within 10
				business day	s from date of	notification	business days from date of notification

Activity	Туре	Sub-Type	Status	2015	2016	2017	2018
Financial	Program	Organizational	Approved	Organizational charts are revised as			Organizational charts are revised as
Management &	Support	Support			required		required
Program Support			Approved	HR Orgai	nizational Man	agement	HR Organizational Management
(FA)				eRequests (	HOMeR) are re	viewed and	eRequests (HOMeR) are reviewed and
				processed	within 10 busir	ness days of	processed within 10 business days of
					receipt		receipt
			Approved	Staff requisi	tion requests a	re reviewed	Staff requisition requests are reviewed
				and sent for C	FO approval w	rithin 5-8 days	and sent for CFO approval within 5-8
					of receipt		days of receipt
			Approved	Cli	uster summary	of	Cluster summary of
				Conference	ces/seminars is compiled		Conferences/seminars is compiled
				annually for CFO's approval		proval	annually for CFO's approval
Organizational			Approved	Project specific			Project specific
Management							
Consulting							

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Finance & Administration.

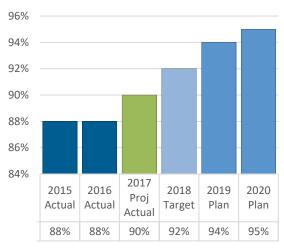
## **Service Performance Measures**

# % of Financial Analysis Reports Issued Within Set Timelines



- Tracking of Actuals for issuance of Financial Analysis reports began in 2014 and has since been trending upwards.
- Finance & Administration is expecting to achieve 93% in 2017 and will strive for 94% in 2018 and 95% in Outlook years.

% of Account
Analyses/Reconciliations Completed
Monthly



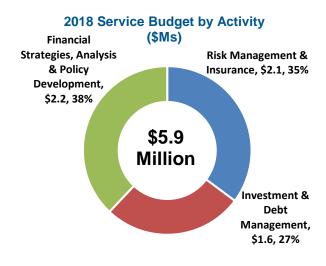
- Tracking of Actuals for issuance of Financial Analysis reports began in 2014 and has since been trending upwards.
- Finance & Administration is expecting to achieve 90% in 2017 and will strive for 92% in 2018, 94% in 2019 and 95% in 2020.

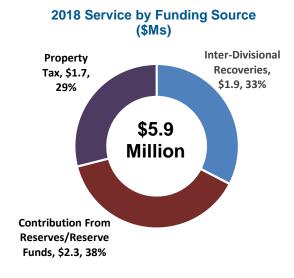
## **Corporate Finance Service**



## What We Do

- Provide proactive insurance, risk and claims management to protect the general public, employees, and City's physical and financial assets by reducing risk in the most efficient and costeffective manner through the use of risk financing and control techniques and the application of sound claims management practices.
- Proactively manage the City's investment and debt to ensure the safety of principal, availability of funds when needed and to maximize rates of return and minimize the cost of debt.
- Protect and enhance the City's financial interests by providing strategic business and financial advice and negotiation services affecting major corporate policies, programs and initiatives, public-private partnerships, intergovernmental financial relationship, strategies and financing
- Develop policies and strategies relating to revenue and financing tools and reserves and reserve fund management.





# 2018 Service Levels Corporate Finance Service

## Risk Management and Insurance 2018 Service Level by Activity

Activity	Туре	Status	2015	2016	2017	2018
Claims Management	Claims Management – General Liability	Approved	Claimants acknowledge email or Canada Post within 30 days of receip	City divisions return cl	aim reports to adjuster	Claimants acknowledged upon receipt by City Clerk's Office via return email or Canada Post. City divisions return claim reports to adjuster within 30 days of receipt of request. Claim resolution timing is variable
	Claims Management – Other Coverage	Approved	Claimants acknowledge email or Canada Post within 30 days of receip	City divisions return cl	aim reports to adjuster	Claimants acknowledged upon receipt by City Clerk's Office via return email or Canada Post. City divisions return claim reports to adjuster within 30 days of receipt of request. Claim resolution timing is variable
Insurance and Risk Management	Insurance ~ Risk Financing – insurance policies, self insured funding	Approved	supplements internally fi by City Council and the		le levels are approved overages are secured	Coverage through external insurers is contracted annually and supplements internally funded levels. Deductible levels are approved by City Council and the upside limit of policy coverages are secured through the insurance markets and approved by Council
	Insurance ~ Insurance Consulting	Approved	In accordanc	e with each contract be	ing reviewed	In accordance with each contract being reviewed
	Insurance ~ Performance Bonds	Approved	In accordan	ce with each issue bein	g reviewed	In accordance with each issue being reviewed
	Risk Management ~ Consultation and Advice	Approved	In accordan	ce with each issue bein	g reviewed	In accordance with each issue being reviewed
	Risk Management ~ Strategies and Policies	Approved	In accordan	ce with each issue bein	g reviewed	In accordance with each issue being reviewed

## Investment and Debt Management 2018 Service Level by Activity

Activity	Туре	Status	2015	2016	2017	2018
Investment Management	Money Market Funds	Approved	Available funds are	invested in either the m	oney market or bond	Available funds are invested in either the money
				gement's assessment of investments should be		market or bond funds based on management's assessment of the duration for which the investments should be held
	Sinking Funds	Approved	funds based on mana	invested in either the m gement's assessment of investments should be	f the duration for which	Available funds are invested in either the money market or bond funds based on managements assessment of the duration for which the investments should be held
	Bond Funds	Approved	Available funds are funds based on mana the	Available funds are invested in either the money market or bond funds based on management's assessment of the duration for which the investments should be held		
	City Owned Subsidiaries	Approved	Enterprises. Summ statements as availal	sight review of City Gov aries of quarierly statem ble to CFO; Business P Statements as attachme shareholder reports	Shareholder oversight review of City Government Business Enterprises. Summaries of quarterly statements and subsidiary statements as available to CFO; Business Plans to CFO & CMO; Annual Financial Statements as attachment to CMO annual shareholder reports	
	Investment strategy for owned	Approved	Asset	monetization strategy r	eview	Asset monetization strategy review
Debt Management	Debentures	Approved		ngs spreads change on ns. Credit ratings are g issued once per year	•	Interestrates and issuings spreads change on a daily basis based on capital market conditions. Credit ratings are generally assessed and issued once per year
	Loans	Approved		none		none
	Third party loan or line of credit agreements executed	Approved	Pr	rovide corporate oversi	ght	Provide corporate oversight
	Debt strategy for owned subsidiaries	Approved		ouncil approval of divide and Toronto Port Lands		Develop and get Council approval of dividend policies for Build Toronto and Toronto Port Lands Company
	Credit Rating	Approved		lit ratings from the three possibility of increasing	Maintain existing credit ratings from the three credit rating agencies with the possibility of increasing the rating	
	Investor Relations	Approved				Attend 4 investor conferences, give presentations and meet upon request with investors
	Third Party Obligations - Letters of Credit	Approved	In accordance	ce with each security be	ing reviewed	In accordance with each security being reviewed

## Financial Strategies, Analysis and Policy Development 2018 Service Level by Activity

Activity	Туре	Sub-Type	Status	2015	2016	2017	2018		
Financial and Business	Business Analysis ~ Major	Cost sharing, fiscal	Approved		d within 48 hours for mo		Initial comments provided within 48 hours for most		
Analysis	purchases and contract review	arrangements		and complexity. Tu	at the level of detail req rnaround times are ger ultation with the client div	nerally established in	documents. Each document is reviewed at the level of detail required based on its size and complexity.  Turnaround times are generally established in consultation with the client divisions		
	Business Analysis ~ Revenue and economic competitiveness	Revenue sharing	Approved		f City's business comper perty taxes, water rates charges		Ongoing review of City's business competitiveness, including consideration of property taxes, water rates, and other fees and charges		
	Business Analysis ~ RFP/RFQ evaluation		Approved	In accorda	ance with each bid being	In accordance with each bid being reviewed			
	Major City-Building Initiatives		Approved		tations prepared in acco	Reports and presentations prepared in accordance with Council Committee deadlines and the timing of the budget process			
	Public-Private partnerships		Approved	Lead/support P3 screening for applications for Federal P3 funding on time minimizing capital costs and optimizing Federal contributions	funding on time minin optimizing Federal or	eening for Federal P3 nizing capital costs and ontributions potentially ortation infrastructure	Lead/support P3 screening for major capital upon request and for Federal P3 funding on time minimizing capital costs and optimizing cost vs. risk, and Federal contributions potentially related to solid waste, transportation infrastructure, housing and water (including storm and sanitary systems)		
	Asset Optimizing and Financing		Approved	Delivered with	Delivered within negotiated timelines 100% of Time		Delivered within negotiated timelines 100% of the time		
	Real Estate/ Land Development Transactions		Approved	consideration the natu	oncluded as quickly as pre of the request and ting onsideration of other pri	ne involved, along with	Responses are concluded as quickly as possible taking into consideration the nature of the request an time involved, along with the consideration of other priorities		
Advisory and Negotation	Financial Advisory /Strategy ~ Long Term financial planning	Funding programs	Approved	Monitor and provide support for funding arrangements for social housing funding and transit	Monitor and provide support for funding arrangements for social housing funding and transit. Update the City's Long Term Financial Plan	Monitor and provide support for funding arrangements for social housing funding and transit	Monitor and provide support for funding arrangements for social housing funding and transit Lead identified aspects of the City's Long Term Financial Plan within City Manager's timelines		
	Financial Advisory /Strategy ~ Project Management and Capital Financing		Approved		I nd reports prepared and n accordance with budg		Analysis completed and reports prepared and signed by Committee deadline in accordance with budget process		
	Financial Advisory /Strategy ~ finance analysis and advice		Approved	Delivered wit	nin negotiated timelines	100% of Time	Delivered within negotiated timelines 100% of the time		
	Financial Advisory/Strategy ~ Negotating Intergovernmental financing agreements		Approved		nd reports prepared and n accordance with budg		Analysis completed and reports prepared and signed by Committee deadline in accordance with budget process		
	Financial Advisory/Strategy ~ Monitoring, compliance review and administration of intergovernmental funding agreements		Approved		nd reports prepared and n accordance with budg	Analysis completed and reports prepared and signed by Committee deadline in accordance with budget process			
	Financial Advisory/Strategy ~ Review of financial implications and opportunities re regulatory and legislative amendments		Approved	legislative changes	ide support for influenci related to Build Toront g and Metrolinx allocati	regulations, social	Monitor and provide support for influencing and adapting to legislative changes related to Build Toronto regulations, social housing funding and Metrolinx allocation of revenues		

## Financial Strategies, Analysis and Policy Development 2018 Service Level by Activity

Activity	Туре	Sub-Type	Status	2015 2016	2017	2018	
Financial Policy Development	Financial Policy ~ City of Toronto Act Taxes		Approved	Provide advice on regard to application of Probag fee, MLTT, and new Metrolinx/trans	it funding initiatives	Provide advice on regard to application of Part X tax authorities re bag fee, MLTT, and new Metrolinx/transit funding initiatives	
	Financial Policy ~ Municipal Land Transfer Tax		Approved	Monitor situation and provide support as requ Transfer Tax administration and po		Monitor situation and provide support as required for Municipal Land Transfer Tax administration and policy changes	
	Financial Policy ~ Property tax	Service agreement negotiations	Approved	As required for each new reserve fund and Committee schedules and dea		As required for each new reserve fund and in accordance with Committee schedules and deadlines	
	Financial Policy ~ Water rate  Investment financial oversight Approved Ongoing review of City's business competitiveness, including consideration of property taxes, water rates, and other fees and charges					Ongoing review of City's business competitiveness, including consideration of property taxes, water rates, and other fees and charges	
	Financial Policy ~ Capital financing	Right of way contributions	Approved	Reviews and recommendations provided in accordance with budget process guidelines 100% of the time	Meeting agenda closing deadlines 100% of the time	Meeting agenda closing deadlines 100% of the time	
	Financial Policy ~ Reserve Funding	Inding Approved Meeting agenda closing deadlines 100% of the time		Meeting agenda closing deadlines 100% of the time			
	Intergovernmental funding, cost allocation and legislative frameworks		Approved	Meeting agenda closing deadlines 10	0% of the time	Meeting agenda closing deadlines 100% of the time	
	Development Financing		Approved	Delivered within negotiated timelines 1	00% of the time	Meeting agenda closing deadlines 100% of the time. On-going discussion and negotations with Province regarding legislative reform	
	Development Charge By-law	Background Study & By-law	Approved	Bring forward area specific background study and revised by-law for Scarborough transit and portlands area	Undertake DC Background Study Review process	Undertake DC Background Study Review process	
		Administration & Implementation	Approved	Delivered within negotiated timelines 100% discussion and negotiations with Province regard		Delivered within negotiated fimelines 100% of the time. On-going discussion and negotiations with Province regarding legislative reform	
		Capital Financing	Approved	Reviews and recommendations provided in a process guidelines 100% of the process guidelines 100%.	Reviews and recommendations provided in accordance with budget process guidelines 100% of the time		
		Reporting	Approved	Delivered within negotiated timelines 1	Delivered within negotiated timelines 100% of the time		
	Capital Financing Tools		Approved	Delivered within negotiated timelines 1	00% of the time	Delivered within negotiated timelines 100% of the time	

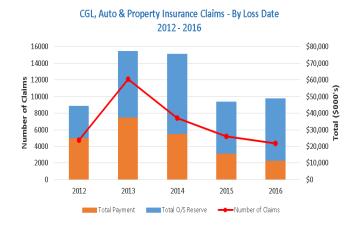
With one exception, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Corporate Finance. The type "Financial Policy - Garbage Rate" has been removed in 2018 as Corporate Finance is no longer supporting Solid Waste Management on their rate setting.

## **Service Performance Measures**

City of Toronto General Funds Investment Book Returns 2016 (millions)

Portfolio	Average Fund Balance		Earned Income		Earned Return on Capital*
Bond	\$	2,946.7	\$	109.9	3.7%
Money Market & Cash	\$	2,128.9	\$	20.5	1.0%
<b>Total General Funds</b>	\$	5,075.6	\$	130.4	2.6%

Earned Return on Capital includes interest income and realized capital gain



 Since 2013 the number of insurance claims and total payments have been trending downward

## **Credit Rating**



 The City's credit rating has remained stable due to Toronto's wealthy and diversified economy, low debt burden, very positive liquidity and positive financial management.

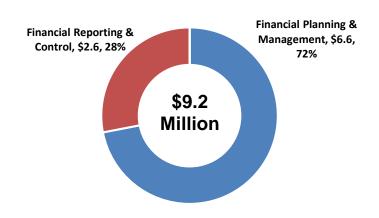
## **Financial Planning Service**



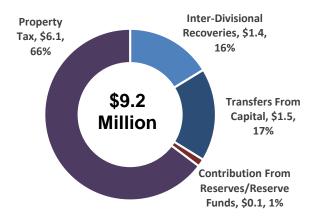
## What We Do

- Provide financial analysis, advice and decision support information to ensure the effective and efficient management of the City's financial resources and to facilitate allocation of scarce resources in order to optimize services and service levels that are needed by citizens of Toronto.
- Provide financial oversight on the City's operating and capital budgets in order to prevent avoidable deficits or significant variances from approved financial plans by producing financial reports for Council, its committees and senior staff on a quarterly and as required basis within specified timelines, 100% of the time.
- Manage the City's Budget process, providing financial strategies, due diligence and solution of service and financial issues, and information to educate and engage Council and the Public in the Budget process.
- Review all reports to Committee and Council for financial implications to ensure City Council has all financial information prior to its decision-making process.
- Establish financial planning and management policies and practices based on best and leading practices

2018 Service Budget by Activity (\$Ms)



# 2018 Service by Funding Source (\$Ms)



# 2018 Service Levels Financial Planning Service

Financial Planning & Management 2018 Service Level by Activity

Activity	vity Type Sub-Type Service Level Description		Status	2015	2016	2017	2018	
		Analysis/	Balanced Operating Budget	Approved	100%	100%	100%	100%
		Recommendation provided	approved annually in accordance with Council's mandates	Actual	100%	100%	100%	
	Operating		Released at least 24 hours for	Approved	100%	100%	100%	100%
		Decision Support	notes and 7 days for Reports, prior to council / committee meeting	Actual	100%	100%	100%	
		Process	Guidelines-updated and released 6	Approved	100%	100%	100%	100%
Budgeting		Management	weeks in advance of submission deadlines	Actual	100%	100%	100%	
		Analysis/	A recommended Capital budget and	Approved	100%	100%	100%	100%
		Recommendation provided	plan, annually, in accordance with council's mandates	Actual	100%	100%	100%	
			Released at least 24 hours for	Approved	100%	100%	100%	100%
	Capital	Decision Support	notes and 7 days for Reports, prior to council / committee meeting	Actual	100%	100%	100%	
		Process	Guidelines-updated and released 6	Approved	100%	100%	100%	100%
		Management	weeks in advance of submission deadlines	Actual	100%	100%	100%	
		_		Approved	100%	100%	100%	100%
		Reports	Meeting agenda closing deadlines	Actual	100%	100%	100%	
				Approved	100%	100%	100%	100%
		Council Support	Meeting agenda closing deadlines	Actual	100%	100%	100%	
	Decision Support			Approved	100%	100%	100%	100%
		Initiatives	Meeting agenda closing deadlines	Actual	100%	100%	100%	
		Issues	Responses released within	Approved	100%	100%	100%	100%
Financial Advice		Management	prescribed timelines	Actual	100%	100%	100%	
		Issues	Responses released within	Approved	100%	100%	100%	100%
		Management	prescribed timelines	Actual	100%	100%	100%	
	State of Financial		Provided necessary information to	Approved	100%	100%	100%	100%
	Affairs	Intergovernmental	support negotiated stance,	Actual	100%	100%	100%	
		Stakeholder	Responses released within	Approved	100%	100%	100%	100%
		Relations (Media/ Council/ Public)	prescribed timelines	Actual	100%	100%	100%	
Financial Planning		Analysis/Recomm	Analysis provided and Inquiries	Approved	100%	100%	100%	100%
& Policy	Program/ Service	endation/Decision Support	addressed within prescribed timelines	Actual	100%	100%	100%	
	Review	Process	Guidelines-updated and released 6	Approved	100%	100%	100%	100%
		Management	weeks in advance of submission deadlines	Actual	100%	100%	100%	
	Policy			Approved	100%	100%	100%	100%
	Development and Review		Review policies once per year,	Actual	100%	100%	100%	

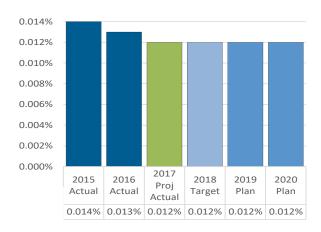
## Financial Reporting & Control 2018 Service Level by Activity

Туре	Sub-Type	Service Level Description	Status	2015	2016	2017	2018
	Operating - Variance	At the first scheduled Budget Committee meeting	Approved	100%	100%	100%	100%
		after 45 days of the reporting period closing	Actual	100%	100%	100%	
	Capital - Variance At the first scheduled Budget Committee meeting after 45 days of the reporting period closing		Approved	100%	100%	100%	100%
			Actual	100%	100%	100%	
	Ad hoc (request)	Responses released within prescribed timelines	Approved	100%	100%	100%	100%
Budget Monitoring &			Actual	100%	100%	100%	
Control	Active Monitoring Once per quarter		Approved	100%	100%	100%	100%
			Actual	100%	100%	100%	
	In-Year Adjustments	Operating/ Capital budget adjustment requests	Approved	100%	100%	100%	100%
		reviewed in advance of Agenda closing deadlines	Actual	100%	100%	100%	
	Reports Drafted/Reviewd	Number of Reports and Notices of Motion Drafted or	Approved	Number of Reports and NOM Drafted or Reviewed	Number of Reports and NOM Drafted or Reviewed	Number of Reports and NOM Drafted or Reviewed	Number of Reports and NOM Drafted or Reviewed
		Reviewed	Actual	1940	1721	1696 (as of Nov 2017)	
Complement		Reviewing submitted Human Resources Org. Mgtment	Approved	100%	100%	100%	100%
Management Control		eRequests for Financial Implications within 7 days	Actual	100%	100%	100%	

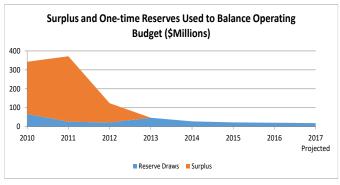
Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Financial Planning

## **Service Performance Measures**

FPD Budget as % of Total City Budget per Year

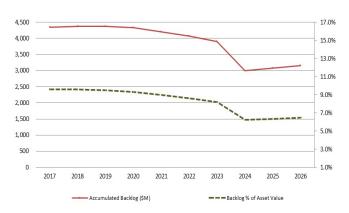


 Financial Planning's Budget as a percentage of the Total City Budget has trended downward and the division will strive to maintain or continue the trend demonstrating ongoing efficiency



The City has made significant progress in reducing the use of prior year surplus and onetime reserve funds to balance the Operating Budget. The use of Non-Recurring Revenue Sources has been dramatically reduced from \$343.5 million in 2010 to \$18.4 million in 2017

### Impact of Capital Funding on the State of Good Repair



	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Total Asset Value	45,389	45,702	46,049	46,481	46,902	47,346	47,720	48,101	48,465	48,842
Accumulated Backlog										
Estimate (\$m)	4,345	4,376	4,377	4,331	4,205	4,076	3,905	3,005	3,082	3,155
Backlog % of Asset Value	9.6%	9.6%	9.5%	9.3%	9.0%	8.6%	8.2%	6.2%	6.4%	6.5%

- The primary Programs that have a SOGR backlog are:
  - > Transportation Services,
  - Facilities, Real Estate, Environment and Energy (FREEE),
  - Toronto Transit Commission (TTC),
  - Toronto and Region Conservation Authority(TRCA),
  - > Toronto Public Library (TPL), and
  - ➤ Parks, Forestry and Recreation (PFR) which together make up \$3.591 billion, or 92.7% of the \$4.262 billion SOGR backlog at the end of 2016.
- Over the 10-year period, these key Programs make up \$2.948 billion or 93.4% of the \$3.156 billion SOGR backlog by end of 2026
- Overall, estimates indicate that the current accumulated Tax Supported SOGR backlog will decrease from 9.6% of asset value at the end of 2017 to 6.5% of asset value in 2026. The decrease is mainly driven by investments in SOGR projects for Transportation Services TRCA, Park, Forestry & Recreation, and Other Programs.



## Office of the Treasurer

## **2018 OPERATING BUDGET OVERVIEW**

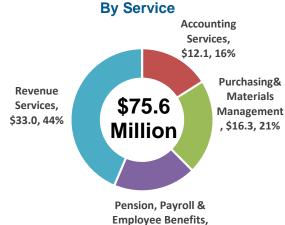
The Treasurer's Office provides a broad range of internal financial and employee services to City Programs, Agencies and Corporations and supports the strategic priorities of Council by delivering four main services: Revenue Services, Accounting Services, Pension, Payroll & Employee Benefits (PPEB) and Purchasing and Materials Management (PMMD).

## 2018 Operating Budget Highlights

The total cost to deliver these services to Toronto residents is \$75.577 million gross and \$28.067 million net as shown below:

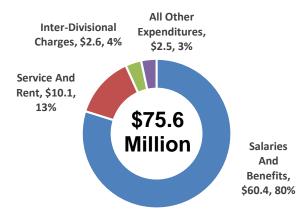
	2017	2018 -	Change			
(in \$000's)	Budget	Budget	\$	%		
Gross Expenditures	72,214.3	75,576.9	3,362.6	4.7%		
Revenues	44,147.3	47,510.0	3,362.7	7.6%		
Net Expenditures	28,067.0	28,066.8	(0.1)	(0.0%)		

## 2018 Operating Budget

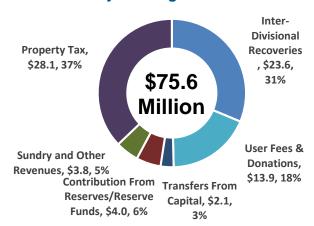


## By Expenditure Category

\$14.2, 19%



## **By Funding Source**

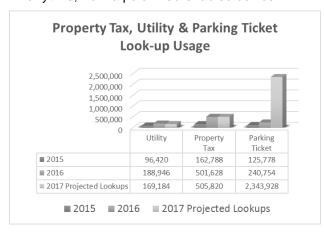


## **Fast Facts**

- Process over 500,000 invoices annually, paying out in excess of \$10 billion per year to vendors, governments & agencies
- Administer over 798,000 property tax accounts, processing 1.6 million tax bills annually, with revenues of \$6.3 billion (City & Education)
- Process 2.3 million parking tickets with revenues of \$97 million
- Administer 525,000 utility accounts, processing
   1.6 million utility bills with revenues of \$1.3 billion
- Administer 75,000 MLTT transactions (\$639.7 million in revenue for 2016 with a budget of \$708 million for 2017)
- Process 809,000 pay cheques and 79,000 pension cheques
- Manage a \$229 million employee benefits plan for approximately 80,000 employees, dependents and retirees.
- Procure an average of \$1.8 billion in goods and services per year
- Process approximately 1,800 purchase orders/blanket contracts annually
- Manage corporate warehouse inventory flow valued at \$14 million
- Process 90,000 issues of corporate warehouse goods from City stores

## **Trends**

- Online lookups for property tax and utility billings support the City of Toronto's eService Strategic Plan and Strategic Actions 2013-2018. Each of the lookups improves customer service by making information on billings and self-serve options convenient and accessible to Toronto residents.
- The online lookups can be accessed anywhere, anytime, from a pc or web-enabled device.



## **Our Key Issues & Priority Actions**

- Continue to Transform Business Processes through continued work on:
  - Modernizing the procurement operating model to achieve best value for money for all procurements.
  - ✓ Supply Chain Management Transformation (SCMT) to modernize the procurement operating model and achieve best value for money for all procurements, for which an additional \$2.252 million is included in the 2018 Operating Budget
- Operate in a complex and highly legislated environment that includes
  - International Trade Agreement that will impact the Purchasing By-law and related Procurement policies
  - Providing revenue accounting, collection and audit services for potential new taxes on hotels and short term rental accommodations
  - ✓ New public sector reporting standards
- Deal with changing customer demographics
  - ✓ Increased demand for automation and access through voice, internet and social media
  - Continued demand for traditional modes from an aging customer base
  - Enhancing reporting to allow deeper and more timely Divisional analytics

## Key Service Deliverables for 2018

The 2018 Operating Budget will enable the Office of the Treasurer to continue to:

- Upgrade Payroll Systems & Technology Platforms increasing access to Employee Self-Service Portal/Management Self-Service Portal (ESS/MSS).
- Assess the requirements and readiness to roll-out the time, attendance and scheduling system (eTime) scheduling to other Divisions and develop a roll-out plan for enhanced self-service functionality for Time Entry/Recording.
- Support the sustainment, improvement and protection of the integrity of the City's financial system (SAP), including testing, training, user support and system upgrades.
- Implement SAP Ariba, a source-to-pay cloud based software as a service solution, as part of the supply chain management transformation project, that will bring automation to the purchasing and accounts payable functions.
- Improve P-Card processes while maintaining controls and increasing use of p-card.
- Review business processes and data elements used to account for expenditures, cash management, and accounts receivable, transforming accounting and maximizing investment in the SAP financial system.
- Support and develop online self-service options for Tax and Utility billings.
- Modernization of the City's property tax and utility billing systems to a new sustainable platform and to further enable web-based services.
- Implement the Category Management/Strategic Sourcing and Operational Transformation Project as part of the Supply Chain Management Transformation project to move PMMD from a transactional service to a value added service that will drive savings through contracts.

## 2018 Operating Budget and Plan by Service

	2017 2018 Operating		Operating Bu	ıdget			Incremental Change				
		Projected		New/	Total	2018 vs.	2017	201		202	0
(In \$000s)	Budget	Actual	Base	Enhanced	Budget	Budget C	hange	Pla	n	Pla	n
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Pension, Payroll & Emplo	yee Benefit	s									
Gross Expenditures	13,220.4	14,386.1	13,995.9	209.3	14,205.2	984.8	7.4%	277.9	2.0%	(465.7)	(3.2%)
Revenue	1,499.1	1,630.4	2,149.7	209.3	2,358.9	859.8	57.4%	(117.1)	(5.0%)	(530.8)	(23.7%)
Net Expenditures	11,721.3	12,755.7	11,846.3	0.0	11,846.3	125.0	1.1%	395.0	3.3%	65.0	0.5%
Purchasing& Materials M	anagement										
Gross Expenditures	13,907.6	10,802.6	16,281.0	0.0	16,281.0	2,373.3	17.1%	1,374.4	8.4%	227.4	1.3%
Revenue	5,251.3	3,911.3	6,688.5	0.0	6,688.5	1,437.2	27.4%	15.8	0.2%	11.5	0.2%
Net Expenditures	8,656.4	6,891.3	9,592.5	0.0	9,592.5	936.1	10.8%	1,358.6	14.2%	215.9	2.0%
Accounting Services											
Gross Expenditures	11,656.4	11,780.4	12,005.5	100.0	12,105.5	449.1	3.9%	772.1	6.4%	215.1	1.7%
Revenue	2,314.2	2,533.8	2,822.4	100.0	2,922.4	608.2	26.3%	5.8	0.2%	6.3	0.2%
Net Expenditures	9,342.2	9,246.6	9,183.1	0.0	9,183.1	(159.1)	(1.7%)	766.3	8.3%	208.8	2.1%
Revenue Services											
Gross Expenditures	33,429.8	33,173.5	32,985.2	0.0	32,985.2	(444.6)	(1.3%)	434.5	1.3%	285.5	0.9%
Revenue	35,082.7	35,256.2	35,461.0	79.2	35,540.2	457.5	1.3%	159.7	0.4%	0.0	
Net Expenditures	(1,652.9)	(2,082.7)	(2,475.8)	(79.2)	(2,555.0)	(902.1)	54.6%	274.8	(10.8%)	285.5	(12.5%)
Total											
Gross Expenditures	72,214.3	70,142.6	75,267.6	309.3	75,576.9	3,362.6	4.7%	2,858.8	3.8%	262.3	0.3%
Revenue	44,147.3	43,331.7	47,121.6	388.4	47,510.0	3,362.7	7.6%	64.2	0.1%	(513.0)	(1.1%)
Total Net Expenditures	28,067.0	26,810.9	28,146.0	(79.2)	28,066.8	(0.1)	(0.0%)	2,794.6	10.0%	775.2	2.5%
Approved Positions	645.2	608.2	653.2	4.0	657.2	12.0	1.9%	(2.0)	(0.3%)	(7.0)	(1.1%)

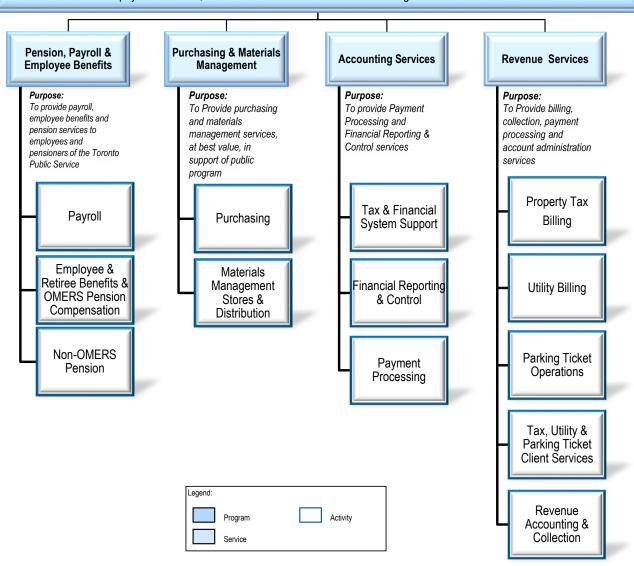
The Office of the Treasurer's 2018 Operating Budget is \$75.577 million gross and \$28.067 million net, representing a 0% increase to the 2017 Approved Net Operating Budget, and is in line with the reduction target of 0% as set out in the 2018 Operating Budget Directions approved by Council.

- Base pressures of \$0.459 million are mainly attributable to impact of prior year decisions, inflationary salary increases common across all services and supporting the delivery of capital projects.
- To help mitigate the above pressures, the Program was able to achieve service efficiency savings through position reductions and an inflationary increase to existing user fees.
- New and enhanced services provide additional revenue of \$0.079 million in new user fees.
- Approval of the 2018 Operating Budget resulted in Office of the Treasurer increasing its total staff complement by 12.0 positions from 645.2 to 657.2 primarily to support transformational initiatives such as the Category Management/Strategic Sourcing and Operations Transformation of PMMD and to support new services such as the Investment Board and the merger of the City's five non-OMERS pension plans.
- The 2019 and 2020 Plan increases are attributable to projected salary and benefit increases across all services as well as future year costs for implementing the transformation of Category Management within the Program.

## **Program Map**

## Office of the Treasurer

Provide effective financial and employee services to the Corporation and its Divisions, and Agencies by ensuring accurate and timely pension, payroll and benefit services, procurement and materials management services, accounting, banking, accounts payable services, revenue administration services and billing and collection services.



### Service Customer

### Pension, Payroll & Employee Benefits

- **Elected Officials**
- Staff City of Toronto
- Retired Staff City of Toronto
- **OMERS Pension Boards & Committees**

### **Purchasing & Materials Management**

- Staff City Divisions
- Staff Agencies and Corporations
- Suppliers

### **Accounting Services**

- Staff City Divisions
- Staff Agencies and Corporations

#### Revenue Services

- Property Owners
- Registered Utility Account Holder
- Parking Ticket Recipient
- Staff City Divisions
- **Business Improvement Area** members

### Indirect (Beneficial)

- Residents
- Businesses
- Legal Community

#### Indirect (Beneficial)

- Residents
- Businesses

### Indirect (Beneficial)

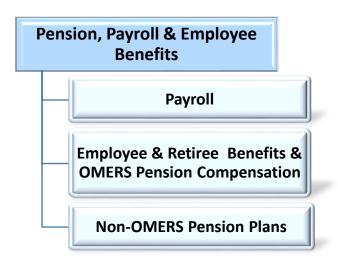
- Residents
- Businesses

#### Indirect (Beneficial) Residents

- Businesses
- Provincial & Federal Governments

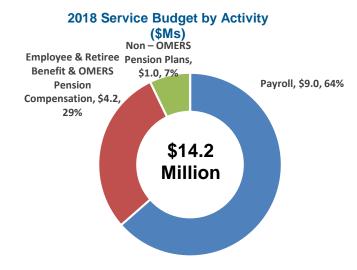
The following section provides the service-based budget by activity and their associated service levels and performance measures.

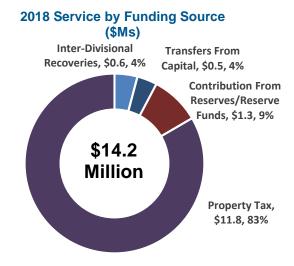
# Pension, Payroll & Employee Benefits Service



### What We Do

- Provide accurate and timely pension, payroll and benefits services to employees and pensioners through:
  - Processing the City's payroll and maintaining accurate employee information;
  - Administering the various City sponsored pension and benefit plans;
  - Processing the City's pension payroll and maintaining accurate pensioner information; and
  - Providing information and responding to inquiries from city employees and retirees regarding pension, payroll and benefits.





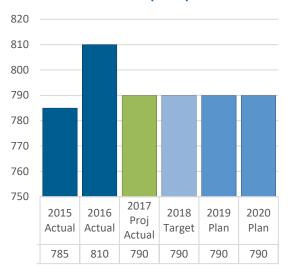
# 2018 Service Levels Pension, Payroll & Employee Benefits Service

Activity	Туре	Status	2015	2016	2017	2018
Payroll Administration	,,	Approved	Payroll cheque/ d	lirect deposit / sta	tements are	Payroll cheque/ direct deposit / statements are
			made available to	all employees by	the close of	made available to all employees by the close
			business day on	scheduled payday	s 100% of the	of business day on scheduled paydays 100%
			time, with a minir	nal number of mar	nual adjustments.	of the time, with a minimal number of manual
						adjustments.
		Actual	100%	100%	100%	
3rd Party Payroll		Approved	Provided accurate	e 3rd party payme	nts on time by	Provided accurate 3rd party payments on time
Payments &			due date 100% of	f the time with 100	% accuracy	by due date 100% of the time with 100%
Compliance						accuracy
		Actual	100%	100%	100%	
Payroll Management		Approved		II be made availab		Payroll reports will be made available to
Reporting			_	nin 2 days of the p	-	management within 2 days of the pay date with
				Payroll cheque/ d		100% accuracy. Payroll cheque/ direct
				nade available to e		deposit / statements are made available to
			l	day on scheduled		employees by the close of business day on
			l	a minimal number	or manual	scheduled paydays 100% of the time, with a
		A atual	adjustments.	4000/	1000/	minimal number of manual adjustments.
Employee Benefits &		Actual	100%	100% te benefit plans to	100%	Drovide accurate hanefit plans to full time
OMERS Pension		Approved	l	nployees and retire		Provide accurate benefit plans to full time active employees and retirees
Administration			en en	ipioyees and retire	563	active employees and retirees
Administration		Actual	100%	100%	100%	
Benefit & Pension 3rd		Approved		ate 3rd party paym		Provided accurate 3rd party payments on time
Party Payments &		пррисс	l	of the time with	-	by due date 100% of the time with 100%
Compliance			duc date 1007	of the time with	10070 accuracy	accuracy
Compilarios		Actual	100%	100%	100%	accuracy
Benefit & Pension				will be made avai		Bi-weekly reports will be made available to
Management			, , ,	nin 2 days of the p		management within 2 days of the pay date,
Reporting			_	Monthly reports w	-	with 100% accuracy. Monthly reports will be
			· ·	gement by the en		made available to management by the end of
			month, with 100%			the following month, with 100% accuracy.
		Actual	100%	100%	100%	-
City Sponsored	The Toronto Civic	Approved	Produce an accu	rate monthly pens	ion or spousal	Produce an accurate monthly pension or
Pension	Employees'		pension on the fir	st business day o	f each and every	spousal pension on the first business day of
Administration	Pension Plan		month			each and every month
		Actual	100%	100%	100%	
	Toronto Fire	Approved	l	rate bi-monthly pe		Produce an accurate bi-monthly pension or
	Department		l'	st and fifteenth da	y of each and	spousal pension on the first and fifteenth day of
	Superannuation		every month			each and every month
	and Benefit Plan					
		Actual	100%	100%	100%	
	Metropolitan	Approved	l	rate monthly pens	•	Produce an accurate monthly pension or
	Toronto Pension		l.	st business day o	r each and every	spousal pension on the first business day of
	Plan	A atual	month	4000/	1000/	each and every month
	Metropolitan	Actual Approved	100%	100% rate monthly pens	100%	Produce an accurate monthly pension or
	Metropolitan Toronto Police	Approved	l	st business day o	•	Produce an accurate monthly pension or spousal pension on the first business day of
	Benefit Plan		month	st business day o	i each and every	each and every month
	Donem Plan	Actual	100%	100%	100%	Caon and every month
	The Corporation			rate monthly pens		Produce an accurate monthly pension or
	of the City of	, ippiovou		st business day o		spousal pension on the first business day of
	York Employee		month	or buomicoo day o	rodon and overy	each and every month
	Pension Plan					The story months
		Actual	100%	100%	100%	
Pension Deduction &		Approved		ry filing requiremen		Meet all regulatory filing requirements by
3rd Party Compliance		''	]	dates	,	prescribed dates
, , , , , , , , , , , , , , , , , , , ,		Actual	100%	100%	100%	
Pension Reporting		Approved		ents filed by preso		Financial statements filed by prescribed date
				30)		(June 30)
		Actual	100%	100%	100%	
		-	-			

In order to improve reporting, service levels will be revised to include approved and actual quantitative measures. Office of the Treasurer, with support from FPD, will review the service level measures each year as part of the annual Operating Budget process. Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for *Pension, Payroll & Employee Benefits* 

## **Service Performance Measures**

# Number of Cheques/Direct Deposits Processed (000s)



 The level of cheques issued is expected to stabilize onward from 2017 as divisions meet budget requirements.

# # of Active and Inactive Employees & Retirees with Benefits (000s)



- The number of employees is expected to increase due to an increase in retirees with benefits.
- This trend is expected to continue into 2020.

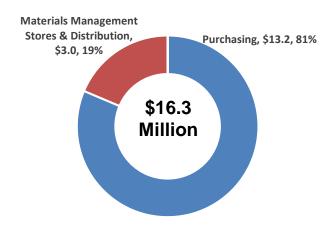
## **Purchasing & Materials Management Service**



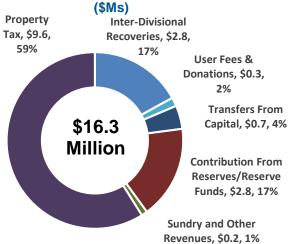
### What We Do

- Ensure the best value to the taxpayers of the City of Toronto in the acquisition of goods and services by providing leadership, quality customer service and the application of open, fair, equitable and accessible business processes and practices to all City Divisions and designated Agencies and Corporations;
- Administer appropriate delegation of commitment authority;
- Develop innovative business practices; and provide warehouse inventory controls over common items available to City Divisions through Materials Management operated stores.

## 2018 Service Budget by Activity (\$Ms)



## 2018 Service by Funding Source



# 2018 Service Levels Purchasing & Materials Management Service

Activity	Type	Status	2015	2016	2017	2018
Purchasing & Materials Management	General Inquiries & Interpretation of Policies & Procedures	Approved	100% of inquiries	acknowledged an vithin one (1) busin	100% of inquiries acknowledged and/or actioned (where feasible) within one (1) business day	
		Actual	100%	100%	100%	
	Online Call Document Distribution	Approved	To provide vendo	rs with 24/7 online the time	To provide vendors with 24/7 online access 100% of the time	
		Actual	100%	100%	100%	
	Non-Competitive Procurement	Approved	100% complia	Ince with Council   Source	Policy on Sole	100% compliance with Council Policy on Sole Source
		Actual	100%	100%	100%	
	Call Documents	Approved		5 days from time d document 100%		Issuing within 2-5 days from time of receipt of final approved document 100% of time
		Actual	100%	100%	100%	
Materials Management Stores & Distribution	Operational Supplies	Approved	Material requests business days	issued and delive	ered within 5	Material requests issued and delivered within 5 business days
		Actual	95%	75%	80%	
	MSDS (Materials Safety Data Sheet)	Approved	Providing city sta	off with 24/7 online the time	e access 100% of	Providing city staff with 24/7 online access 100% of the time
		Actual	100%	100%	100%	
	Stores Catalogue	Approved		poline access to C business day 10	Providing 24/7 online access to Catalogue details current to one business day 100% of the time	
		Actual	100%	100%	100%	
	Inventory			ue at rate of 4.25		Turn inventory value at rate of 4.25 times per year
		Actual	3.32	3.16	2.67	

In order to improve reporting, service levels will be revised to include approved and actual quantitative measures. Office of the Treasurer, with support from FPD, will review the service level measures each year as part of the annual Operating Budget process. Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for *Purchasing & Materials Management*.

## **Service Performance Measures**

## **Procurement Cycle Time (in working days)**



- Trends indicate a steady decrease in the number of working days it takes to complete competitive procurements.
- It is expected that this trend will continue to decrease with the implementation of the Supply Chain Management Transformation Project and Category Management Implementation.

## % time Material Requests Fulfilled within 7 Days



- This performance metric references the number of completed orders through City stores.
- This metric is relatively stable; and is expected to be maintained at 80%in future years. City stores has recently centralized their warehouses, which will drive increased efficiencies.

## Average Number of Addenda per Competitive Call



- There is a downward trend, which is expected to be sustained, resulting in a reduced amount of issued addenda.
- This performance metric references the average number of addenda completed by the Purchasing and Materials Management Division per competitive Call.

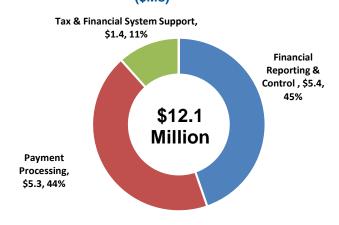
## **Accounting Services**



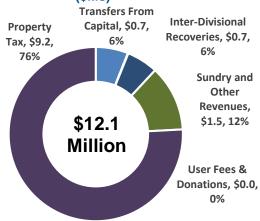
#### What We Do

- Provides quality accounting and financial advisory services to all City divisions and Agencies and Corporations in compliance with professional accounting standards, legislation, and City policies.
- Services provided include:
  - Financial reporting including preparation of the City's consolidated financial statements and Provincial Financial Information Return (FIR); coordination and filing of the Municipal Benchmarking Network (MBN, previously OMBI indicators)
  - Development, maintenance and protection of the integrity of the City's financial information systems;
  - Prompt payment of the City's disbursement obligations;
  - Provision of advice on accounting, commodity tax and financial management and reporting matters to all city divisions, Agencies and Corporations.

# 2018 Service Budget by Activity (\$Ms)



## 2018 Service by Funding Source (\$Ms)



# 2018 Service Levels Accounting Services

Activity	Activity	Status	2015	2016	2017	2018		
Provincial and	710			20.0	20	20.0		
Federal Reports Submission	MBN Canada (OMBI)	Approved		Completed by Sept	30	Complete by Sept. 30		
	Annual Provincial Financial Information Return (FIR)	Approved	Completed by August 31st					Complete by July 31
	Infrastructure Funding Reports	Approved		As required		As required		
	Toronto York Spadina Subway Extension	Approved	Perform banking services and reporting throughout the year		Perform banking services and reporting throughout the year			
	Stats Canada	Approved		Semi-annually		Semi-annually		
Financial Statement Preparation	Annual Audited Consolidated Financial Statements	Approved		•		-		
	Sinking Fund Audited Financial Statements	Approved		completed by June	Complete by June 10			
	Trust Fund Audited Financial Statements	Approved						
Management Reporting	Reserves and Reserve Funds Reports	Approved	Complete Reserves and Reserve Funds reports for submission to BC concurrent with Budget variance reports.			Complete Reserves and Reserve Funds reports for submission to BC concurrent with Budget variance reports.		
	Council Remuneration Report	Approved	· ·	Complete Council Remuneration Report for submission to EC by March 31		Complete Council Remuneration Report for submission to EC by March 31		
	Consulting Report	Approved	Complete Cons	Complete Consulting report for submission to GMC by June 30th		Complete Consulting report for submission to GMC by June 30th		
	Special reports	Approved	Complete special reports as required		Complete special reports as required		Complete special reports as required	
	Development Charges Report	Approved	Complete Development Charges report for submission to BC by August 31				Complete Development Charges report for submission to BC by August 31	
	Semi-annual Treasurer's report	Approved		emi-annual Treasur ssion to GMC withir		Complete semi-annual Treasurer's Report for submission to GMC within 90 days		

Activity	Activity	Status	2015	2016	2017	2018		
Financial and System Control	Capital projects review	Approved		Monthly		Monthly		
	Operating review	Approved		Monthly		Monthly		
	Journal entries	Approved 99% within 2 business days 99% within 2 business		99% within 2 business days				
		Actual	99%	99%	99%			
	Policies and procedures request for guidance	Approved		As request	ed	As requested		
	SAP Financial System Security	Approved		As require	ed	Function moved to I&T		
	SAP User Administration	Approved		As request	ed	As requested		
	SAP Vendor Master Data maintenance	Approved		As required -	daily	As required - daily		
	Month end and year end SAP processing	Approved		As schedul	led	As scheduled		
	Ad hoc reporting	Approved		As require	ed	As required		
	Advisory role re accounting controls, reporting and oversight	Approved		on all material r nentation, and o	·			
	Accounting policy development	Approved	comprehensive	and publish time accounting po of new standard required	Produce and publish timely, relevant and comprehensive accounting policies on issues, prior to adoption of new standards or practices, as required			
Corporate Banking	Upload/download of cashed cheques	Approved		Daily		Daily		
	Confirmation of direct deposits	Approved		Daily		Daily		
	Wire / Draft	Approved		As require	ed	As required		
	eCommerce Processing, POS administration	Approved			Daily			
	Electronic file of chqs	Approved		Daily		Daily		
	Exception resolution - Payee Match and others	Approved		Daily		Daily		
	dating, stop payments &	Approved	Daily  As required		Daily			
	RBC Express Administration	Approved			ed As required As require		As required	
	Bank Reconciliations	ciliations Approved Completed monthly within 30 day		Completed monthly within 30 days		Completed monthly within 30 days		Completed monthly within 30 days
	Inter-bank transfers	Approved	ed As required As required		As required			
	Cheque verification or certification	Approved		Daily, as requ	ested	Daily, as requested		

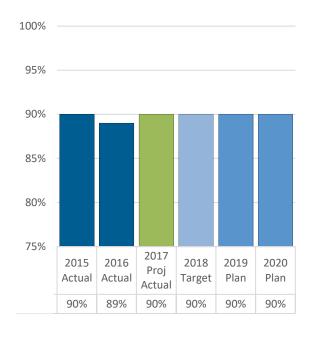
Activity	Activity	Status	2015	2016	2017	2018
Accounts Receivable Processing	Payments processed	Approved		100% within 24	hours	100% within 24 hours
	Collection	Approved	70% withi	70% within 60 days 75% within 60 days		75% within 60 days
	Write-offs	Approved	Completed the year, prepare for A	report to GMC	Complete through the year; prepare report to GMC by March 15	Complete through the year; prepare report to GMC by March 15
Accounts Payable Processing	A/P Transactions Processed	Approved	90% of p	payments made	within 60 days	90% of payments made within 60 days
		Actual	90%	87%	90%	
	Discounts desk	Approved	80	% of discounts	captured	80% of discounts captured
		Actual	85%	89%	90%	
	Mailroom / Scanned Images	Approved		Daily		Daily
	Cheques issued (FASP)	Approved	Cheques printe	Cheques printed on a minimum of every Tuesday & Thursday		Cheques printed on a minimum of every Tuesday & Thursday
	Direct deposit payments issued (FASP)	Approved	Direct Deposits processed a minimum of once per day		Direct Deposits processed a minimum of once per day	
	Interface files processing (FASP)	Approved	Interface files processed within 1 business day of receipt		Interface files processed within 1 business day of receipt	
Pcard Processing	Pcard transaction log forms	Approved	Reviewed wi	thin 90 days	Review within 80 days	Review within 80 days
	Pcard Issuance	Approved	Within 10 c	days of request	of card from NBC	Within 10 days of request of card from NBC
	Pcard Compliance Review Forms	Approved	R	eviewed within	90 days	Reviewed within 90 days
SAP Financial Systems Training	Classroom Training Sessions	Approved		duled based on sed on busines	minimum attendance s request	Classes scheduled based on minimum attendance based on business request
	Develop course materials & quick reference guides	Approved	Prior to any Legislative changes.  Based on changes to the system or business processes.			Prior to any Legislative changes.  Based on changes to the system or business processes.
SAP User Support	SAP Applications Support (Help desk inquiries)	Approved	Daily, as requested			Function moved to I&T
	SAP System Support - ERP updates tested and applied	Approved	Twice per yea	ar, 6 to 8 weeks	s duration each time	Twice per year, 6 to 8 weeks duration each time
	SAP System Support	Approved		Daily, as issue	s arise	Daily, as issues arise

Activity	Activity	Status	2015 2016	2017	2018		
Tax Advisory & Policy	HST Remittance	Approved	pproved File by mid-month, coincide with Payroll Fil		File by mid-month, coincide with Payroll		
	Non-resident withholding tax remittance	Approved	File by mid-month		File by mid-month		File by mid-month
	Sales Tax training and updating information on the Accounting Services Website	Approved	As required		As required		
	Sales Tax recoveries	Approved	Throughout the year	Throughout the year			
	Issuance of donation income tax receipts - City Wide	Approved	•	e Tax Receipts within 4 calendar weeks upon receipt of proper documentation			
	Provision of sales tax advice	Approved	As requested or required		As requested or required As re		As requested or required
	Implication of tax changes	Approved	Ilmplement changes to meet the legislated timelines I		Implement changes to meet the legislated timelines		

In order to improve reporting, service level reporting will be revised to include approved and actual quantitative measures. The Office of the Treasurer, with support from FPD, will review the service level measures each year as part of the annual Operating Budget process. Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for *Accounting Services*.

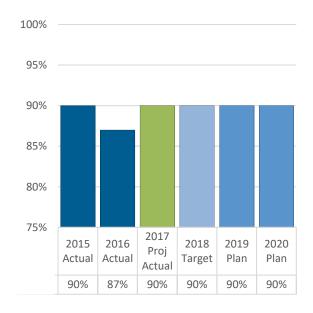
## **Service Performance Measures**

## % Early Payment Discounts Earned as a % of Discounts Available



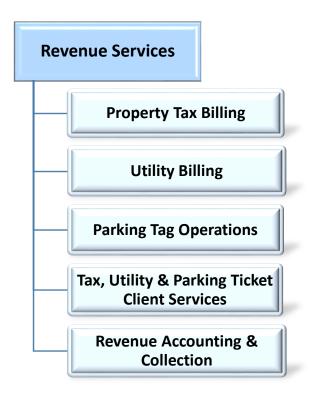
- Accounting Services, Purchasing & Materials
   Management, and other City Divisions continue
   to work with vendors to capitalize on early
   payment discount opportunities resulting in an
   increased capture rate for discounts.
- Discounts of \$1.4 million were captured in 2016.
   Early payment discounts in 2017 are expected to increase by 1% from 2016. It is anticipated that total discounts earned at the completion of the year end process will be \$1.463 million

## Payment Cycle time - % invoices paid within 60 days



With the implementation of SAP Ariba, continuous focus on performance measures, and City-wide commitment management strategies, the service level for payment cycle time for City vendors is expected to increase once the full business process is mapped out.

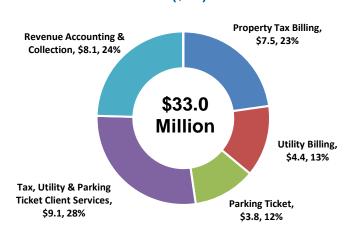
## **Revenue Services**

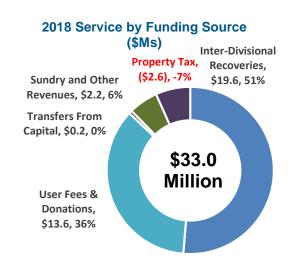


### What We Do

- Billing, collection and administration of revenues related to property taxation; water and wastewater services; solid waste fees, parking tickets and Municipal Land Transfer Tax.
- Support the various revenue programs, including appeal and refund processing, tax relief and rebate programs, alternate payment programs, customer account maintenance and support, and payment processing.
- Revenue Services maintains a strong commitment to customer service through the operation of customer service counters in all civic centres and City Hall, and a customer care unit and correspondence unit.
- The Division's customer base includes residents, property owners, businesses and visitors within the City of Toronto. Revenue Services also provides revenue support functions to other City divisions...

# 2018 Service Budget by Activity (\$Ms)





# 2018 Service Levels Revenue Services

Туре	Status	2015	2016	2017	2018
Property Tax Billing (Interim & Final)	Approved	All Property Tax issued consister laws, and within timeframes	nt with relevant I	egislation and by-	All Property Tax Bills and are prepared and issued consistent with relevant legislation and by-laws, and within legislated or Council-approved timeframes
Supplementary/O mitted Tax Billings	Approved	All Property Tax consistent with rand within legislatimeframes	elevant legislati	on and by-laws,	All Property Tax Bills are prepared and issued consistent with relevant legislation and by-laws, and within legislated or Council-approved timeframes
Payment in Lieu of Taxes	Approved	All Payment in L issued consister laws, and within	nt with relevant I	egislation and by-	All Payment in Lieu of Taxes are prepared and issued consistent with relevant legislation and by-laws, and within legislated time frames
Business Improvement Area (BIA) levies	Approved	All BIA levies are final property tax include BIA levy.	billing, to ensu	re that tax bills	All BIA levies are prepared and issued prior to final property tax billing, to ensure that tax bills include BIA lewy.
	Approved	On average, 120 year in accordan and rules and pra Review Board (A timelines set out	ce with council actice of the As RB), and in acc	approved criteria sessment cordance with	On average, 120 properties are appealed per year in accordance with council approved criteria and rules and practice of the Assessment Review Board (ARB), and in accordance with timelines set out by Assessment Review Board
Vacancy Rebates	Approved	Vacancy rebates timeframe.	are processed	within legislated	Vacancy rebates are processed within legislated timeframe.
Charitable Rebates	Approved	Fully completed processed within deadline date.			Fully completed charity rebate applications processed within 120 days of application deadline date.
Tax/Water Relief for Low-Income Seniors and Disabled	Approved	Fully completed 60 days of applic			Fully completed applications processed within 60 days of application deadline date.
Veterans Clubhouse, Ethno- cultural, Heritage Rebates	Approved	Fully completed 60 days of applic	• • • • • •		Fully completed applications processed within 60 days of application deadline date.
Golf Course deferrals	Approved	Golf course defer of receipt of infor		within 60 days	Golf course deferrals processed within 60 days of receipt of information.

Туре	Status	2015	2016	2017	2018
Assessment	Approved		peals processed	Residential	Residential appeals processed (during non-
Appeals		-	s following receipt	appeals	billing periods) within 30 days of receipt of
		of ARB decisi		processed	ARB decision. Non-residential appeals
			peals processed	(during non-	processed within 120 days following
		within 120 day		billing periods)	receipt of ARB decision
D		receipt of ARE		within 30 days of	A
Property Tax	Approved	l .	y 50% of the appli		Approximately 50% of the applications are returned from MPAC in time to be dealt by
Appeals			MPAC in time to of the following y		September 30 of the following year
		September 30	of the following y	Cai	deptember 30 of the following year
	Approved		ax Bills are prepa		All Property Tax Bills are prepared and
		l .	th relevant legislat	•	issued consistent with relevant legislation
		_	islated or Council-	-approved	and by-laws, and within legislated or
		timeframes			Council-approved timeframes
Flat Rate	Approved	To issue 1009	% of utility flat rate	billings within	To issue 100% of utility flat rate billings
Accounts			cles (i.e. former To		within scheduled cycles (i.e. former
			per year and form	er Etobicoke	Toronto flat rate billings twice per year and
		three times pe	er year)		former Etobicoke three times per year)
Metered Accounts	Approved	Not applicab	le - this function	Not applicable -	Not applicable - this function transferred to
	' '		o Toronto Water	this function	Toronto Water
				transferred to	
				Toronto Water	
Matan Daliat	A	050/ -f!	-t:d		050/ -f liti
Water Relief	Approved		ations processed	within first billing	95% of applications processed within first
Applications		cycle.			billing cycle.
	Approved	Mailing of	all bills within cyc	le on schedule	Mailing of all bills within cycle on schedule
Meter Reading	Approved	Not applicab	ole - this function	Not applicable -	Not applicable - this function transferred to
ivieter Reading	Approved		o Toronto Water	this function	Toronto Water
		tianolorica	o roronto vvator	transferred to	Toronto Water
Meter	Approved	Complete all	service orders that		Complete all service orders that are in
investigations	''	Services' disti			Revenue Services' distribution
_					
Parking Ticket	Approved	00 5% of park	ing tickets proces	ecod within	99.5% of parking tickets processed within
Parking Ticket	Approved	legislated time	•	ssea within	legislated timeframes
		logiolatoa tiiri	onamos		logiciated timenames
	Actual	99.9%	99.9%	99.90%	
Nichard		00.50/ 1 ::		interest of	00.504 (
Notice of	Approved	99.5% of notic	ces sent within leg	gislated timeframe	99.5% of notices sent within legislated timeframe
impending Conviction					timename
Conviction					
Notice of Fine and	Approved	99.5% of notic	ces sent within led	gislated timeframe	99.5% of notices sent within legislated
Due Date	'			,	timeframe
Refunds and	Approved		ds and adjustmen	ts processed	100% of refunds and adjustments
adjustments		within 14 days	5		processed within 14 days
Investigations	Approved	Complete all i	nvestigations with	in 15 days	Complete all investigations within 15 days
iiivootigationo	, thbiogen	Complete all I	Treodigations with	iii io aays	Complete an investigations within 13 days
Pre-Court Filing	Approved	l .	ourt filing docume		99.5% of all court filing documents
			day legislated time	e frame from date	prepared within the 75 day legislated time
		of offence			frame from date of offence
City of Toronto	<u> </u>				

2018 City of Toronto Budget Summary

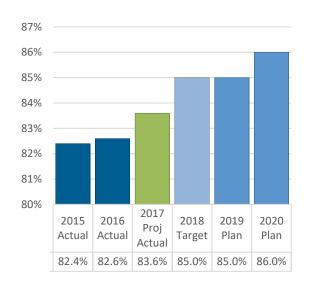
Туре	Status	2015	2016	2017	2018
Tax certificate	Approved		ard is 20 days, pro nation is received.	_	Service standard is 5 days.
Utility Certificate	Approved		ard is 20 days, pronation is received.	_	Service standard is 5 days.
Ownership Update	Approved		ard is 20 days, promentation is recei	_	Service standard is 20 days, providing that all required documentation is received.
Designate/Agent Mailing Request	Approved		ard is 20 days, promentation is recei	_	Service standard is 20 days, providing that all required documentation is received.
Pre-authorized Tax Payment	Approved	or cancel part is required to	ange financial insti icipation in the pro provide a signed w before the next pa	ogram, customer vritten notice at	In order to change financial institution information or cancel participation in the program, customer is required to provide a signed written notice at least 15 days before the next payment date
Pre-authorized Utility Payment	Approved	All PUP appliced day window	cations are proces	sed within a 5	All PUP applications are processed within a 5 day window
Payment Programs- Mortages	Approved	All mortgage udays	updates are proce	ssed within 30	All mortgage updates are processed within 30 days
Mortgage and PILT payment	Approved	All payments window	are processed wit	hin a 3 - 5 day	All payments are processed within a 3 - 5 day window
	Approved	All customers are served, with 100% completion of customer transactions, with average wait times of	All customers are 100% completion transactions, with times of less than tax/ utility transactions parking ticket transactions.	of customer a average wait a 7 minutes for ctions, and	All customers are served, with 100% completion of customer transactions, with average wait times of less than 7 minutes for tax/ utility transactions, and parking ticket transactions.
	Actual	2.5 min.	5.08 min.	5.08 min.	
Customer Enquiry Telephone	Approved		I that 40% of calls vait time of 5 minu		It is estimated that 40% of calls are answered with average wait time of 5 minutes.
Customer Enquiry - Correspondence	Approved		es and e-mails are tent with relevant		All letters, faxes and e-mails are prepared and issued consistent with relevant legislation and by-laws.
	Approved	As a minimum 90% of all cheque payments received are processed within 3 days	As a minimum 95 payments receive within 3 days from is received or on to cheque for future (post dated cheque)	ed are processed in date payment the date of the dated payments	As a minimum 95-97% of all cheque payments received by the external service provider are processed within 2 days from date payment is received or on the date of the cheque for future dated payments (post dated cheques).
	Actual	95.0%	95.0%	95.0% - 97.0%	

Туре	Status	2015	2016	2017	2018
Registration - Sale of Land	Approved	arrears are inclu	00 accounts (producted in this producted in the producted in this	ess annually.	In excess of 7,000 accounts (pre-reg and reg) in arrears are included in this process annually. Two "Sale of Land by Pubic Tender" are conducted annually.
Bailiff Warrants	Approved	In excess of 6	,000 accounts a bailiffs annually		In excess of 6,000 accounts are issued to the bailiffs annually.
Internal Collections	Approved		nts in arrears we ex Account within nes .		100% of accounts in arrears were mailed Statement of Tax Account within Council-approved timelines .
Returned Cheques Processing	Approved		d Payments recordessed within	eived by Revenue 10 business	95% of Returned Payments received by Revenue Services were processed within 10 business days.
Account Analysis / Reconciliation	Approved		thly reconciliation in the produced in the contract of the con		95% of the monthly reconciliation and Statements were produced in the following month.
MLTT Manual Notices of Assessment	Approved	Deferral Confirm	Notices of Asses ations are issue legislated requir	d and completed	100% of MLTT Notices of Assessments and Deferral Confirmations are issued and completed in accord to the legislated requirements
Automated MLTT land registration transactions	Approved	Deferral Confirm	Notices of Asses ations are issue vith legislated re	d and completed	100% of MLTT Notices of Assessments and Deferral Confirmations are issued and completed in accordance with legislated requirements
Refunds due to Over-Payments	Approved	requesting requi within one year, balances of \$50		and issue refunds time. Tax credit t an ownership	To issue credit letters to property owner requesting required information and issue refunds within one year, over 90% of the time. Tax credit balances of \$500 or less without an ownership change are transferred to the next billing.
Refunds due to Appeals and Rebates	Approved	processing of as	refunds as a res ssessment appe te are processed	als/MPAC,	Over 90% of all refunds as a result of the processing of assessment appeals/MPAC, RFR's and rebate are processed within 120 days.

In order to improve reporting, service levels will be revised to include approved and actual quantitative measures. Office of the Treasurer, with support from FPD, will review the service level measures each year as part of the annual Operating Budget process. Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for *Revenue Services*.

#### **Service Performance Measures**

#### **% Electronic Payments**



- Percentage of electronic payments received compared to total payments processed for property tax, utility and parking tickets is increasing over time due to consumer adoption of electronic payments.
- Electronic payments improve accuracy, are more cost-effective, and can be posted to the City's accounts sooner than cheque payments.
- Development of additional online services for electronic billings and payments will see an increasing trend in the overall percentage of electronic payments over 2018 and 2019

## % of Tax Accounts Paid in Full at Year-End



- The percentage of tax accounts paid in full each year from 2015 through 2017 has remained at 96%.
- The trend is expected to continue in 2018 through 2020 as economic conditions are not expected to change over the next 3 years.

Operating & Capital Budget Summaries for City Programs And Agencies:

City Hall



# **City Clerk's Office**

#### **2018 OPERATING BUDGET OVERVIEW**

The City Clerk's Office provides the foundation for municipal government in Toronto, realized through the delivery of Electing Government, Making Government Work and Opening Government.

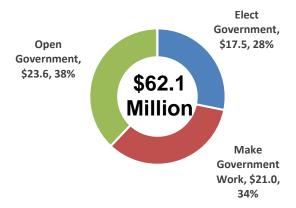
#### 2018 Operating Budget Highlights

The City Clerk's Office 2018 Operating Budget is \$62.079 million gross and \$32.846 million net as shown below:

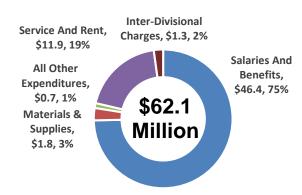
	2017	2018	Change			
(in \$000's)	Budget	Budget	\$	%		
Gross Expenditures	50,722.2	62,079.3	11,357.1	22.4%		
Revenues	18,275.9	29,233.0	10,957.1	60.0%		
Net Expenditures	32,446.3	32,846.3	400.0	1.2%		

## **2018 Operating Budget**

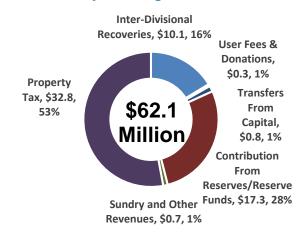
#### **By Service**



## By Expenditure Category



#### **By Funding Source**



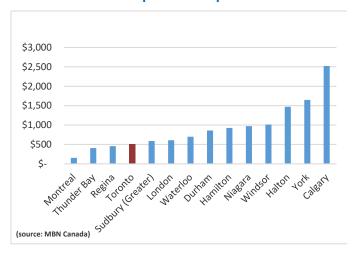
#### **Fast Facts**

- The City Clerk's Office delivers more than 70 types of services from over 30 locations across the City from 12 buildings, Civic Centres, City Hall and Metro Hall.
- Most services are prescribed in more than 60 distinct pieces of legislation including the City of Toronto Act 2006, Vital Statistics Act, Assessment Act and Planning Act. The Clerk has broad and independent authority under the Municipal Elections Act to deliver elections and by-elections.
- As a shared service, City Clerk's Office staff also support the Mayor's Office, 44 Councillors'
   Offices and the Offices of the City's four Accountability Officers – Office of the Auditor General, Office of the Integrity Commissioner, Office of the Lobbyist Registrar, and Ombudsman Toronto.

#### **Trends**

- Public participation in the legislative process has grown from 1,775 public deputations and 7.6 million web page views in 2008 to 2,130 and 31.4 million respectively in 2016.
- Public interest in government information continues to grow from 2,104 Freedom of Information (FOI) requests received in 2009 to 3,106 in 2016.

#### Costs per FOI Requests



#### **Our Key Issues & Priority Actions**

#### Modernizing Elections and changing legislative framework

- ✓ Adapting our current election planning and future election model based on the impacts resulting from the introduction of Municipal Elections Modernization Act, 2016 (Bill 181) and Modernizing Ontario's Municipal Legislation Act, 2017 (Bill 68).
- Changing election administration due to impacts of a shortened election calendar, regulation of third party advertising, changes to campaign financing, and new compliance and enforcement requirements.
- ✓ Ensuring readiness to implement ward boundary changes for the 2018 election as required.

#### Public expectation, demographic shifts and technological changes

Seeking ways to deliver democratic and government services in times of fundamental societal change and meet expectations of public with growing and new demands for services, evolving demographics and changing technologies.

#### **Key Service Deliverables for 2018**

The 2018 Operating Budget will enable the City Clerk's Office to continue to:

- Deliver the 2018 municipal election.
- Manage post-election processes as required in legislation.
- Review election systems and processes to modernize election delivery.
- Support City Council and the Accountability Officers.
- Provide strategic protocol and official services.
- Deliver open and accessible democratic processes to meet or exceed statutory requirements and established performance standards.
- Deliver provincially delegated services to meet/exceed standards.
- Provide direct public service on claims and official mail receipt.
- Maintain core service levels and meet/exceed established customer service standards.
- Ensure Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) compliance and public access to information.

#### 2018 Operating Budget and Plan by Service

		•		•		•					
	2	017	20	18 Operating	g Budget			Ir	crementa	al Change	
		Projected		New/	Total	2018 vs. 20	17 Budget	201	9	202	20
(In \$000s)	Budget	Actual	Base	Enhanced	Budget	Change		Plan		Plan	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Elect Government											
Gross Expenditures	5,941.5	5,281.5	17,491.3	0.0	17,491.3	11,549.9	194.4%	(10,979.3)	(62.8%)	(361.6)	(5.6%)
Revenue	5,941.5	5,281.5	17,491.3	0.0	17,491.3	11,549.9	194.4%	(10,979.3)	(62.8%)	(361.6)	(5.6%)
Net Expenditures	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0		0.0	
Make Government Work											
Gross Expenditures	20,480.5	20,151.5	20,624.7	400.0	21,024.7	544.2	2.7%	1,621.2	7.7%	(473.0)	(2.1%)
Revenue	1,863.0	1,863.0	1,384.8	0.0	1,384.8	(478.2)	(25.7%)	969.6	70.0%	(906.3)	(38.5%)
Net Expenditures	18,617.5	18,288.5	19,239.8	400.0	19,639.8	1,022.3	5.5%	651.6	3.3%	433.3	2.1%
Open Government											
Gross Expenditures	24,300.2	24,379.2	23,563.3	0.0	23,563.3	(736.9)	(3.0%)	403.2	1.7%	(111.1)	(0.5%)
Revenue	10,471.4	10,471.4	10,356.8	0.0	10,356.8	(114.5)	(1.1%)	122.4	1.2%	(370.7)	(3.5%)
Net Expenditures	13,828.8	13,907.8	13,206.4	0.0	13,206.4	(622.3)	(4.5%)	280.8	2.1%	259.5	1.9%
Total											
Gross Expenditures	50,722.2	49,812.2	61,679.3	400.0	62,079.3	11,357.1	22.4%	(8,954.9)	(14.4%)	(945.7)	(1.8%)
Revenue	18,275.9	17,615.9	29,233.0	0.0	29,233.0	10,957.1	60.0%	(9,887.3)	(33.8%)	(1,638.6)	(8.5%)
Total Net Expenditures	32,446.3	32,196.3	32,446.3	400.0	32,846.3	400.0	1.2%	932.4	2.8%	692.9	2.1%
Approved Positions	404.6	388.0	418.8	0.0	418.8	14.3	3.5%	(15.1)	(3.6%)	(15.0)	(3.7%)

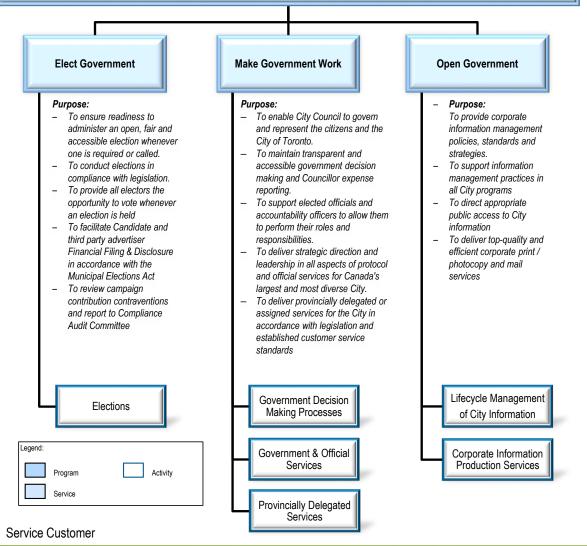
The City Clerk's Office's 2018 Operating Budget is \$62.079 million gross and \$32.846 million net, representing a 1.2% increase to the 2017 Approved Net Operating Budget and is above the reduction target of 0% as set out in the 2018 Operating Budget Directions approved by Council

- Base pressures are mainly attributable to increases in salaries and benefits for COLA for union staff, progression pay, re-earnable lump sum pay and step increases, and operating impacts for the sustainment of completed capital projects (\$1.181 million net).
- To help mitigate the above pressures, the Program was able to achieve base expenditure savings from a line by line review of non-payroll items and service efficiency savings.
- Approval of the 2018 Operating Budget results in the City Clerk's Office increasing its total staff complement by 14.3 positions from 404.6 to 418.8, resulting from an increase in temporary capital delivery positions, capital sustainment positions and temporary positions to support the 2018 Municipal Election.
- The 2019 and 2020 Plan increases are attributable to increased costs for salaries and benefits, inflationary costs for non-payroll items, and operating impacts of completed capital projects.

## **Program Map**

## City Clerk's Office

The mission of the City Clerk's Office is to build public trust and confidence in local government. The City Clerk's Office provides the foundation for municipal government in Toronto, realized through our three service areas: 1. Elect Government by managing and conducting all aspects of local government elections; 2. Make Government Work by managing government decision-making process, providing government and official services, and delivering provincially delegated services; 3. Promote Open Government by managing City information through its lifecycle and delivering corporate print / photocopy and mail services.



#### **Elect Government**

- The public
- Candidates and Electors
- Third party advertisers
- Other governments

#### Make Government Work

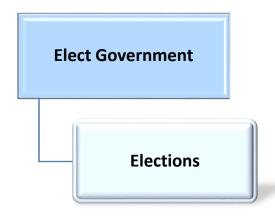
- The public
- City Council and its Members;
- Accountability Officers
- The Toronto Public Service, City agencies and corporations
- Other governments
- Charitable Organizations
- · Community & International organizations

#### Open Government

- The public
- City Council and its Members The Toronto Public Service, City agencies and corporations
- Other governments
- Media

The following section provides the service-based budget by activity and their associated service levels and performance measures.

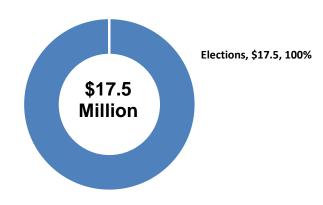
#### **Elect Government Service**



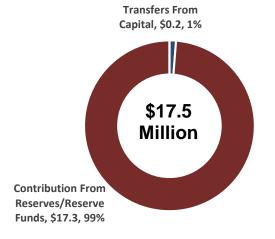
#### What We Do

- Ensure readiness to administer an open, fair and accessible election whenever one is required or called
- Conduct elections in compliance with legislation
- Provide all electors the opportunity to vote whenever an election is held
- Facilitate Candidate and third party advertisers
   Financial Filing and Disclosure in compliance with legislation
- Administer the Election Contribution Rebate Program

# 2018 Service Budget by Activity (\$Ms)



# 2018 Service by Funding Source (\$Ms)

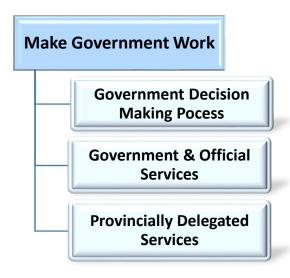


# 2018 Service Levels Elect Government Service

			Service	Levels	
Activity	Туре	2015	2016	2017	2018
Elections	Election Delivery	Statutory Service Level: Continue	Statutory Service Level: Continue	Statutory Service Level: Continue	Statutory Service Level: Continue
	and financial	current service level except where	current service level except where	current service level except where	current service level except where
	reporting	new legislation, changing demands	new legislation, changing demands	new legislation, changing demands	new legislation, changing demands
	Election	or pressures from reduced resources	or pressures from reduced resources	or pressures from reduced resources	or pressures from reduced resources
	Readiness	necessitate adjustment.	necessitate adjustment.	necessitate adjustment.	necessitate adjustment.

Overall, the 2018 Service Levels are consistent with the approved 2016 Service Levels for Elect Government.

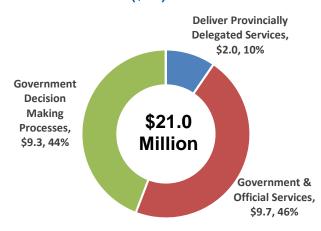
#### **Make Government Work Service**



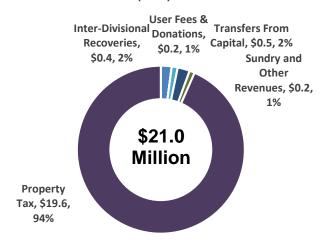
#### What We Do

- Enable City Council to govern and represent the citizens and the City of Toronto
- Maintain transparency and accessibility of government decision making processes and Councillor expenses
- Provide administrative support to elected officials and accountability officers to allow them to perform their roles and responsibilities
- Deliver protocol and official services for Canada's largest and most diverse City
- Deliver provincially delegated services for the City in accordance with legislation and customer service standards

# 2018 Service Budget by Activity (\$Ms)



# 2018 Service by Funding Source (\$Ms)

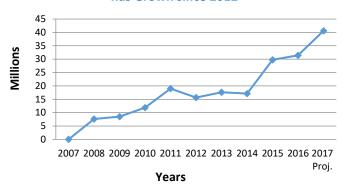


# 2018 Service Levels Make Government Work Service

			Service	Levels	
Activity	Туре	2015	2016	2017	2018
Government	Manage meetings	Statutory Service Level: Continue	Statutory Service Level: Continue	Statutory Service Level: Continue	Statutory Service Level: Continue
Decision Making	and legislated	current service level except where	current service level except where	current service level except where	current service level except where
Processes	notices	new legislation, changing demands			
	Maintain	or pressures from reduced resources	or pressures from reduced resources	or pressures from reduced resources	or pressures from reduced resources
	legislative	necessitate adjustment.	necessitate adjustment.	necessitate adjustment.	necessitate adjustment.
	records				
	Manage	Continue current service level except	Continue current service level except	Continue current service level except	Continue current service level except
	appointments to	where new legislation, changing	where new legislation, changing	where new legislation, changing	where new legislation, changing
	committees and	demands or pressures from reduced	demands or pressures from reduced	demands or pressures from reduced	demands or pressures from reduced
	other bodies	resources necessitate adjustment.	resources necessitate adjustment.	resources necessitate adjustment.	resources necessitate adjustment.
Government and	Council	Continue current service level except	Continue current service level except	Continue current service level except	Continue current service level except
Official Services	administrative	where new legislation, changing	where new legislation, changing	where new legislation, changing	where new legislation, changing
	services	demands or pressures from reduced			
	Protocol Services	resources necessitate adjustment.	resources necessitate adjustment.	resources necessitate adjustment.	resources necessitate adjustment.
Deliver	Register Vital	Statutory Service Level: Continue	Statutory Service Level: Continue	Statutory Service Level: Continue	Statutory Service Level: Continue
Provincially	Events	current service level except where	current service level except where	current service level except where	current service level except where
Delegated	Administration of	new legislation, changing demands	new legislation, changing demands	new legislation, changing demands	new legislation, changing demands
Services	Assigned	or pressures from reduced resources	or pressures from reduced resources	or pressures from reduced resources	or pressures from reduced resources
	Statutory	necessitate adjustment.	necessitate adjustment.	necessitate adjustment.	necessitate adjustment.
	Functions				

Overall, the 2018 Service Levels are consistent with the approved 2016 Service Levels for Make Government Work.

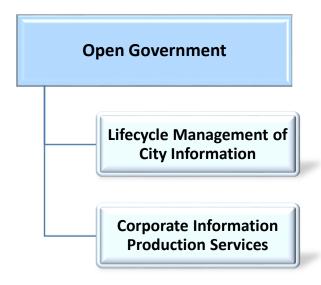
# Public Participation in the Legislative Process has Grown since 2012



No of Web Page Views in City Council-related documents

 Public participation in the legislative process has grown from 1,775 public deputations and 7.6 million visits to the web-site in 2008 to 2,130 and 31.4 million respectively in 2016.

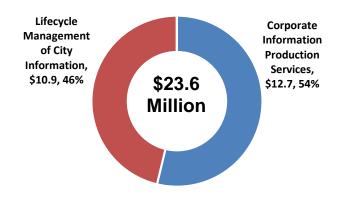
#### **Open Government Service**



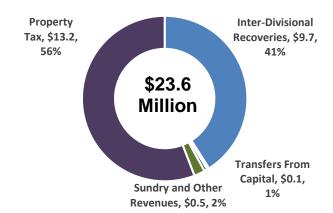
#### What We Do

- Ensure information policy framework is in place to enhance public confidence in the government in the collection and use of information, and in making them accessible and transparent
- Provide leadership on corporate information management policies, standards and strategies
- Support information management practices in all City programs
- Direct appropriate public access to City information
- Deliver top-quality and efficient corporate print/photocopy and mail services

# 2018 Service Budget by Activity (\$Ms)



# 2018 Service by Funding Source (\$Ms)

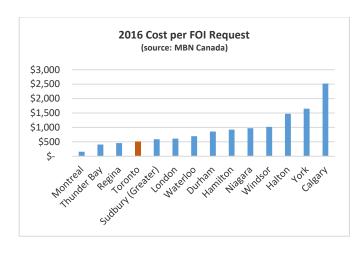


# 2018 Service Levels Open Government Service

			Service	Levels	
Activity	Туре	2015	2016	2017	2018
Lifecycle	Access to	Statutory Service Level: Continue			
Management of	information	current service level except where	current service level except where	current service level except where	current service level except where
City Information		new legislation, changing demands			
		or pressures from reduced resources	or pressures from reduced resources	or pressures from reduced resources	or pressures from reduced resources
		necessitate adjustment.	necessitate adjustment.	necessitate adjustment.	necessitate adjustment.
	Lifecycle	Statutory Service Level: Continue			
	management of	current service level except where	current service level except where	current service level except where	current service level except where
	records	new legislation, changing demands			
		or pressures from reduced resources	or pressures from reduced resources	or pressures from reduced resources	or pressures from reduced resources
		necessitate adjustment.	necessitate adjustment.	necessitate adjustment.	necessitate adjustment.
			-	-	-
Corporate	External and	Continue current service level except	Continue current service level except	Continue current service level except	Continue current service level except
Information	internal mail	where new legislation, changing	where new legislation, changing	where new legislation, changing	where new legislation, changing
Production	Print/photocopy	demands or pressures from reduced	demands or pressures from reduced	demands or pressures from reduced	demands or pressures from reduced
Services	City information	resources necessitate adjustment.	resources necessitate adjustment.	resources necessitate adjustment.	resources necessitate adjustment.

Overall, the 2018 Service Levels are consistent with the approved 2016 Service Levels for Open Government.

#### **Service Performance Measures**



 Toronto has one of the lowest costs to respond to a Freedom of Information Request despite the highest number of requests (based on 2016 MBN Canada data).



# **City Clerk's Office**

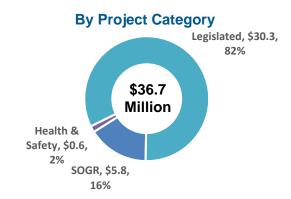
#### 2018 - 2027 CAPITAL BUDGET & PLAN OVERVIEW

The City Clerk's Office provides the foundation for municipal government in Toronto, realized through the delivery of their services of electing government, making government work and opening government.

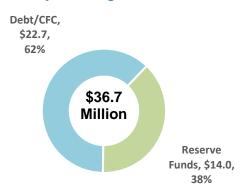
The City Clerk's Office is responsible for assets valued at \$77.881 million providing the tools, systems and resources required to support their mission, strategic priorities and the delivery of core services.

The 2018-2027 Capital Plan provides funding of \$36.692 million to enable democratic elections, support Elected and Accountability Officials and reflect the City's open government priorities to provide better access to City information and participation in decision-making processes.

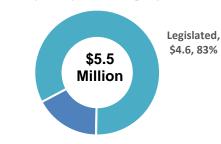
## 2018 - 2027 Capital Budget & Plan



#### **By Funding Source**

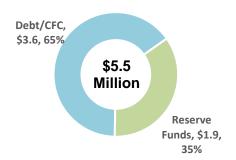


## 2018 Capital Budget By Project Category



SOGR, \$0.9, 17%

## **By Funding Source**



#### **Our Key issues & Priority Actions**

- Changes to the Municipal Elections Act have significant and far-reaching changes for candidates, voters, municipal councils and election administrators. It will significantly impact future election-related capital projects
  - ✓ Need to adapt our current election planning and future election model to respond to and implement the significant changes to the *Municipal Elections Act* resulting from Bill 181, Municipal Elections Modernization Act and Bill 68, Modernizing Ontario's Municipal Legislation Act, 2016.
  - The 2018-2027 Capital Plan is based on current information and will need to be reviewed against legislative changes, Council directions, outcome of appeal before the Ontario Municipal Board regarding ward boundary changes and alternative voting strategies.

#### **Capital Deliverables for 2018**

The 2018 Capital Budget for City Clerk's Office of \$5.512 million, excluding carry forward funding, will:

- Continue the Toronto Election Management Information System project (\$1.772 million), a multi-module system that supports all aspects of the municipal election.
- Continue with the *Information Management Infrastructure* project (\$1.375 million).
- Continue the Council Transition Requirements project (\$1.110 million), to provide for the physical requirements to retrofit Councillors' offices and related spaces including 2<sup>nd</sup> Floor at Toronto City Hall, to meet Councillor needs for each Council term. It also includes a budgetary provision for reconfiguration required to accommodate an increase in the number of wards from 44 to 47 resulting from Council decision to approve the change to the ward boundary for Council term of office starting in 2018.

## State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of \$5.795 million for State of Good Repair. City Clerk's Office has no backlog of SOGR work as the Capital Plan funds the work on a scheduled basis.

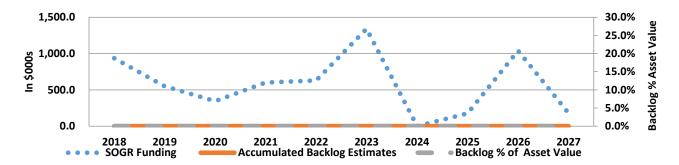


Table 1 below details all capital projects, by category, included in the 2018 - 2027 Capital Budget and Plan for the City Clerk's Office:

Table 1
2018 - 2027 Capital Plan by Project Category (In \$000s)

	Total App'd Cash Flows to Date*	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total	Total A Project Cost
Total Expenditures by Category													
Health & Safety													
City Clerk's Office Health & Safety Remediation - SOGR									100	300		400	400
Mail Security & Mail Room Upgrade								200				200	200
Sub-Total	-	-	-	-	-	-	-	200	100	300	-	600	600
Legislated													
Council Business Systems	509	90	525					750	575	100	500	2,540	3,019
City Clerk's Office Business Systems	1,284	230	350	290		125	537			320	1,100	2,952	4,219
Toronto Meeting Management Information System											·		
(TMMIS) - SOGR			320	325	330	345						1,320	1,320
Public Appointments - SOGR							250	250				500	500
Council Transition Requirements	1,510	1,110	250			100	310			300		2,070	2,170
Information Management Infrastructure:												-	
- Enterprise Document & Record Management													
Solution (EDRMS)	4,829			615	1,275	250						2,140	6,969
- Open Information	3,904	1,375	1,330	225	365				737	680	230	4,942	6,742
- Privacy Case Management	-		250									250	250
Toronto Election Management Info System (TEMIS)	5,977	1,772	1,400	2,650	900	600	1,339	767	2,852	432	621	13,333	17,308
Notices Management Information System (NMIS)													
SOGR	-										250	250	250
Sub-Total	18,013	4,577	4,425	4,105	2,870	1,420	2,436	1,767	4,164	1,832	2,701	30,297	42,747
State of Good Repair													
Infrastructure to Support council Meeting													
Proceedings	1,710	600							125	1,040		1,765	2,875
Wedding Chambers Renovations					500							500	500
Toronto Propery System - SOGR		175	450	40							179	844	844
Archives Strategic Plan Implementation	260	60	50	55	50							215	265
Archives Strategic Plan Implementation - SOGR			50	200		475	975		50			1,750	1,750
IP Workflow Management System - SOGR						105	366					471	471
Records Centre Tracking System		100		50	50	50						250	250
Sub-Total	1,970	935	550	345	600	630	1,341	-	175	1,040	179	5,795	6,955
Total Expenditures by Category (excluding carry forward)  *I if a to Date approved cash flows are provided for multi-	19,983	5,512	4,975	4,450	3,470		3,777	1,967	4,439	3,172	2,880	36,692	50,302

<sup>\*</sup>Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2017, excluding ongoing capital projects (i.e. Civic Improvement projects)

## 2018 - 2027 Capital Projects

The 10-Year Capital Plan focuses on the City Clerk's Office Legislated and State of Good Repair projects that will enable the City Clerk's Office to deliver its statutory services of electing government, making government work and opening government.

#### Health and Safety

- Health and Safety projects account for \$0.600 million or 1.6% of the total 10-Year Capital Plan's expenditures.
  - > City Clerk's Office Health & Safety Remediation (\$0.400 million) Funding is required to modify/renovate to City Clerk's Office work locations in order to meet health and safety standards and requirements.
  - ➤ The Mail Security and Mail Room Upgrades (\$0.200 million) Funding will be used to replace x-ray machines in City Hall and Civic Centres and upgrades to the mail room to meet health and safety standards.

## Legislated

- Legislated projects account for \$30.297 million or 82.6% of the total 10-Year Capital Plan's expenditures.
  - ➤ Toronto Election Management Information System project (TEMIS) (\$13.333 million) This is a multimodule system that supports all aspects of the municipal elections to ensure City Clerk's Office's readiness to administer open, fair and accessible elections at any time, in compliance with the Municipal Elections Act. Funding reflects the strategy of TEMIS being a continuous project for 10 years and work for each election separately identified as a sub-project through this period.
  - > The Information Management Infrastructure project (\$7.332 million) This project supports Strategic Action #13 of the City's Strategic Plan: "Open Government by Design" and supports the City's legislated requirement for managing its information through the information life cycle. It is comprised of three subprojects:
    - Enterprise Document and Records Management Solution (EDRMS) (\$2.140 million) This multi-year sub-project is a joint effort with the Information & Technology Division and other City divisions to continue with the phased implementation of an information management regime in the City of Toronto to manage records in all formats through their life cycle. This initiative will enable Divisions to share reliable and current information and enable improved customer service and public access to City information. Project implementation for Phase 1 is in progress.
    - Open Information (\$4.942 million) This sub-project will acquire and implement solutions to support open, democratic decision-making processes and effective dialogue with the public as well as improve public access to City information, including:
      - Online submission and payment of FOI Requests (completed)
      - Digital Asset Library functional review
      - Enterprise repository to store an inventory of terms and nomenclature to describe City information and services and for staff to find and share information with the public and among themselves.
    - Privacy Case Management (\$0.250 million) This sub-project will leverage systems to provide an
      integrated platform for the Privacy Program, allowing for workflow, collaboration, document
      management, reporting and metadata functionalities.
  - City Clerk's Office Business Systems (\$2.952 million) Funding will be used to enhance various business systems, such as replacements / upgrades to the Registry Services Tracking System, the Toronto

- Gaming Information System, Procurement and Asset Management System, Poll Case Manager system and various Access applications.
- Council Business System (\$2.540 million) Key components of this project includes replacement and/or upgrade of system for electronic reporting and management of Councillor expenses, correspondence management system and other Protocol applications. Upgrades are required for each new term of Council in 2018, 2022 and 2026.
- Council Transition Requirements (\$2.070 million) This project provides for the physical requirements to retrofit Councillor offices and related spaces including 2<sup>nd</sup> Floor at Toronto City Hall, to meet Councillor needs for each Council term. It also includes budgetary provisions for reconfiguration required to accommodate increase in the number of Councillors as a result of the Council decision approving the change to the ward boundary from 44 to 47 for Council term of office starting in 2018.
- > The Toronto Meeting Management Information System (TMMIS) SOGR (\$1.320 million) Funding will be required for state of good repair replacement of the system that supports all aspects of Council's decision-making and is the foundation of City Clerk's Office core service of Making Government Work. The replacement project is planned for 2019-2022.
- ➤ The Public Appointments Information System (\$0.500 million) This project will replace/upgrade the Public Appointments System to meet business requirements as well as corporate and technology standards. The system provides the public online access to apply for appointments to City Committees, Agencies and task forces. It also provides the necessary tools for Secretariat to manage the workflow of the public appointments process.

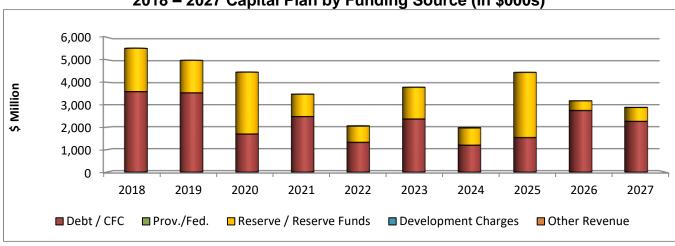
#### State of Good Repair (SOGR)

- SOGR projects account for \$5.795 million or 15.8% of the total 10-Year Capital Plan's investments.
  - Archives Strategic Plan Implementation SOGR (\$1.965 million) As part of the mandate to preserve and make accessible its holdings to City staff and the public in order to meet AODA requirements, the Archives has an active program of digitalization. Digitalization equipment will need to be upgraded and/or replaced in accordance with best practice in the IT and multimedia industry.
  - ➤ The Infrastructure to Support Council/Committee Meetings (\$1.765 million) This project reflects the directions of Government Management Committee and Council to promote greater public access to Committee meetings through web-streaming as well as system replacement/upgrades of the physical infrastructure required to support Council and Committee meetings. The Council Chamber and Civic Centre meeting chambers are due for audio visual, technology, and equipment refresh in 2025 to 2026. This will also include changes to maintain/upgrade the centre table equipment.
  - ➤ Toronto Property System SOGR (\$0.844 million) This is a corporate system used by the public to access assessment roll information, and used by City staff to verify property ownership and tenant information based on data provided by the Municipal Property Assessment Corporation (MPAC), and to create mailing lists for City business. This project will replace and upgrade the current system to allow the public and staff electronic access to assessment roll information, meet business and legislative requirements, and maintain the system in a state of good repair.
  - ➤ The Wedding Chambers Renovations (\$0.500 million) Cash flow funding will be required in 2021 in order to renovate/refresh the wedding chambers at Civic Centres. This would be 10 years after the original refresh.

- > The Information Production Workflow Management System SOGR (\$0.471 million) This project will fund the upgrade/replacement of the system which facilitates workflow for design, high-speed copying and printing requests.
- The Records Centre Tracking System (0.250 million) This project will fund the replacement of three order pickers which would reach their end of service life.

## 2018 - 2027 Capital Budget & Plan by Funding Source

The chart below summarizes the funding sources included in the 2018 - 2027 Capital Budget and Plan for City Clerk's Office:



2018 - 2027 Capital Plan by Funding Source (In \$000s)

The 10-Year Capital Plan of \$36.692 million will be financed by the following sources:

- Debt accounts for \$22.694 million or 61.8% of the financing over the 10-year period.
  - The debt funding is below the 10-year debt affordability target of \$38.645 million allocated to this Program by \$16.000 million, and mainly dedicated to Legislated projects:
    - In 2019, the City Clerk's Office is above the debt target by \$1.795 million, mainly due to cash flow funding increases for the *Open Information* (\$0.643 million) and the *Privacy Case Management* (\$0.250 million), both sub-projects of the *Information Management Infrastructure* capital project. Key drivers for exceeding the debt target include:
      - Compliance with the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and Freedom of Information and Protection of Privacy Act (FIPPA).
      - Compliance with more robust Corporate I&T standards in terms of servers, data migration and other infrastructure costs as the City's project management maturity improves.
      - Implementation of the Auditor General's recommendation to undertake enhanced Threat Risk Assessments (TRA) to ensure security of IT systems.
      - Higher costs for Privacy Impact Assessments (PIA) and Threat Risk Assessments (TRA) for resources which are now required following I&T's advice that internal resources cannot accommodate work.

- Outcome of the Corporate Information Management Services (CIMS) applications rationalization review, requiring SOGR replacement for Webgencat and Digital Asset Library systems, increasing the cost of Information Management Infrastructure.
- The Toronto Property System project requires \$0.450 million in 2019. The system is a corporate system and will be delivered, developed and supported by I&T.
- The Council Business System project requires \$0.310 million in 2019, to replace the Councillor Expense Tracking System.
- Reserve and Reserve Funds for \$13.998 million or 38.2% of required funding over 10 years, primarily for election-related needs from the Election Reserve Fund and replacements of records/archives equipment from Clerk's Equipment Reserves for the following major projects:
  - ➤ The *Toronto Election Management Information System*, at a cost of \$13.333 million, is funded by the Election Reserve Fund over the 10 year period.
  - ➤ The Archives Equipment Upgrade SOGR project (\$0.415 million) and the Records Centre Tracking System project (\$0.250 million) are funded by the Clerk's Equipment Reserve for a total of \$0.665 million over the 10 year period.

## 10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In \$000s)

	2018 B	udget	2019	Plan	2020	) Plan	2021	Plan	2022	Plan	2018	- 2022	2018 -	- 2027
Projects	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position
Previously Approved														
Toronto Election Mangement Information														
System (TEMIS)	329.3	2.0	51.9	0.5	17.6		102.6		130.0	0.5	631.4	3.0	1,041.4	6.5
City Clerk's Office Business Systems	103.9	1.0	85.8	0.8	68.7	0.5	2.5				260.9	2.3	392.9	3.4
Council Business Systems	88.6	0.8	121.6	1.0	44.3	0.5					254.4	2.3	381.9	2.8
Voting Equipment Upgrade					50.0						50.0	-	50.0	-
Information Management Infrastructure			69.4	0.8	232.0	0.8	(9.3)		40.0		332.1	1.5	446.0	1.9
Total (Net)	521.8	3.8	328.6	3.0	412.6	1.8	95.8	-	170.0	0.5	1,528.8	9.0	2,312.2	14.5

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$2.312 million gross and \$1.220 million net, and 14.5 positions over the 2018 - 2027 period, as shown in the table above.

This is comprised of the following costs arising from the completion of the following capital projects:

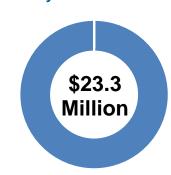
- Toronto Election Management Information System Additional funding represents an increase in operating costs for the SOGR system upgrades for the 2022 and 2026 Municipal Elections
- City Clerk's Office Business Systems Additional funding is required to sustain various business
  enhancements to support the City Clerk's Office business systems such as the replacement of Registry
  Services Tracking System, By-law Status Registry Refresh, and Poll Case Manager.
- Council Business Systems The SOGR for Council-related systems such as the Toronto Council Expense
   Management System and correspondence management system, require additional funding in operating costs.
- Information Management Infrastructure Funding is required for the operating costs for the enterprise repository system in the Open Information sub-project.

These future operating impacts will be reviewed each year as part of the annual Operating Budget process.



## **2018 Operating Budget**

City Council, \$23.3, 100% **By Service** 



# **City Council**

## **2018 OPERATING BUDGET OVERVIEW**

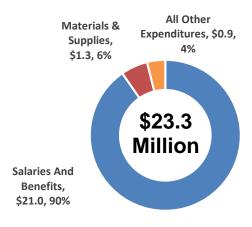
Toronto City Council is the governing body for the City. As part of the City's legislative process, Councillors make decisions at Council, Standing Committee and Community Council meetings. Councillors also serve in City agencies and corporations. The role of City Council is described in the City of Toronto Act, 2006, c. 131.

#### 2018 Operating Budget Highlights

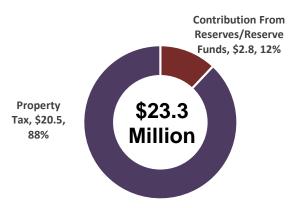
The 2018 Operating Budget for City Council is \$23.268 million gross and \$20.471 million net as shown below:

	2017	2018	Chan	ge
(in \$000's)	Budget	Budget	\$	%
Gross Expenditures	20,631.0	23,268.4	2,637.4	12.8%
Revenues	272.0	2,797.0	2,525.0	928.3%
Net Expenditures	20,359.0	20,471.4	112.4	0.6%

## By Expenditure Category



#### **By Funding Source**



#### **Fast Facts**

- The City of Toronto government was created on January 1, 1998 as a result of legislation passed by the Province of Ontario merging seven municipal governments into one single-tier city.
- The term of Council is four years. The current Council term began December 1, 2014.
- Pending the outcome of an appeal to the Ontario Municipal Board (OMB), City Council has approved the addition of 3 wards effective December 1, 2018 and directed that the composition of City Council be one Councillor per ward pursuant to the ward boundary structure approved for the 2018 Election.

#### Our Key Issues & Priority Actions

- Adequacy of the Council Transition Reserves and the Council Furniture and Equipment Reserves:
  - ✓ Continue to monitor the adequacy of the Council Transition Reserves and the Council Furniture and Equipment Reserve.

#### Ward Boundary Review:

- ✓ Pending the outcome of an appeal to the OMB, City Council has approved the addition of 3 wards effective December 1, 2018.
- ✓ Budget provides funding for 3 new Councillors and 9 additional Councillor staff position equivalent.

## 2018 Operating Budget and Plan by Service

	20	017	2018 Operating Budget					Inc	remental	Change	)
(I. Acce.)		Projected		New/	Total	2018 vs. 2017		2019		2020	
(In \$000s)	Budget	Actual	Base	Enhanced	Budget	Budget	Change	Pla		Pla	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
City Council											
Gross Expenditures	20,631.0	20,631.0	23,268.4	0.0	23,268.4	2,637.4	12.8%	(421.0)	(1.8%)	245.1	1.1%
Revenue	272.0	272.0	2,797.0	0.0	2,797.0	2,525.0	928.3%	(2,757.0)	(98.6%)	0.0	
Net Expenditures	20,359.0	20,359.0	20,471.4	0.0	20,471.4	112.4	0.6%	2,336.0	11.4%	245.1	1.1%
Total											
Gross Expenditures	20,631.0	20,631.0	23,268.4	0.0	23,268.4	2,637.4	12.8%	(421.0)	(1.8%)	245.1	1.1%
Revenue	272.0	272.0	2,797.0	0.0	2,797.0	2,525.0	928.3%	(2,757.0)	(98.6%)	0.0	
<b>Total Net Expenditures</b>	20,359.0	20,359.0	20,471.4	0.0	20,471.4	112.4	0.6%	2,336.0	11.4%	245.1	1.1%
Approved Positions	180.0	180.0	188.0	0.0	188.0	8.0	4.4%	0.0	0.0%	0.0	0.0%

City Council's 2018 Operating Budget is \$23.268 million gross and \$20.471 million net and represents a \$0.112 million or 0.6% increase to the 2017 Approved Net Operating.

- Base pressures are mainly attributable to a 2% CPI adjustment for Councillors' salaries and Constituency Services and Office Budget, COLA increases for Councillors' staff, and a benefit adjustment for Councillors and staff, plus one-month funding for potential 3 new wards (3 Councillors and 9 staff position equivalent). These are offset by base expenditure adjustments of \$1.324 million net and revenue adjustments of \$0.040 million net.
- The 2019 and 2020 Plan increases reflect the annualized costs of implementing City Council structure of 47 wards if approved by the Ontario Municipal Board (OMB), CPI adjustments for Councillors' salaries and Constituency Services and Office budget, reversal of 2017 one-time reductions and a one-time budget provision for transition expense after the 2018 Municipal Election.
- Approval of the 2018 Operating Budget results in a net increase of the total complement by 8.0 as a result of the Ward Boundary Review.



# **City Manager's Office**

#### **2018 OPERATING BUDGET OVERVIEW**

The City Manager's Office leads the municipal administration and provides guidance and advice to Council on the City's fiscal, organizational, intergovernmental and service priorities. The City Manager is accountable to Council for the policy direction and program delivery of all divisions and provides Executive Management, Strategic & Corporate Policy, Strategic Communications, Equity, Diversity & Human Rights, Internal Audit and Human Resources leadership services.

#### 2018 Operating Budget Highlights

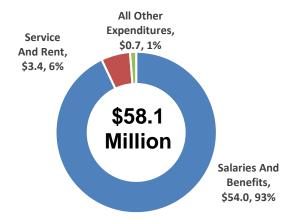
The total cost to deliver these services to Toronto residents is \$58,051.2 million gross and \$48,650.0 million net as shown below:

	2017		Change				
(in \$000's)	Budget	2018 Budget	\$	%			
Gross Expenditures	55,926.5	58,051.2	2,124.8	3.8%			
Revenues	8,584.0	9,401.2	817.3	9.5%			
Net Expenditures	47,342.5	48,650.0	1,307.6	2.8%			

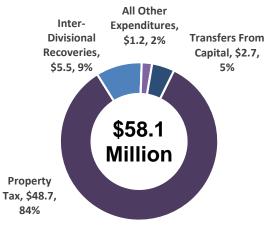
# 2018 Operating Budget By Service



## By Expenditure Category



#### **By Funding Source**



#### **Fast Facts**

- Supported approximately 33,000 full and parttime employees (2016)
- Received more than 296,000 job applications and filled over 9,250 positions excluding recreation workers (2016)
- Delivered 47,146 hours of Health & Safety training (2016)
- Issued approximately 700 News Releases/Media Advisories
- Nearly 320,000 total followers on official City of Toronto Twitter, Instagram, Facebook and YouTube social media channels
- Engaged over 2,000 residents through Participatory Budgeting Pilot resulting in approximately \$1.9M for 40 community improvement projects
- Social Media: 7,000+ @GetInvolvedTO followers, 2K growth in 2017; 2 live-streamed public events on Periscope; integration of YouTube to promote live broadcast of 4 public consultations, viewed total of 160+ hours
- Developed Equity Impact tool and trained Budget Analysts to support divisional Equity Impact Statement that is expected to accompany 2018 Operating and Capital Budget Submissions. Over 150 staff (City staff, Agencies, Boards and Corporations (including Toronto Police representatives)) were trained on the tool through a combination of in-person and online webinar/recording
- Completed public consultations to inform the development of the Multi-Year Accessibility Plan to meet AODA requirements
- Provided advice, training and guidance to employees and divisions on the City's Human Rights and Workplace Harassment Policy and responded to complaints and inquiries from staff and service recipients.

#### **Trends**

- Declining cost of workplace injuries (WSIB)
- Maintaining number of grievances resolved at mediation, prior to arbitration
- Increasing use of social media for interaction with the public
- Reduction in hiring times
- Increasing participation in technology-enabled learning events (ELI)

#### **Our Key Issues & Priority Actions**

#### Provide Corporate Oversight:

- ✓ Renewal of Toronto's Long-Term Financial Plan
- ✓ Third-party Ward Boundary Review
- ✓ Agency Governance Review.
- Legislative compliance with Accessibility for Ontarians with Disabilities Act (AODA)
- ✓ Establishment of the Offices of the Chief Transformation Officer (CTO) and Chief Resiliency Officer (CRO)

#### Co-ordinate Intergovernmental Issues.

- ✓ Transit initiatives
- ✓ Social Housing sustainability
- √ Federal infrastructure commitments

#### Maintain Leadership in Human Resources

- Continue to advance the Target Zero Safety Culture Continuous Improvement
- ✓ Assist Workforce Transition
- ✓ Lead Talent Blueprint: Engagement, Leadership, Diversity

#### **Key Service Deliverables for 2018**

The 2018 Operating Budget will enable the City Manager's Office to continue to:

#### Executive Management:

 Provide leadership, direction and accountability on the development and delivery of quality, responsible and cost effective policies, programs and services by members of the Toronto Public Service to the residents and businesses of Toronto.

#### Strategic & Corporate Policy:

- Provide intergovernmental and governance advice to the City Manager, Mayor and Council for more than 30 agencies and 7 corporations.
- Provide corporate oversight and coordination across governments, divisions and agencies for portfolio of transit expansion initiatives.

#### Internal Audit:

 Identify and evaluate exposures to risk and to help strengthen risk management and controls in program areas across the City.

#### Strategic Communications:

 Provide sustainment, governance and ongoing leadership for toronto.ca, in partnership with Information & Technology, following the completion of the Web Revitalization Project.

#### Equity, Diversity and Human Rights:

 Working with Human Resources, contributing to the Business Intelligence Dashboard to support divisions in developing strategies to determine and fulfill their equity and diversity goals.

#### Human Resources:

 Support the Corporation and City divisions in responding to Mayor and Council priorities to reduce the cost of government, achieve customer service excellence and provide transparent/accountable government and minimize any potential disruption.

## 2018 Operating Budget and Plan by Service

	20	017	2018 C	perating Bud	lget	2018 Bud	dget vs.	l:	ncrementa	al Change	
		Projected		New/	Total	2017 B	udget	201	19	202	20
(In \$000s)	Budget	Actual	Base	Enhanced	Budget	Chai	nge	Pla	ın	Pla	n
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
<b>Executive Managemen</b>	nt										
Gross Expenditures	3,719.4	3,923.7	3,869.5	0.0	3,869.5	150.2	4.0%	80.8	2.1%	90.4	2.3%
Revenue	776.4	1,092.5	926.4	0.0	926.4	150.0	19.3%	0.0		0.0	
Net Expenditures	2,943.0	2,831.2	2,943.1	0.0	2,943.1	0.2	0.0%	80.8	2.7%	90.4	3.0%
Strategic & Corporate	Policy										
Gross Expenditures	3,981.7	4,200.4	3,874.3	0.0	3,874.3	(107.3)	(2.7%)	81.5	2.1%	120.0	3.0%
Revenue	399.5	562.1	378.4	0.0	378.4	(21.1)	(5.3%)	0.0		0.0	
Net Expenditures	3,582.2	3,638.3	3,495.9	0.0	3,495.9	(86.2)	(2.4%)	81.5	2.3%	120.0	3.4%
Internal Auditing											
Gross Expenditures	1,676.2	1,768.3	1,684.8	0.0	1,684.8	8.6	0.5%	31.4	1.9%	49.2	2.9%
Revenue	655.1	921.8	663.7	0.0	663.7	8.6	1.3%	0.0		0.0	
Net Expenditures	1,021.1	846.5	1,021.1	0.0	1,021.1	(0.0)	(0.0%)	31.4	3.1%	49.2	4.7%
Strategic Communicat	ions										
Gross Expenditures	6,337.5	6,685.7	6,370.3	345.4	6,715.7	378.1	6.0%	65.9	1.0%	181.3	2.7%
Revenue	1,164.7	1,638.8	1,197.4	345.4	1,542.8	378.1	32.5%	(94.5)	(6.1%)	6.4	0.4%
Net Expenditures	5,172.9	5,046.9	5,172.9	0.0	5,172.9	0.0	0.0%	160.4	3.1%	174.9	3.3%
Equity, Diversity & Hun	nan Rights										
Gross Expenditures	1,805.2	1,904.4	1,805.6	796.8	2,602.4	797.1	44.2%	25.4	1.0%	74.1	2.8%
Revenue	2.5	3.5	2.5	0.0	2.5	0.0		0.0		0.0	
Net Expenditures	1,802.7	1,900.9	1,803.1	796.8	2,599.9	797.1	44.2%	25.4	1.0%	74.1	2.8%
Human Resources											
Gross Expenditures	38,406.4	40,516.3	38,360.7	943.8	39,304.5	898.1	2.3%	873.3	2.2%	906.0	2.3%
Revenue	5,585.8	7,859.7	5,540.5	346.8	5,887.4	301.6	5.4%	(213.0)	(3.6%)	(70.7)	(1.2%)
Net Expenditures	32,820.7	32,656.6	32,820.2	597.0	33,417.2	596.5	1.8%	1,086.3	3.3%	976.7	2.8%
Total											
Gross Expenditures	55,926.5	58,998.8	55,965.2	2,086.1	58,051.2	2,124.8	3.8%	1,158.4	2.0%	1,421.1	2.4%
Revenue	8,584.0	12,078.4	8,708.9	692.2	9,401.2	817.2	9.5%	(307.5)	(3.3%)	(64.3)	(0.7%)
Total Net Expenditure:	47,342.5	46,920.4	47,256.2	1,393.8	48,650.1	1,307.6	2.8%	1,465.9	3.0%	1,485.4	3.0%
Approved Positions	438.0	431.0	436.0	14.0	450.0	12.0	2.7%	(1.0)	(0.2%)	(1.0)	(0.2%)

The City Manager's Office's 2018 Operating Budget is \$58.051 million gross and \$48.650 million net, representing a 2.7% increase to the 2017 Approved Net Operating Budget.

- Base pressures are mainly attributable to increases in salaries and benefits driven by progression and reearnable lump sums.
- To help mitigate the above pressures, the Program was able to achieve reductions through a line by line review of non-payroll expenses (\$0.075 million).
- New and enhanced services of \$2.086 million gross and \$1.394 net will fund 14 positions to provide permanent HR support to Toronto Building, Fire Services and City Planning, review of Communication function and for strategic digital communication expertise to Toronto Water and Engineering & Construction Services, support for Toronto for All & AODA in HR, funding to Support Poverty Reduction Strategy, support for AODA Accountability & Compliance in EDHR and establishment of an Indigenous Affairs Office.
- Approval of the 2018 Operating Budget will result in the City Manager's Office staff complement increasing by 12.0 positions from 438.0 to 450.0
- The 2019 and 2020 Plan increases are attributable to progression pay, re-earnable lump-sums and fringe benefit cost increases.

# **Program Map**

# City Manager's Office

Lead the municipal administration and provide guidance and advice to Council on the City's fiscal, organizational, intergovernmental and service challenges. The City Manager is accountable to Council for the policy direction and delivery of all divisional programs.

Internal Audit

#### Purpose:

To identify and evaluate exposure to risk and to help strengthen risk management and controls in program areas within City Divisions. Provide advice to help clients mitigate business risks, promote/assure fiscal responsibility, accountability and compliance with various policies and legislation.

Equity, Diversity & **Human Rights** 

#### Purpose:

To provide information to the City of Toronto necessary to provide equal opportunities to all citizens, visitors, and businesses directly interacting with city

#### Strategic & Corporate Policy

#### Purpose: To ensure responsiveness to City Council and citizens, facilitate improved service delivery and promote the City's interests in legislative

#### Executive Management

#### Purpose: To provide leadership, direction and accountability on the development and delivery of quality, responsible and cost effective policies, programs and services by members of the Toronto Public Service to the residents and businesses of Toronto.

#### Strategic Communications

Purpose: To create public awareness and understanding about City government as well as serve the internal communications needs

of City employees.

Purpose:

**Human Resources** 

To provide corporate human resources leadership by managing the labour relations environment: attracting and retaining a highly skilled, diverse workforce; ensuring compliance with health and safety legislation; reducing the impact of injuries. illnesses and absences; building capacity through learning and leadership development; and initiatives that support an ethical inclusive and effective Toronto Public Service.



Program Activity

Service Customer

## Internal Audit

- Staff City Divisions
- · Staff Agencies & Boards
- Indirect (Beneficiary) Residents
- Businesses

#### Equity, Diversity & Human Rights

- · City Council
- Mayor
- City Manager & DCMs
- Staff City Divisions
- · Staff Agencies & Boards
- Indirect (Beneficiary)
- · Residents
- · Other Orders of the Government

#### Strategic & Corporate Policy

- · City Council
- Mayor
- City Manager & DCMs
- Staff City Divisions
- Staff Agencies & Boards Indirect (Beneficiary)
- Residents
- Other Orders of the Government

#### **Executive Management**

- · City Council
- Mayor
- · City Manager & DCMs
- Staff City Divisions Staff - Agencies & Boards

#### Indirect (Beneficiary)

- Residents
- · Other Orders of the Government

#### Strategic Communications

- City Council
- Mayor
- City Manager & DCMs
- Staff City Divisions
- Staff Agencies & Boards Media
- Indirect (Beneficiary)
- Residents

#### **Human Resources**

· City Manager & DCMs

Employee Effectivenes

- Staff City Divisions
- Staff Agencies & Boards
- · Unions & Associations

#### Indirect (Beneficiary)

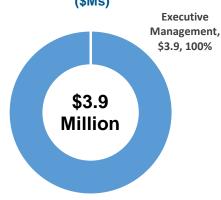
- Residents
- · Members of Public interested in opportunities within Toronto Public Service

The following section provides the service-based budget by activity and their associated service levels and performance measures.

#### **Executive Management Service**

#### **Executive Management**

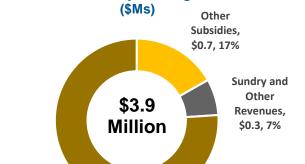
# 2018 Service Budget by Activity (\$Ms)



#### What We Do

- Support the day to day operation of the City Manager's office and the daily work of the City Manager
- Provide financial and administrative oversight and management of emerging corporate issues
- Provide leadership, direction and accountability on the development and delivery of quality, responsible and cost effective policies, programs and services by members of the Toronto Public Service to the residents and businesses of Toronto
- Manage the co-ordination of reports to Toronto City Council through Standings Committees, Sub-Committees, and Community Councils
- Undertake and lead corporate initiatives and projects that have a positive impact on employee performance and attitude of the Toronto Public Services including Toronto Public Service Week, Customer Service and employee recognition programs such as the City Manager's Award and "You Make the Difference"
- Provide corporate support and continue to build capacity for continuous improvement initiatives such as enhancing customer service, improving operational efficiency and effectiveness, and implementation of Excellence Toronto
- Lead and coordinate Toronto's participation in the Municipal Benchmarking Network Canada's (MBN Canada) benchmarking initiative and World Council on City Data (WCCD)

2018 Service by Funding Source



Property Tax, \$2.9, 76%

# 2018 Service Levels Executive Management Service

			Service Levels			
Service	Туре	Sub-type	2015	2016	2017	2018
Executive Management	Corporate Issues		95% of issues reponded to within 24 hours			95% of issues reponded to within 24 hours
	Accountability Processes		100% of ombudsman's recommendations implemented on time			100% of ombudsman's recommendations implemented on time
	Performance Management & Benchmarking	Management Information Dashboards	Update Management Information Dasl	Update Management Information Dashboards quarterly		
		Performance Measurement and Benchmarking Report	Update Performance Measurement ar	nd Benchmarking Report a	nnually	Update Performance Measurement and Benchmarking Report annually
		World Council on City Data	Update World Council on City Data ar	nnually		Update World Council on City Data annually
		Toronto's International Rankings	Monitor Toronto's International Rankin	gs and the City's website	as required	Monitor Toronto's International Rankings and the City's website as required
	Council/Committee Agenda Management		Co-ordinate staff reporting to eight Co	uncil/Committee cycles		Co-ordinate staff reporting to eight Council/Committee cycles

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Executive Management.

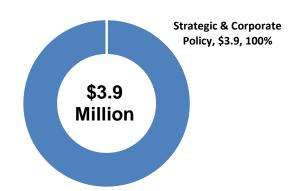
#### **Strategic & Corporate Policy Service**

Strategic & Corporate Policy

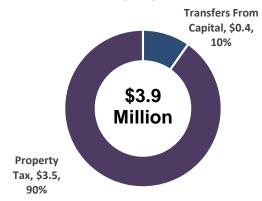
#### What We Do

- Provide governance and accountability advice to Council and the City Manager for more than 30 agencies and 7 corporations
- Provide intergovernmental advice and support to the City Manager, Mayor and Council, and prepare required submissions to the federal and provincial governments
- Continue implementation of Public Transit Infrastructure Fund (PTIF) funding program
- Provide corporate oversight and coordination across governments, divisions and agencies for portfolio of transit expansion projects including:
  - SmartTrack/RER
  - Scarborough Subway extension
  - Metrolinx Light Rail Transit Program
  - > TTC Capital Program Delivery
  - Fare Policy Review
- Provide advice and support to the development and implementation of a number of corporate policies and initiatives:
  - Toronto Public Service By Law
  - Ward Boundary Review
  - Participatory Budgeting
  - Tenant's First Strategy for TCHC
  - > Ontario Place revitalization
  - Civic Innovation Office
  - Governance Review of Agencies and Corporations
- Report to Council on Participatory Budgeting Pilot

# 2018 Service Budget by Activity (\$Ms)



# 2018 Service by Funding Source (\$Ms)



## 2018 Service Levels Strategic & Corporate Policy Service

Service	Туре	2015	2016	2017	2018
Strategic & Corporate Policy	Government-Wide Initiatives	•	government wide policy initiatives and of the City Manager and City Council	d civic engagement	Develop and deliver government wide policy initiatives and civic engagement programs on behalf of the City Manager and City Council
		Respond to all requ	Respond to all requests for civic engagement advice		
		Effectively coordina	Effectively coordinates strategic initiatives with key stakeholders and partners		
	Inter-governmental Relations		er the City's corporate intergovernmen to-government relations and funding ag Mayor and Council		Advise on and deliver the City's corporate intergovernmental strategy and support formal government-to-government relations and funding agreements on behalf of the City Manager, Mayor and Council
		Complete all require other governments	ed formal submissions, correspondence and associations	ce and meetings with	Complete all required formal submissions, correspondence and meetings with other governments and associations
			al and provincial funding and governan vernment requirements to achieve the	_	Administer all federal and provincial funding and governance agreements in compliance with government requirements to achieve the City's interests and share of funds
	Governance		oort governance and decision making ses, delegation of Council authority, and tions	_	Advise on and support governance and decision making structures including Council, Committees, delegation of Council authority, and the City's Accountability functions
		1	's interests with Agencies and Corpora le shareholder requirements for City S	•	Coordinate the City's interests with Agencies and Corporations including completion of all sole shareholder requirements for City Service Corporations
		Effectively coordina partners	te governance-related initiatives with k	ey stakeholders and	Effectively coordinate governance-related initiatives with key stakeholders and partners

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Strategic & Corporate Policy.

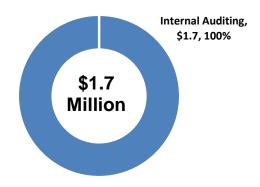
#### **Internal Audit Service**

#### **Internal Audit**

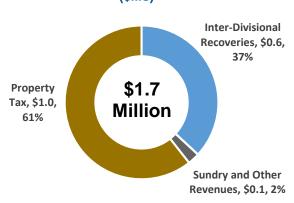
#### What We Do

- Identify and evaluate exposures to risk and to help strengthen risk management and controls in program areas across the City.
- Provide objective assurance and advice to help mitigate business risks, improve operations, as well as promote/assure fiscal responsibility, accountability and compliance with applicable policies and procedures.

# 2018 Service Budget by Activity (\$Ms)



# 2018 Service by Funding Source (\$Ms)



# 2018 Service Levels Internal Audit Service

Service	Туре	Sub-type	2015	2016	2017	2018
Internal Audit	Business & Risk Consulting		Prioritize requests for review/audit ba	Prioritize requests for review/audit based on assessment of risk		
		Approved			100%	
		Actual			100%	
			Respond to requests for advice within	Respond to requests for advice within two business days		
		Approved			100%	
		Actual			100%	
	Audit Reporting		Obtain an average score of 4 out of 5 pertaining to all audit completed.	Obtain an average score of 4 out of 5 in the client satisfaction surveys pertaining to all audit completed.		
		Approved			4	
		Actual			4.5	

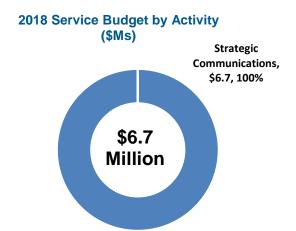
Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Internal Audit.

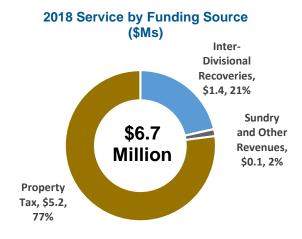
#### **Strategic Communications Service**

## **Strategic Communications**

#### What We Do

- Develop and implement communications, media relations and issues management plans to support all corporate, divisional and partnership initiatives including the 2019 Budget process, Transit Network Plan, Vision Zero Road Safety Plan, Gardiner Expressway rehabilitation, regulation for Short-Term Rentals, Rail Deck Park and King Street Pilot Project.
- Provide sustainment, governance and ongoing leadership for toronto.ca, in partnership with Information & Technology following the completion of the Web Revitalization Project.
- Provide crisis communications leadership during emergency incidents and extreme weather events.
- Develop and implement promotional, public education and advertising programs for key City and divisional initiatives and support over 150 public events.
- Manage media buys to promote major City and divisional initiatives including placement of statutory advertising and management of transit shelter inventory.
- Develop and deliver training programs, in consultation with Human Resources, on working with the media, using social media and creating content for the web.
- Manage the City's Corporate Identity Program and requests for use of City intellectual property.





## 2018 Service Levels Strategic Communications Service

			Service Levels			
Service	Туре	Sub-type	2015	2016	2017	2018
Strategic Communications	Advertising/ Corporate Identity Management	Advertising	Provide media buying and advertising plans within specified divisional budgets 100% of the time			Provide media buying and advertising plans within specified divisional budgets 100% of the time
		Approved			100%	
		Actual			100%	
		Statutory Advertisements & By-law Notices	100% of statutory advertisements and By-law notices placed within required timelines			100% of statutory advertisements and By-law notices placed within required timelines
		Approved			100%	
		Actual			100%	
	Public Communications	Comminication Plans	Develop and deliver corporate and divisional communications plans to advance Council and divisional priorities			Develop and deliver corporate and divisional communications plans to advance Council and divisional priorities
		Approved			100%	
		Actual			100%	
		Communications Products	Produce communications products within deadline 95% of the time		ime	Produce communications products within deadline 95% of the time
		Approved			100%	
		Actual			100%	
		Website	Update the homepage of the website on a minimum twice weekly basis		Update the homepage of the website on a minimum twice weekly basis	
		Approved			100%	
		Actual			100%	
	Internal Communications	Communication Advice	Respond to requests and internal communication within one business day 95% of the time		Respond to requests and internal communications advice within one business day 95% of the time	Respond to requests and internal communications advice within one business day 95% of the time
		Approved			100%	
		Actual			100%	
		Communications Products	Develop and deliver internal communication	ons products by deadli	ne 95% of the time.	Develop and deliver internal communications products by deadline 95% of the time.
		Approved			100%	
		Actual			100%	
		Communications Plans	Develop and deliver internal communications plans to support staff engagement strategies		Develop and deliver internal communications plans to support staff engagement strategies	
		Approved			100%	
		Actual			100%	
	Media Relations	Proactive media relations	Proactively engage media to promote corp	Proactively engage media to promote corporate and divsional initiatives		
		Approved			100%	
		Actual			100%	
		Reactive media relations	Respond to media inquiries within 24 hour	rs 98% of the time		Respond to media inquiries within 24 hours 98% of the time
		Approved			100%	
		Actual			100%	
		Issues Management	Respond to requests for issues managem the time	nent advice within the s	same day, 95% of	Respond to requests for issues management advice within the same day, 95% of the time
		Approved			100%	
		Actual			100%	
L	1	l	1			l

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Strategic Communications.

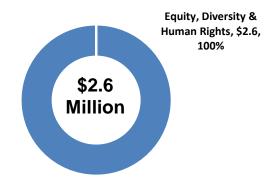
### **Equity, Diversity & Human Rights Service**

# Equity, Diversity & Human Rights

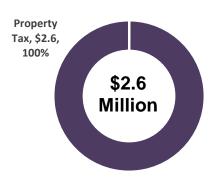
### What We Do

- Working with Human Resources, contribute to the Business Intelligence Dashboard to support divisions in developing strategies to determine and fulfill their equity and diversity goals
- In collaboration with key partners such as Social Development, Finance and Administration, compile disaggregate data to support the Toronto Public Service, using evidence-based data, to set priorities and allocate funding to the areas of greatest needs
- Implement policy, guidelines and training to assist divisions in their efforts to ensure their facilities/services and programs are accessible and AODA compliant.
- Contribute to the City's Talent Blueprint to ensure there is an engaged and diverse workforce
- Increase staff/leadership knowledge of equity and diversity performance in the context of the City as an employer and service provider
- Contribute to the development of a training strategy to increase the knowledge and awareness of Indigenous culture and history in the Toronto Public Service

# 2018 Service Budget by Activity (\$Ms)



# 2018 Service by Funding Source (\$Ms)



### 2018 Service Levels Equity, Diversity & Human Rights Service

				Service Leve	ls		
Service	Туре	Sub-type	2015	2016	2017	2018	
Equity, Diversity & Human Rights	Equity and Accessibility	Equity Plan	To increase response rate to Count Y	ourself in Workforce surve	y to over 65%	To increase response rate to Count Yourself in Workforce survey to over 65%	
		Accessibility Plan	Coordinate and strive to meet corpora	Coordinate and strive to meet corporate compliance for the City on AODA			
	Diversity & Inclusion  Satisfactorily respond to requests for accessibility advice within 48 hours 85% of time  Satisfactorily respond to requests for accessibility advice within 48 hours time					Satisfactorily respond to requests for accessibility advice within 48 hours 90% of time	
			To organize, promote and participate "Diversity our Strength".	organize, promote and participate in City events that reinforce the City's motto of versity our Strength".  Description of the City's motto of versity our Strength".			
	Human Rights Education & Complaints Management						

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Equity, Diversity & Human Rights.

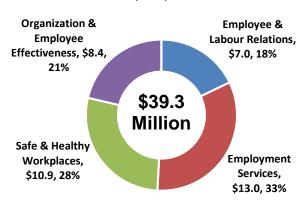
### **Human Resources Service**



### What We Do

- Support the corporation and City divisions in responding to Mayor and Council priorities to reduce the cost of government
- Achieve customer service excellence
- Provide transparent/accountable government
- Minimize any potential disruption

# 2018 Service Budget by Activity (\$Ms)



# 2018 Service by Funding Source (\$Ms)



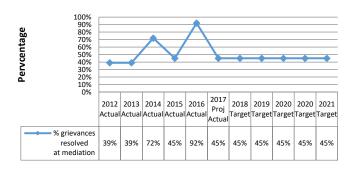
### 2018 Service Levels Human Resources Service

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Actual		iormeriy a service	Approved				4.44
Employment Services **formerly a service  Approved Actual Recruitment Approved Approved Actual Average # of days to fill a non-union vacancy Approved Actual Actual Approved Approved Approved Approved Approved Approved Approved Approved Approved Approved Approved Actual Approved Actual Approved Actual Approved Actual Approved Actual S9  % of clients satisfied with the hiring process (service and quality of hire) Approved Ap						4.44	
Approved  Actual  Recruitment  Average # of days to fill a non-union vacancy  Approved  Approved  Actual  S9  Actual  S9  Actual  S9  % of clients satisfied with the hiring process (service and quality of hire)  Approved  Approved  Approved  Approved  Approved  Approved  Approved  Approved  Approved  Approved  S2  Average # of days to fill a non-union vacancy  S8  S9  % of clients satisfied with the hiring process (service and quality of hire)  S9  Approved  Approved  S9		Services **formerly		% of clients satisfied with the services	s of the Assessment Cent	re	the services of the
Actual 82  Recruitment Average # of days to fill a non-union vacancy Average # of days to fill a non-union vacancy  Approved 58  Actual 59  % of clients satisfied with the hiring process (service and quality of hire) % of clients satisfied with the hiring process (service and quality of hire)  Approved 95		a Service	Annroyed				i
Recruitment Average # of days to fill a non-union vacancy Average # of days to fill a non-union vacancy  Approved 58  Actual 59  % of clients satisfied with the hiring process (service and quality of hire) % of clients satisfied with the hiring process (service and quality of hire)  Approved 95						82	1
Actual 59 % of clients satisfied with the hiring process (service and quality of hire) % of clients satisfied with the hiring process (service and quality of hire)  Approved 95				Average # of days to fill a non-union v	acancy		
% of clients satisfied with the hiring process (service and quality of hire)  % of clients satisfied with the hiring process (service and quality of hire)  Approved  Approved  % of clients satisfied with the hiring process (service and quality of hire)  95		1	Approved				
the hiring process (service and quality of hire)  Approved 95			Actual			59	
				% of clients satisfied with the hiring p	rocess (service and qualit	y of hire)	the hiring process (service
Actual 95			Approved				
		1	Actual			95	

In previous years, Human Resources consisted of 4 individual services. In 2018, those 4 services have become activities consolidated under the single Human Resources service.

### **Service Performance Measures**

### % Grievances Resolved at Mediation



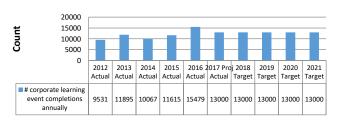
- Enhanced service effectiveness through strategic grievance management, including resumption of Step 2 grievances, resulted in higher resolution rates at mediation.
- Development of a new grievance/mediation/arbitration management process reduced the number of grievances resolved at arbitration and realized cost savings.

### Average # Days to Fill a Non-union Vacancy



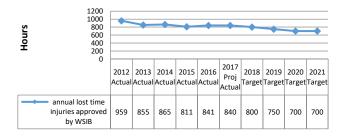
Improved service efficiency is reflected in reduced hiring times resulting from the implementation of integrated solutions for recruiting and selecting talent for critical and/or vulnerable jobs, using on-line and traditional approaches, e.g. social media, job fairs, campus recruitment initiatives, online events, behaviour targeting, and gateway employment initiatives.

# # Corporate Learning Event Completions Annually



- Improved service effectiveness by establishing the Learning Centre of Excellence, building corporate and divisional capacity through the use of technology for learning and development.
- Service effectiveness is reflected in the increasing number of employees who accessed technology-enabled learning, showing the flexibility of eLearning to manage large numbers of training participants

### **Annual Lost Time Injuries Approved by WSIB**



Service effectiveness is reflected in reduced number of workplace injuries since 2012. HR capitalized on the City's culture change to continue the trend to reduce the number of workplace injuries by 6% annually, through the Safety Culture Continuous Improvement Initiative – Target Zero.



# Office of the Mayor

### **2018 OPERATING BUDGET OVERVIEW**

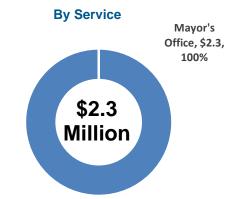
The Office of the Mayor provides support to the Mayor as the Head of Council and the Chief Executive Officer of the City, as prescribed in the City of Toronto Act, 2006, c. 133 and c. 134.

### 2018 Operating Budget Highlights

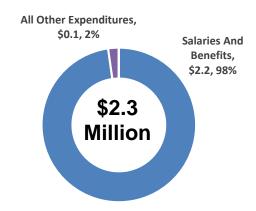
The 2018 Operating Budget is \$2.251 million gross and net as shown below:

2017 2018		Change		
Budget	Budget	\$	%	
2,251.0	2,251.0	0.0	0.0%	
2,251.0	2,251.0	(0.0)	(0.0%)	
	2,251.0 0.0	2,251.0 2,251.0 0.0 0.0	2017 2018 Sudget \$ \$ 2,251.0 0.0 0.0 0.0	

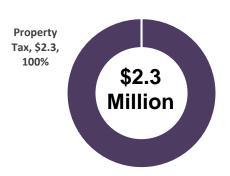
### **2018 Operating Budget**



### **By Expenditure Category**



### **By Funding Source**



### **Fast Facts**

- The Mayor is Head of the City Council which governs the City of Toronto. With 2.9 million residents, Toronto is the largest city in Canada with 8% of Canada's total population and is the 4<sup>th</sup> largest city in North America.
- The Council term is four years. Mayor John Tory was elected in October 2014 and assumed office on December 1, 2014.
- The Mayor's Office budget and staff complement provides the funding for the Mayor's priorities and requirements of the Mayor to carry out his statutory responsibilities and mandate.

### Key Service Deliverables for 2018

In accordance with the City of Toronto Act, 2006 (c. 133), it is the role of the Mayor, as Head of City Council,

- To act as the Chief Executive Officer of the City;
- To preside over Council meetings so that City business can be carried out efficiently and effectively;
- To provide leadership to Council;
- To represent the City and Council at official functions: and
- To carry out duties as Head of Council under the Act and under any other legislation.

The Mayor's role also includes providing information and making recommendations to Council with respect to Council's role in clauses 131 (d) and (e) in the City of Toronto Act. These roles include:

- (d) to ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decision of Council;
- (e) to ensure the accountability and transparency of the operations of the City, including the activities of the senior management of the City.

In addition, as Chief Executive Officer of the City (c. 134), the Mayor shall:

- (a) uphold and promote the purposes of the City;
- (b) Promote public involvement in the City's activities
- (c) Act as the representative of the City both within and outside the City, and promote the City locally, nationally and internationally; and
- (d) Participate in and foster activities that enhance the economic, social and environmental well-being of the City and its residents.

### **Our Key Issues & Priority Actions**

### Tackling Traffic

- Coordinating and accelerating road construction, and ensuring existing traffic laws are enforced, such as tagging and towing illegally parked vehicles blocking lanes during rush hour.
- Modernizing Toronto's traffic-fighting measures including smart signals and traffic wardens.
- Improving transit by continuing to fund bus routes cut by previous administrations and supporting expanded service implemented early on in the Mayor's term.

### Building Transit

- ✓ Funding and building SmartTrack a plan that will allow Toronto transit riders to take the train in the city.
- ✓ Building a transit network plan this Councilapproved plan includes proceeding with multiple transit projects at once, so we can get on with building as much as well can. Along with SmartTrack, transit projects in this network plan include the relief line, the Scarborough subway, the Eglinton East LRT and waterfront transit.
- ✓ Opening and funding the Toronto-York Spadina Subway Expansion – a six-station extension of Line 1.

### Keeping Toronto Affordable

- Supporting a 2018 TTC fare freeze and the introduction of time-based transfers for the TTC.
- Continuing the Kids Ride Free program introduced in 2015 which has led to a doubling of youth ridership on the TTC.
- Taking action on housing to provide safe, affordable housing for the people of Toronto who need it.
- ✓ Continuing to fund unit repairs at Toronto Community Housing and ensuring no units will be permanently closed in 2018.
- Delivering a property tax increase at or below the rate of inflation.
- Encouraging the City of Toronto government to modernize and find efficiencies to keep the cost of City services affordable.
- Creating the Poverty Reduction Strategy a 20year plan to address income inequality - and continuing its rollout

### Representing Toronto

- ✓ Ensuring stable and responsible government at Toronto City Hall – representing a Toronto that values all residents and supporting the City's motto, 'Diversity Our Strength.'
- Standing up for Toronto's needs in negotiations with the provincial and federal government.
- Encouraging investment in Toronto by keeping taxes down, supporting provincial education initiatives, and encouraging and supporting entrepreneurship and innovation.

### 2018 Operating Budget and Plan by Service

	2	017	2018	Operating E	Budget			Inc	rement	al Chan	ge
		Projected		New/	Total	2018 vs	. 2017	20	19	20	20
(In \$000s)	Budget	Actual	Base	Enhanced	Budget	Budget C	Change	Pla	an	Pla	an
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Mayor's Office											
Gross Expenditures	2,251.0	2,251.0	2,251.0	0.0	2,251.0	(0.0)	(0.0%)	39.9	1.8%	15.0	0.7%
Revenue	0.0		0.0	0.0	0.0	0.0	-	0.0		0.0	
Net Expenditures	2,251.0	2,251.0	2,251.0	0.0	2,251.0	(0.0)	(0.0%)	39.9	1.8%	15.0	0.7%
Total											
Gross Expenditures	2,251.0	2,251.0	2,251.0	0.0	2,251.0	(0.0)	(0.0%)	39.9	1.8%	15.0	0.7%
Revenue	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0		0.0	
Total Net Expenditures	2,251.0	2,251.0	2,251.0	0.0	2,251.0	(0.0)	(0.0%)	39.9	1.8%	15.0	0.7%
Approved Positions	20.0	20.0	19.0	0.0	19.0	(1.0)	(5.0%)	0.0		0.0	

The Office of the Mayor's 2018 Operating Budget is \$2.251 million gross and net, representing a 0% increase to the 2017 Approved Net Operating Budget and is in line with the reduction target of 0% as set out in the 2018 Operating Budget Directions approved by Council.

- The Office of the Mayor's total staff complement is reduced by 1.0 position.
- Approval of the 2018 Base Budget results in a 2019 incremental cost of \$0.040 million and a 2020 incremental net cost of \$0.015 million to maintain the same level of support as 2018.

Operating & Capital Budget Summaries for City Programs And Agencies:

Agencies



# Arena Boards of Management

### **2018 OPERATING BUDGET OVERVIEW**

The Arena Boards of Management are 8 Board-managed arenas that offer use of ice (i.e. Hockey, figure skating), programming, and pleasure skating to the community. Some arenas also offer dry floor rentals (i.e. floor hockey) in the summer. These services are complemented with snack bars, pro-shops, and meeting room rentals at some locations.

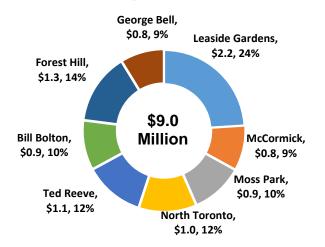
### 2018 Operating Budget Highlights

The total cost to deliver these services to Toronto residents is \$9.044 million gross and \$0.031 million net as shown below:

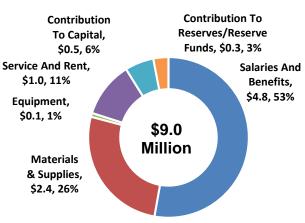
(in \$000's)	2017	2018	Change			
	Budget	Budget Budget -		%		
Gross Expenditures	388,902.1	399,439.0	10,536.8	2.7%		
Revenues	181,259.7	187,941.4	6,681.7	3.7%		
Net Expenditures	207,642.4	211,497.5	3,855.1	1.9%		

The Arena Boards will not achieve the 0% Budget target over the 2017 Net Operating Budget due to inflationary increases and the closure of William Bolton Arena for construction in 2018. With the exception of William Bolton, all arenas will maintain the same service levels.

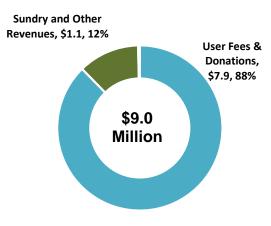
# 2018 Operating Budget By Service



### **By Expenditure Category**



### **By Funding Source**



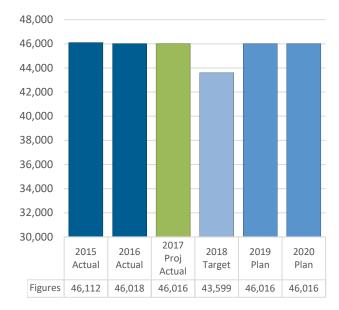
### **Fast Facts**

- 11 ice rinks, including 9 large rinks and 2 small rinks.
- 4 of the 8 Arena Boards will offer year-round ice rentals.
- 5 of 8 Arena Boards offer meeting room rentals to the general public.
- All 8 arenas offer pro-shop and snack bar services.
- In 2017, all arenas operated at full capacity, delivering 24,435 prime time and 13,201 nonprime time ice bookings.

### **Trends**

- Available ice hours for 2017-2019 for all arenas are steady at 46,018 hours with the exception of William Bolton which will be undergoing renovations in 2018. As a result, the combined estimated available ice hours for 2018 is expected to be 43,599 hours.
- Sundry revenue (pro-shop and snack shop) across all Arenas continues to decline due to strong commercial competition.
- Prime time and non-prime time usage rates have remained steady since 2016.

### **Hours Available for Ice Rental**



### Our Key Issues & Priority Actions

- Bill Bolton Renovations Project is scheduled to deliver undergo renovations in 2018 for a period of six months during which the arena will be closed to public.
  - ✓ The arena will coordinate with project staff and patrons to communicate start and end times for the renovation period in order to ensure a smooth transition between the closure and regular operations afterward.
- Core Services Review of the Ombudsman's report titled "Skating on Thin Ice: an Investigation into Governance at an Arena Board" (CC41.4) considered by Council on November 13, 2013. Recommendations which are currently being considered include:
  - Examining various governance models and service delivery mechanisms for arena boards
  - Communicating the role of elected representatives on Arena Boards as part of the Board orientation.

### Key Service Deliverables for 2018

The 2018 Operating Budget will fund:

- A total of 43,599 hours of available ice time, comprising of 24,235 hours of prime time ice and 19,364 hours of non-prime time ice, across the eight Arenas.
- Ongoing delivery of in-house programs such as house leagues, hockey schools, summer camps, and learn-to-skate programs.
- Provision of accessory services such as snack bar, vending machines, pro shop, skate sharpening, meeting/banquet hall facility rentals.
- Full capacity operation of prime time ice for 7 of 8 Arenas.

### 2018 Operating Budget and Plan by Service

	20	017	2018 0	perating Bu	udget				Incrementa	l Change	
		Projected		New/	Total	2018 v	s. 2017	2	2019	2	020
(In \$000s)	Budget	Actual	Base	Enhanced	Budget	Budget	Change	F	Plan	Р	lan
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
George Bell											
Gross Expenditures	730.0	706.3	791.8	0.0	791.8	61.8	8.5%	26.1	3.3%	27.3	3.3%
Revenue	730.5	705.4	791.9	0.0	791.9	61.4	8.4%	22.4	2.8%	23.1	2.8%
Net Expenditures	(0.5)	0.9	(0.0)	0.0	(0.0)	0.5	(90.6%)	3.7	(7859.6%)	4.2	113.9%
Bill Bolton											
Gross Expenditures	1,237.0	1,237.0	898.6	0.0	898.6	(338.4)	(27.4%)	346.1	38.5%		
Revenue	1,243.6	1,243.6	851.9	0.0	851.9	(391.7)	(31.5%)	383.4	45.0%		
Net Expenditures	(6.6)	(6.6)	46.7	0.0	46.7	53.3	(807.6%)	(37.3)	(79.8%)	0.0	
Forest Hill											
Gross Expenditures	1,248.9	1,248.9	1,285.6	0.0	1,285.6	36.7	2.9%	4.6	0.4%	19.5	1.5%
Revenue	1,250.5	1,250.5	1,289.9	0.0	1,289.9	39.4	3.1%	21.6	1.7%	43.4	3.3%
Net Expenditures	(1.6)	(1.6)	(4.3)	0.0	(4.3)	(2.7)	165.8%	(17.0)	400.5%	(23.9)	112.1%
Leaside Gardens											
Gross Expenditures	2,060.7	1,813.2	2,169.6	0.0	2,169.6	108.9	5.3%	56.6	2.6%	7.0	0.3%
Revenue	2,068.6	1,769.7	2,180.5	0.0	2,180.5	111.9	5.4%	44.8	2.1%	43.8	2.0%
Net Expenditures	(7.9)	43.6	(10.9)	0.0	(10.9)	(3.0)	38.1%	11.8	(108.2%)	(36.8)	(4133.7%)
McCormick											
Gross Expenditures	778.3	784.9	816.7	0.0	816.7	38.4	4.9%	16.3	2.0%	16.9	2.0%
Revenue	778.7	778.7	817.6	0.0	817.6	38.9	5.0%	29.0	3.5%	20.9	2.5%
Net Expenditures	(0.4)	6.1	(0.9)	0.0	(0.9)	(0.5)	126.5%	(12.7)	1402.0%	(4.0)	29.7%
Moss Park											
Gross Expenditures	915.5	915.6	946.6	0.0	946.6	31.1	3.4%	45.8	4.8%	31.5	3.2%
Revenue	916.6	916.6	946.7	0.0	946.7	30.1	3.3%	36.9	3.9%	38.5	3.9%
Net Expenditures	(1.1)	(1.0)	(0.1)	0.0	(0.1)	1.0	(95.1%)	9.0	(16605.6%)	(7.0)	(79.0%)
North Toronto											
Gross Expenditures	1,020.2	1,020.2	1,046.7	0.0	1,046.7	26.5	2.6%	15.2	1.5%	33.2	3.1%
Revenue	1,021.2	1,021.2	1,047.2	0.0	1,047.2	26.0	2.5%	16.2	1.5%	27.1	2.6%
Net Expenditures	(1.0)	(1.0)	(0.5)	0.0	(0.5)	0.5	(51.0%)	(1.0)	194.7%	6.1	(422.0%)
Ted Reeve											
Gross Expenditures	1,022.5	1,022.5	1,089.1	0.0	1,089.1	66.6	6.5%	23.0	2.1%	16.9	1.5%
Revenue	1,023.0	1,023.0	1,088.5	0.0	1,088.5	65.5	6.4%	25.9	2.4%	15.4	1.4%
Net Expenditures	(0.5)	(0.5)	0.6	0.0	0.6	1.1	(210.4%)	(2.9)	(531.7%)	1.5	(63.2%)
Total											
Gross Expenditures	9,013.1	8,748.6	9,044.7	0.0	9,044.7	31.6	0.4%	533.7	5.9%	152.3	1.6%
Revenue	9,032.7	8,708.7	9,014.1	0.0	9,014.1	(18.6)	(0.2%)	580.1	6.4%	212.3	2.2%
<b>Total Net Expenditures</b>	(19.6)	39.9	30.6	0.0	30.6	50.2	(0.2%)	(46.4)	(151.7%)	(60.0)	379.2%
Approved Positions	67.7		65.0	0.0	65.0	(2.7)	(4.0%)	2.1	3.2%	0.0	

- The Arena Boards of Management's 2018 Operating Budget is \$9.045 million gross and \$0.031 million net, representing a 0.2% increase to the 2017 Approved Net Operating Budget and is below the budget target of 0% by \$0.050 million or 0.2%.
- Base pressures are mainly attributable to salary and benefits, economic factors, rink operating costs and the renovation closure at Bill Bolton.
- To help mitigate the above pressures, the Arenas were able to achieve increased revenues from additional ice rentals.
- The 2018 Operating Budget will result in Arena Boards of Management decreasing its total staff complement by 2.1 positions to 65.6 positions, arising from the closure of Bill Bolton.
- The 2019 and 2020 Plan increases are attributable to salary and benefits, economic factors and rink operating costs.

# Program Map

# **Arena Boards of Management**

Provide Safe, full and equitable access to high quality indoor ice sport recreation facilities that are managed effectively and efficiently to provide opportunities for physical fitness and sport skill development through individual and team activities in response to local community needs

Community Ice & Facility Booking

### Purpose:

To provide various recreational ice programs that allocate the use of the arena's available ice time, prime time ice and day time ice, in a fair and equitable manner among eligible community groups and organizations, with particular consideration given to addressing the needs of the local community.

Legend:		
	Program	Activity
	Service	

Service Customer

### Community Ice & Facility Booking

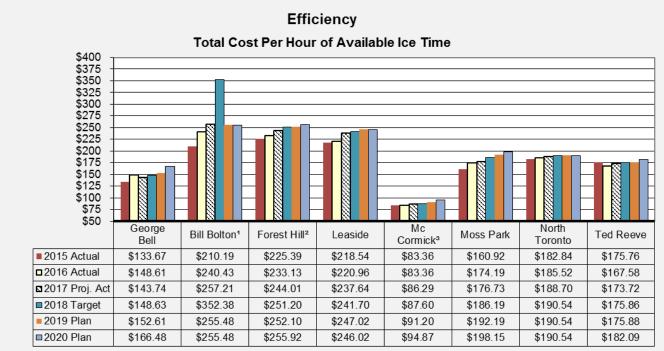
- Individual Ice Users
- Public & Private School Boards
- Community Leagues / Associations
- Corporation / Businesses
- Charitable Organizations
- Staff Agencies and Boards

### Indirect (Beneficial)

- Residents
- Visitors

### Service Performance Measures

### Efficiency Measure – Total Cost per Hour of Available Ice Time



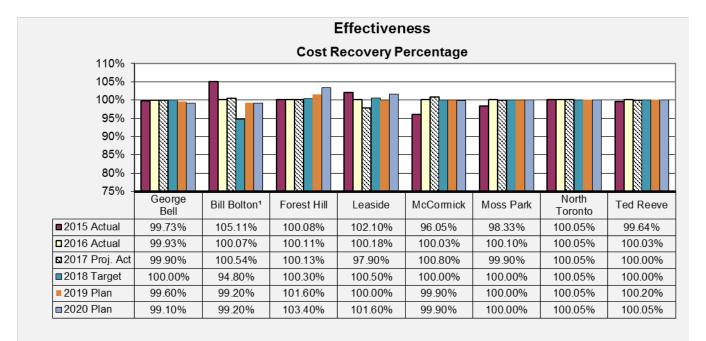
<sup>&</sup>lt;sup>1</sup> Bill Bolton Arena, which is located in a residential setting, is not able to operate ice in the late night. This results in fewer hours and higher cost per hour calculations. The arena will be undergoing major renovations in 2018 resulting in the closure of the arena for six months and higher than average hourly costs.

- The efficiency measure "Total Cost per Hour of Available Ice Time" is derived from the total operating costs of an arena divided by the hours of ice time available to be booked.
- The cost per hour of ice time generally increases every year due to inflation and labour cost increases. Other fluctuations can be caused by arena closures for renovations, emergency shutdown due to emergency repairs, or quantity and dollar values of small repairs and maintenance projects undertaken by an Arena Board.

<sup>&</sup>lt;sup>2</sup> Forest Hill Arena has one large and one small ice pad, but only the large pad operates year-round and is used to calculate hours of available ice, leading to larger cost per hour calculations

<sup>&</sup>lt;sup>3</sup> McCormick Arena has one large and one small ice pad, both of which operate year-round and are used to calculate hours of available ice, leading to significantly lower cost per hour calculations.

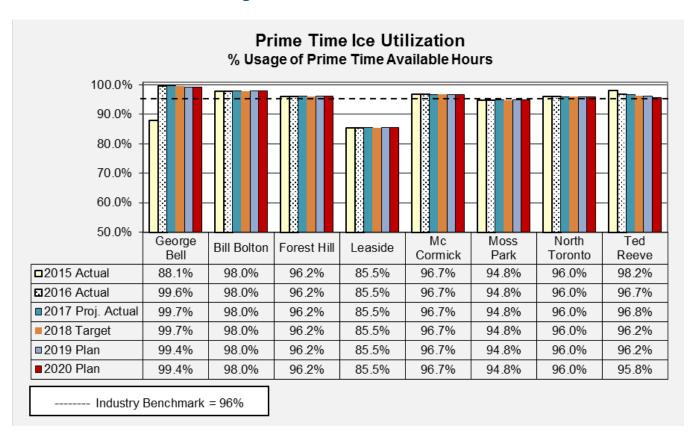
### **Effectiveness Measure – Cost Recovery Percentage**



<sup>1</sup> Bill Bolton Arena is expecting a decrease in revenues and operating expenses during the 2018 renovations but the revenues should still be able to cover a majority of the costs of their operation.

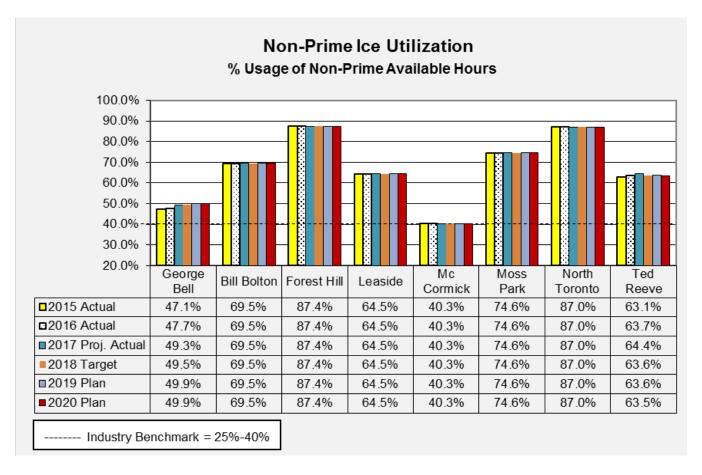
- A key mandate of the Arena Boards is to manage and operate the arenas (a City-owned asset) effectively and efficiently at minimal to no cost to the City. The goal is to generate sufficient revenue to fund operations.
- The effectiveness measure "Cost Recovery Percentage" is derived from the total revenue of an arena divided by its total expenditure, and indicates how each arena is performing and whether it is meeting its mandate. Arenas that break even or generate net surpluses require no operating budget support; net operating surpluses become part of the City's general revenues. Arenas that incur net operating deficits require funding from the City.
- Fluctuations can be caused by unanticipated demand changes for ice rentals or in-house programs, revenues
  from accessory operations (changes in snack bar/vending and pro shop sales and facility space rental
  revenue), advertising, one-time revenues, and the quantity and dollar value of repairs and maintenance
  projects.
- Seven of the Arena Boards expect to break even or produce a small net surplus in 2017, for close to 100% or higher cost recovery percentages, while Leaside is 2.1% from break even due to lost revenues from being short staffed with increased overtime costs. The 2018 Recommended Operating Budget for the Arena Boards indicates that six Arenas plan to break even or generate a net surplus for the year, with the exception of Ted Reeve's small deficit and Bill Bolton, where renovations are planned.

### **Utilization Measure – % Usage of Prime Time Available Hours**



- Prime Time Ice Utilization reflects the percentage of available prime time hours that is booked and used. The industry benchmark for prime time ice utilization is 96% booked for a standard ice season.
- This measure varies from year to year based on market demand. Seven arenas expect to surpass the industry benchmark of 96% for prime time ice utilization in 2018.
- Currently, five of eight arenas offer year-round ice operations (George Bell, William H. Bolton, Forest Hill, McCormick, and Moss Park). Their prime time ice utilizations reflect the total of the standard Fall/Winter Ice Season plus the Spring and Summer ice seasons' prime time hours sold versus availability.

### **Utilization Measure – % Usage of Non-Prime Time Available Hours**



- Non-prime time ice time is generally defined as daytime and late night ice times during weekdays (Mondays to Fridays 7:00 a.m. to 4:00 p.m. and 11:00pm to 1:00am).
- The industry benchmark for non-prime ice utilization ranges from 25% to 40% average rental for the standard ice season for a good arena.
- All eight arenas have been meeting or surpassing the industry benchmark of 25-40% for non-prime time ice utilization, and expect to continue to do so in the near future.
- McCormick Arena's 40% utilization of non-prime ice time represents a composite figure for the two ice surfaces combined, one large and one small ice rink, and meets the industry benchmark. The small rink is difficult to rent at the best of times; during the day there is little demand for the small ice surface except for shinny and practices.
- All eight Arena Boards actively market daytime ice to the local community.



# **Association of Community Centres**

### **2018 OPERATING BUDGET OVERVIEW**

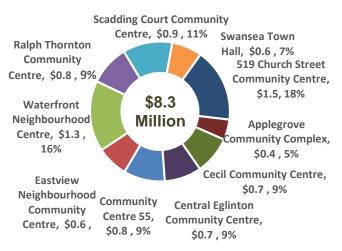
The Association of Community Centres (AOCCs) consist of 10 volunteer board-run multi-purpose facilities providing a broad range of community, recreation and social service programs to residents in the local community.

### 2018 Operating Budget Highlights

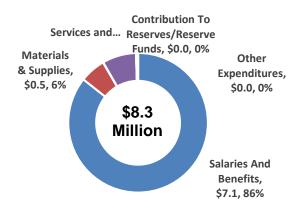
The total cost to deliver these services to Toronto residents is \$8.275 million gross and \$7.972 million net as shown below:

/:	2017	2018	Cha	ange
(in \$000's)	Budget	Budget	\$	%
Gross Expenditures	8,136.3	8,274.9	138.6	1.7%
Revenues	326.3	302.7	(23.6)	(7.2%)
Net Expenditures	7,810.0	7,972.2	162.2	2.1%

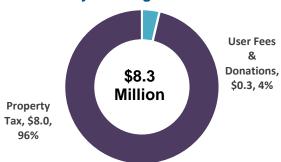
### **2018 Operating Budget**



### By Expenditure Category







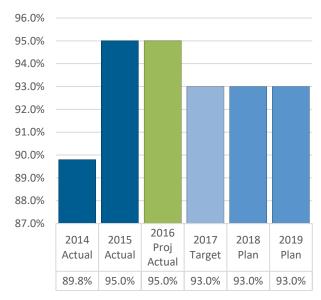
### **Fast Facts**

- The City has 10 AOCCs that provide a broad range of community, recreation and social service programs to meet the diverse and changing needs of communities with oversight provided by a Board of Management.
- AOCCs' governance represents a hybrid between a City Agency and an independent, not-for-profit, community based organization.
- A Relationship Framework defines the relationship between the City of Toronto and the Boards of Management of each Association of Community Centre.

### **Trends**

- AOCCs continue to leverage third party funding enabling them to develop programs and services to meet emerging needs in their local community or catchment area or both, in addition to receiving core funding from the City of Toronto.
- AOCCs continue to build community capacity, enhance civic engagement and encourage community participation by providing programming and support through services and special events.
- AOCCs will receive in-kind contributions from volunteers, substantial in some cases, totaling 145.503 hours for the 10 AOCCs in 2018.

### % of Potholes Serviced within Timeframe



### **Our Key Issues & Priority Actions**

- Maintain adequate, stable core City funding to ensure that Centres remain open and accessible and that programs and services are responsive and accessible to communities.
- ✓ The 2018 Operating Budget provides adequate funding to maintain service levels.
- Meet Local Community Needs through leveraging third party funding for programs that address the needs of more disadvantaged residents while responding to requests of new residents as gentrification and rising real estate prices change community composition.
- The Centres will continue to leverage third party Program funding to fund new initiatives in response to the community requests and local needs.

### Key Service Deliverables for 2018

The 2018 Operating Budget will enable AOCCs to continue to:

- Lead the feasibility study for the Moss Park Redevelopment in partnership with the City of Toronto and private philanthropic partner for the creation of a new transformational, multi-dimensional facility at the 519 Church Street Community Centre.
- Provide high quality services across the age range to the neighbourhood including pre-natal, early years, school age, teen, adult and older adult activities through 39,200 service contacts with over 2,300 individuals at the Applegrove Community Complex.
- Provide programming and support to 28,412 individuals through 77,593 service encounters, leverage the assistance of 400 volunteers, contributing 23,724 hours of time at the Cecil Community Centre.
- Enhance programming in 2018 and future years by maximizing fundraising revenue from special events through new event features and seeking community feedback for potential new events at the Central Eglinton Community Centre.
- Collaborate with University of Toronto students to develop a two-phase comprehensive energy retrofit plan for the Waterfront Neighbourhood Centre, which will save the City energy costs and reduce the centre's environmental footprint.
- Provide accessible space for community groups and organizations, leverage alternative funding to deliver valuable services for children, seniors, low income and vulnerable people in the community through peer support, new comer mentorship, and public access to computer resources at the Ralph Thornton Community Centre.
- Explore opportunities to further expand initiatives including "Business out of the Box", Aquaponics 707, and community kitchen programs at the Scadding Court Community Centre.

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### 2018 Operating Budget and Plan by Service

	2017		2018 Operating Budget					Inc	crementa	l Change	
				,							
(In \$000s)	Budget	Projected Actual	Base	New/ Enhanced	Total Budget	2018 vs. 207 Char		201 Pla		202 Pla	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
519 Church Street Comm	nunity Cent	tre									
Gross Expenditures	1,389.9	1,389.9	1,389.7	73.4	1,463.1	73.2	5.3%	54.1	3.7%	17.8	1.2%
Revenue							-				
Net Expenditures	1,389.9	1,389.9	1,389.7	73.4	1,463.1	73.2	5.3%	54.1	3.7%	17.8	1.2%
Applegrove Community	Complex										
Gross Expenditures	382.4	387.8	385.2		385.2	2.8	0.7%	4.1	1.1%	4.1	1.0%
Revenue							-				
Net Expenditures	382.4	387.8	385.2		385.2	2.8	0.7%	4.1	1.1%	4.1	1.0%
Cecil Community Centre											
Gross Expenditures	705.2	705.2	715.5		715.5	10.3	1.5%	16.9	2.4%	12.8	1.7%
Revenue							-				
Net Expenditures	705.2	705.2	715.5		715.5	10.3	1.5%	16.9	2.4%	12.8	1.7%
Central Eglinton Commu	nity Centre	9									
Gross Expenditures	681.8	681.8	699.2	29.6	728.7	46.9	6.9%	13.3	1.8%	19.7	2.6%
Revenue											
Net Expenditures	681.8	681.8	699.2	29.6	728.7	46.9	6.9%	13.3	1.8%	19.7	2.6%
Community Centre 55											
Gross Expenditures	775.4	775.4	781.2		781.2	5.8	0.7%	8.4	1.1%	9.0	1.1%
Revenue							-				
Net Expenditures	775.4	775.4	781.2		781.2	5.8	0.7%	8.4	1.1%	9.0	1.1%
Eastview Neighbourhood	d Commun	ity Centre									
Gross Expenditures	584.4	584.4	594.3		594.3	10.0	1.7%	5.0	0.8%	4.8	0.8%
Revenue							-				
Net Expenditures	584.4	584.4	594.3		594.3	10.0	1.7%	5.0	0.8%	4.8	0.8%
Ralph Thornton Commun	nity Centre										
Gross Expenditures	748.8	748.8	758.0		758.0	9.1	1.2%	25.2	3.3%	15.3	2.0%
Revenue	39.4	39.4	39.4		39.4						
Net Expenditures	709.4	709.4	718.6		718.6	9.1	1.3%	25.2	3.5%	15.3	2.1%
Scadding Court Commun	nity Centre										
Gross Expenditures	967.8	967.8	936.7		936.7	(31.1)	(3.2%)	4.3	0.5%	1.2	0.1%
Revenue	29.9	29.9				(29.9)	(100.0%)		-		
Net Expenditures	937.9	937.9	936.7		936.7	(1.2)	(0.1%)	4.3	0.5%	1.2	0.1%
Swansea Town Hall						, ,	, ,				
Gross Expenditures	567.8	567.8	574.1		574.1	6.3	1.1%	9.5	1.6%	2.5	0.4%
Revenue	257.0	257.0	263.3		263.3	6.3	2.4%	13.5	5.1%		
Net Expenditures	310.8	310.8	310.8		310.8	(0.0)	(0.0%)	(4.0)	(1.3%)	2.5	0.8%
Waterfront Neighbourho						,	,	,	,		
Gross Expenditures	1,332.7	1,332.7	1,338.1		1,338.1	5.4	0.4%	13.1	1.0%	15.5	1.1%
Revenue	,	,	,		,						
Net Expenditures	1,332.7	1,332.7	1,338.1		1,338.1	5.4	0.4%	13.1	1.0%	15.5	1.1%
Total	,	,									
Gross Expenditures	8,136.3	8,141.6	8,171.9	103.0	8,274.9	138.6	1.7%	154.0	1.9%	102.7	1.2%
Revenue	326.3	326.3	302.7	100.0	302.7	(23.6)	(7.2%)	13.5	4.4%	102.1	1.270
Total Net Expenditures	7,810.0	7,815.3	7,869.2	103.0	7,972.2	162.2	2.1%	140.5	1.8%	102.7	1.3%
Approved Positions	77.9	77.9	77.9	2.7	80.6	2.7	3.5%				

The Association of Community Centres (AOCCs)' 2018 Operating Budget is \$8.275 million gross and \$7.972 million net, representing \$0.162 million or 2.1% increase to the 2017 Approved Net Operating Budget and is above the budget target of 0.0% as set out in the 2018 Operating Budget Directions approved by Council.

### **2018 Operating Budget**

- Base pressures of \$0.059 million are mainly attributable to known salary and benefit adjustments and inflationary increases for non-payroll expenditures such as utilities, contracted services and supplies.
- New and enhanced service of \$0.103 million to add staff resources for the 519 Church Street Community Centre and Central Eglinton Community Centre to allow the centres to maintain their expanded space and service levels.
- Approval of the 2018 Operating Budget will result in AOCCs increasing its total staff complement by 2.7 positions from 77.9 to 80.6 positions.
- The 2019 and 2020 Plan increases are attributable to inflationary increases for salary and benefits and non-payroll expenditures.

# **Program Map**

# **Association of Community Centres**

Association of Community Centres (AOCCs), which is made up of 10 community centres, provides program and services to meet the diverse and changing needs of communities. We are committed to fostering a sense of community, promoting civic engagement and enhancing the quality of life through the development, provision and support of activities, services and programs responsive to local needs.

Community Centre Strategic Partnership & Resource Development

Social, Economic, Neighbourhood Development Public Space – Community Access

### Purpose:

To build community capacity by establishing / leveraging partnerships with corporations, local businesses, grant providers, community groups and community centre volunteers as well as operating productive enterprises to provide both financial and in-kind resources to support the delivery of high-quality programming and community activities in the centres.

### Purpose:

To promote civic engagement, cultural awareness and encourage community participation by providing programming, support services, special events and membership services in the centres

### Purpose:

To provide affordable accessible community public space where people can find or learn about community resources and meet, gather and participate in community and neighbourhood activities / services that are important to them.

	Program	Activity
	Service	
nias Ovatanas		

### Service Customer

### Community Centre Strategic Partnership & Resources Development

- Local Residents
- Community Centre Members / Potential Members
- Local BIAs

### City Building & Policy Development

- Property Owner(s)
- Community
- · Interest Groups

Legend:

- Applicants
- Business Community
- Residents
- Visitors
- Corporation

The following section provides the service-based budget by activity and their associated service levels and performance measures.

### **Association of Community Centres Service**

# Community Centre Strategic Partnership & Resource Development Social, Economic Neighbourhood Development Public Space-Community Access

### What We Do

- The Association of Community Centres (AOCCs) which is made up of 10 community centres, provides programs and services to meet the diverse and changing needs of communities.
- The AOCCs are committed to fostering a sense of community, promoting civic engagement, and enhancing the quality of life through the development, provision, and support of activities, services and programs responsive to local needs.
- Building community capacity by establishing/leveraging partnerships with corporations, local businesses, grant providers, community groups and Community Centre volunteers as well as operating productive enterprises to provide both financial and in-kind resources to support the delivery of high quality programming and community activities in the Centres.
- Provide civic engagement, cultural awareness and encourage community participation by providing programming, support services, special events, and membership services in the Centres.

Provide affordable accessible community public space where people can find or learn about community resources and meet, gather, and participate in community and neighbourhood activities/services that are important to them.

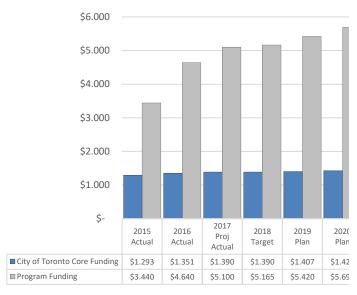
### 2018 Service Levels

Activity	Туре	Service Level Description	Status	2015	2016	2017	2018
	Membership	% of increase in membership year-over-year	Approved	5%	5%	5%	5%
Community	Management	Total number of active members	Approved	20,600	20,600	20,600	20,600
Centre Strategic Partnerships & Resource Development	Program Funds	Total \$ of Commnity Centre funding generated from Fundriasing/Donations, Productive Enterprises & Grants	Approved	8,800,000	8,800,000	8,800,000	8,800,000
	Partnerships	Total estimated value of in-kind programs, services and product from partnerships	### Approved 5% 5% 5% 5% 5% 5% 5% 5% 5% 5% 5% 5% 5%	1,400,000			
	Volunteer Development	# of volunteer hours	Approved	158,000	158,000	158,000	158,000
	volunteer bevelopment	# of volunteers	Approved	6,738	6,738	6,738	6,738
	Programming	# of programming encounters/visits	Approved	1,500,000	1,500,000	1,500,000	1,500,000
Social, Economic,		# of people served through programming	Approved	150,510	150,510	150,510	150,510
Neighbourhood Development	Community Supports	# of encounters of individual who received personal supports including food, training, couselling, clothes, and other services	Approved	106,000	106,000	106,000	106,000
	Community Special	# of community special events held	Approved	4,502	4,502	4,502	4,502
	Events	# of participants for the community special events	Approved 20,600 20,600  Tom S. Approved 8,800,000 8,800,000 8,8  Ces Approved 1,400,000 1,400,000 1,4  Approved 158,000 158,000 6,738  Approved 6,738 6,738  Approved 1,500,000 1,500,000 1,5  Approved 150,510 150,510 6,000  Approved 4,502 4,502  Approved 4,502 4,502  Approved 389,782 389,782 3  Approved 43,134 43,134  Approved 1,500,000 1,500,000 1,5  Approved 1,500,000 1,500,000 1,5  Approved 1,500,000 1,500,000 1,5  Approved 1,200 1,200	235,000	235,000		
	Welcome Services and General Information	# of information and referrals provided for community programs, city services and neighbouhood initiatives	Approved	389,782	389,782	389,782	389,782
	Program and Community Meeting	# of hours of operation	Approved	43,134	43,134	43,134	43,134
Public Space- Community	Space Space	# of visits	Approved	1,500,000	1,500,000	1,500,000	1,500,000
Access	Community	# of community meetings, forums, workshops, public space held	Approved	1,200	1,200	1,200	1,200
	Meetings/Space Use	# of people attending community meetings, forums, workshops, and utilzing public space	Approved	50,000	50,000	50,000	50,000

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Association of Community Centres.

### **Service Performance Measures**

# Leveraging City Funding - 519 Community Centres (Millions)



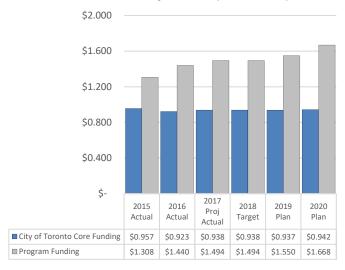
Since 2015 the program funding leveraged by the 519 Church Street Community Centre from alternate funding sources has increased gradually, with 2018 projected at \$5.165 million, 2019 projected at \$5.420 million, and 2020 projected at \$5.690.

# Leveraging City Funding - Applegrove Community Complex (\$ Millions)



- Applegrove Community Complex projects a slight increase in Program funding from \$0.596 million in 2017 to \$0.615 million in 2018.
- The Centre is projecting \$0.005 million incremental increase in 2019 and 2020.

# Leveraging City Funding - Scadding Court Community Centre (\$ Millions)



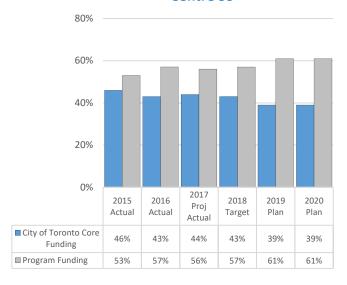
- Program funding leveraged by Scadding Court is expected to remain flat as the Centre is experiencing expiring grants from the other orders of government.
- The Centre is projecting increases in 2019 and 2020 as it continues to explore other funding opportunities.

# Leveraging City Funding - Eastview Neighbourhood (\$ Millions)



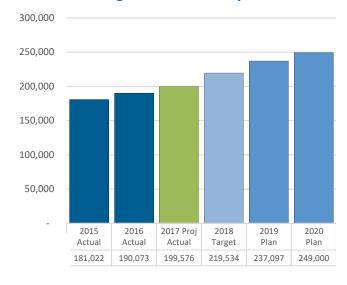
 In 2018, funding leveraged by Eastview Neighbourhood Community Centre is expected to increase slightly from 2017, with a marginal increase in 2019 and 2020.

# Leveraging City Funding - Community Centre 55



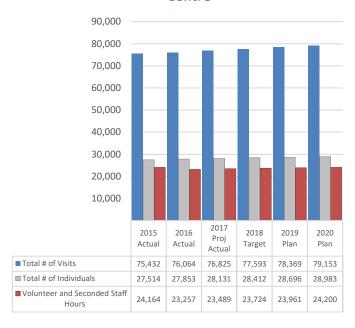
- In 2018, the Program funding for Community Centre 55 is expected to remain flat with 56% of overall budget funded by Program funding.
- The Centre will continue leveraging fundraising contribution at a rate of 61% in 2019 and 2020.

### Number of Client Contacts - Central Eglinton Community Centre



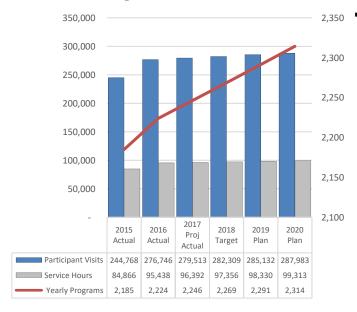
- Central Eglinton Community Centre is forecasting steady increase in its number of client contacts.
- The number of client contacts has increased from 181,022 in 2015 and is expected to reach 249,000 by 2020.

# Program Participation - Cecil Community Centre



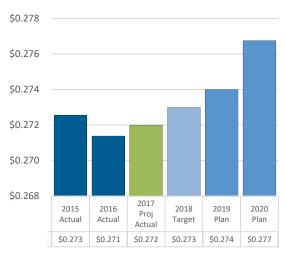
- Since 2015, the number of visits to Cecil Community Centre has increased due to higher demand in the community, and this trend is expected to continue in the future years.
- The number of individuals served as well as the volunteer and seconded staff hours are experiencing a similar trend.

### Program Participation - Waterfront Neighbourhood Centre



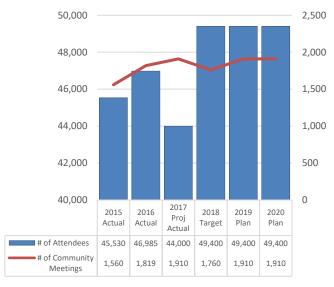
Service demand at the Waterfront
Neighbourhood Centre will remain relatively
stable for 2018-2020 period. Consequently,
participant visits, service hours, and yearly
programs will see modest increase over the next
few years.

# Swansea Town Hall Revenue Growth (\$ Millions)



- To offset the annual increase in administrative costs, Swansea Town Hall has been able to generate sufficient revenue from renting facility space.
- The revenues from 2016-2017, have been lower due to the closure of the Swansea Nursery School facility.
- The Centre will continue to seek other measures to mitigate the lost revenue in 2018 and future years.

### **Space Utilization - Ralph Thornton**



- Ralph Thornton Community Centre is anticipating a slight increase in number of community meetings held in 2017 and consequently an increase in number of attendees.
- The Centre is anticipating a drop in events and attendance in 2018 due to elevator reconstruction work scheduled for early 2018.
- The Centre continues to work towards maximizing utilization rates, while making allowance for event program logistics, maintenance, and late cancellations.



# **Civic Theatres Toronto**

### 2018 OPERATING BUDGET OVERVIEW

The three City-owned and operated Civic Theatres play a vital role in fostering programs to invest in core areas of arts education and engagement, developing local and international artists, international presentations, cross development of creative industries and technology, celebrating and reflecting the multiculturalism of the City of Toronto.

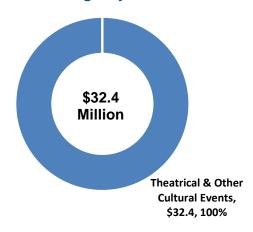
### 2018 Operating Budget Highlights

The total cost to deliver these services to Toronto residents is \$32.359 million gross and \$5.275 million net as shown below:

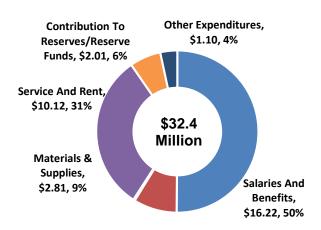
(in \$000's)	2017	2018	Change		
(111 \$000 8)	Budget	Budget	\$	%	
Gross Expenditures	29,403.9	32,359.1	2,955.2	10.1%	
Revenues	23,496.5	27,084.7	3,588.2	15.3%	
Net Expenditures	5,907.5	5,274.5	(633.0)	(10.7%)	

The 2018 Operating Budget includes the reversal of one-time transition funding of \$0.633 million, reflecting a 10.7% decrease from 2017. The combined 2018 Operating Budgets of the three Civic Theatres represent a 0% change from the 2017 base. This is achievable through increased level of programming at all Theatres, undertaking promotional and advertising activities about the new organization as one, and efficiencies arising from the merger of the three Theatres.

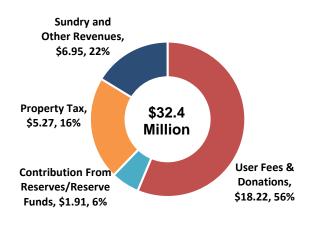
### 2018 Operating Budget 2018 Budget by Service



### By Expenditure Category



### **By Funding Source**

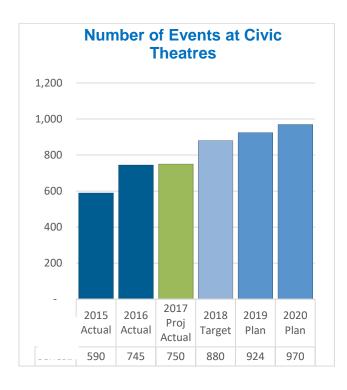


### **Fast Facts**

- Sony Centre for Performing Arts offers a 3,191-seat auditorium and is Canada's largest soft seat theatre.
- St. Lawrence Centre for the Arts houses 2 theatres: the 876-seat Bluma Appel Theatre and the 498-seat Jane Mallet Theatre.
- Toronto Centre for the Arts has 4 theatres: the new 574-seat Lyric Theatre; the 296-seat Greenwin Stage Tower Theatre; the 1,036seat George Weston Recital Hall; and the 183-seat Studio Theatre.

### **Trends**

- Civic Theatres Toronto includes 7 stages in the three City-owned Theatres: Sony, Jane Mallet, Bluma Appel, George Weston, Lyric, Greenwin, and Studio Theatres.
- CTT anticipates additional 130 corporate events and performances across the three Civic Theatres with a steady growth into the year 2020.



### **Our Key Issues & Priority Actions**

- Civic Theatres Toronto, since its amalgamation, is focusing on implementation of cost saving initiatives, efficiency measures, and unified internal systems to support customer facing services such as corporate events, stage shows, and education & engagement.
  - Civic Theatres Toronto will initiate new strategic actions at the three Theatres including expanded in-house programming, community engagement events, with no increase to the City's net budget.
  - Civic Theatres Toronto will report back in the 2019 Budget process with a new Program Map with the service-based budget allocations.

### **Key Service Deliverables for 2018**

The 2018 Operating Budget will enable the program to:

- Position Civic Theatres Toronto as the most versatile performing arts centre in Toronto, building strategic links with the local arts community and seek educational and programming partners that will strengthen the operations of the organization.
- Introduce a new stream of stage programming "2018 CTT Presents" featuring in-house Theatre productions of shows and performances through strengthening existing and future partnerships.
- Increase the usage days and the overall mix of shows, performances, and corporate events for all stages and spaces available for rental at the Sony, Bluma Appel, Jane Mallet, George Weston, Lyric, Greenwin, and Studio Theatres.
- Triple the investment in public education and community engagement and commit to 12 different planned activities at all Civic Theatres including Community Classes, Doors Open, School Visits, and Day Camps.
- Increase marketing and branding including rolling out a new brand strategy that includes local national and international attention.
- Strengthen existing relationships and partners across all Civic Theatres Toronto venues and pursue strategic actions to expand fundraising and development activities.

### 2018 Operating Budget and Plan by Service

	2017		2018 Operating Budget					Incremental Change			
(In \$000s)	Budget	Projected Actual	Base	New/ Enhanced	Total Budget	2018 vs. Budget C		201 Pla		202 Pla	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Civic Theatres Toronto											
Gross Expenditures	29,403.9	29,903.5	32,359.1		32,359.1	2,955.2	10.1%	1,552.4	4.8%	1,682.7	5.0%
Revenue	23,496.5	23,557.4	27,084.7		27,084.7	3,588.2	15.3%	1,796.2	6.6%	1,689.3	5.8%
Total Net Expenditures	5,907.5	6,346.1	5,274.5		5,274.5	(633.0)	(10.7%)	(243.9)	(4.6%)	(6.6)	(0.1%)
Approved Positions	187.7	184.3	232.5		232.5	44.8	23.9%				

<sup>\*</sup> Based on the 2017 9-month Operating Variance Report

The Civic Theatres Toronto's 2018 Operating Budget is \$32.359 million gross and \$5.275 million net, representing 10.7% below the 2017 Approved Net Operating Budget for the three Theatres and exceeds the budget target of 0% as set out in the 2018 Operating Budget Directions approved by Council.

- Included in the 2018 Operating Budget submission is a reversal of one-time transition cost of \$0.633 million as shown above.
- Base pressures are mainly attributable to increased program support costs in response to the planned increase in volume of activities across all Civic Theatres.
- The revenues generated from corporate events, donations and grants, sundry revenues, and rentals will
  fully offset the above increase in expenditures thereby effectively bringing the budget pressures down to
  zero.
- The 2018 Operating Budget will result in Civic Theatres Toronto increasing its total staff complement by 44.8 positions from 187.7 to 232.5 primarily driven by the increased volume of programming activities.
- The 2019 and 2020 Plan increases are attributable to continued increases in volume of programming, stage shows, and corporate events.

# **Program Map**

### **Theatres**

### Sony Centre For The Performing Arts

Present and produce artistic programming of the highest quality from around the world to serve and educate audiences from Toronto's diverse cultures. In connection therewith, negotiate complex business programming deals to maximize the financial return to the Centre. Provide a unique performance and meeting venue, complete with state-of-the-art technology and first-class catering services. Operate, maintain and promote (with minimal overhead) the importance of Canada's largest theatre (3,191 seats), a world-class heritage designated performance venue designed by Toronto's most famous architect, Peter Dickinson. Strengthen Toronto's Youth by partnering and collaborating with educational institutions to promote the artistic achievements of our students. Bolster the economy of the St. Lawrence Neighbourhood and attract tourism.

### St. Lawrence Centre for the Arts

Serve as home to some of the best not-for-profit theatre and music companies that reside in and produce work in the City of Toronto. Act as the cultural hub for the City and its residents by maintaining a clean, modern and service-oriented theatrical and entertainment facility. As a focus for Toronto-based performing arts and artists, the Centre will continually attract diverse, high quality, cultural, artistic and public events.

### Toronto Centre for the Arts

The Toronto Centre for the Arts will become the most versatile performing arts centre in the GTA and a necessary and important part of the cultural lives of the City's diverse population. The Centre will be anchor to the arts community through its role as incubator and partner in promoting the arts. A full range of performing arts will be represented within the programming the Centre has to offer. The Centre will take a leading role in attracting audiences that reflect the full ethnic and social diversity of Toronto's citizens. The Centre embraces its role as an important cultural economic generator and will place strategic emphasis on maximizing the financial benefits to the greater community. The Centre will build important strategic links with the local business and arts community and will seek educational and programming partners that will strengthen the operations of the Centre and its reach into the community.

### Theatrical & Other Culture Events

### Purpose:

To promote Theatre, Arts, and Culture in the community through convenient and cost-effective access to state of the art theatre venues that support multi-cultural, not-for-profit and corporate events

gend:		
	Program	Activity
	Service	

### Service Customer

### Theatrical & Other Culture Events

- Individuals
- Community Groups
- Educational Institutions
- · Corporations
- · Theatre & Music Resident Companies
- Event Participants & Attendees
- Theatre Patrons generally and specifically Multicultural and Youth audiences
- Cultural Programming Producers

The following section provides the service-based budget by activity and their associated service levels and performance measures.

### **Theatrical & Other Culture Events**



### What We Do

- Civic Theatres Toronto as a unified organization of the three City-owned Theatres is committed to developing and supporting local artists, and act as a leader in community engagement and promoting arts and culture of the City that celebrates diversity of the community.
- Civic Theatres Toronto is also committed to providing reliable space for corporate events as well as hosting shows, programmes, and events through its state-of-the-art facilities that attract artistic and cultural influences globally, for the benefit of the City of Toronto and visitors.

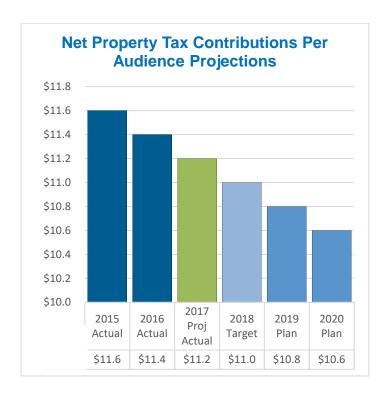
Since the amalgamation of the three Civic Theatres, new service levels have been established following a new objective and direction as a new organization. The following table presents the proposed level of activities and service levels that CTT is committed to delivering to the residents of Toronto and visitors alike.

Civic Theatres Toronto will bring forward in time for the 2019 Budget Process a new program map reflecting new mission and vision statements, as well as the budget breakdown by the three proposed Services: Corporate Events, Education & Engagement, and Stage Shows.

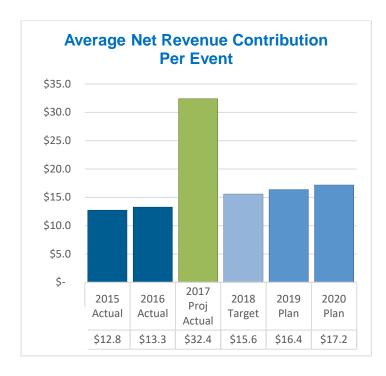
# **2018 Service Levels**Civic Theatres Toronto

Activity	Туре	Service Level Description	Status	2017	2018
Corporate	Facility Rentals for	# of Days Used for Corporate Events at Civic	Approved	72	82
Events	Corporate Events	Theatres	Actual	72	
Education & Engagement	Voge	# of Days Hood for Your	Approved	58	87
	Yoga	# of Days Used for Yoga	Actual	58	
	0	# of Days Used for	Approved	29	36
	Community Classes	Community Classes	Actual	29	
	Sony Programming such as: Specialist High Skills	# of Days Used for Sony	Approved	20	24
	Major, Xenia, and Pre- Show Talks	Programming	Actual	20	
	Open Art Surgery (March	# of Days Used for Open Art Surgery (March	Approved	N/A	5
	Break)	Break)	Actual	IN/A	
	Day Camp	# of Days Used for Day	Approved	25	15
	Вау Сатр	Camp	Actual	25	
	Doors Open	# of Days Used for Doors	Approved	2	2
	Doors Open	Open	Actual	2	
	Diagover Dence	# of Days Used for	Approved	N/A	18
	Discover Dance	Discover Dance	Actual	IN/A	
	Mastaralasasa	# of Days Used for	Approved	N1/A	5
	Masterclasses	Masterclasses	Actual	N/A	
	0.1	# of Days Used for	Approved	<b>N</b> 1/A	3
	School Visits	School Visits	Actual	N/A	
Stage	Programming Activities	# of Days Used for	Approved	869	924
Shows	at Civic Theatres	Performances and Events	Actual	869	

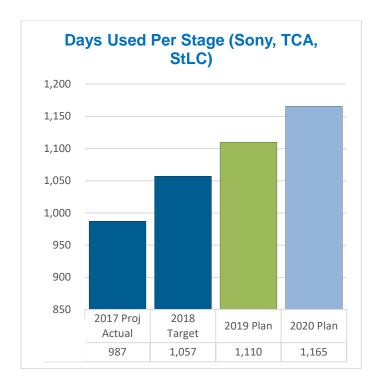
#### **Service Performance Measures**



- Net City contributions expressed in terms of the number of audience served is expected to decrease from the recent data showing projected actuals of \$11.2 in 2017 to \$10.6 by 2020.
- Efficiencies arising from unified internal processes and systems will result in cost savings and enable the organization to position itself to take on new initiatives that further enhance the operations.



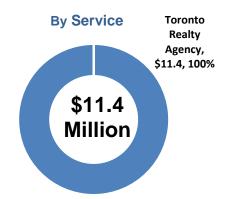
- Average net revenue contributions expressed in terms of every event is projected to be \$32.4 in 2017. All Civic Theatres experienced higher than planned volume of programming activities resulting in higher revenues and favourable mix of shows with higher profits.
- Although 2017 projected actuals signal strong financial performances, CTT is projecting a steady increase over the next three years as a conservative measure.



- Number of days utilized expressed in terms of per stages available at all three Theatres is projected at 987 in 2017.
- Civic Theatres Toronto is projecting at 1,057 by 2018 with a steady increase over the next three years. Efforts are underway to identify those stages that are underutilized and find opportunities to leverage the spaces available to maximize revenues earned



#### **2018 Operating Budget**



## **CreateTO**

#### **2018 OPERATING BUDGET OVERVIEW**

The first phase of the new Council approved real estate service delivery model includes the establishment of CreateTO (formerly known as Toronto Realty Agency). The Agency consists of an operational consolidation of Build Toronto (BT) and Toronto Port Lands Company (TPLC), and in conjunction with the City's Facilities Management and Real Estate Divisions, forms the organizational structure of the new real estate delivery model. The establishment of the full real estate model is expected to take place in a phased approach over three years, considered to be the "incubation period". CreateTO's mission is to manage the City's real estate portfolio, develop City building and lands for municipal purposes and deliver client-focused real estate solutions to City divisions, agencies and corporations.

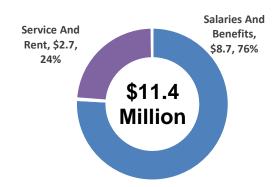
#### 2018 Operating Budget Highlights

The total cost to deliver these services to Toronto residents is \$11.434 million gross and \$0 million net as shown below:

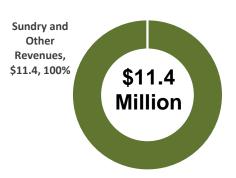
	2017		Chang	е
(in \$000's)	Budget*	2018 Budget	\$	%
Gross Expenditures	11,459.0	11,434.0	(25.0)	N/A
Revenues	11,459.0	11,434.0	(25.0)	N/A
Net Expenditures	0.0	0.0	0.0	N/A

\*Prepared for comparative purposes and based on consolidated 2017 Operating Budgets for Build Toronto and Toronto Port Lands Corporation

#### **By Expenditure Category**



#### **By Funding Source**



#### **Fast Facts**

- At its meeting on May 24, 25 and 26, 2017, City Council adopted a new real estate service delivery model for the City government that centralizes all real estate activities City-wide, including all real estate strategy and portfolio planning, major building projects, developments, real estate transactions and facilities management. <a href="http://app.toronto.ca/tmmis/viewAgendaltemHistory.do?item=2017.EX25.9">http://app.toronto.ca/tmmis/viewAgendaltemHistory.do?item=2017.EX25.9</a>
- The Council approved real estate delivery model has led to the establishment of a City agency ("CreateTO"). The establishment of the full operating model is expected to take place in a phased approach over years 2018 to 2020, considered to be a three year "incubation period".
- The organization structure of the new real estate service delivery model includes the new CreateTO (currently a consolidation of existing City owned corporations, Build Toronto and Toronto Port Lands Company) along with the Real Estate Services and Facilities Management divisions. These entities will collaborate with the other City Programs, Agencies, and Corporations and be responsible for: the consolidation of all real estate activities; management the City's real estate portfolio; development of City buildings and lands for municipal purposes; and the delivery of clientfocused real estate solutions for client City Programs, Agencies and Corporations. In addition, CreateTO will leverage a real estate holding corporations with necessary real estate tools and instruments (e.g., to deliver joint ventures, facilitate development of surplus City-owned lands, manage environmentally sensitive properties, etc.).
- The new real estate service delivery model will encompass all real estate functions across all Agencies, Divisions and Corporations. The consolidation of Build Toronto and TPLC is the first step in this process. The organizational structure will evolve throughout the incubation period as real estate authorities and activities within other City Divisions, Agencies and Corporations are consolidated into the model.
- The City of Toronto, including all its Program areas, Agencies and Corporations, has one of the most significant real estate portfolios in the country, with holdings conservatively valued at \$27 billion including: 6,976 buildings; 106.3 million square feet (9.87 million square metres); and 28,882 acres of leased and owned land.
- CreateTO will begin operations on January 1, 2018.

#### Our Key Issues & Priority Actions

- Self-sustaining through the three year implementation phase of the new real estate model (2018-2020), funded through recurring lease revenue from Toronto Port Lands Company (TPLC) and proceeds from development sales by Build Toronto (BT).
  - These corporations are key pillars in the new real estate service delivery model and will also be relied upon to fund the new functions required of CreateTO.
- Unlocking the Value of the City's real estate portfolio and maximizing the use of City-owned space while meeting client program requirements.
  - Act on opportunities through detailed review, market research and analysis by qualified staff to ensure City's Real Estate portfolio meets the needs of City Programs and Agencies.
- Develop a City-Wide real estate strategy to be presented to City Council in Q1 of 2019.
- Begin to implement the new real estate service delivery model.
- Incorporating new functions, such as Customer Relationship Management and Portfolio Strategy Development, within the existing functions of the model.

#### **Key Service Deliverables for 2018**

The 2018 Operating Budget will enable CreateTO to start implementation of operations and work towards:

- Coordinate stewardship of the City's real estate assets, and the ability to execute a mandate focused on supporting programs and enabling city-building.
- A strong accountability and governance structure with the necessary Council oversight, and built in flexibility to operate in the changing marketplace.
- Provide real estate expertise to modernize and harmonize operations, and to drive service delivery to programs while maintaining a presence at the local / community levels.
- Maximize real estate value in pursuit of social, economic, environmental, and program benefits, while achieving new revenue and cost savings.

#### 2018 Operating Budget and Plan by Service

	2017	2018			lı	ncrementa	I Change	)		
			New/	Total	2018 vs	. 2017	2019		2020	
(In \$000s)	Budget*	Base	Enhanced	Budget	Budget Change		Plan		Plan	
By Service	\$	\$	\$	\$	\$	%	\$	%	\$	%
CreateTO										
Gross Expenditures	11,459.0	8,602.4	2,831.6	11,434.0	(25.0)	(0.2%)	446.5	3.9%	238.5	2.0%
Revenue	11,459.0	8,602.4	2,831.6	11,434.0	(25.0)	(0.2%)	446.5	3.9%	238.5	2.0%
Net Expenditures	0.0	0.0	0.0	0.0	0.0	(0.0%)	(0.0)	(0.0%)	(0.0)	(0.0%)
Approved Positions	0.0	41.0	10.0	51.0	51.0	(0.0%)	0.0	(0.0%)	0.0	(0.0%)

<sup>\*</sup>Prepared for comparative purposes and based on consolidated 2017 Operating Budgets for Build Toronto and Toronto Port Lands Corporation

CreateTO's 2018 Operating Budget of \$11.434 million gross and \$0 million net represents the first year of operations for the Agency, starting January 1, 2018.

A comparative 2017 Approved Net Operating Budget was prepared based on Toronto Port Lands Company (TPLC) and Build Toronto's (BT) 2017 Board Approved Operating Budget. Below are factors that have contributed to the 2018 Operating Budget:

- Base budget of \$8.602 million gross is comprised of 2018 staffing, general administration and ancillary costs
  of existing BT and TPLC operations of \$11.640 million gross, offset by savings of \$3.038 million from
  consolidation of staffing and support functions, inclusive of the reduction of 14.0 positions that previously
  existed in BT and TPLC.
  - ➤ For comparative purposes, complement requirements for the new CreateTO are decreased by 4.0 positions from Build Toronto's and TPLC's combined complement of 55.0 in 2017 mainly due to consolidation efficiencies.
- New and enhanced services of \$2.832 million represents staff costs for two critical new functions to be provided by TRA to enhance engagement, coordination, and strategic approach to real estate activities, in addition to one-time costs associated with transition, consolidation and setup of the new Agency. In total, 10.0 new positions are required to support these functions.
- Approval of the 2018 Operating Budget will result in a total CreateTO staff complement of 51.0.
- On a net basis, the 2019 and 2020 Plan remain flat to 2018 Operating Budget. Gross expenditure increases
  are mainly attributable to cost of living adjustments and annualization of salary costs for positions starting
  through the year in 2018, offset by the reversal of one-time consolidation costs in 2018.

## Program Map

## **CreateTO**

To manage the City's real estate portfolio, develop City buildings and lands for municipal purposes and deliver client-focused real estate solutions to City divisions, agencies and corporations.

CreateTO



## **Exhibition Place**

#### 2018 OPERATING BUDGET OVERVIEW

Exhibition Place is a diverse venue for major trade and public exhibitions, meetings, conventions, professional sports, entertainment, green technologies, and public celebrations. It hosts more than 350 events annually and attracts over 5.3 million visitors a year.

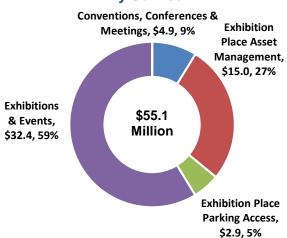
#### 2018 Operating Budget Highlights

The total cost to deliver these services to Toronto residents is \$55.110 million gross and \$0.150 million net as shown below:

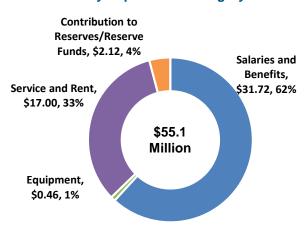
(in \$000's)	2017	2018	Char	ge		
(111 \$000 \$)	Budget	Budget	\$	%		
Gross Expenditures	50,542.0	55,110.6	4,568.6	9.0%		
Revenues	50,666.4	55,260.6	4,594.2	9.1%		
Net Expenditures	(124.4)	(150.0)	(25.6)	(20.6%)		

Through operational efficiencies and increased revenues, the Agency is able to fully offset its operating costs.

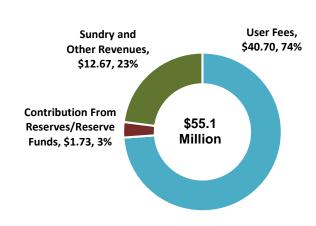
# 2018 Operating Budget By Service



#### **By Expenditure Category**



#### **By Funding Source**



#### **Fast Facts**

- Exhibition Place is Canada's largest entertainment venue and attracts over 5.5 million visitors a year.
- 192-acre parkland with 3,002 trees.
- Host to 6 of the 10 consumer exhibitions in Canada including the Canadian National Exhibition, Royal Agricultural Winter Fair, Toronto International Boat Show, National Home Show/Canada Blooms, and One-of-a-Kind Craft Show.
- The Enercare Centre is the largest trade and consumer show facility in Canada and the sixth (6th) largest in North America with over 1.1 million square feet of contiguous space
- A leader and world-class site for advanced "green" energy technology that was recently awarded a LEED® EB:O&M Gold designation

#### **Trends**

- 95% of meetings and events at Exhibition Place occur between September and June each year.
- Over 88% of waste collected at Exhibition Place is recycled or reused and diverted from landfills.

# Building Rental - Enercare Centre (Million)



#### Our Key Issues & Priority Actions

- Maintaining Positive Financial Performance:
   Exhibition Place exists in a competitive market requiring it to operate efficiently and generate new business to maintain positive financial performance
  - ✓ The 2018 Operating Budget aims to address budget pressures such as increasing labour costs and utility rates by pursuing the redevelopment and rental of the underutilized buildings and other business opportunities, various service efficiencies and utility savings initiatives.
- Pursuing Green initiatives to maintain Exhibition Place's status as a leader in environmentally friendly facilities.
  - Exhibition Place will be introducing and activating a plan to target Net "0" grid supplied electricity use.
- Maintaining Trade and Consumer Show Business by creating a "self-contained" conference and accommodation space.
  - Facilitating the completion of the sky-bridge from Hotel X to Beanfield Centre.
  - Competing for a whole new segment of conference, meeting and convention business.

#### **Key Service Deliverables for 2018**

The 2018 Operating Budget will enable the program to:

- The Enercare Centre which hosts national and community events, and shows such as the Royal Agricultural Winter Fair, Toronto International Boat Show, the National Home Show/Canada Blooms and the One of a Kind Craft Shows.
- The Beanfield Centre which hosts conventions, conferences and meetings, complementing the event activities at the Enercare Centre by attracting more international conferences, consumer and trade shows, exhibits, and festivals
- The development of a 'green' promotion strategy both externally and internally; achievement of net energy self-sufficiency; and reduction of the impact of Exhibition operations on all aspects of the environment
- The sustainment and enhancement of public assets; integration with the surrounding urban fabric; improvement of all forms of transportation needed for the grounds; and the integration between Exhibition Place and Ontario Place.

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#### 2018 Operating Budget and Plan by Service

	20	17	2018 0	)pe rating	Budget			In	crement	al Change	е
				New/							
		<b>Projected</b>		Enhanc	Total	2018 vs	s. 2017	201	9	20	20
(In \$000s)	Budget	Actual	Base	ed	Budget	Budget Change		je Plan		Plan	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Exhibitions & Events											
Gross Expenditures	27,747.8		32,366.9	0.0	32,366.9	4,619.1	16.6%	647.8	2.0%	665.5	2.0%
Revenue	35,604.6		40,047.9	0.0	40,047.9	4,443.3	12.5%	761.0	1.9%	801.9	2.0%
Net Expenditures	(7,856.9)	0.0	(7,681.0)	0.0	(7,681.0)	175.8	(2.2%)	(113.3)	1.5%	(136.4)	1.7%
Conventions, Conference	ces & Meet	ings									
Gross Expenditures	4,988.4		4,852.2	0.0	4,852.2	(136.3)	(2.7%)	92.7	1.9%	95.0	1.9%
Revenue	4,638.4		4,557.5	0.0	4,557.5	(80.9)	(1.7%)	101.7	2.2%	104.8	2.2%
Net Expenditures	350.0	0.0	294.6	0.0	294.6	(55.4)	(15.8%)	(9.0)	(3.1%)	(9.7)	(3.4%)
Exhibition Place Asset M	lanagemen	t									
Gross Expenditures	15,106.2		14,962.8	0.0	14,962.8	(143.4)	(0.9%)	283.5	1.9%	901.1	5.9%
Revenue	2,635.7		2,831.8	0.0	2,831.8	196.1	7.4%	112.5	4.0%	654.8	22.2%
Net Expenditures	12,470.5	0.0	12,131.0	0.0	12,131.0	(339.6)	(2.7%)	171.0	1.4%	246.3	2.0%
<b>Exhibition Place Parking</b>	Access										
Gross Expenditures	2,699.6		2,928.8	0.0	2,928.8	229.2	8.5%	58.6	2.0%	60.2	2.0%
Revenue	7,787.6		7,823.3	0.0	7,823.3	35.7	0.5%	157.3	2.0%	160.5	2.0%
Net Expenditures	(5,088.0)	0.0	(4,894.5)	0.0	(4,894.5)	193.5	(3.8%)	(98.7)	2.0%	(100.2)	2.0%
Total				(							
Gross Expenditures	50,542.0	0.0	55,110.6	0.0	55,110.6	4,568.6	9.0%	1,082.5	2.0%	1,721.9	3.1%
Revenue	50,666.4	0.0	55,260.6	0.0	55,260.6	4,594.2	9.1%	1,132.5	2.0%	1,721.9	3.1%
Total Net Expenditures	(124.4)	0.0	(150.0)	0.0	(150.0)	(25.6)	20.6%	(50.0)	33.3%	(0.0)	0.0%
Approved Positions	359.0		356.0	0.0	356.0	(3.0)	(0.8%)	0.0		0.0	

The Exhibition Place's 2018 Operating Budget is \$55.110 million gross and \$55.260 million net, representing a 20.6% increase in net revenue above the 2017 Approved Net Operating Budget and exceeds the reduction target of 0% as set out in the 2018 Operating Budget Directions approved by Council.

- Base pressures are mainly attributable to salaries and benefits, inflationary cost increases, and one-time equipment expense.
- To offset the above pressures, the Program was able to achieve service efficiency savings through sharing of its corporate secretary service with the City of Toronto, outsourcing of Exhibitor service and additional revenue from the Canadian National Exhibition Association.
- The 2018 Operating Budget will result in Exhibition Place reducing its total staff complement by 3.0 positions from 359.0 to 356.0.
- The 2019 and 2020 Plan increases are attributable to increases in salaries and benefits, event support costs and various other expenditures offset by increases in revenues from volume increases for events and conferences maintaining small net surpluses going forward.

## **Program Map**

#### **Exhibition Place**

To foster as an inclusive and accessible parkland and a business destination for conventions, exhibitions, entertainment, recreation and sporting events, and public celebrations and in doing this, operate as a self-sustaining and environmentally responsible entity.

#### **Exhibition and Events**

#### Purpose:

Enercare Centre is the largest trade and consumer show facility in Canada and the sixth largest in North America with over 1.1 million square feet of contiguous space. In addition, Exhibition Place has a 192-acre site that allows for public celebrations and events, such as the Honda Indy Toronto, Toronto Caribbean Festival, and CNE. The Exhibitions and Events service has a direct annual economic impact of more than \$400 million to Toronto.

To provide professional management expertise to effectively run the operations and to seek out business development, sponsorship, and partnership opportunities

#### Conventions, Conferences & Meetings

#### Purpose:

Allstream Centre reopened in 2009 after \$50M of renovations to the historic Automotive Building. It provides new meeting rooms, exhibit space and a Class-A ballroom. The new 134,000 square foot facility complements the event activities at the Enercare Centre by attracting more international conferences, consumer & trade shows and festivals to the City of Toronto.

#### Exhibition Place Asset Management

#### Purpose:

To provide building and infrastructure maintenance and construction services to Exhibition Place facilities and structures.

#### Exhibition Place Parking Access

#### Purpose:

To provide convenient access to public parking for the Exhibition Place events, BMO field and Ricoh Coliseum sporting events and for general public use of the site

Legend:		
	Program	Activity
	Service	

#### Service Customer

#### Exhibitions and Events

- Event Organizers
- Exhibitors
- Leased Tenants (10 Long-term Tenants)
- Parking Patrons
- Sporting Event Attendees Indirect (Beneficial)
- Event Participants
- Local Hotels and Restaurants
- Local Business Community

#### Conventions, Conferences & Meetings

- Associations
- · Corporations
- Local and International Businesses & Organizations
- Not-For-Profits and Community Organizations
- Conference Attendees

#### Indirect (Beneficial)

- Local Hotels and Restaurants
- Local Business Community

#### Exhibition Place Asset Management

- Exhibition Place Services Indirect (Beneficial)
- Event Organizers
- Exhibitors
- Leased Tenants
- Parking PatronsVisitors / Walking Tours
- Shows and Events Attendees
- General Public

#### Exhibition Place Parking Access

- Exhibition Place Event Attendees
- BMO Field Sporting Event Attendees
- Long-term Tenants
- Commuters

Indirect (Beneficial)

Event Hosts

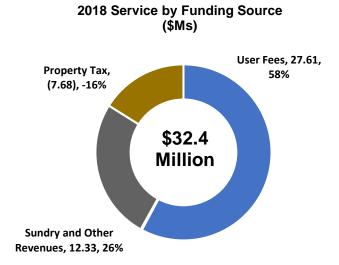
The following section provides the service-based budget by activity and their associated service levels and performance measures.

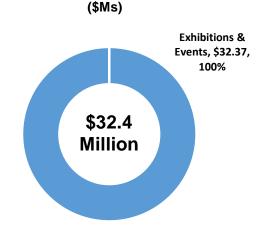
#### **Exhibition & Events**



#### What We Do

- Enercare Centre is the largest trade and consumer show facility in Canada and the sixth largest in North America with over 1.1 million square feet of continuous space.
- The Exhibition Place has a 192-acre site that allows for public celebrations and events, such as the Honda Indy Toronto, Toronto Caribbean Festival and the Canadian National Exhibition.
- The Exhibitions & Events Service has a direct annual economic impact of more than \$350 million to Toronto.





2018 Service Budget by Activity

#### 2018 Service Levels

#### **Exhibition & Events**

Activity	Service Level Description	Status	2015	2016	2017	2018
Event - Trade &	% compliance	Approved	100.00%	100.00%	100.00%	100.00%
Consumer	with negotiated terms	Actual				
Event - Meetings	% compliance	Approved	100.00%	100.00%	100.00%	100.00%
& Corporate	with negotiated terms	Actual				
Event - Community /	% compliance	Approved	100.00%	100.00%	100.00%	100.00%
Festivals / City of Toronto / Sporting / Photo & Film	with negotiated terms	Actual				
Event - Major Citywide	% compliance	Approved	100.00%	100.00%	100.00%	100.00%
celebrations & special events	brations & terms  est Services:   SX food & boyonage sales					
Guest Services:	'	Approved	\$4.67	\$11.33	\$4.87	\$5.09
Food & Beverage per attendee		Actual				
	\$X of Service Revenue per \$1	Approved	\$0.75	\$0.53	\$0.67	\$0.67
	of Rent Revenue	Actual				
	T#:signains	Approved			Closing creative sign service	Outsourcing Exhibitor Service
Guest Services:	Efficiencies	Actual			Closing creative sign service	
Facility Support	Outsourcing	Approved			Outsourcing Wielding Service	Sharing Corporate Secretary Service with City
		Actual			Outsourcing Wielding Service	
Long-term Tenant	\$X per Square foot of long-term	Approved	\$11.10	\$11.61	\$10.29	\$10.39
Support	tenant space supported	Actual				

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Road and Sidewalk Management. As part of the service delivery review still underway in the Program, changes to service levels will be submitted for Council approval as part of the 2019 Budget process.

- Guest Services: Food & Beverage activity has been adjusted to a level consistent with pre-2016 levels.
   Exhibition Place anticipates increased volumes for food and beverages in 2018 at the Allstream Centre given the anticipated event mix for the year.
- Guest Services: Facility Support and Long-term Tenant Support have been adjusted to align with the experience in 2017.

#### **Service Performance Measures**

# Tenants Rent & Net Show Services (\$ Millions)



 Actual experience suggests that Enercare Cente is projected to grow its occupancy rates and number of events hosted.

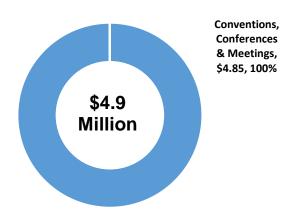
#### **Conventions, Conferences & Meetings**



#### What We Do

- Beanfield Centre is a 160,000 square foot, LEED Silver-certified conference facility which reopened in October 2009 after a \$50 million renovation to the historic Automotive Building.
- The Centre provides new meeting rooms, exhibit space as well as a Class A ballroom.
- The facility complements the exhibition and convention activities at the Enercare Centre and Exhibition Place by attracting more international conferences, consumer/trade shows, and festivals to the City of Toronto.

2018 Service Budget by Activity (\$Ms)



# 2018 Service by Funding Source (\$Ms) Property Tax, 0.29, 6% Contribution From Reserves/Reserve Funds, 1.06, 22% \$4.9 Million User Fees, 3.50, 72%

# 2018 Service Levels Conventions, Conferences and Meetings

Activity	Service Level Description	Status	2015	2016	2017	2018
Front Cases	X% compliance with	Approved	100%	100%	100%	100%
Event Space	negotiated terms	Actual				
Guest Services:	\$X food and beverage	Approved	\$90.21	\$88.86	\$78.40	\$90.91
Food & Beverage	sales per attendee	Actual				
Guest Services:	\$X of Net Service	Approved	\$0.32	\$0.30	\$0.22	\$0.23
Facility Support	Revenue per \$1 of total rent	Actual				
Guest	Labour cost ratio of X%	Approved	9.00%	8.20%	8.00%	8.00%
Services: Parking	of revenue	Actual				

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Conventions, Conferences and Meetings with adjustments to align to the actual experience in 2017.

# Events Building Rent - Beanfield Centre (\$Millions)



- With the successful Pan Am Games events in 2015 and the NBA All Star Jam Session in 2016, Exhibition Place has solidified its leadership position in hosting a large variety of events, complemented with excellent facility support and amenities.
- 2015 and 2016 consist of one-time revenues from the Pan Am Games and the NBA All Star Jam Session respectively.

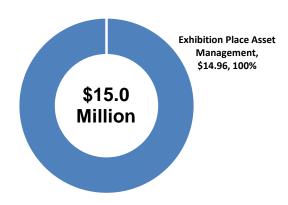
#### **Exhibition Place Asset Management**



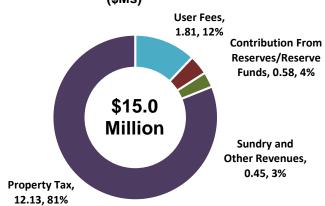
#### What We Do

 Provide building and infrastructure maintenance and construction services to Exhibition Place facilities and structures.

# 2018 Service Budget by Activity (\$Ms)



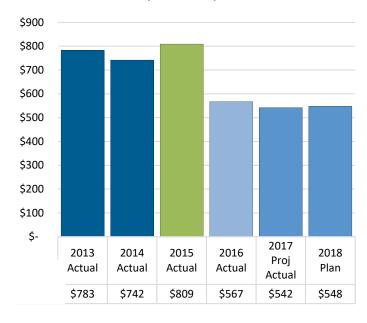
# 2018 Service by Funding Source (\$Ms)



# 2018 Service Levels Exhibition Place Asset Management

Activity	Service Level Description	Status	2015	2016	2017	2018
Parking Lots, Roads & Sidewalks	Maintain Parking Lots, Roads & Sidewalks in good condition for public access; increase sustainability and reduce failure of Exhibition Place Assets; effective investment of Capital funds; ensure preservation of Historical site and area	Approved	Maintain Parking Lots, Roads & Sidewalks in good condition for public access; increase sustainability and reduce failure of Exhibition Place Assets; effective investment of Capital funds; ensure preservation of Historical site and area	Maintain Parking Lots, Roads & Sidewalks in good condition for public access; increase sustainability and reduce failure of Exhibition Place Assets; effective investment of Capital funds; ensure preservation of Historical site and area	Maintain Parking Lots, Roads & Sidewalks in good condition for public access; increase sustainability and reduce failure of Exhibition Place Assets; effective investment of Capital funds; ensure preservation of Historical site and area	Maintain Parking Lots, Roads & Sidewalks in good condition for public access; increase sustainability and reduce failure of Exhibition Place Assets; effective investment of Capital funds; ensure preservation of Historical site and area
		Actual				
Waste	Waste diversion	Approved	85.15%	85.74%	88.20%	88.20%
Management	of %	Actual				
Fleet &	Maintain current X vehicles and X pieces of	Approved	43 Vehicles, 73 Piece of Equipment	43 Vehicles, 73 Piece of Equipment	43 Vehicles, 73 Piece of Equipment	43 Vehicles, 73 Piece of Equipment
Equipment Maintenance	equipment and additional acquisitions	Actual				

# Utilities Savings from ERP Projects (\$Millions)



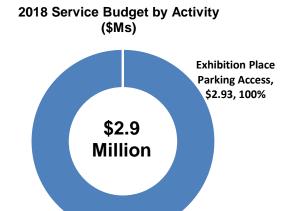
- Savings in energy costs are projected at a level similar to 2017. Further savings are dependent on future Green Energy projects.
- Savings thus far are due to various Energy Retrofit Projects: Photovoltaic at the Horse Palace and East Annex, hall lighting at Enercare Centre, Five Exhibition Place Buildings retrofit, boiler replacements, LED Pathway lights, Back Pressure Steamturbine, Press Building Geothermal, and underground parking lights.

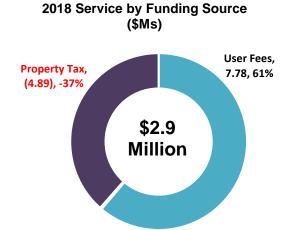
#### **Exhibition Place Parking Access**



#### What We Do

 Provide convenient access to public parking for Exhibition Place events, BMO Field sporting events, and general public.



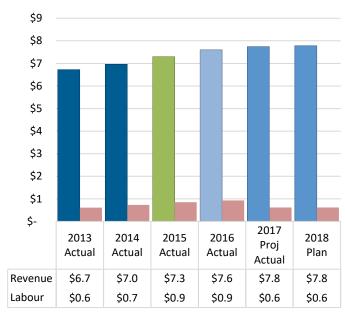


# 2018 Service Levels Exhibition Place Parking Access

Activity	Service Level Description	Status	2015	2016	2017	2018
	X% of parking spaces	Approved	100.00%	100.00%	100.00%	100.00%
Surface	available and accessible for all major events.	Actual				
	Variable labour cost	Approved	9.00%	8.20%	8.00%	8.00%
	ratio of X% of revenue	Actual				
	X% of parking spaces available and	Approved	100.00%	100.00%	100.00%	100.00%
Underground	accessible for all major events.	Actual				
Ü	Variable labour cost	Approved	9.00%	8.20%	8.00%	8.00%
	ratio of X% of revenue	Actual				

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Exhibition Place Parking Access.

# Parking Revenue and Direct Wages (\$Millions)



- Parking revenue and direct labour costs have performed at a consistent level over the previous years.
- Current revenue levels are sustainable given the greater level of activity from Argos games being hosted in 2018 at the BMO Field as well as a general increase in anticipated volumes for Toronto FC.
- Ratio between the parking revenue and direct labour costs has improved over the previous years.



## **Exhibition Place**

#### 2018 - 2027 CAPITAL BUDGET & PLAN OVERVIEW

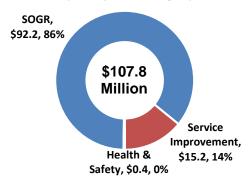
Exhibition Place is responsible for the 192-acre site, with an asset value of \$819.300 million in historical costs, with 22 buildings, including 9 buildings designated under the Ontario Heritage Act. Many of these buildings have historical and cultural significance and were constructed before modern energy conservation, lighting and heating standards were developed.

The 10-Year Capital Budget and Plan of \$107.8 million focuses on maintaining Exhibition Place's assets in a state of good repair (SOGR) and allocates funding for major projects such as maintenance work and repairs at the Coliseum Complex, Enercare Centre, and Queen Elizabeth Building.

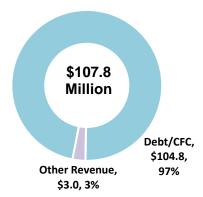
The 10-Year Capital Plan also includes funding for the construction of a sky bridge between the *Beanfield Centre* (formerly Allstream Centre) and the new hotel on the grounds, which is a key element in the business plan for both the hotel and Beanfield Centre.

#### 2018 - 2027 Capital Budget & Plan

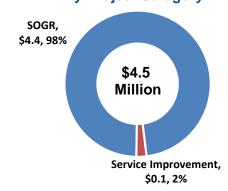
#### **By Project Category**



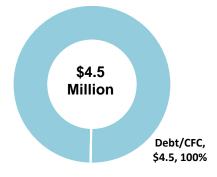
#### **By Funding Source**



#### 2018 Capital Budget By Project Category



#### **By Funding Source**



#### **Our Key issues & Priority Actions**

- Addressing the State of Good Repair Backlog estimated at \$25.860 million is anticipated to grow to \$25.865 million by 2026.
  - ✓ The 10-Year Capital Plan includes funding of \$92.221 million for SOGR funding to mitigate some of the growth in the accumulated backlog primarily for the Enercare Centre and the Coliseum Complex.
- Resolution of the delay of the Beanfield Centre Bridge as heritage preservation considerations have arisen over the wall where the bridge is to be connected.
  - ✓ The 10-Year Capital Plan includes funding of \$2.789 million in 2019 for the construction of the bridge connecting the Beanfield Centre and Hotel X.

#### **Capital Deliverables for 2018**

The 2018 Capital Budget for Exhibition Place of \$4.465 million, excluding carry forward funding, will fund:

- State of good repair work for:
  - Enercare Centre Chiller Replacement and Retrofitting of cooling towers (\$2.355 million);
  - ✓ Restoration of Fire Hall Tower Clock and restoration of Public Art (\$0.175 million)
  - ✓ Retrofitting of street and parking lots lighting (\$0.985 million);
  - ✓ Buildings pre-engineering program (\$0.125 million)
  - ✓ Roof replacement at Exhibit Hall of Queen Elizabeth Building (\$.325 million)
  - ✓ Replacement of fibre optic cables and Building Automation Systems (\$0.400 million)
- Service Improvements to the Festival Plaza to improve storm water management (\$0.100 million)

#### State of Good Repair Backlog

The 10-Year Capital Plan spending on State of Good Repair is \$92.221 million which will help stabilize the backlog at 3.2% of asset replacement value over the 2018-2027 period.

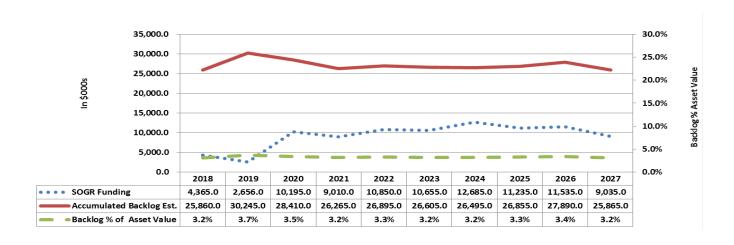


Table 3 below details all capital projects, by category, included in the 2018 - 2027 Capital Budget and Plan for Transportation Services:

Table 3 2018 - 2027 Capital Plan by Project Category (In \$000s)

	Total App'd Cash Flows to Date*	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety				85	268							353	
Other Buildings Sub-Total				85 85	268							353	
State of Good Repair				60	200							333	-
Pre-engineering Program	125	125	125	125	125	125	150	150	150	150	150	1,375	
Coliseum Complex			811	4,225	1,415	4, 190	2,400	2,455	3,530	3,655	640	23,321	
Enercare Centre	1,075	2,355	565	1,465	2,950	3,385	6,980	7,430	3,670	6,780	5,295	40,875	
Better Living Centre				915					200		500	1,615	
Parks, Parking Lots and Roads	400	985	70	600	775	400	425	200	200	200	200	4,055	
Horse Palace	200		400	1,575			100		1,000		1,500	4,575	
Queen Elizabeth Building	2,150	325	325	950	540				950			3,090	
Food Building			500	220	180	2,400		2,000	600			5,900	
M/E & Communication Infrastructure	100	400	110	750	900	300	550	200	400	200	200	4,010	
Other Buildings	240	175	150	115	150	50	50	50	435	50	50	1,275	
Beanfield Centre				430	100							530	
General Services Building								200	100	500	500	1,300	
Press Building					300							300	
Sub-Total	4,290	4,365	3,056	11,370	7,435	10,850	10,655	12,685	11,235	11,535	9,035	92,221	-
Service Improvements													
Enercare Centre						690	280				400	1,370	
Parks, Parking Lots and Roads		100	150	1,650	2,350	1,075	1,050	250	1,000	400	2,500	10,525	
Beanfield Centre - Bridge	3,000		2,789									2,789	3,000
Special Projects	500							500				500	500
Sub-Total	3,500	100	2,939	1,650	2,350	1,765	1,330	750	1,000	400	2,900	15,184	3,500
Total Expenditures by Category (excluding carry forward)	7,790	4,465	5,995		10,053		11,985	13,435	12,235	11,935	11,935	107,758	3,500

Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2017, excluding ongoing capital projects (i.e. Civic Improvement projects)

#### 2018 - 2027 Capital Projects

The 10-Year Capital Plan is in keeping with Program's objective of maintaining SOGR by addressing aging infrastructure while achieving a higher level of service provided to its clients.

#### Health and Safety

- Major Health and Safety projects include cash flow funding of \$91.427 million or 1.8% of the 10-year total Capital Plan's expenditures. This includes:
  - Traffic Signal Major Modifications (\$17.900 million), New Traffic Control Signals/Devices (\$21.800 million) and pedestrian related projects involving Accessible Pedestrian Signals (i.e. Audible Signals) for \$16.020 million.

#### Health and Safety

- Major Health and Safety projects include:
  - > Other Buildings (\$0.353 million) Funding is required for ongoing improvements to the grounds security and surveillance system.

#### State of Good Repair (SOGR)

- SOGR projects account for \$531.105 million or 85.6% of the total 10-Year Capital Plan's investments.
- The 10-Year Capital Plan incorporates an investment of \$48.176 million dedicated to various SOGR project groupings that focus on required capital maintenance, including:

- Pre-engineering Program (\$1.375 million) Funding is provided for studies, investigations, designs and engineering to formulate projects and programs to maintain the state of good repair and functionality of buildings and facilities;
- Coliseum Complex (\$23.321 million) Major projects funded include roof work, replacement of exhaust and air-handling systems, concrete slab replacement at the Industry Building, retrofit of the steam condensate piping systems, replacement of electrical bus ducts, emergency electrical distribution and installation of electrical lighting system;
- ➤ Enercare Centre (\$40.875 million) Funding will address the replacement of roofs, curtain walls, chillers, garage air make up units, plumbing fixtures and the retrofit of salons and cooling towers;
- ➤ Better Living Centre (\$1.615 million) Funding will replace roof top heating, cooling units, interior radiant unit heaters and tower retrofit;
- Parks, Parking Lots and Roads (\$4.055 million) Funding is included for sidewalks, pathways and roads, to mitigate deterioration and ensure AODA compliance, street and parking lots lighting retrofit, and fountain retrofit at various locations;
- ➤ Horse Palace (\$4.575 million) Funding is required for roof and radian heat replacement, washrooms restoration, lighting control, and modernization of the freight elevator;
- Queen Elizabeth Building (\$3.090 million) Major sub-projects include roof replacements at the Exhibit Hall and Theatre, replacement of air handling unit in Mechanical Room and replacement of the rooftop heating and cooling units for Exhibit Hall;
- Food Building (\$5.900 million) Funding will support the replacement of the roof, boilers, bus duct and switches.
- ➤ M/E & Communication Infrastructure (\$4.010 million) Funding is provided for ongoing maintenance of transformers, switchgears and circuit breakers, building automation system sub-project, and fibre optic cable replacement;
- > Other Buildings (\$1.275 million) Funding is included to replace the Fire Hall Tower clock, upgrade the fire alarm panel, masonry work at Princess Gates and restoration of the Public Art & Monument collection;
- Beanfield Centre (\$0.530 million) Funding is allocated to replace the heat pump, huffcore wall and masonry retrofitting;
- ➤ General Services Building (\$1.300 million) Funding is required to replace the high roof of the main building; and
- > Press Building (\$0.300 million) Funding is necessary to replace the roof at the Press Building.

#### Service Improvements

- Service Improvement projects amount to \$15.184 million or 14.1% of the total 10-Year Capital Plan's expenditures.
  - Enercare Centre (\$1.370 million) Funding will complete the LED Lighting & Conservation/Demand Management sub-project and install a new movable huffcore wall for the swing space in Exhibit Hall B allowing it to be rented to smaller groups.
  - Parks, Parking Lots and Roads (\$10.525 million) -The Festival Plaza redevelopment will be completed.
  - ➤ Beanfield Centre (\$2.789 million) –The installation of a sky bridge between the Beanfield Centre and the Hotel X will be completed in 2019.

➤ Greek Gods Relocation (\$0.500 million) – The Greek God statues will be relocated from the current Muzik Club premises at the Horticulture Building to the Beanfield Centre in 2024.

#### 2018 - 2027 Capital Budget & Plan by Funding Source

Chart 3 below summarizes the funding sources included in the 2018 - 2027 Capital Budget and Plan for Transportation Services:

15,000 10,000 \$ Million 5,000 0 2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 ■ Debt / CFC ■ Other Revenue

Chart 3
2018 - 2027 Capital Budget & Plan by Funding Source (In \$000s)

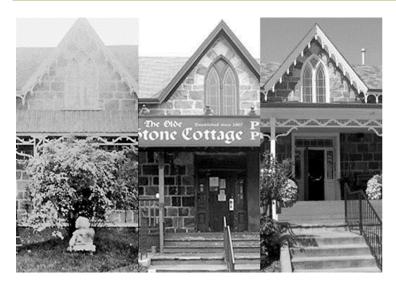
The 10-Year Capital Plan of \$107.758 million will be financed by the following sources:

- Debt accounts for \$104.808 million or 97.3% of the financing over the 10-year period.
  - The debt funding is meets the 10-year debt affordability guidelines of \$104.808 million allocated to this Program, although deferral of the Greek Gods statues relocation from 2018 to 2024 causes variances in those years.
  - ➤ Other sources of funding, which account for \$2.950 million or 2.7% will be utilized for:

Food Building- \$2.950 million of SOGR work totalling \$5.900 million will be recoverable from the tenant and will be completed between 2019-2022, and 2024-2025.

#### 10-Year Capital Plan: Net Operating Budget Impact

The 10-Year Capital Plan will not impact the 2018-2020 Net Operating Budgets as Exhibition Place will absorb any impacts and will not require any new capital project delivery positions for the delivery of capital works.



## **Heritage Toronto**

#### 2018 OPERATING BUDGET OVERVIEW

Heritage Toronto raises awareness of Toronto's architectural, archaeological, natural and cultural heritage by delivering volunteer-led walks, bus and educational programs throughout the City, installing heritage plaques and markers to commemorate buildings and events, and producing the annual Heritage Toronto Awards event.

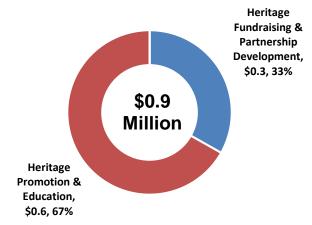
#### 2018 Operating Budget Highlights

The total cost to deliver these services to Toronto residents is \$0.946 million gross and \$0.423 million net as shown below:

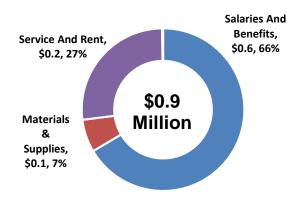
(:- \$000I-)	2017	2018	Change				
(in \$000's)	Budget	Budget	\$	%			
Gross Expenditures	794.9	946.4	151.5	19.1%			
Revenues	496.5	523.5	27.0	5.4%			
Net Expenditures	298.4	422.9	124.5	41.7%			

The 2018 Operating Budget is \$0.152 million gross and \$0.125 net, exceeding the 2017 net budget by 41.7%. Of this increase, \$0.085 million is required to repair and maintain heritage plaques and salary and benefit adjustments based on a compensation review. One-time funding of \$0.035 million net is included to redevelop the Heritage Toronto website and the heritage report card.

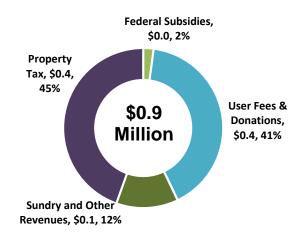
# 2018 Operating Budget By Service



#### By Expenditure Category



#### **By Funding Source**



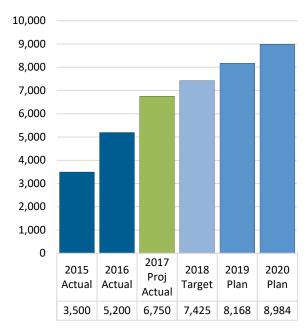
#### **Fast Facts**

- 8,000 members of the public participated in Heritage Toronto initiatives.
- Programs were operated in 28 wards.
- 39 Historical plaques placed and 13 public unveiling ceremonies.
- Sold 80 Century Home plaques to Toronto residents, the second highest amount sold.
- Delivered over 60 Walking Tours and 4 Bus Tours.

#### **Trends**

- 98% of surveyed public users rated programs as Excellent.
- Increasing public service demands for information and increased media demands (120+ print / broadcast interviews in 2017).
- Private donations on Walking Tours continue to trend upwards (65% revenue growth from 2016).
- Increasing social media outreach engagement
- Declining corporate sponsorship two of three core sponsors ended funding in 2017.

#### **E-Newsletter Subscribers**



#### **Our Key Issues & Priority Actions**

- Maintaining Historical Plaques requires ongoing funding for state of good repair as part of Heritage Toronto mandate to manage, maintain and repair the existing plaques.
  - ✓ Establish a replacement schedule across all wards with a plan to replace 20 priority Toronto Historical Board plaques over the first two years with increased funding included in the 2018 Operating Budget.
- Reviving Non-Municipal Revenue Streams through philanthropic growth and support to maintain and strengthen heritage programs to meet public expectations when other revenue streams have become stagnant.
  - ✓ To establish this program, a position will be repurposed.
- Service and Program Delivery is significantly hampered by a lack of technology, the outdated software and IT infrastructure. Website redevelopment into a dynamic, content-driven online presence will:
  - ✓ Increase transparency and customer service levels for the Toronto public.
  - ✓ Increase revenue through online sales.
  - Enable cross-platform functionality, especially mobile-friendly design.

#### **Key Service Deliverables for 2018**

The 2018 Operating Budget will support the following objectives:

- Execute over 60 Walking tours, in partnership with 22 community organizations, and initiate four new tours targeted to diverse communities and environmental heritage.
- Research and produce 40 new historical plaques, 90 Century House Plaques and replace/repair an additional 10 plaques requiring State of Good Repair.
- Replace presenting sponsors for Heritage Toronto Awards and Historical Plaques.
- Redesign the Heritage Toronto website.

#### 2018 Operating Budget and Plan by Service

	2	017	2018	Operating Bu	ıdget			li li	ncrementa	I Chang	ge
		Projected		New/	Total	2018 v	/s. 2017	20	019	20	020
(In \$000s)	Budget	Actual	Base	Enhanced	Budget	Budget Change		Plan		Р	lan
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Heritage Fundraising & Partnership Development		ment									
Gross Expenditures	268.1	286.2	290.7	23.2	313.9	45.8	17.1%	(17.0)	(5.4%)	(0.7)	(0.2%)
Revenue	265.0	283.3	265.0	17.0	282.0	17.0	6.4%	24.0	8.5%	53.7	17.6%
Net Expenditures	3.1	2.9	25.7	6.2	31.9	28.8	922.3%	(40.9)	(128.2%)	(54.4)	605.2%
Heritage Promotion &	Education										
Gross Expenditures	526.8	544.4	589.0	43.5	632.5	105.7	20.1%	(33.6)	(5.3%)	4.0	0.7%
Revenue	231.5	247.5	231.5	10.0	241.5	10.0	4.3%	(28.0)	(11.6%)	6.7	3.1%
Net Expenditures	295.3	297.0	357.5	33.5	391.0	95.7	32.4%	(5.7)	(1.5%)	(2.7)	(0.7%)
Total											
Gross Expenditures	794.9	830.6	879.7	66.7	946.4	151.5	19.1%	(50.6)	(5.3%)	3.3	0.4%
Revenue	496.5	530.8	496.5	27.0	523.5	27.0	5.4%	(4.0)	(0.8%)	60.4	11.6%
<b>Total Net Expenditure:</b>	298.4	299.8	383.2	39.7	422.9	124.5	41.7%	(46.6)	(11.0%)	(57.1)	(15.2%)
Approved Positions	7.0		7.3	0.3	7.5	0.5	7.1%	(0.3)	(3.3%)		

The Heritage Toronto's 2018 Operating Budget is \$0.946 million gross and \$0.423 million net, representing a 41.7% increase above the 2017 Approved Net Operating Budget as a result of base budget pressure of \$0.125 million gross and net as described below:

- Base budget pressures are attributable to cost-of-living-allowance (COLA), increased funding for heritage plaque maintenance, and salary and benefit adjustments resulting from a staff compensation review.
- The 2018 Operating Budget will result in Heritage Toronto increasing its total staff complement by 0.5 positions from 7.0 to 7.5 positions for new and enhanced projects.
- New and Enhanced projects account for \$0.066 million gross and \$0.039 million net, including one-time funding of \$0.035 million net.
- The 2019 and 2020 Plan decreases are attributable to one-time funding from 2018 being reversed and the increases in revenue are attributable to increased donations due to the implementation of the manager of philanthropy role.

The following graphs summarize the base budget operating budget pressures for this Agency.

## **Program Map**

## **Heritage Toronto**

Heritage Toronto's mandate is to enhance the understanding and appreciation of Toronto's past and present among residents and visitors through education, commemoration and celebration of the city's diverse people, places and events

Heritage Promotion & Education

#### Purpose:

To raise awareness of Toronto's architectural, archeological, natural and cultural heritage. Heritage Toronto delivers volunteer-led tours around the city; installs historical plaques to commemorate important buildings, people and events; and presents the annual Heritage Toronto Awards and Kilbourn Lecture. The organization also delivers heritage lectures and other educational programs that are contingent on funding and community partnerships

Heritage Fundraising & Partnership Development

#### Purpose:

To actively seek out project grants from governments and foundations, corporate sponsorship, and community partnership opportunities to increase the organizational capacity of Heritage Toronto. Through marketing and communications activities, the organization also raises funds through membership, private donations, advertising sales and special events



Service Customer

#### **Heritage Promotion & Education**

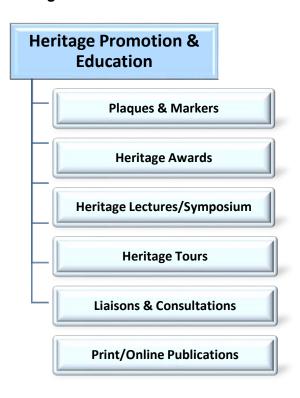
- · City of Toronto Residents
- Visitors
- Event Participants
- Lecture Attendees
- City Council
- Local Businesses
- Local Communities

## Heritage Fundraising & Partnership Development

- Non Profit Organizations / Foundations
- Corporations
- Community Groups
- Other Levels of Government
- · City of Toronto Residents
- Visitors
- · Local Heritage Societies

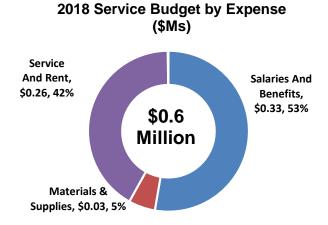
The following section provides the service-based budget by activity and their associated service levels and performance measures.

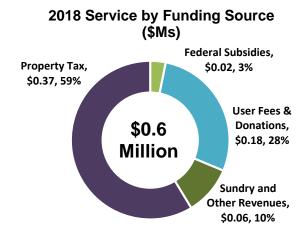
#### **Heritage Promotion & Education**



#### What We Do

- Raise awareness of Toronto's architectural, archaeological, natural and cultural heritage.
- Deliver volunteer-led walks cycling and bus tours around the city.
- Install plaques and markers to commemorate buildings and events which are important to Toronto's heritage.
- Deliver heritage lectures and other promotional projects that are contingent on funding and community partnerships.





#### 2018 Service Levels

#### **Heritage Promotion and Education**

Service Level Status 2045 2047 2040 Nata									
Activity	Description	Status	2015	2016	2017	2018	Note		
Historical Plaques	Number of historical plaques installed	Approved	40	40	50	45			
		Actual	51	44	45				
	Number of	Approved	n/a	n/a	100	85	Change		
	Century House plaques installed	Actual	37	113	80				
'	Number of heritage plaques maintained and repaired	Approved	n/a	n/a	n/a	10	New		
		Actual	n/a	n/a	n/a				
Heritage Awards	n/a	Approved			Maintain sold-out event at samller venue (500); grow nominees by 10% to 67 projects	n/a	Discontinued		
	Attendee approval rating	Approved	n/a	n/a	n/a	94%	New		
		Actual	80%	81%	92%				
	Host Emerging Historians	Approved	n/a	n/a	n/a	30	New		
		Actual	n/a	n/a	24				
Heritage	Post Momento, number of educational programs	Approved	6	4	3	4	Change		
Lectures/Town Halls		Actual	4	4	3				
	Number of walking/bus tours program	Approved	n/a	n/a	60	60			
Heritage Tours		Actual	100	61	64				
	Public participation in walking/bus tours	Approved	n/a	5,000	5,000	2,650	Change		
		Actual	3,944	2,528	2,572				
	Average donation per person	Approved	n/a	n/a	3.50	6.50	Change		
		Actual	1.14	3.49	5.78				
Liaisons and Consultations	% of representation of all Heritage organizations to contribute to the performance report	Approved	100%	100%	100%	100%			
		Actual	100%	100%	100%				

#### 2018 Service Levels

#### **Heritage Promotion and Education**

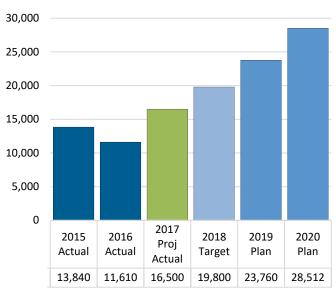
Activity	Service Level Description	Status	2015	2016	2017	2018	Note
Publications	Subscription to bi-weekly e- Newsletter	Approved	n/a	n/a	5000	7,760	Change
		Actual	3500	5200	6750		

The 2018 Service Levels have been updated in comparison with the approved 2017 Service Levels to align with updated targets:

- Historical plaques activity has been expanded to include the installation of Century House plaques and the repair and maintenance of the 173 Toronto Historical Board Heritage Plaques transferred to Heritage Toronto in 2004.
- Heritage Awards event has been revised to focus on attendee approval and increasing emerging historian attendance. As a result, the service level of maintaining the annual Heritage Awards sold-out events and nominees growth is no longer relevant or optimal and will be discontinued commencing in 2018.
- Heritage Promotion and Education Service will review service levels and service standards in an effort to ensure that service levels reported reflect the services being performed. Changes have also been made to certain service levels for 2018 to reflect the actual experience, as noted in the table above.
- Heritage Promotion and Education will be enhanced through the implementation of the Website
  Redevelopment project and the State of Heritage Report. These projects will increase community engagement
  through online interaction and public consultation on the state of municipal heritage

#### **Service Performance Measures**

# Effectivesness Measure - Membership Growth



 After a downturn in memberships in 2016, Heritage Toronto is expecting to increase memberships past the 2015 levels in 2017 through increased social media efforts and enewsletters. Heritage Toronto is projecting to maintain steady growth in 2018 and onwards.

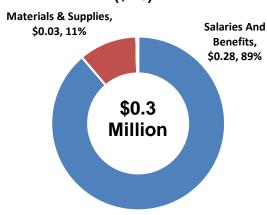
# Heritage Fundraising & Partnership Development



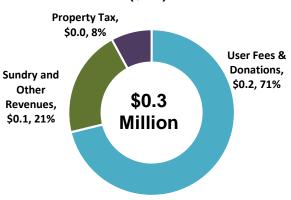
#### What We Do

Actively seek Heritage project grants, sponsorship and partnership opportunities to increase the operational capacity of Heritage Toronto and effectively grow awareness of heritage issues in the City of Toronto.

# 2018 Service Budget by Activity (\$Ms)



# 2018 Service by Funding Source (\$Ms)



#### 2018 Service Levels

#### Heritage Fundraising and Partnership Development

Activity	Service Level Description	Status	2015	2016	2017	2018	Note
Grants	% of total operations funding in grants from federal/provincial governments and private foundations	Approved	15% Fed. / 25% Prov.	15% Fed. / 25% Prov.	7%	9%	Change
		Actual	n/a	n/a	7%		
Charitable Donations	% increase from private donations	Approved	10%	10%	10%	15%	Change
		Actual	6%	7%	11%		
Corporate Sponsorship	% of increase in sponsorship revenues	Approved	5%	5%	5%	17%	Change
		Actual	500%	5%	6%		
Partnerships	Number of community partnerships	Approved	50	50	50	46	Change
		Actual	58	47	49		
Membership	% increase in membership	Approved	n/a	n/a	5%	20%	Change
		Actual	20%	(16%)	42%		

Heritage Fundraising and Partnership Development is continuing to review its service levels and service standards in an effort to ensure that service levels reported reflect the services being performed by the Agency. The 2018 Service Levels have been updated in comparison with the approved 2017 Service Levels to align with updated targets of all activities:

 Heritage Fundraising and Partnership Development with the implementation of the Manager of Philanthropy position, will enhance Heritage Toronto development initiatives and establish a stewardship program.

#### **Service Performance Measures**

# Effectiveness Measure- Heritage Awards Revenue (\$000)



Heritage Toronto has revitalized its annual Awards program to reflect the prestige of the city award. In 2017, its repositioning as a networking event between the private and public sector resulted in a sold out event and increased attendee satisfaction.

# Walking Tour Average Donations Per Person



- Self-generated fundraising activities through memberships, individual donations, ticket sales and corporate sponsorship are increasingly important to allow Heritage Toronto to meet its key service objectives and reduce its reliance on City funding.
- Private donations from walking tour continues to trend upwards since 2015.
- The average donation received per person a free Heritage Walk is projected to be \$5.80 representing a 21% increase from 2017.
- The goal is to increase the average donation to \$7.0 per person in 2018, \$8.0 in 2019 and \$9.0 in 2020 plan.



# **Parking Tags Enforcement and Operations**

#### **2018 OPERATING BUDGET OVERVIEW**

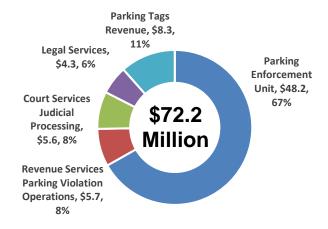
Parking Tags Enforcement and Operations provides safe and efficient free flow of traffic by responding to local neighbourhood parking concerns, 7 days a week, 24 hours a day. The Program collects and processes fines for issued parking infraction violation notices.

#### 2018 Operating Budget Highlights

The total cost to deliver these services to Toronto residents is \$72.204 million gross and (\$37.014) million net as shown below:

	2017	2018 -	Change		
(in \$000's)	Budget	Budget	\$	%	
Gross Expenditures	69,374.8	72,203.6	2,828.8	4.1%	
Revenues	112,567.3	109,218.0	(3,349.3)	(3.0%)	
Net Expenditures	(43,192.5)	(37,014.4)	6,178.1	(14.3%)	

# 2018 Operating Budget By Service

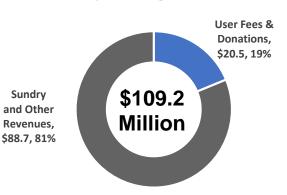


# By Expenditure Category Divisional Charges, \$15.6, 22% \$72.2 Service And Rent, \$14.3, 20% Materials & Supplies, \$1.4, Equipment,

#### **By Funding Source**

\$0.2,0%

2%



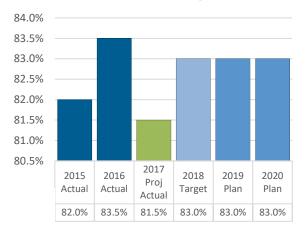
#### **Fast Facts**

- As of October 2017, 27,617 vehicles were towed in relation to parking and enforcement violations.
- Over 5,670 vehicles were towed under the Habitual Offender Program.
- Over 700 stolen vehicles were located.
- Police Parking Enforcement vacancies have been higher than average in 2017 due to the Police hiring moratorium. As of September 30, 2017, Parking Enforcement had 34 vacancies and projects 36 vacancies by year-end 2017.

#### Trends

- The number of parking tags issued is projected to fall by 200,000 tags from 2017 budgeted level to 2.150 million in 2018 due to lower tag issuance resulting from higher compliance.
- The collection rate for parking tags being paid is projected to decline slightly to 83.0% in 2018 and stabilize for future years.

#### **Collection Rate of Parking Tickets**



#### **Our Key Issues & Priority Actions**

- Implemented the New Administrative Penalty System (APS) effective August 28, 2017. This system has created an easier, faster and more efficient process for the resolution of parking violation disputes.
  - Greater access to dispute resolution services that are more accessible and efficient than those allowed under the *Provincial Offences Act* (POA).
  - ✓ The POA system will continue to operate for those parking tags issued prior to August 28, 2017, and that it is anticipated that most matters will have been dealt with by June 30, 2018. The incremental operating costs have been included in the 2018 Operating Budget.
- Promoting behavioural changes and increased compliance with By-laws by:
  - ✓ Continuing the Habitual Offender Program.
  - ✓ The increased Rush Hour Route Fines during peak City travel times.
  - Continuing more strict enforcement during rush hours with regular updates to the public.
  - Responding to public emergencies/needs during rush hour.
  - Implementing mobile pay for on street parking so users can pay and extend their payments remotely.

#### Key Service Deliverables for 2018

The Administrative Penalty System (APS) was implemented in August 2017 to replace the Provincial Offences Act (POA) for the resolution of disputes. Under the new system:

- Legal Services will assume the lead role of managing/administering the dispute review process at Screening Offices. Screening Officers perform the initial review / screening of disputes and will have the authority to uphold, vary or cancel the parking penalty and fees.
- Court Services will shift its focus from using the provincial courts for parking disputes to supporting and administering the Administrative Penalty Tribunal. Council appointed Hearing Officers will have final authority in the review of Screening Officer Decisions.
- Revenue Services Parking Violation Operations will continue to be responsible for processing payments, mailing notices, and overseeing the collection of outstanding penalties, including the plate denial process.
- Toronto Police Service's Parking Enforcement Unit will continue to enforce the City's parking by-laws through the issuance of penalty notices (i.e. parking tags).
- Parking Tags Revenues will continue to be included in the Non-Program Revenue Budget for revenues generated from parking violation notices issued to support parking by-law initiatives and other related City programs.

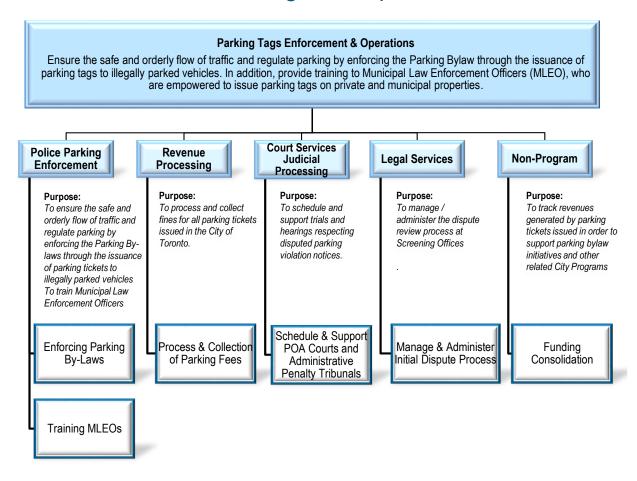
#### 2018 Operating Budget and Plan by Service

	20	)17	2018	Operating B	udget			In	crementa	I Change	Э
		Projected		New/	Total	2018 vs	. 2017	20	19	20	20
(In \$000s)	Budget	Actual	Base	Enhanced	Budget	Budget (	Change	Pla	ın	Pla	an
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Toronto Police Parking Enforcement											
Gross Expenditures	48,234.0	45,947.8	48,247.8	0.0	48,247.8	13.8	0.0%	1,472.2	3.1%	951.6	1.9%
Revenue	1,511.4	1,525.2	1,525.2	0.0	1,525.2	13.8	0.9%				
Net Expenditures	46,722.6	44,422.6	46,722.6	0.0	46,722.6	0.0	0.0%	1,472.2	3.2%	951.6	2.0%
<b>Revenue Services Parking Violation Oper</b>	ations										
Gross Expenditures	5,894.0	5,894.4	5,686.2	0.0	5,686.2	(207.8)	(3.5%)	113.7	2.0%	116.0	2.0%
Revenue				0.0	0.0	0.0	-				
Net Expenditures	5,894.0	5,894.4	5,686.2	0.0	5,686.2	(207.8)	(3.5%)	113.7	2.0%	116.0	2.0%
Court Services Judicial Processing											
Gross Expenditures	7,721.7	7,061.2	5,639.7		5,639.7	(2,082.0)	(27.0%)	(3,823.0)	(67.8%)		
Revenue				0.0	0.0	0.0					
Net Expenditures	7,721.7	7,061.2	5,639.7	0.0	5,639.7	(2,082.0)	(27.0%)	(3,823.0)	(67.8%)	0.0	
Legal Services											
Gross Expenditures	3,093.3	2,062.2	4,294.9	0.0	4,294.9	1,201.6	38.8%	85.9	2.0%	87.6	2.0%
Revenue				0.0	0.0	0.0	-				
Net Expenditures	3,093.3	2,062.2	4,294.9	0.0	4,294.9	1,201.6	38.8%	85.9	2.0%	87.6	2.0%
Parking Tags Revenue											
Gross Expenditures	4,431.8	7,673.6	8,335.0	0.0	8,335.0	3,903.2	88.1%				
Revenue	111,055.9	96,000.0	107,692.8	0.0	107,692.8	(3,363.1)	(3.0%)				
Net Expenditures	(106,624.1)	(88,326.4)	(99,357.8)	0.0	(99,357.8)	7,266.3	(6.8%)	0.0		0.0	
Total											
Gross Expenditures	69,374.8	68,639.2	72,203.6	0.0	72,203.6	2,828.8	4.1%	(2,151.2)	(3.0%)	1,155.2	1.6%
Revenue	112,567.3	97,525.2	109,218.0	0.0	109,218.0	(3,349.3)	(3.0%)	0.0		0.0	
Total Net Expenditures	(43,192.5)	(28,886.0)	(37,014.4)	0.0	(37,014.4)	6,178.1	7.1%	(2,151.2)	5.8%	1,155.2	(2.9%)
Approved Positions	394.0	358.0	394.0	0.0	394.0	0.0		(14.0)	(3.6%)	0.0	

Parking Tags Enforcement & Operations' 2018 Operating Budget is \$72.204 million gross and (\$37.014) million net, representing a \$6.178 million or 7.1% increase over the 2017 Approved Net Operating Budget.

- Base pressures are mainly attributable to the revenue reduction resulting from lower ticket issuance and lower
  collection rate, as well as higher expenditures for MTO Driver Information Search Fees, annualization of APS
  support costs, and two additional positions requested to support the ongoing POA appeals and reopening.
- To help mitigate the above base pressures, the Program was able to achieve savings through changing the initiation of the MTO Search from Day 1 to Day 15, reduction in Premium Pay, increased vacancy savings based on actual trend, and increased recovery for MTO Driver Information Search Fee.
- The 2018 and 2019 Plan changes are attributable to Salary and Benefit savings from position reductions resulting from the discontinuation of the POA system, partially offset by inflationary increases in salaries and benefits.

#### **Program Map**



Legend:			
	Program	Activity	
	Service		

#### Service Customer

#### Revenue Processing

- Illegally Parked Vehicle Owners
- Vehicle Drivers
- Private Property Owners Other Municipal Properties

#### Indirect (Beneficiary) Residents

- Staff City Divisions
- City-owned and operated Facilities

#### Police Parking Enforcement

- Illegally Parked Vehicle Owners
- Vehicle Drivers
- Private Property Owners
- Other Municipal Properties

#### Indirect (Beneficiary)

- Residents Staff - City Divisions
- Staff Agencies & Boards
- City-owned and operated Facilities

#### Courts Services Judicial

- Illegally Parked Vehicle Owners
- Vehicle Drivers

#### Indirect (Beneficiary)

- Residents Staff - City Divisions
- Staff Agencies & Boards
- City-owned and operated
- Facilities Provincial & Federal
- Governments

#### **Legal Services**

- Illegally Parked Vehicle Owners
- Vehicle Drivers
- Private Property Owners
- Other Municipal Properties

#### Indirect (Beneficiary)

- Residents
- Staff City Divisions
- Staff Agencies & Boards City-owned and operated Facilities
- Provincial & Federal

#### Non Program Revenues

- Illegally Parked Vehicle Owners
- Vehicle Drivers
- Private Property Owners
- Other Municipal Properties

#### Indirect (Beneficiary)

- Staff City Divisions
- Staff Agencies & Boards City-owned and operated
- Facilities

The following section provides the service-based budget by activity and their associated service levels and performance measures.

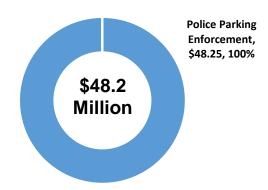
#### **Police Parking Enforcement Service**

#### **Police Parking Enforcement**

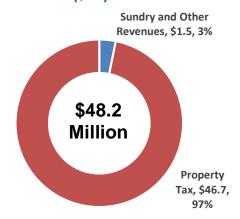
#### What We Do

- Enforce Parking By-laws through issuance of parking infraction tags;
- Parking tag inventory control;
- Handle complaints against Municipal Law Enforcement Officers; and
- Train Municipal Law Enforcement Officers as required.

### 2018 Service Budget by Activity (\$Ms)



## 2018 Service by Funding Source (\$Ms)

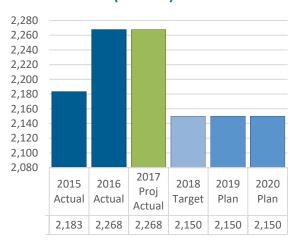


## 2018 Service Levels Police Parking Enforcement Service

Activity	Туре	Service Level Description	Status	2015	2016	2017	2018
Enforcement	Darking Tage leaved	# of togo	Approved	2,600,000	2,350,000	2,350,000	2,350,000
	Parking Tags Issued	# of tags	Actual	2,184,000	2,268,000	2,268,000	2,150,000

#### **Service Performance Measures**

## Number of Parking Tags Issued (in '000s)



- Continue to implement programs that will result in greater compliance.
- With greater compliance due to initiatives introduced in the past few years including the Payby-Cell program, tags issuance has declined from 2017 and is expected to stabilize for 2019 and beyond.

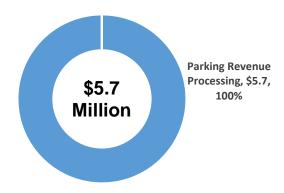
## Revenue Services Parking Violation Operations Service

Revenue Services Parking Violation Operations

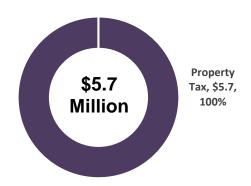
#### What We Do

- Collect fines for all parking violations issued in the City of Toronto.
- Conduct investigations for parking violations, provide accounting and reporting for parking violation revenues, and operate payment counters for parking violation payments.
- Continue to process payments, mail notices, and oversee the collection of outstanding penalties, including the plate denial process under the new APS process.

## 2018 Service Budget by Activity (\$Ms)



## 2018 Service by Funding Source (\$Ms)



## 2018 Service Levels Parking Revenue Processing Service

Activity	Туре	Description	Status	2015	2016	2017	2018
	Parking Tags	parking tags processed	Approved	99.50%	99.5%	99.5%	99.5%
	raiking rags	within legislative timeframes	Actual	99.9%	99.9%	99.9%	
	Notice of Ourselve Devicing Develop	notices sent within legislative	Approved	99.50%	99.5%	99.5%	99.5%
	Notice of Overdue Parking Penalty	timeframes	Actual	99.50%	99.5%	99.5%	
	Notice of Conviction	parking tags processed	Approved	99.50%	99.5%	99.5%	99.5%
-	Notice of Conviction	within legislative timeframes	Actual	99.50%	99.5%	99.5%	
Process & Collection of	Refunds and Adjustments	refunds and adjustments	Approved	100%	100%	100%	100%
Parking Fees		processed within 14 days	Actual	100%	100%	100%	
	Investigations	Complete all investigations	Approved	100%	100%	100%	100%
	Investigations	within 15 days	Actual	100%	100%	100%	
	Dro Court Filing No langua required under ADS	all court filling documents prepared within the 75 day	Approved	99.50%	99.5%	99.5%	N/A
	Pre-Court Filing - No longer required under APS	legislated time frame from date of offence	Actual	99.50%	99.5%	99.5%	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Revenue Services Parking Tags Operations.

 The service measure for Pre-Court Filing will be no longer required in 2018 as a result of discontinuation of the POA system.

#### **Service Performance Measures**

#### % of Parking Tags Processed Within Legislated Time Frames



- The percentage of parking tags processed within legislated time frames will remain at 99.9% in 2018.
- The anticipated decline in trend from 2018 forward is due to the Habitual Offender Program requiring more tags to be processed.

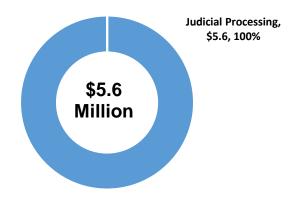
#### **Court Services Judicial Processing Service**

## Court Services Judicial Processing

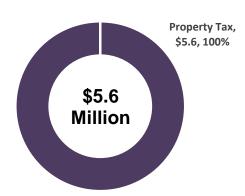
#### What We Do

- Schedule and support Part II (Parking Ticket) Trials under the Provincial Offences Act.
- Receive and maintain files for all parking infraction trial requests that are delivered to court for adjudication purposes.
- Manage default convictions, including cases that are appeals, re-openings or extensions of times to pay fines.
- Under the new APS program, focus on administering the Administrative Penalty Tribunal.

2018 Service Budget by Activity (\$Ms)



2018 Service by Funding Source (\$Ms)



## 2018 Service Levels Court Services Judicial Processing Service

Activity	Туре	Service Level Description	Status	2015	2016	2017	2018
Court Services	Administrative Penalty Tribunal	Time to hearing within 120 days from request date	Approved	N/A	N/A	100%	100%
Judicial Processing	Provincial Offences Parking Charges	Accept incoming charges within 75 days of offence date	Approved	100%	100%	100%	N/A

The 2018 Service Level is consistent with the approved 2017 Service Levels for Court Services Judicial Processing.

 The service measure for Pre-Court Filing will be no longer required in 2018 as a result of discontinuation of POA system.

#### **Service Performance Measures**



- Conviction rate for parking tickets are dependent on various factors, including changes to legislation, appearance of Police Officers at trials, technology and quality of information.
- This measure will no longer required under the new administrative penalty system which was implemented in 2017 and will be replaced with information reflecting Hearing Officer Outcomes.

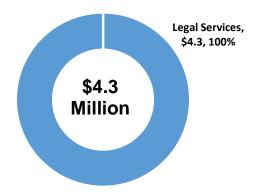
#### **Legal Services**

**Legal Services** 

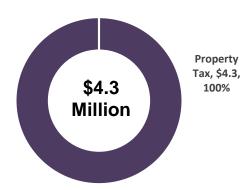
#### What We Do

- Managing/administering the dispute review process at the Screening Offices. Screening Officers perform the initial review/screening of disputes and will have the authority to uphold, vary or cancel the parking penalty and fees.
- Prosecute all parking tickets issued under the POA system.

2018 Service Budget by Activity (\$Ms)



## 2018 Service by Funding Source (\$Ms)



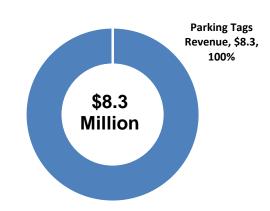
#### **Parking Tags Revenue Service**

## Parking Tags Revenue

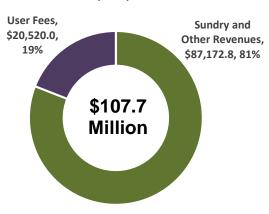
#### What We Do

 Parking Tags Revenues are included in the Non-Program Revenue Budget to track revenues generated by parking tags issued in order to support parking by-law initiatives and other related City programs.

2018 Service Budget by Activity (\$Ms)

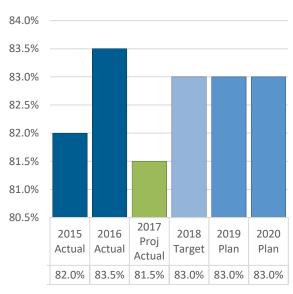


### 2018 Service by Funding Source (\$Ms)



#### **Service Performance Measures**

#### **Collection Rate**



- The collection rate for parking tags issued measures the percentage of fines actually collected by the City, where a ticket has been issued for parking violations.
- The collection rate for parking tags is anticipated to decline in 2017 due to elimination of fixed fine amounts, reductions in fine amounts by prosecutors at First Appearance Facilities and fine reductions for APS tags at screening/hearing offices. The collection rate for 2018 and beyond is expected to increase and remain steady at 83.0%, reflecting a long-term average collection rate.



## Sony Centre for the Performing Arts

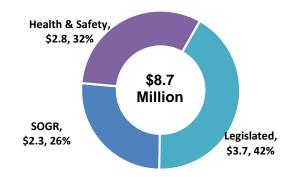
#### 2018 - 2027 CAPITAL BUDGET & PLAN OVERVIEW

The Sony Centre for the Performing Arts (Sony Centre) is Canada's largest soft seat theatre. Designated a historical site by the City of Toronto, the Theatre offers a world class stage, state-of-the-art lighting and sound systems, multi-functional space, and event services.

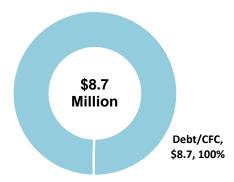
The Sony Centre underwent extensive renovations from 2008 to 2010. These renovations included the renewal of auditorium interior finishes and did not address the required structural upgrades identified in the 1997 and 2006 Building Condition Audits.

A Building Condition Assessment (BCA) was performed for the Sony Centre in September 2015 and identified \$33.229 million in capital funding required for immediate repairs, as well as capital renewal items. A number of items identified in the BCA were deemed critical and, as a result, the 10-Year Capital Plan includes new debt funding of \$8.715 million for capital works over and above those already addressed in 2017, to fund the following projects: Vertical Transportation, Theatre Systems and Equipment, Fire Safety Systems, Electrical Systems, Building Envelope, Mechanical Systems, and Accessibility for Ontarians with Disabilities Act (AODA) Audit.

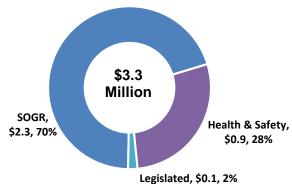
## 2018 - 2027 Capital Budget & Plan By Project Category



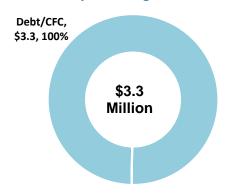
#### **By Funding Source**



#### **By Project Category**



#### **By Funding Source**



#### **Our Key issues & Priority Actions**

- Debt Affordability Target is exceeded by \$5.965 million in 2018 to fund previously unfunded capital projects. The debt of \$2.750 million in 2018 is insufficient to address the much needed SOGR backlog over and above what is included in the current 10-Year Capital Plan.
  - ✓ Sony Centre identified "unmet needs" totalling \$14.361 million, recommended by Sony Centre's 2015 building condition assessment, which require additional debt funding to reduce the SOGR backlog.
- Capital Budgets for St. Lawrence Centre for the Arts and Toronto Centre for the Arts are currently included in Economic Development and Culture's 10-Year Capital Plan.
  - Economic Development and Culture, Financial Planning, and Civic Theatres Toronto will report back on bringing together the 10-year capital requirements of the three Civic Theatres into a single portfolio which will guide the discussion of revising the debt affordability targets for the Theatres.

#### **Capital Deliverables for 2018**

The 2018 Capital Budget for Sony Centre for the Performing Arts of \$3.251 million, excluding carry forward funding, will:

- Begin the replacements of the motor control centres at the north side (\$0.326 million), Main Lobby Presentation Systems (\$0.100 million), Roofs for the Vestibule, Mezzanine, East Canopy, and Stage Tower (\$0.689 million), and Insulated Glass Units (\$0.317 million).
- Begin repairing the Mechanical Systems (\$0.642 million), and Stage Roof Soffit (\$0.203 million).
- Install assistive listening system as per the Ontario Building Code, providing assistance to those who are hearing-impaired (\$0.060 million).
- Begin the health and safety projects such as Theatrical Performance Power Infrastructure System (\$0.724 million), Lounge Elevator Equipment Modernization (\$0.175 million), and Fire Alarm Systems & Annunciator Panel Replacement (\$0.015 million).

#### State of Good Repair Backlog

The 10-Year Capital Plan allocates \$2.277 million for State of Good Repair to help address the Sony Centre's backlog. However, this is not sufficient to fully reduce the growing SOGR backlog over the 10-year period, given that the asset replacement value as a percentage of backlog will rise from 14.3% in 2018 to 23.6% in 2027.

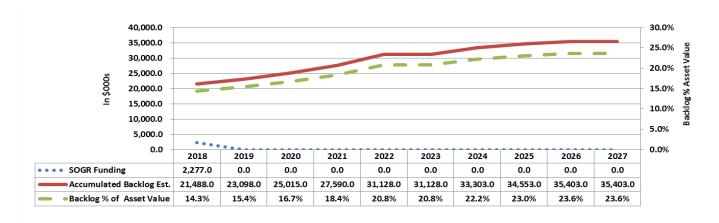


Table 3 below details all capital projects, by category, included in the 2018 - 2027 Capital Budget and Plan for Sony Centre for the Performing Arts:

Table 3
2018 - 2027 Capital Plan by Project Category (In \$000s)

	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total	Total Project Cost
Total Expenditures by Category												
Health & Safety												1
Theatre Systems and Equipment (2018-2026)		129					239				368	368
Vertical Transportation	175	304						450	550		1,479	1,479
Fire Safety Systems	15	192									207	207
Sub-Total	190	625					239	450	550		2,054	2,054
Legislated												
Theatre Systems and Equipment (2018-2026)	60										60	60
AODA Audit		1,200	1,200	1.200							3,600	3,600
Sub-Total	60	1,200	1,200	1,200							3,660	3,660
State of Good Repair												
Electrical Systems	326										326	326
Theatre Systems and Equipment (2018-2026)	100										100	100
Building Envelope	1,006										1,006	1,006
Mechanical Systems	642										642	642
Structure	203										203	203
Sub-Total	2,277										2,277	2,277
Total Expenditures by Category (excluding carry												
forward)	2,527	1,825	1,200	1,200			239	450	550		7,991	7,991

<sup>\*</sup>Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2017, excluding ongoing capital projects (i.e. Civic

#### 2018 - 2027 Capital Projects

The 10-Year Capital Plan is in keeping with the Agency's commitment to building reliable creative spaces for Toronto and Canada, inspirational homes for the artists today and exciting places for aspiring artists of the future.

#### Health and Safety

- Major Health and Safety projects include:
  - Vertical Transportation (\$1.479 million) The freight and lounge elevator systems have never been replaced since 1959 when the Sony Centre was constructed. Due to the limited availability of replacement parts, these equipment will become obsolete in the coming years. Modernizing these equipment now will prevent unexpected outages and service disruptions.
  - > Theatre Systems and Equipment (\$0.368 million) Funding is required to replace the fire curtain as it has now exceeded its recommended replacement cycle.

#### Legislated

- Major Legislated projects total \$3.660 million or 42.0% of the total 10-Year Capital Plan's expenditures.
  - ➤ AODA Audit (\$3.600 million) Funding is made available to ensure full AODA compliance for the Sony Centre. Sony Centre is currently undertaking a comprehensive AODA study to be completed in time to inform the actions required to address outstanding AODA deficiencies starting in 2019.
  - > Theatre Systems and Equipment (\$0.060 million) The Ontario Building Code requires that the Sony Centre install new assistive listening systems for those patrons who are hearing-impaired.

#### State of Good Repair (SOGR)

- SOGR projects account for \$2.277 million or 26.1% of the total 10-Year Capital Plan's investments and provides funding for the following projects:
  - ➤ Electrical Systems (\$0.326 million) The motor control centre is due for a replacement as per the recommended replacement cycle. The motor control centres provide power supply to equipment and mechanical rooms.
  - ➤ Theatre Systems and Equipment (\$0.100 million) The original project cost of \$0.365 million was revised down to \$0.100 million as a result of cost savings without changing the original scope of work. This project includes installing moving light fixtures, improving audio systems and creating a 'video wall' in the lower lobby. These enhancements will make Sony Centre more attractive for corporate events and promotional activities.
  - ➤ Building Envelope (\$1.006 million) This project, at a cost of \$0.689 million will replace the roofs of the stage tower, mezzanine, east canopy, and vestibule. The balance of funding, \$0.317 million, is dedicated to replacing the insulated glass units within the building as it has exceeded its replacement cycle.
  - ➤ Mechanical Systems (\$0.642 million) This project provides funding for the air handing unit repair to ensure consistent air flow throughout the building and upgrade the existing building automation system as the control system has become obsolete.
  - > Structure (\$0.203 million) The building condition audit calls for immediate repairs of the stage roof soffit to remove the loose concrete and repair the damaged areas of the roof soffit.

#### 2018 - 2027 Capital Budget & Plan by Funding Source

Chart 3 below summarizes the funding sources included in the 2018 - 2027 Capital Budget and Plan for Sony Theatre for the Performing Arts.

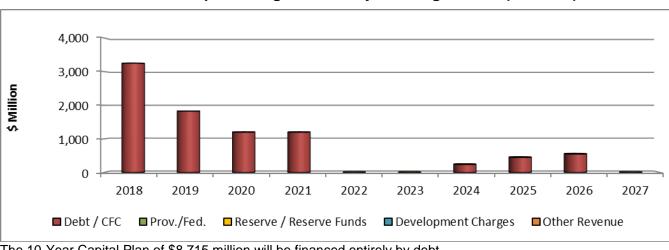


Chart 3
2018 - 2027 Capital Budget & Plan by Funding Source (In \$000s)

The 10-Year Capital Plan of \$8.715 million will be financed entirely by debt.

• Debt funding for this Agency is above the 10-year debt affordability target of \$2.750 million, given the additional funding provided to Sony Centre to address such critical Legislated and Health and Safety related projects as the *AODA Audit* and the elevator modernization work.

#### 10-Year Capital Plan: Net Operating Budget Impact

There are no net operating budget impacts or temporary capital project delivery positions arising from the approval of Sony Centre's 10-Year Capital Plan. Contributions from the Facility Fee Reserve Fund or the Operating Budget provide for minor capital projects as needed



## **Toronto and Region Conservation Authority**

#### **2018 OPERATING BUDGET OVERVIEW**

Toronto and Region Conservation Authority (TRCA) protects, restores and celebrates the natural environment and the ecological services the environment provides in Toronto and the Toronto region through the development and application of watershed plans, innovative environmental science and education programs.

#### 2018 Operating Budget Highlights

The Tax-Supported cost to deliver this service to Toronto residents in 2018 is \$3.651 million while the Rate-Supported cost is \$4.952 million for a total City cost of \$8.602 million, as shown below:

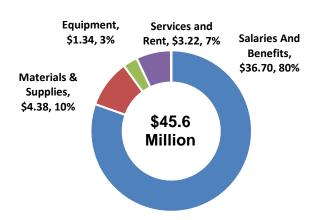
(in \$000's )	2017	2018	Change			
( \$555.5)	Budget	Budget	\$	%		
Gross Expenditures	44,819.0	45,631.0	812.0	1.8%		
Revenues	36,426.7	37,028.9	602.2	1.7%		
Total Net						
Expenditures	8,392.3	8,602.1	209.8	2.5%		
Less: Toronto Water Contribution	4,831.0	4,951.8	120.8	2.5%		
Tax Supported	3,561.3	3,650.3	89.0	2.5%		

TRCA's Operating Budget is also approved by other partner municipalities- Regions of York, Peel and Durham, Town of Mono and the Township of Adjala-Tosorontio)

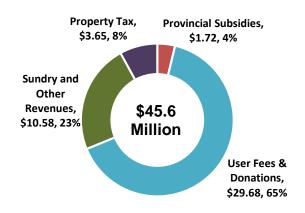
## 2018 Operating Budget By Service (\$M)



#### By Expenditure Category (\$M)



#### By Funding Source (\$M)

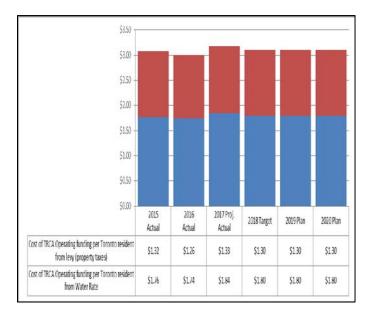


#### **Fast Facts**

- TRCA was formed in 1957 under the Conservation Authorities Act.
- Today, TRCA owns almost 45,000 acres of land in the Toronto region, employs more than 440 full time employees and coordinates more than 3,000 volunteers each year.
- TRCA takes care of nine watersheds and the Lake Ontario shoreline, in partnership with municipalities, the Province of Ontario, and other stakeholders
- City of Toronto funds the TRCA Operating costs from revenue from the sale of water and property taxes. TRCA also receives funding from Regions of York, Peel and Durham, Town of Mono and the Township of Adjala-Tosorontio

#### Trends

- In 2017, TRCA issued 1,200 development permits and 80 violations. In 2017, TRCA will have 360 Environmental Assessment (EA) studies in progress and will plant 300,000 native trees/shrubs.
- Attendance at the Black Creek Pioneer Village increased from 126,313 in 2016 to 141,000 in 2017.
- The combined cost per Toronto resident increased modestly from \$3.00 in 2016 to \$3.17 in 2017, although is targeted to be \$3.10 in 2018 and future years.



#### **Our Key Issues & Priority Actions**

#### User Fees & Revenue Shortfalls

- ✓ External factors impacting revenue sources such as teacher job actions or unfavourable weather can impact attendance for TRCA parks, Black Creek Pioneer Village and Kortright Centre.
- Maintaining the visitor experience at Black Creek Pioneer Village, while experiencing revenue shortfalls from educational programming.
- ✓ The 2018 Operating Budget does not recommend any budget reductions to Black Creek Pioneer Village.

#### Increase in Planning and Development Activity

- ✓ Additional staff in Planning and Development Section are needed to meet service level demands for development reviews
- √ The 2018 Operating Budget includes an increase of \$1.823 million for salaries and benefits, inclusive of new hires, inflation, and COLA.
- Asset management Aging Infrastructure requiring additional resources to service and maintain.
  - √ The 2018 Operating Budget includes an increase of \$0.201 million for vehicle and equipment maintenance.

#### **Key Service Deliverables for 2018**

The 2018 Operating Budget ensures the continuation of the service levels provided by TRCA, including:

- Managing public use programs and facilities used by over 550,000 visitors, and Black Creek Pioneer Village used by over 140,000 visitors.
- Managing, protecting, and restoring water in 9
  watersheds and land resources on 45,000 acres (of
  which 12,000 acres are in Toronto) and encouraging
  environmentally friendly practices and development
  progress on the Waterfront projects
- Delivering administrative services to meet regulatory compliance and organizational and governance requirements.
- Initiating major studies including the capital asset management plan; and an update of the Master Plan for Acquisition.

#### 2018 Operating Budget and Plan by Service

	20	017	2018	Operating E	Budget			Inc	rement	al Chan	ge
		Projected		New/	Total	2018 v	s. 2017	20	19	20	20
(In \$000s)	Budget	Actual	Base	Enhanced	Budget	Budget	Change	Pla	an	Plan	
By Service	\$	\$	\$	\$	\$	\$ %		\$	%	\$	%
Toronto & Region Conservation	Authority										
Gross Expenditures	44,819.0		45,631.0	0.0	45,631.0	812.0	1.8%	657.2	1.4%	667.6	1.4%
Revenue	41,257.7		41,980.7	0.0	41.980.7	723.0	1.8%	565.3	1.3%	574.3	1.3%
Net Expenditures	3,561.3	0.0	3,650.3	0.0	3,650.3	89.0	2.5%	91.9	2.5%	93.3	2.5%
Total											
Gross Expenditures	44,819.0	0.0	45,631.0	0.0	45,631.0	812.0	1.8%	657.2	1.4%	667.6	1.4%
Revenue	36,426.7	0.0	41,980.7	0.0	41,980.7	5,554.0	15.2%	565.3	1.3%	574.3	1.3%
Total Net Expenditures	8,392.3	0.0	3,650.3	0.0	3,650.3	(4,742.0)	(56.5%)	91.9	2.5%	93.3	2.5%
Less: Toronto Water Contribution	4,831.0							•			
Tax Supported	3,561.3	0.0	3,650.3	0.0	3,650.3	(4,742.0)	(133.2%)	91.9	2.5%	93.3	2.5%
Approved Positions	426.6		441.0	0.0	441.0	14.4	3.4%	2.5	0.6%	0.0	

The Toronto and Region Conservation Authority's 2018 Operating Budget is \$45.631 million gross and \$8.602 million net, representing a 2.5% increase from the 2017 Approved Net Operating Budget. This increase is 2.5% or \$0.210 million exceeds than the budget reduction target of 0% as set out in the 2018 Operating Budget Directions approved by Council. No additional reductions are included as these would have a major service impact to the TRCA's delivery of Black Creek Pioneer Village programming.

- Base pressures are mainly attributable to salary and benefits increases of \$1.823 million and vehicle and equipment cost increases of \$0.200 million.
- To help mitigate these pressures, TRCA was able to adjust revenues by \$1.987 million, including an increase in the contribution from Toronto Water of \$0.121 million or 2.5%. Additionally, TRCA was able to increase revenues by \$0.900 through planning fees due to an increase in volume.
- The 2018 Operating Budget will result in Toronto Region and Conservation Authority increasing its total staff complement by 2.5 positions from 438.5 to 441.
- The 2019 and 2020 Plan increases are primarily attributable to inflationary increases for salaries and benefits.

The 2018 Operating Budget of \$8.602 million net has two main funding sources: a contribution from Toronto Water's rate-supported Operating Budget of \$4.952 million and the balance of \$3.650 million which is funded from property taxes.

These funding sources have been established by City Council as the TRCA Operating Budget is related to source water protection and as such, financed by water user rate revenue. The types of activities identified as eligible for water rate funding included watershed management, watershed strategies, resource science, environmental services, program administration and enforcement and security.

#### **Program Map**

#### **Toronto and Region Conservation Authority**

Toronto and Region Conservation Authority is committed to protecting, restoring and celebrating the natural environment in the Toronto region through the development and application of watershed plans, innovative environmental science and educational programs

#### Watershed Health

#### Purpose:

To maintain and improve the health of watersheds and lake Ontario waterfront by developing integrated policies, strategies and analyzing climate change effects

#### Education and Recreation

#### Purpose:

To Improve awareness and understanding relating to environment, conservation and sustainability issues through formal and non-formal education and to provide memorable experiences for guests in a nature-based setting

#### Planning and Sustainable Communities

#### Purpose:

To provide administrative and legislative input to develop partnerships and build sustainable communities by addressing neighbourhood specific eco-efficiencies (water, energy, waste and GHG emissions)

Legend:		
	Program	Activity
	Service	

#### Service Customer

#### Watershed Health

- Local Municipalities
- Government Agencies
- Businesses / Associations
- Volunteers
- Indirect (Beneficial)
- General Public
   Residents
- Other Levels of Government

#### Education and Recreation

- · Residents and families
- Visitors (Domestic & International)
- Schools and Students
- Youth
- New Immigrants
- Community Groups
- Volunteers
- Indirect (Beneficial)
- General Public
- · Other Levels of Government
- · Businesses / Business Associations

#### Planning and Sustainable Communities

- · Local Municipalities
- Government Agencies
- Residents
- · Community Groups
- Volunteers
- Indirect (Beneficial)General Public
- Other Levels of Government

#### What We Do

#### Watershed Health

- Maintain Flood Management Services.
- Maintain tree planting and restoration activities throughout the region.
- > Initiate major studies including the capital asset management plan, and update the Master Plan for Land Acquisition.
- Produce, release and undertake activities to promote and develop the scope of work for the next generation of watershed plans and the Living City Report Card.
- > Continue development and implementation of the Restoration Opportunities Bank for priority sites.

#### Education and Recreation

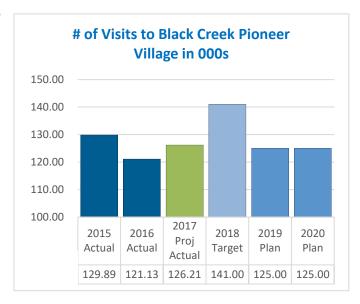
- Continue to increase attendance for youth and children education visitations to Black Creek Pioneer Village and Education Field Centres.
- Create memorable experiences for guests in nature-based settings, while increasing attendance to all Conservation Areas through a variety of programming.
- > Design and deliver family and community program offerings under the five themes of recreation, culture, festivals, play and nature/environment.

#### Planning & Sustainable Communities

- Further conservation activities including education, stewardship, training and placement of internationally trained professionals, community transformation research, planning and programs, and restoration activities.
- Improve services to clients and increase efficiency through upgrades to Information Technology systems, Environics and the use of web based and mobile services.
- Implement an integrated watershed-based approach to planning and permit review that adds value to existing and future policy frameworks and aligns with sustainable community objectives.
- Maintain TRCA's high level of technical expertise.
- > Implement new financial processes (CPR Database) that will increase efficiency and improve financial reporting to both staff and clients.
- Maintain or improve service delivery standards for planning and permit applications.

#### **Black Creek Pioneer Village**

- Attendance at Black Creek Pioneer Village is subject to many factors including weather conditions and seasonal fluctuations.
- Attendance is expected to increase in 2018 with the opening of the Black Creek Pioneer Village subway station in December, 2017.





## **Toronto and Region Conservation Authority**

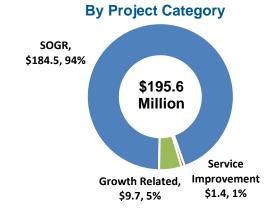
#### 2018 – 2027 CAPITAL BUDGET & PLAN OVERVIEW

TRCA has stewardship of assets which are comprised of land, land improvements, buildings, infrastructure and capital work-in-progress in the Don, Rouge, Highland, Etobicoke, Mimico and Humber watersheds, as well as along the waterfront. On a watershed by watershed basis, the mandate of the TRCA spans from flood management, to safeguarding water quality, to protecting aquatic communities to ensuring ecological integrity. TRCA, together with its partners in the community, will continue working towards transforming the Toronto region into a Living City by working to create a healthy and resilient landscape, to ensure the health and well-being of all residents.

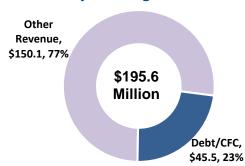
Approximately \$184.525 million or 92.7% of funding included in the 2018 – 2027 Capital Budget and Plan is allocated to State of Good Repair projects to provide funding for major maintenance of existing waterfront erosion control structures, environmental rehabilitation, watershed monitoring and management, facilities retrofit, and damage caused by high intensity and localized storms.

The 10-Year Capital Plan also allocates \$11.053 million or 5.5% of total funding for *Waterfront Planning* (\$1.350 million) and the *Long Term Accommodation Project* (\$9.703 million) for a total 10-year investment of \$199.078 million.

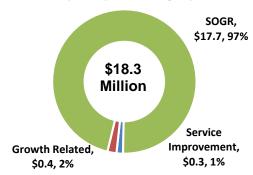
#### 2018 - 2027 Capital Budget & Plan



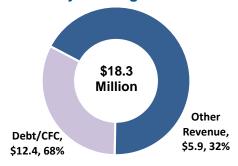
#### **By Funding Source**



#### **By Project Category**







#### **Our Key issues & Priority Actions**

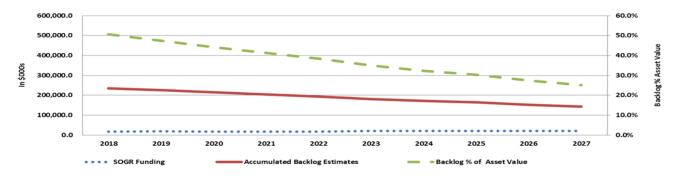
- Develop a 10-Year State of Good Repair Plan to support the planned transformation of Black
   Creek Pioneer Village funded by a long term \$12 million campaign led by the Living City
   Foundation, the fundraising and charitable arm of the TRCA, supported by the \$8.010 million in the 10-year plan.
- Long Term Accommodation Plan TRCA plans to complete construction of its new administrative building by 2021 with a total TRCA cost of \$70.0 million over 30 years, with Toronto's share of \$31.859 million, including interest. This new facility will reduce operating costs, while helping TRCA to deliver the best possible customer service and support, and will serve as a living example of green building best practices.
- Funding for waterfront infrastructure repair has not kept pace with emerging need. This requires significant capital investment and options for funding to be considered. In 2018, an additional \$2.2 million has been added to waterfront projects.

#### **Capital Deliverables for 2018**

- The 2018 Capital Budget for Toronto and Region Conservation Authority of \$18.330 million, excluding carry forward funding will enable the TRCA to continue:
- Critical Erosion & Flood works (\$8.0 million) to address critical erosion control needs and damage caused by various storms.
- Living City Action Plan & Greenspace Acquisition (\$3.087 million) for monitoring and re-naturalization of watercourses, water quality and habitat improvements.
- Waterfront & Valley Erosion Control (\$2.150 million) for valley and shoreline erosion protection initiatives.
- Waterfront Development (\$1.473 million) for site preparation and monitoring at various waterfront sites.
- Black Creek Village Retrofit (\$2.671 million) to address the backlog of restoration and major maintenance repair to the hydro and HVAC systems.
- TRCA Administrative Infrastructure and Information Technology Improvements (\$0.591 million) for facility retrofits and to upgrade and replace TRCA's information systems.
- TRCA Long Term Accommodation Project (\$0.358) for the detailed design and construction.

#### State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of \$184.525 million for State of Good Repair to address TRCA's backlog. The SOGR backlog as a % of asset replacement value will decrease from 50.5% in 2018 to 25.0% in 2027 based on planned investments.



The following table details all capital projects, by category, included in the 2018 – 2027 Capital Budget and Plan for Toronto and Region Conservation Authority:

Table 3
2018 - 2027 Capital Plan by Project Category (In \$000s)

	2018 Budget	2019 Plan	2020 Plan	<b>2</b> 0 <b>21</b> Plan	<b>2022</b> Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total	Total Project Cost
Total Expenditures by Category												
State of Good Repair												
Greenspace Land Acquisition	64	64	64	64	64	64	64	64	64	64	640	
Waterfront & Valley Erosion Control	2,150	1,600	1,600	1,600	1,600	2,420	2,420	2,420	2,420	2,420	20,650	
Black Creek Pioneer Village Retrofit	2,671	2,371	371	371	371	371	371	371	371	371	8,010	
Living City Action Plan	3,023	3,133	3,245	3,360	3,478	3,599	3,723	3,850	3,980	4,114	35,505	
Waterfront Development	1,203	1,153	1,153	1,153	1,153	1,423	1,423	1,423	1,423	1,423	12,930	
TRCA - Administrative Infrastructure	322	322	322	322	322	322	322	322	322	322	3,220	
TRCA Information Technology	257	257	257	257	257	257	257	257	257	257	2,570	
Critical Erosion & Floodworks - Enhancements	8,000	9,500	9,500	9,500	9,500	11,000	11,000	11,000	11,000	11,000	101,000	
Sub-Total	17,690	18,400	16,512	16,627	16,745	19,456	19,580	19,707	19,837	19,971	184,525	-
Service Improvements												
Waterfront Development	270	270	270	270	270						1,350	
Sub-Total	270	270	270	270	270	-	-	-	-	-	1,350	-
Growth Related												
Menno-Reesor Restoration	1,500	2,000									3,500	3,500
Long Term Accommodation Project	370	394	446	476	507	1,502	1,502	1,502	1,502	1,502	9,703	39,200
Sub-Total	1,870	2,394	446	476	507	1,502	1,502	1,502	1,502	1,502	13,203	42,700
Total Expenditures by Category (excluding carry												
forward)	19,830	21,064	17,228	17,373	17,522	20,958	21,082	21,209	21,339	21,473	199,078	42,700

#### 2018 - 2027 Capital Projects

The 10-Year Capital Plan supports Toronto and Region Conservation Authority's objective of creating a Living City, which encompasses flood protection, erosion control, waterfront regeneration, acquisition of environmentally significant properties and environmental rehabilitation.

#### State of Good Repair (SOGR)

- SOGR projects account for \$184.525 million or 92.7% of the total 10-Year Capital Plan's expenditures.
  - > Greenspace Land Acquisition (\$0.640 million): This project provides funding for the acquisition of small, environmentally significant land parcels within the watershed of the City; as well as funds surveys, appraisals and staff work on lands acquired through the development process, routine easements and right of way.
  - Waterfront and Valley Erosion Control (\$20.650 million): This funding will ensure the annual inspection of known erosion hazard sites, as well as valley and shoreline erosion protection initiatives at a number of sites within Toronto, including Lake Ontario shoreline, which pose risks to residential dwellings, commercial and industrial buildings, public greenspace and infrastructure.
  - Black Creek Pioneer Village Retrofit (\$8.010 million): This project funding is to address urgent aging infrastructure and accessibility issues at the Black Creek Pioneer Village and carrying out patio repairs and gallery improvements at the Visitors' Centre. In 2018 and 2019, the electrical and HVAC systems will be replaced.
  - ➤ Living City Action Plan (\$35.505 million): The project funds the monitoring and re-naturalization of watercourses, water quality and habitat improvements at sites in the Don, Rouge, Highland, Etobicoke, Mimico and Humber watersheds. This project also funds channel maintenance, flood control works and

- watershed plans, Canada Goose Management and Migratory Bird Corridor Programs and the Toronto Waterfront Terrestrial and Aquatic Program.
- > Waterfront Development (\$12.930 million): The project provides funding for site planning, preparation and monitoring at various waterfront sites including Tommy Thompson Park water quality monitoring, as well as the dredging of the Keating Channel and Ashbridges Bay/Coatsworth Cut.
- TRCA Administrative Infrastructure (\$3.220 million): The project funds the refurbishing and repairs to various TRCA administrative facilities, using green technologies where possible.
- > TRCA Infrastructure Technology (\$2.570 million): The project funds upgrades and replacement of TRCA's servers and network devices and operating systems to ensure adequate capacity and integration of databases and other tools to enhance service delivery, as well as upgrade the existing phone system.
- Critical Erosion and Floodworks Water Funded Enhancements (\$101.000 million): This project will enable TRCA to acquire or implement erosion control works to protect a number of properties that were deemed at risk through detailed geotechnical investigations, to carry out flood control channel maintenance work at the Yonge-York Mills Channel, Black Creek Channel as well as Sheppard and Malvern Channels; and to address damage to city-wide private and public property caused by various storms. The project also provides funding for remedial erosion control work for the Gibraltar Point as a result of the extreme flooding, protection of property and existing infrastructure against the hazards of river erosion and slope instability; as well as erosion control and floodworks identified through annual inspections.

#### Service Improvements

- Service Improvement projects account for \$1.320 million or 0.7% of the total 10-Year Capital Plan's spending.
  - > This funding is entirely allocated to the waterfront parkland development at Tommy Thompson Park.
  - > TRCA has provided interim management for Tommy Thompson Park since 1977. In 2018, additional land will be transferred to the TRCA from the Ministry of Natural Resources and Forestry for inclusion into the park. Along with the addition of these lands, TRCA will open the park to the public on additional week days and weekends.
  - ➤ In 2018, these lands transferred to the TRCA will also be placed under the management agreement with the City of Toronto similar to the existing Tommy Thompson Park.

#### Growth Related

- Growth Related projects total \$13.203 million or 6.6% of the total 10-Year Capital Plan's planned investments.
  - Long Term Accommodation Plan—The construction of the new TRCA administrative offices has a total project cost of \$70.0 million that will be cost-shared among all partner municipalities. The City's share of the project is \$31.859 million. An additional \$0.462 million in interest is budgeted to cover the TRCA's financing cost for Toronto's share until the additional debt capacity to accommodate the increased contributions is made available in 2023.
  - The Menno Reesor Restoration Project with funding of \$3.500 million from the Tree Canopy Reserve Fund will provide high quality habitat restoration, grading, fencing, access and landscaping work, and plant 100,000 trees on the 27 hectares formerly known as the Runnymede site.

#### 2018 - 2027 Capital Budget & Plan by Funding Source

Chart 3 below summarizes the funding sources included in the 2018 - 2027 Capital Budget and Plan for Toronto and Region Conservation Authority:

25,000 20,000 \$ Million 15,000 10,000 5,000 0 2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 ■ Debt / CFC ■ Prov./Fed. ■ Reserve / Reserve Funds ■ Development Charges ■ Other Revenue

Chart 3
2018 - 2027 Capital Budget & Plan by Funding Source (In \$000s)

The 10-Year Capital Plan of \$199.078 million cash flow funding will be financed by the following sources:

- Debt accounts for \$44.900 million or 22.6% of the financing over the 10-year period.
  - ➤ The 10-year debt affordability targets allocated to this Program has been exceeded by \$4.9 million in order to fund emergency hydro and HVAC repairs needed at Black Creek Pioneer Village (\$4.3 million) and to address additional critical erosion work (\$0.600 million) due to the extreme flooding in the Spring of 2017.
  - The balance of the debt funding is dedicated to SOGR, Service Improvement and Growth related projects including:
    - Waterfront and Valley Erosion Control
    - Retrofits and upgrades to the Visitor Centre at Black Creek Pioneer Village.
    - Waterfront Development Projects; and
    - Long Term Accommodation Project.
- Water rate funding, which accounts for \$150.095 million or 75.7% will be utilized for critical erosion control projects, floodworks and major maintenance on the waterfront, including the following projects in 2018:
  - Greenspace Land Acquisition
  - Living City Action Plan
  - Waterfront & Valley Erosion Control
  - Waterfront Development
  - Critical Erosion, including Gibraltar Point Erosion
- Reserve funding of \$3.500 million or 1.8% will support the Menno-Reesor Restoration Project and will be funded from the Tree Canopy Reserve Fund for site restoration, including planting 100,000 trees.

#### **10-Year Capital Plan: Net Operating Budget Impact**

## Table 5 Net Operating Impact Summary (In \$000s)

		2012		2013			2014 2015					2016			Spendinging		2017		
			Spending			Spending			Spending			Spending			Spending	Rate 5 Year			Spending
			Rate			Rate			Rate			Rate			Rate	2012-2016		Projected	Rate
Category	Budget	Actual	%	Budget	Actual	%	Budget	Actual	%	Budget	Actual	%	Budget	Actual	%	Avg. %	Budget	Actual *	%
SOGR	7,225	7,225	100.0%	8,060	8,060	100.0%	13,650	13,650	100.0%	13,729	13,729	100.0%	13,851	13,851	100.0%	100.0%	14,713	14,713	100.0%
Service Improvement	-	-		1,087	1,087	100.0%	320	320	100.0%	320	320	100.0%	320	320	100.0%	100.0%	240	240	100.0%
Growth Related	-	-															334	334	100.0%
Total	7,225	7,225	100.0%	9,147	9,147	100.0%	13,970	13,970	100.0%	14,049	14,049	100.0%	14,171	14,171	100.0%	100.0%	15,287	15,287	100.0%

<sup>\* 2017</sup> Projection based on the 2017 Q3 Capital Variance Report



## **Toronto Atmospheric Fund**

#### **2018 OPERATING BUDGET OVERVIEW**

Toronto Atmospheric Fund (TAF) assists in slowing global climate change and improving air quality.

TAF collaborates with non-government organizations, governments, corporations, official committees, neighbourhood organizations, universities, public and private schools, investors and other stakeholders to demonstrate, de-risk, and help advance social, financial, policy and technological innovations that reduce air pollution and greenhouse gas emissions. TAF's ultimate goal of reducing carbon emissions by 80 per cent by 2050 in the Greater Toronto and Hamilton Area – informs all actions. This target isn't simply another milestone. It's a vision for a climate-smart urban region that functions within its environmental means and is a leader among climate-friendly urban centres around the world.

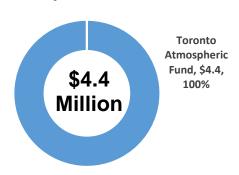
#### 2018 Operating Budget Highlights

The total cost to deliver these services to Toronto residents is \$4.400 million gross and \$0 million net as shown below:

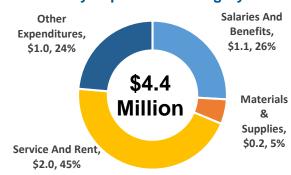
	2017	2018 —	Change				
(in \$000's)	Budget	Budget					
			\$	%			
Gross Expenditures	3,710.0	4,400.0	690.0	18.6%			
Revenues	3,710.0	4,400.0	690.0	18.6%			
Net Expenditures	0.0	0.0	0.0	0.0%			

#### 2018 Operating Budget

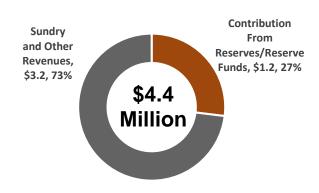
#### **By Service**



#### **By Expenditure Category**



#### **By Funding Source**



#### **Fast Facts**

- Over the past 26 years, TAF has provided over \$60 million in grants and financing support to the City of Toronto and its residents and businesses to reduce air pollution and GHG emissions.
- TAF co-managed the development of, TransformTO, a plan approved by City Council for how the City achievement of its GHG reduction targets of 30% by 2020 and 80% by 2050.
- TAF received a \$17 million endowment fund from the Province of Ontario in 2016, which expands TAF's urban climate solutions mandate to the Greater Toronto and Hamilton Area (GTHA).
- Toronto Atmospheric Fund has been rebranded under the operating name The Atmospheric Fund as approved by Council as part of approval of the Transfer Payment Agreement with the Province in October 2016.

#### **Trends**

- TAF's marketable investments portfolio has an average return of 14% over 2013 - 2016. The annual revenue projection is based on a 5.5% return to be conservative.
- TAF continues to attract external revenues for specific projects from various external sources.
- Over the long-term, TAF's Stabilization Fund mitigates exposure to the variability of investment earnings from year to year. The Council-approved policy guides TAF's investments, including marketable securities and direct investment in mandate-aligned projects.

#### Portfolio Average Yield (%)



#### Our Key Issues & Priority Actions

- Organizational development to deliver Service Objectives:
  - Enhance capacity to implement programs, including the GTHA, by adding 2 core positions in 2019 and utilizing contract employees
  - Improve working environment through renovation of premises and IT services
- Leverage success and City of Toronto leadership role:
  - Increase profile and recognition, leveraging TAF's accomplishments and expansion
  - Share TAF's model, insights and expertise
  - Attract additional resources to enhance impact

#### Key Service Deliverables for 2018

The 2018 Operating Budget will enable TAF to:

- Expand TAF's capacity to operate throughout the Greater Toronto and Hamilton Area (GTHA) to address regional opportunities for GHF reduction.
- Design, develop and implement the Business Plan, including TowerWise, advancing TransformTO, impact investing and financial innovation.
- Provide support and funding for projects related to energy efficiency, global climate stabilization and air quality improvement in co-operation with non-government organizations, governments, industries, corporations, official committees, neighbourhood organizations, universities, and public and private schools.
- Administer/manage a diversified investment portfolio with oversight by TAF's Board and Investment Committee.
- Continue to generate substantive ideas, stimulate collaborations, and engage more stakeholders to envision and implement lowcarbon solutions in Toronto.
- Support TAF's Board and Committees who provide good governance and accountability to the City of Toronto, Province of Ontario, and other supporters.

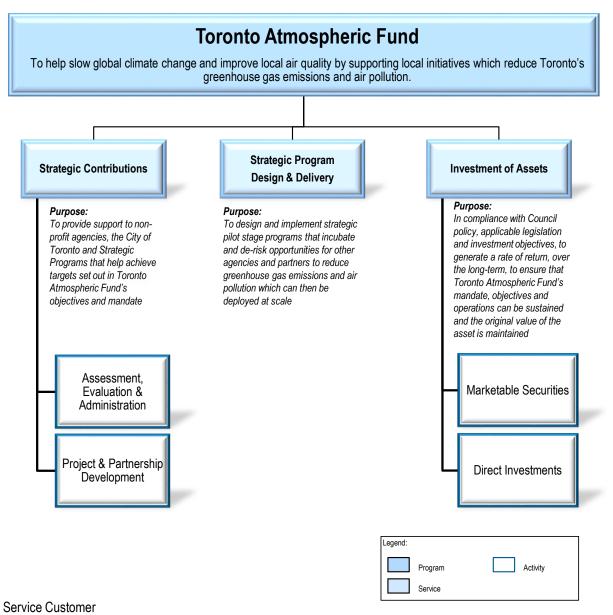
#### 2018 Operating Budget and Plan by Service

	20	17	2018 Operating Budget				Incremental Change			)	
		Projected		New/	Total	2018 vs. 20	17 Budget	20	19	20	20
(In \$000s)	Budget	Actual	Base	Enhanced	Budget	Chai	nge	Pla	ın	Pla	an
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Toronto Atmospheric	Fund										
Gross Expenditures	3,710.0	3,710.0	4,400.0	0.0	4,400.0	690.0	18.6%	280.0	6.4%	70.0	1.5%
Revenue	3,710.0	4,280.0	4,400.0	0.0	4,400.0	690.0	18.6%	280.0	6.4%	70.0	1.5%
Net Expenditures	0.0	(570.0)	0.0	0.0	0.0	0.0	-	0.0		0.0	
Total											
Gross Expenditures	3,710.0	3,710.0	4,400.0	0.0	4,400.0	690.0	18.6%	280.0	6.4%	70.0	1.5%
Revenue	3,710.0	4,280.0	4,400.0	0.0	4,400.0	690.0	18.6%	280.0	6.4%	70.0	1.5%
Total Net Expenditures	0.0	(570.0)	0.0	0.0	0.0	0.0		0.0		0.0	
Approved Positions	10.0	10.0	10.0	0.0	10.0	0.0		2.0	20.0%	0.0	

TAF's 2018 Operating Budget is \$4.400 million gross and \$0 million net, representing an increase of \$0.690 million or 18.6% to the 2017 Approved Gross Operating Budget.

- Base pressures are mainly attributable to increases in program delivery costs due to the expanded mandate to operate throughout the Greater Toronto and Hamilton Area (GTHA).
- The above pressures have been offset by increased investment income (including revenues from marketable securities and direct investments in energy efficiency retrofit projects) and external fundraising.
- The 2019 and 2020 Plan increases are attributable to the projected need for 2.0 additional positions and the salary and benefit increases for COLA and Progression Pay, which will be offset by the additional investment income from TAF's larger endowment fund and external fundraising.

#### **Program Map**



#### Strategic Contributions

- Staff City Divisions
- Staff Agencies and Boards
- Non-Profit Organizations
- Public Sector Institutions

#### Indirect (Beneficiary)

- Residents
- Businesses
- Institutions and non-profit organizations

#### Strategic Program Design & Delivery

- Staff City Divisions
- Staff Agencies and Boards
- High Rise Property Management
- Non-Profit Organizations
- Public Sector Agencies
- Fleet Managers & Suppliers
- Provincial & Federal Governments

#### Indirect (Beneficiary)

- Residents
- Businesses
- Institutions and non-profit organizations

#### Investment of Assets

- Staff City Divisions
- Chief Financial Officer
- Investment Management Firms
- Businesses with low-Carbon projects
- Provincial & Federal Governments

#### Indirect (Beneficiary)

- Residents Businesses
- Institutions and non-profit organizations



### **Toronto Parking Authority**

#### **2018 OPERATING BUDGET OVERVIEW**

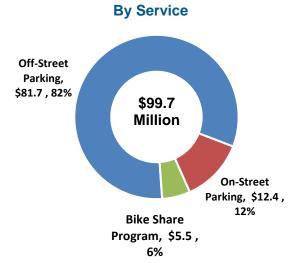
The Toronto Parking Authority (TPA) exists to provide safe, attractive, self-sustaining, conveniently located and competitively priced off-street and on-street public parking as an integral component of Toronto's transportation system. It also manages the Bike Share Program.

#### 2018 Operating Budget Highlights

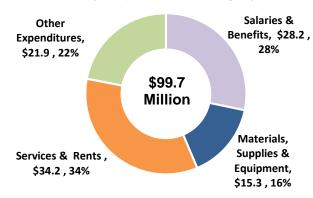
The 2018 Operating Budget for Toronto Parking Authority of \$99.662 million in gross expenditures provides funding for three services: On-Street Parking; Off-Street Parking; and, Bike Share Program. The total cost to deliver these services to Toronto residents is \$99.662 million gross and will bring in \$166.2 million in revenue as shown below:

(in \$000's)	2017	2018	Change		
(111 \$000 S)	Budget	Budget	\$	%	
Gross Expenditures	96,009.6	99,662.1	3,652.5	3.8%	
Revenues	159,423.9	166,200.3	6,776.4	4.3%	
Net Expenditures	(63,414.3)	(66,538.2)	(3,123.9)	(4.9%)	

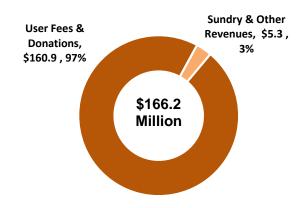
#### 2018 Operating Budget



#### **By Expenditure Category**



#### **By Funding Source**



#### **Fast Facts**

- 22,000 off-street parking spaces at approximately 250 facilities.
- 19,000 on-street parking spaces.
- Approximately 18,000 parking spaces operated for third parties including Toronto Transit Commission (TTC), Exhibition Place, Toronto Community Housing Corporation, and Parks, Forestry and Recreation.
- The Bike Share system fleet has approximately 2,750 bicycles using 270 stations throughout the City of Toronto.

#### **Trends**

- The TPA has seen increases in net income per space for both off-street and on-street parking through 2010 to 2013.
- Since 2014, net income per space in both services is on a downward trend, as parking revenues are on decline, mainly due to on-going road construction activities and other road uses, as well as closures of certain carparks.
- The continued utilization of new technologies coupled with change in hours of operations and parking rates is expected to return a greater income per parking space in 2017 and future years.

#### Net Income Per Space for Off-Street and On-Street Parking



#### **Our Key Issues & Priority Actions**

- Innovative and efficient expansion of services by keeping pace with new technologies to increase customer convenience and lower operating costs.
  - ✓ The 2018 Operating Budget continues to allocate funding for the development of a mobile phone payment program allowing for the use of cell phone/smart phone/tablet based technologies.
- Decline in parking revenues due to ongoing City-wide road construction, various special events, loss of on-street spaces and closure of off-street carparks.
  - ✓ TPA continues to collaborate with other City programs in order to minimize negative impacts on both on-street and off-street parking revenues through coordination and information sharing.
- Satisfying short-term parking needs in an environment of increasing land and development costs.
  - ✓ TPA is seeking all opportunities to land values through Joint Venture redevelopment with public and private sectors as a means of funding an increase in parking supply.

#### **Key Service Deliverables For 2018**

The 2018 Operating Budget will enable Toronto Parking Authority to:

- Continue to manage an estimated 19,000 onstreet spaces controlled by solar powered, environmentally friendly pay-and-display technology or single space meters.
- Maintain approximately 22,000 off-street spaces, which include automated and partially automated lots/garages and 187 lots operated with the Green P app and Pay and Display machines.
- Continue to operate, on behalf of the Toronto Transit Commission, roughly 10,000 spaces at their park-and-ride facilities and parking lots.
- Continue to manage spaces for the Parks, Forestry and Recreation Program (2,000 spaces), Toronto Community Housing Corporation (1,200 spaces) and the Exhibition Place (4,800) as well as seasonal parking facilities along the waterfront and other areas in the City.
- Manage the Toronto Bike Share Program which has 2,750 bicycles utilizing 270 stations throughout the City.

**Approved Positions** 

323.5

323.5

328.5

#### 2017 2018 Operating Budget Incremental Change New/ Total 2018 vs. 2017 2019 Projected 2020 Actual (In \$000s) **Budget** Base **Enhanced Budget Budget Change** Plan Plan By Service \$ \$ \$ \$ \$ % \$ % \$ \$ % Off-Street Parking Gross Expenditures 78,707.2 77,503.0 81,695.6 81,695.6 2,988.4 3.8% 1,558.7 1.9% 1,486.7 1.8% 2,995.9 Revenue 103,627.9 100,340.0 102,357.0 102,357.0 (1,270.9)(1.2%)2,757.7 2.7% 2.9% (24,920.7)(22,837.0) (20,661.4) (20,661.4)4,259.3 17.1% (5.8%) (1,509.2) (6.9%)**Net Expenditures** (1,199.1)**On-Street Parking** 12,050.0 (737.4)248.9 2.0% **Gross Expenditures** 13,183.4 12,446.0 12,446.0 (5.6%)253.9 2.0% Revenue 51,677.0 56.627.0 58,733.3 58,733.3 7,056.2 13.7% 1,711.6 2.9% 1,762.9 2.9% **Net Expenditures** (38,493.6) (44,577.0) (46, 287.3)(46, 287.3)(7,793.6)(20.2%)(1,462.7)(3.2%) (1,509.0) (3.2%)**Bike Share Program Gross Expenditures** 4,118.9 3,950.0 5,520.4 5,520.4 1,401.5 34.0% 2,543.6 46.1% 1,614.3 20.0% Revenue 4,118.9 3,260.0 5,110.0 5,110.0 991.1 24.1% 2,510.0 49.1% 1,005.0 13.2% 410.4 8.2% 609.3 137.2% **Net Expenditures** 690.0 410.4 410.4 33.6 Total **Gross Expenditures** 96,009.6 93,503.0 99,662.1 99,662.1 3,652.5 3.8% 4,351.3 4.4% 3,354.9 3.2% 6,979.3 3.3% Revenue 159,423.9 160,227.0 166,200.3 166,200.3 6,776.4 4.3% 4.2% 5,763.9 **Total Net Expenditures** (63,414.3)(66,724.0)(66,538.2)(3,123.9)(4.9%)(2,628.1)(3.9%) (2,409.0) (3.5%)(66,538.2)

#### 2018 Operating Budget and Plan by Service

The Toronto Parking Authority's 2018 Operating Budget is \$99.662 million gross and \$66.538 million in net revenue, representing an increase in net revenue of \$3.124 million or 4.9% as compared to the 2017 Approved Net Operating Budget.

328.5

5.0

1.5%

- Base expenditure pressures totaling \$6.474 million are mainly attributable to non-labour inflationary increases (\$0.953 million); increases in salary and benefit costs (\$0.520 million); and other costs associated with higher usage of parking spaces (\$0.486 million), which are common to both Off-Street and On-Street Parking Services. Additionally, increased rent costs for managed carparks (\$1.991 million); higher repair and maintenance costs (\$1.022 million) in the Off-Street Parking Service, and additional subcontracting fees for operating the expanding Bike Share Service (\$1.402 million) all contribute to increased base pressures.
- Both Off-Street and On-Street Services will experience a loss of revenues, Off-Street Parking Service due to closure of carparks (\$2.694 million) and On-Street Parking Service mostly due to the King Street lane restrictions approved by Council in 2017 (\$0.220 million).
- The above pressures were partially offset by base expenditure savings of \$2.821 million mostly from lower municipal taxes and depreciation costs.
- The Program was also able to achieve \$11.315 million in additional revenues generated from increased demand and adjustments to parking rates and hours of operation, which were approved by Council in 2017, and the opening of new carparks and additional meter locations in the downtown core, fully offsetting all pressures for a net increase in the Program's revenues totaling \$3.124 million).
- Approval of the 2018 Operating Budget will result in the Toronto Parking Authority increasing its total staff complement by 5.0 positions from 323.5 to 328.5. These Off-Street Parking Service positions are required mainly for increased volume of maintenance work in garages.
- The 2019 and 2020 Plans reflect inflationary increases and higher costs resulting from increased parking usage and Bike Share system expansion. Anticipated revenues from increased demand for parking spaces and the Bike Share system ridership, as well as potential revenue loss of investment income are also included in the 2019 and 2020 Plans.

#### **Program Map**

### **Toronto Parking Authority**

Provide safe, attractive, self-sustaining, conveniently located and competitively priced on-street and off-street public parking as an integral part of the City of Toronto's transportation system

#### **On-Street Parking**

#### Purpose:

Provides safe, attractive, clean, convenient, well-maintained, affordable On-Street parking in support of the continued prosperity of the City's communities and local merchants

The Authority manages an estimated 19,300 On-Street spaces controlled by solar-powered pay-and-display technology or single space meters

Innovative GreenP app continues to simplify parking for the City of Toronto at our On-Street and Off-Street lots with continued increased adoption rates and transactions.

#### Off-Street Parking

#### Purpose:

Provides safe, attractive, clean, convenient, well-maintained, affordable Off-Street parking in support of the City's communities

The Authority manages approximately:

- 21,000 Off-Street spaces, which include automated and partially automated lots and garages and 187 lots operated with the GreenP app or Pay and Display machines
- 10,000 spaces at the Toronto Transit Commission park-andride facilities
- 3,000 spaces for the Parks, Forestry and Recreation Program along the waterfront and other areas of the City

#### Bike Share Program

#### Purpose:

Provides convenient access to high quality, well maintained bicycle rentals or urban cycling on a shortterm basis

The Authority manages

- 2,750 bicycles
- 270 docking stations

Legend:		
	Program	Activity
	Service	

#### Service Customer

#### On-Street Parking

- Residents
- Visitors / Tourists
- Local Business Customers

#### Indirect (Beneficial)

- · Staff City Divisions
- · Staff Agencies and Boards

#### Off-Street Parking

- Residents
- Visitors / Tourists
- Local Business Customers

#### Indirect (Beneficial)

- Staff City Divisions
- · Staff Agencies and Boards

#### Bike Share Program

- Residents
- Visitors / Tourists
- Local Business Customers

#### Indirect (Beneficial)

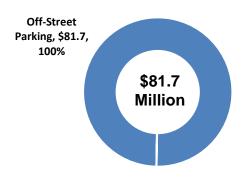
- . Staff City Divisions
- Staff Agencies and Boards

The following section provides the service-based budget by activity and their associated service levels and performance measures.

#### **Off-Street Parking Service**

Off-Street Parking

## 2018 Service Budget by Activity (\$Ms)



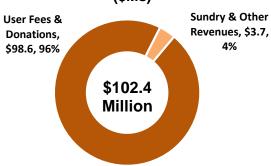
## Net Income Per Space (Off-Street Parking)



#### What We Do

 Provide safe, attractive, clean, convenient, wellmaintained, affordable off-street parking in support of the continued prosperity of the City's communities.

## 2018 Service by Funding Source (\$Ms)



- Starting in 2013 net income per space is on a decline.
- The ability to maintain historical off-street profit margins become more difficult as operating costs continued to grow and more lower-margin managed carparks are added to the portfolio.
- In addition, parking revenues were on a downward trend due to closure of carparks for maintenance and to accommodate other City's development priorities.
- 2017 projected actual and 2018 and 2019 targets, are showing signs of recovery from that trend.

#### 2018 Service Levels Off-Street Parking Service

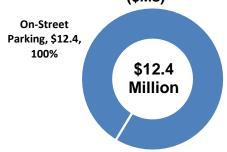
Activity	Sub-Type	Service Level Description	Status	2015	2016	2017	2018
Off-Street Parking	Surface Car Parks	Occupancy of available spaces in established areas	Approved	80%	85%	85%	85%
	Parking Garages	Occupancy of available spaces in established areas	Approved	80%	85%	85%	85%

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Off-Street Parking.

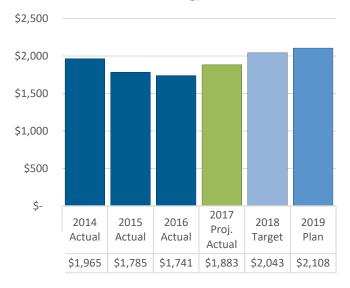
#### **On-Street Parking Service**

# On-Street Parking

## 2018 Service Budget by Activity (\$Ms)



## Net Income Per Space (On-Street Parking)



#### What We Do

Provide safe, attractive, clean, convenient, well-maintained, affordable off-street parking in support of the continued prosperity of the City's communities and local merchants.

## 2018 Service by Funding Source (\$Ms)



- Net income per on-street parking space has grown since 2009. However, since 2014 revenues are on decline, as a result of converting hours of available operation to other road uses and on-going road construction activities.
- The continued utilization of new technologies and efforts to identify new meter locations is expected to return a greater income per parking space.

#### 2018 Service Levels

#### **On-Street Parking Service**

Activity	Service Level Description	Status	2015	2016	2017	2018
On-Street Parking	Occupancy of available spaces in established areas	Approved	80%	80%	80%	80%

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for On-Street Parking.

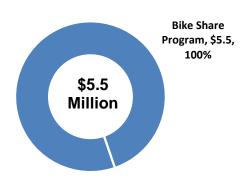
#### **Bike Share Program Service**

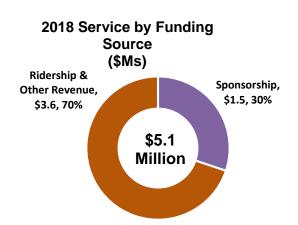
Bike Share Program

#### What We Do

 Provide convenient access to high quality well maintained bicycle rentals to use for urban cycling on a short term basis.

# 2018 Service Budget by Activity (\$Ms)





# **2018 Service Levels**Bike Share Program Service

Activity	Service Level Description	Status	2015	2016	2017	2018
Bike Share Program	Occupancy of rental usage on the available bikes	Approved	70 - 75%	70 - 75%	70 - 75%	70 - 75%

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Bike Share Program.



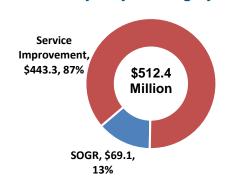
# **Toronto Parking Authority**

#### 2018 - 2027 CAPITAL BUDGET & PLAN OVERVIEW

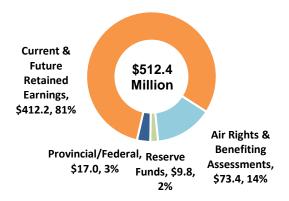
Toronto Parking Authority has stewardship over the City's on-street and off-street parking spaces as well as the Bike Share Program. It manages an estimated 19,000 on-street parking spaces controlled by solar powered pay-and-display technology or single spaced meters. It also maintains approximately 22,000 off-street spaces in over 250 facilities, including 31 parking garages managed by the Toronto Parking Authority, as well as the Bike Share system with a fleet of approximately 2,750 bicycles and 270 docking stations. The total estimated replacement value of the Toronto Parking Authority assets is \$670.0 million.

The 10-Year Capital Plan of \$512.370 million balances infrastructure renewal needs and service improvement projects to meet the forecasted increase in demand for off-street parking, while minimizing service interruptions and revenue losses. The Authority's strategic priorities include continued improvements to customer service through innovative solutions, efficient expansion of services via joint partnership with the private sector, utilization of new technologies to reduce operating costs, and further Bike Share system expansion.

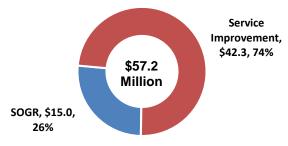
# 2018 - 2027 Capital Budget & Plan By Project Category



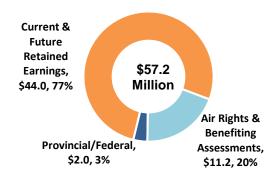
#### **By Funding Source**



#### 2018 Capital Budget By Project Category



#### **By Funding Source**



#### **Our Key issues & Priority Actions**

- Addressing the State of Good Repair
  Backlog estimated to be \$682.788 million at
  2017 year-end (excluding F. G. Gardiner) and
  is anticipated to grow to \$1.513 billion by
  2027.
  - The 10-Year Capital Plan includes funding of \$4.484 billion for SOGR to mitigate some of the growth in the accumulated backlog primarily for major and local roads and the rehabilitation of the F.G. Gardiner Expressway.
- Management of Traffic Congestion in the City as densification in the City of Toronto continues, the demands on the City's road network also increases.
  - The 10-Year Capital Plan includes funding of \$377.408 million for growth related projects, including projects that help manage traffic congestion in areas that have experienced significant growth over recent years.

#### **Capital Deliverables for 2018**

The 2018 Capital Budget for Toronto Parking Authority of \$57.241 million, excluding carry forward funding, will:

- Continue to address ongoing state of good repair projects including structural maintenance and technical upgrades of onstreet and off-street parking facilities (\$14.988 million).
- Deliver continued greening of carparks (\$1.800 million) and elevator upgrades of several carparks (\$4.500 million).
- Continue implementation of pay-and-display unit upgrades (\$2.738 million); expansion of additional levels for Carpark 1(\$1.500 million), and concrete repairs of Carpark 36 at City Hall (\$2.000 million).
- Begin development of several new carparks including 11 Wellesley Street East (\$7.475 million), and Queen/Soho (\$10.000 million).

#### State of Good Repair Backlog

The 10-Year Capital Plan includes \$69.077 million to fund State of Good Repair projects. This funding is sufficient to maintain assets in a current state of good repair and prevent any future backlog.

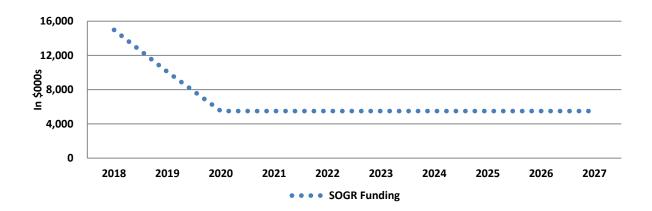


Table 1 below details all capital projects, by category, included in the 2018 - 2027 Capital Budget and Plan for Toronto Parking Authority:

Table 1
2018 - 2027 Capital Plan by Project Category (In \$000s)

	•			· · ·					-				
	Total App'd Cash Flows to Date*	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total	Total a Project Cost
Total Expenditures by Category													
State of Good Repair													
Structural Maintenance & Technology Green Plus (24 projects)		14,988	10,089	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	69,077	69,077
Sub-Total		14,988	10,089	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	69,077	69,077
Service Improvements													,
Harbourfront					10,000							10,000	10,000
Expanded Facilities - Bloor St W (Glendonwynne to Durie)								2,500				2,500	2,500
King/Spadina Re-investment Area (W. of Spadina, Portland to	Bathurst)							12,500				12,500	12,500
Harbord - Spadina to Major Queen St West (Spadina to Bellwoods)					2,250	2,000						2,000 2,250	2,000 2,250
907 Kingston Road - West of Victoria Park (YMCA)					2,230	3,500						3,500	3,500
Queen East - Kippendavie to Lee						3,000						3,000	3,000
Avenue Rd & Davenport								2,500				2,500	2,500
North York Centre - South (Sheppard to Finch)				4,000			40.000					4,000	4,000
Bay/ Lakeshore (Downtown Fringe - South) King/ E. of Spadina - Revitalization SE Corner							10,000 6,000					10,000 6,000	10,000 6,000
St. Clair W - CP 41 (7 Norton) Corso Italia						10,900	0,000					10,900	10,900
Redevelopment of Carpark 12 - JV (30 Alvin)				9,300		,						9,300	9,300
Financial District East of University									10,000			10,000	10,000
St. Lawrence Market North				14,500								14,500	14,500
CP 1 - Addition of 2 Levels Spadina/ Bloor (Redevelopment of CP 231)		1,500						4,000				1,500 4,000	1,500 4,000
College/Dovercourt								4,000		2,000		2,000	2,000
Ronces valles										2,000		2,000	2,000
Queen/ Soho		10,500										10,500	10,500
Avenue, North of Lawrence (186 Caribou CP 421)		33										33	33
CP 15 Redevelopment (JV)			3,680	7,200								7,200 3,680	7,200 3,680
Redevelopment of CP 5 (15 Wellesley) Redevelopment of CP 412			3,000	4,000								4,000	4,000
Redevelopment of CP 224 (34 Hanna)			8,000	1,000								8,000	8,000
Little Italy				3,500								3,500	3,500
1117 Dundas W /Dovercourt CP 204 (1113 Dundas W)				6,900								6,900	6,900
Yonge, S. of Eglinton Redevelopment of CP 411, Roe Ave.								2,500	7,000			7,000 2,500	7,000 2,500
Cabbagetown								2,300		2,400		2,400	2,400
Leslieville (Queen E. of Carlaw/ Coxwell)										4,000		4,000	4,000
Bloor/ Dundas										2,900		2,900	2,900
St. Clair W BIA (Dufferin to Christie)										3,500		3,500	3,500
Metropolitan/ Church (56 Queen East, 51 Bond)					15,000					9 500		15,000	15,000
Bloor/ Bathurst 11 Wellesley		7,475								8,500		8,500 7,475	8,500 7,475
Bessarion Commnunity Centre		7,475		4,000								4,000	4,000
CP 505 Cliveden Re-development		500		,								500	500
50 Wellesley		2,760										2,760	2,760
Distillery/ West Donlands			20,000	050	050							20,000	20,000
Parking Guidance System Installation Yonge & Bloor Provision			250	250	250	21,000						750 21,000	750 21,000
Replacement Plan for Bikelanes			4,700	6,450	6,450	8,500	6,700	6,700	2,000	2,000	2,000	45,500	45,500
Bathurst/ Queens Quay			,	.,	.,	-,		.,	5,000	,	,	5,000	5,000
592 and 598 Gerrard East				500								500	500
St. Patrick CP 221		100	5,060	0.000	0.000	7.500	7.500	F 400				5,160	5,160
CP Provisions due to City Initiatives Carpark Provision - future			3,600 5,000	6,000	6,000	7,500	7,500	5,400 5,000				36,000 10,000	36,000 10,000
Carpark Provision - luture  CP212 / 227 Adelaide and Spadina Re-development		100	6,200					5,000				6,300	6,300
Eglinton Crosstown			5,000	5,000	5,000							15,000	15,000
Smart Track			5,000	5,000	5,000							15,000	15,000
Carpark Provision 2018		10,000										10,000	10,000
Work & Asset Mgmt SAAS solution Monthly Payments Solution		160 75										160 75	160 75
Pay by Plate Development and Pilot		90										90	90
Phone support system / Dispatch		80										80	80
Hub Lane Equipment Refresh - 10 CPs (including 5, 12, 39, 5	3, 125)	700										700	700
Website mapping upgrades (dbase consolidations)		100										100	100
ERP/Financial System - PICK replacement CP39 - Castlefield Re-development		3,000 100	10,000									3,000 10,100	3,000 10,100
North York - Finch to Steeles		100	10,000		2,000							2,000	2,000
Bike Share Expansion		4,980	10,000	5,000	_,000							19,980	19,980
												·	
Sub-Total Total Expenditures by Category		42,253	86,490	81,600	51,950	56,400	30,200	41,100	24,000	27,300	2,000	443,293	443,293
(excluding carry forward)		57,241	96,579	87,100	57,450	61,900	35,700	46,600	29,500	32,800	7,500	512,370	512,370

#### 2018 - 2027 Capital Projects

The 10-Year Capital Plan supports Toronto Parking Authority's objective of providing safe, attractive, self-sustaining, conveniently located and competitively priced off-street and on-street public parking and bike share system as an integral component of the City's transportation strategy.

#### State of Good Repair (SOGR)

- SOGR projects account for \$69.077 million or 13.5% of the total 10-Year Capital Plan to fund a comprehensive state of good repair program for the maintenance of infrastructure within parking facilities. State of Good Repair projects are driven by renewal needs and are designed to extend the useful life of assets and to ensure service reliability.
- Toronto Parking Authority's SOGR program also includes various greening initiatives ("Greening Plus") to improve energy and lighting efficiency and increase landscaping at existing off-street parking facilities throughout the City. This program is intended to retain rainwater and reduce surface run-off.

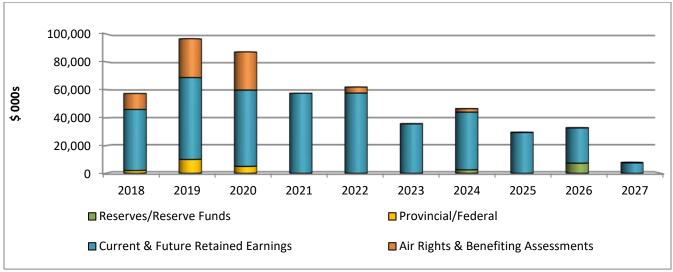
#### Service Improvements

- Service Improvement projects account for \$443.293 million or 86.5% of the total 10-Year Capital Plan. These projects are for the expansion and/ or redevelopment of off street parking facilities. The parking facilities will ensure that businesses in areas served throughout the City continue to grow and their neighborhoods remain vibrant.
- Service Improvement projects planned within the 2018-2027 timeframe include funding for 35 new carparks and the redevelopment and expansion of 25 existing carparks.
- The 10-Year Capital Plan also allocates funding for the replacement/addition of on-street and off-street parking spaces in conjunction with the Smart Track and Eglinton Crosstown transit projects (\$30.000 million).
- In anticipation of the implementation of various City initiatives, including the Bike Plan, total funding of \$81.500 million is included to provide additional off-street and on-street parking over the next 10 years.
- In 2018, Toronto Parking Authority will continue with the expansion of the bike share system by leveraging funding from the Public Transit Infrastructure Fund (PTIF). Further expansion of the Bike Share Program of up to additional 229 docking stations and 2,250 bicycles is planned subject to securing funding from the Ontario Municipal Commuter Cycling Program (OMCC) in 2018 and 2019.

#### 2018 - 2027 Capital Budget & Plan by Funding Source

Chart 1 below summarizes the funding sources included in the 2018 - 2027 Capital Budget and Plan for Toronto Parking Authority:





The 10-Year Capital Plan of \$512.370 million cash flow funding will be financed by the following sources:

- Funding from current and future retained earnings account for \$412.215 million or 80.5% of the financing over the 10-year period.
- Proceeds from the sale of air rights constitute \$73.355 million or 14.3% of the 10-Year Capital Plan's planned funding.
  - This funding source is more significant in the first half of the capital project as the majority of the joint venture redevelopment projects, most notably the redevelopment of Carparks at 50 Wellesley Street East and 11 Wellesley Street East at a cost of \$7.475 million and \$2.769 million respectively, Carpark 12 (30 Alvin) at \$9.300 million, Carpark 39 (Castlefield) at \$10.1 million, and Carpark 224 (34 Hannah) at \$8.000 million, will take place during the first 5 years of the 10-Year Capital Plan timeframe.
- Reserve and Reserve Funds amounts to \$9.800 million or 1.9% of required funding over 10 years.
  - > This funding source is derived from future rental income from existing Toronto Parking Authority locations as well as new rental income that will be generated from new locations to be delivered as part of the 10-Year Capital Plan.
- Anticipated Provincial and Federal Government funding for the expansion of the Bike Share Program represents \$17.000 million or 3.3% of total funding. This includes funding from the Public Transit Infrastructure Fund (PTIF) and the Ontario Municipal Cycling Program (OMCC).

## 10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In \$000s)

							ıry (Ir							
		Budget		Plan	2020		2021			Plan	2018		2018 -	
Projects	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Positio
New Projects - 2017											, n			
Carpark Provision 2018			(192.4)		(400.4)		(00.0)				(192.4)		(192.4)	
Bike Share Expansion			(95.8)		(192.4)		(96.2)				(384.5)		(384.5)	-
Queen / Soho			(202.1)		(400.4)						(202.1)		(202.1)	
CP 39 - Castlefield Re-development			(1.9)		(192.4)						(194.4)		(194.4)	
11 Wellesley			(143.9)		(440.0)						(143.9)		(143.9)	-
CP 212 / 227 Adelaide & Spadina Redevelopment			(1.9)		(119.3)						(121.2)		(121.2)	
St. Patrick CP 221			(1.9)		(97.4)						(99.3)		(99.3)	-
ERP/Financial System - PICK replacement			(57.7)								(57.7)		(57.7)	1
50 Wellesley			(53.1)								(53.1)		(53.1)	
Redevelopment of CP 217, 1445 Bathurst			(38.5)								(38.5)		(38.5)	
CP 1 - Addition of 2 Levels			(28.9)		(4.0)		(4.0)		(4.0)		(28.9)		(28.9)	l
Parking Guidance System Installation			(4.8)		(4.8)		(4.8)		(4.8)		(19.2)		(19.2)	l
Avenue, N. of Lawrence (186 Caribou, CP 421)			(14.4)								(14.4)		(14.4)	ļ
242 Danforth, E. of Broadview (CP 277)			(14.3)								(14.3)		(14.3)	
CP 505 - Cliveden Re-development			(9.6)								(9.6)		(9.6)	
Work & Asset Mgmt SAAS solution			(3.1)								(3.1)		(3.1)	
Monthly Payments Solution			(1.4)								(1.4)		(1.4)	
New Projects - Future Years														-
	1				(00.4)		(404.4)		(404.4)		(220.7)		(007.4)	-
Replacement Plan for Bikelanes					(90.4)		(124.1)		(124.1)		(338.7)		(837.1)	-
CP Provisions due to City Initiatives Yonge & Bloor Provision	1				(69.3)		(115.5)		(115.5)		(300.2)		(692.8) (404.1)	-
					(00.0)						(00.0)			-
Carpark Provision - future					(96.2)						(96.2)		(192.4)	
Distillery/ West Donlands					(384.9)				(200.7)		(384.9)		(384.9)	-
Metropolitan/ Church (56 Queen East, 51 Bond)					(00.0)		(00.0)		(288.7)		(288.7)		(288.7)	l
Eglinton Crosstown					(96.2)		(96.2)		(96.2)		(288.7)		(288.7)	ļ
Smart Track					(96.2)		(96.2)		(96.2)		(288.7)		(288.7)	
St. Lawrence Market North							(279.0)				(279.0)		(279.0)	
King/Spadina Re-investment Area													(240.6)	
St. Clair W - CP 41 (7 Norton) Corso Italia											, n		(209.8)	
Harbourfront									(192.4)		(192.4)		(192.4)	
Bay/ Lakeshore (Downtown Fringe - South)													(192.4)	
Financial District East of University													(192.4)	
Redevelopment of Carpark 12 - JV (30 Alvin)							(179.0)				(179.0)		(179.0)	
Bloor/ Bathurst													(163.6)	
Redevelopment of CP 224 (34 Hanna)					(154.0)						(154.0)		(154.0)	
CP 15 Redevelopment (JV)							(138.6)				(138.6)		(138.6)	
Yonge, S. of Eglinton													(134.7)	
1117 Dundas W/Dovercourt CP 204 (1113 Dundas W)							(132.8)				(132.8)		(132.8)	
King/ E. of Spadina - Revitalization SE Comer													(115.5)	
Bathurst/ Queens Quay													(96.2)	
Bessarion Community Centre							(77.0)				(77.0)		(77.0)	
Spadina/ Bloor (Redevelopment of CP 231)													(77.0)	
North York Centre - South (Sheppard to Finch)							(77.0)				(77.0)		(77.0)	
Redevelopment of CP 412							(77.0)				(77.0)		(77.0)	
Leslieville (Queen E. of Carlaw/ Coxwell)													(77.0)	
Redevelopment of CP 5 (15 Wellesley)					(70.8)						(70.8)		(70.8)	
907 Kingston Road - West of Victoria Park (YMCA)													(67.4)	
Little Italy							(67.4)				(67.4)		(67.4)	
St. Clair W BIA (Dufferin to Christie)													(67.4)	
Queen East - Kippendavie to Lee													(57.7)	
Bloor/ Dundas													(55.8)	
Redevelopment of CP 411, Roe Ave.													(48.1)	
Expanded Facilities - Bloor St W (Glendonwynne to														
Durie)													(48.1)	
Avenue Rd & Davenport													(48.1)	
Cabbagetown													(46.2)	
Queen St West (Spadina to Bellwoods)									(43.3)		(43.3)		(43.3)	
North York - Finch to Steeles									(38.5)		(38.5)		(38.5)	
Harbord - Spadina to Major									(/		()		(38.5)	
College/Dovercourt													(38.5)	
Roncesvalles													(38.5)	
CP 1 - Addition of 2 Levels													(0.0)	
592 and 598 Gerrard East	1						(9.6)				(9.6)		(9.6)	
							(5.0)				(5.0)		(0.0)	
Total (Not)			(005.0)		(4.004.0)		/4 E70 C		(000 T)		(E 400 1)		(0 E45 C)	
Total (Net)	-		(865.9)		(1,664.4)		(1,570.3)	-	(999.7)	•	(5,100.4)		(8,545.2)	



## **Toronto Police Service**

#### 2018 OPERATING BUDGET OVERVIEW

The Toronto Police Service (TPS) is dedicated to delivering policing services, in partnership with our communities, to keep Toronto the best and safest place to be. Our purpose is to meet service objectives under the Adequacy Standards of the Police Services Act.

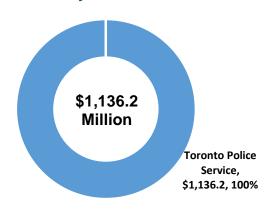
#### 2018 Operating Budget Highlights

The total cost to deliver these services to Toronto residents is \$1,136.2 million gross and \$996.326 million net as shown below:

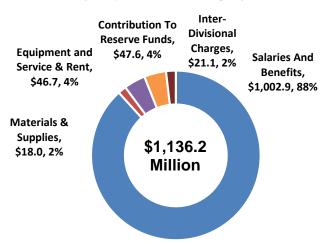
(: engal-y	2017	2018	Char	nge
(in \$000's)	Budget	Budget	\$	%
Gross Expenditures	1,130,906.9	1,136,249.4	5,342.5	0.5%
Revenues	134,581.4	139,923.9	5,342.5	4.0%
Net Expenditures	996,325.5	996,325.5	0.0	0.0%

Through attrition-based reductions, management actions to reduce costs, and increased provincial recovery for court security services, the TPS is able to achieve the budget target of 0% increase over the 2017 Approved Net Operating Budget.

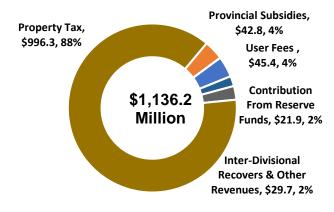
# 2018 Operating Budget By Service



#### **By Expenditure Category**



#### **By Funding Source**



#### **Fast Facts**

- 2018 projected average deployed uniform officer strength of 4,870 as compared to an establishment of 5,448 officers.
- Calls for service approximately 1.8 million annually including emergency and nonemergency calls.
- Total officer hours spent on calls for service approximately 1.6 million hours annually.

#### **Trends**

- Toronto is one of the safest cities in North America, and the Service has, and will continue to work hard with its community partners and other stakeholders to keep it that way.
- Toronto Police Service has seen an overall 3% increase in major crime indicators in 2017 based on August 31 year-to-date statistics as compared to 2016.
- The number of murders and shooting incidents have both decreased in 2017.

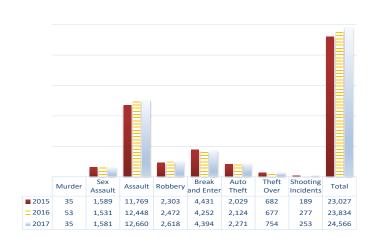
#### Key Service Deliverables for 2018

The 2018 Operating Budget will enable TPS to:

- Crime prevention;
- Law enforcement:
- Assistance to victims of crime;
- Public order maintenance;
- Emergency response;
- Performing investigative activities, particularly those related to cybercrime;
- Being involved in and ensuring the safety of community initiatives or events; and
- Addressing community safety issues, particularly those related to pedestrian and traffic safety, and police interactions with those experiencing mental illness.
- Providing security for Provincial courtrooms within the City of Toronto.
- Additionally, the 2018 Operating Budget focuses on the Board and Service Priorities, which include:
- Safe communities and neighbourhoods;
- Economic sustainability and operational excellence; and
- High quality, professional service to the community.
- Service delivery transformation.

#### **Our Key Issues & Priority Actions**

- Continued decline of uniform and civilian staff levels due to moratorium on hiring recommended by the Transformational Task Force has resulted in increased vacancies for Toronto Police Service.
  - √ 2018 Operating Budget for TPS reflects continued hiring moratorium except for planned recruits to address higher than expected staff turnover.
  - ✓ Hiring strategy over the next three years will be implemented including two classes, totaling 50 recruits to be deployed in 2018 after training is complete.
- Alternate service delivery recommended by the Transformational Task Force will be implemented requiring strong collaboration between Toronto Police Service and City Programs.
  - ✓ Beach Lifeguard Program
  - ✓ School Crossing Guard Program
  - Diverting non-emergency calls to other City Programs and service providers
- Further investments to acquire necessary expertise and capacity for the implementation of the Transformational Task Force recommendations to modernize and transform the Service.
  - ✓ TPS will need to address ongoing budget pressures in addition to Transformational Task Force related costs through implementing ongoing and upcoming modernization and transformation initiatives to mitigate the financial impact.
    - Major Crime Indicators -
  - Year over Year Comparison as of August 31



#### 2018 Operating Budget and Plan by Service

	201	7	2018	Operating E	Budget			In	crementa	I Change	
		Projected		New/	Total	2018 vs	s. 2017	201	9	202	0
(In \$000s)	Budget	Actual	Base	Enhanced	Budget	Budget (	Change	Plan		Pla	n
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
<b>Toronto Police Service</b>	е										
Gross Expenditures	1,130,906.9	1,121,506.9	1,136,249.4	0.0	1,136,249.4	5,342.5	0.5%	(3,360.8)	(0.3%)	4,377.5	0.4%
Revenue	134,581.4	134,081.4	139,923.9	0.0	139,923.9	5,342.5	4.0%	(16,169.2)	(11.6%)	(3,685.0)	(3.0%)
Net Expenditures	996,325.5	987,425.5	996,325.5	0.0	996,325.5	0.0	0.0%	12,808.4	1.3%	8,062.5	0.8%
Total											
Gross Expenditures	1,130,906.9	1,121,506.9	1,136,249.4	0.0	1,136,249.4	5,342.5	0.5%	(3,360.8)	(0.3%)	4,377.5	0.4%
Revenue	134,581.4	134,081.4	139,923.9	0.0	139,923.9	5,342.5	4.0%	(16,169.2)	(11.6%)	(3,685.0)	(3.0%)
Total Net Expenditures	996,325.5	987,425.5	996,325.5	0.0	996,325.5	0.0		12,808.4	1.3%	8,062.5	0.8%
Approved Positions	7,881.0	7,079.0	7,881.0	0.0	7,881.0	0.0		0.0		0.0	

The Toronto Police Service's 2018 Operating Budget is \$1,136.249 million gross and \$996.326 million net, representing a 0% increase from the 2017 Approved Net Operating Budget and achieves the budget target of 0% as set out in the 2018 Operating Budget Directions approved by City Council.

- The 2017 Operating Budget for TPS has been adjusted to recognize the formal transition of two services to City Programs as recommended in the (EX28.5) Transformational Task Force Report and Impacts on City Divisions and approved by City Council at its meeting on November 7, 2017:
  - > The transfer of the Beach Lifeguard Program and associated budget of \$1.470 million gross and \$1.415 million net, to be delivered by Parks, Forestry and Recreations commencing with the 2018 season; and
  - ➤ The transfer of the Crossing Guard Program and associated budget of \$7.525 million gross and net, to Transportation Services
    - Toronto Police Service's 2018 Operating Budget has been adjusted to reflect the cost recovery from Transportation Services as TPS will continue to deliver this program until the full transition occurs August 31, 2019.
- Base pressures are mainly attributable to the 2018 cost of living allowance (COLA) for salaries and benefits, and operating impacts of capital, including implementation of the new human resources information system.
- To help mitigate these pressures, Toronto Police Services was able to achieve line by line savings in non-salary expenditures. A portion of these savings were also used to increase budgeted contributions to reserves that have historically been insufficient to meet actual needs.
- The average deployed uniform officer strength is anticipated to be 4,870 and the average civilian strength is expected to be 1,939 in 2018, due to limited hiring. This is below the approved budget complement of 7,881 positions including 5,440 uniform positions, 2,230 civilian positions, and 211 part-time positions.
- The 2019 and 2020 Plan increases are attributable to increased contributions to reserves and reserve funds and other base changes. This is partially offset by the expected decrease in salary and benefits costs.

## **Program Map**



# Legend: Program Activity Service

response to major threats and

public safety risks

#### Service Customer

#### Community-Based Crime Prevention

- Community Groups
- Local School Boards

#### Indirect (Beneficial)

- Residents
- BusinessesStaff City Divisions
- Staff Agencies and Boards
- Visitors

#### Law Enforcement

Bylaws

- Incident Victim
- Alleged Offender

#### Indirect (Beneficial)

- ResidentsBusinesses
- Staff City Divisions
- Staff Agencies and Boards
- Visitors

#### Response / Public Order Maintenance

- Incident Victim
- Event / Demonstration Attendee

#### Indirect (Beneficial)

- Residents
- Businesses
- Staff City DivisionsStaff Agencies and Boards
- Visitors

The following section provides the service-based budget by activity and their associated service levels and performance measures.

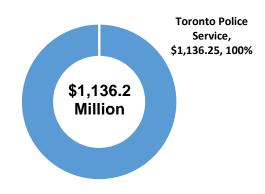
#### **Toronto Police Service**

#### **Toronto Police Service**

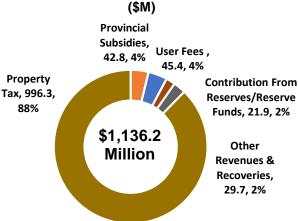
#### What We Do

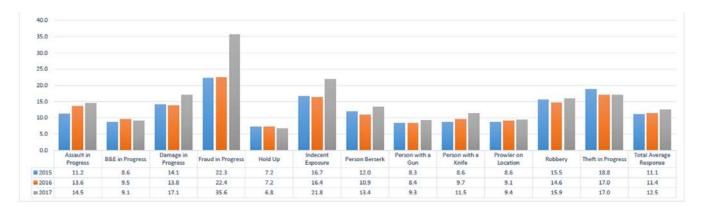
- The Ontario Police Services Act (PSA) outlines the principles by which policing services are provided in Ontario.
- Toronto Police Service strives to ensure the safety and security of all persons and property in Toronto.
- As a result of the PSA, municipalities are responsible for providing funds to enable adequate and effective policing, which must include at a minimum:
  - > Crime prevention;
  - Law enforcement;
  - Assistance to victims of crime;
  - Public order maintenance;
  - Public safety; and
  - Emergency response.

# 2018 Service Budget by Activity (\$M)

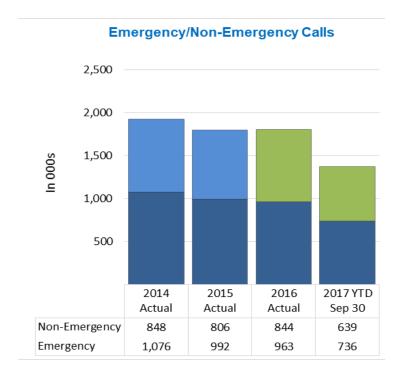


## 2018 Service by Funding Source



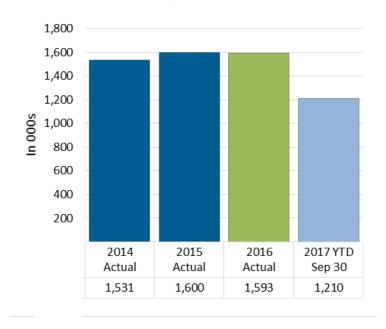


#### **Service Performance Measures**



- The number of calls for service (emergency and non-emergency) has continued at a similar level since 2014.
- Emergency calls in 2017 has increased over 2016, however the year end number is expected to be lower than in 2015.
- As of the third quarter, there were 1,375,083 calls for service to the Toronto Police Service.
- As crime is changing, TPS faces new challenges. Cybercrime, national security and domestic violence are examples of the increasing complexity of the calls TPS responds to.
- These crime types are sensitive in nature and require a level of specialized investigative support.
- The public expects high quality support and customer service from Toronto Police Service.

#### **Total Hours Spent on Calls for Service**



- As complexity of crimes increase, the time officers spend on each call increases respectively.
- Investigations are more time and resource intensive due to legislative requirements and evidentiary standards and processes.



## **Toronto Police Service**

#### 2018 - 2027 CAPITAL BUDGET & PLAN OVERVIEW

The Toronto Police Service has an asset inventory valued at over \$1.1 billion. Police Facilities, Divisions (Stations) and Storage Facilities comprise approximately \$822 million of the Service's total asset inventory value and are managed through the Facilities Management Capital Budget. Furniture & fixtures, equipment, vehicles, radio and computer infrastructure and security systems account for the remaining \$291.348 million supported through this Capital Budget and Plan.

The 2018-2027 Capital Plan of \$523.283 million focuses on optimizing the facility footprint, improving quality, reliability and access to information as well as connecting officers with modern technologies as part of the modernization of the Toronto Police Service.

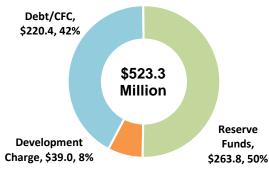
The 10-Year Capital Plan is transitional and also reflects a placeholder value for strategies to maximize the use of existing land or facilities by consolidating or relocating units where operationally feasible and to maximize technological advances pending implementation of the Transformational Task Force's recommendations to modernize the Toronto Police Service's service delivery model.

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$2.599 million net, to sustain additional operating costs and maintenance fees resulting from the implementation of capital projects.

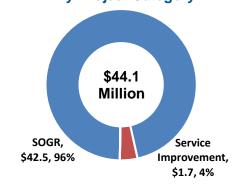
#### 2018 - 2027 Capital Budget & Plan



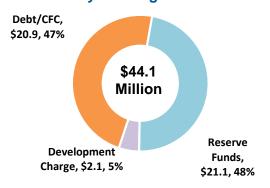
#### **By Funding Source**



#### By Project Category



#### **By Funding Source**



#### **Our Key issues & Priority Actions**

- Implementing the Transformational Task Force (T.T.F.) final report to transform facilities to support the new model of policing.
  - ✓ The 10-Year Capital Plan includes the Amalgamation of 54 & 55 Division and the design and construction of 41 Division.
  - ✓ The Facility Realignment project provides future facility placeholders in preparation for the implementation of Task Force Recommendations.
- The Connected / Mobile Officer modernization by transitioning mobile technology with a proof of concept roll out and planning for future full implementation through use of the latest technological smart devices full application suite and e-notebooks.
  - ✓ In 2018, the TPS will proceed complete the proof of concept through the acquisition of 700 devices
  - ✓ Based on the pilot completed in 2016, the first phase of the **Body Worn Camera** project will move forward and the outcome will be considered with other Service priorities.

#### **Capital Deliverables for 2018**

The 2018 Capital Budget for Toronto Police Service of \$44.143 million, excluding carry forward funding, will:

- Focus on the implementation of the final Transformational Task Force Recommendations by acquiring land, commencing design of new/consolidated 54/55 and 41 Division projects as the first steps in the phased facilities realignment (\$3.195 million).
- Continue the current communication radio lifecycle replacements (\$4.779 million).
- Continue with facilities SOGR to address critical backlog issues, maintain safety and condition requirements (\$4.4 million).
- Continue with construction of the Peer to Peer Site to ensure Service members have information available at all times for ongoing operations (\$7.759 million)
- Continue Transforming Corporate Support Project work for a comprehensive HR and Workforce Planning system (\$1.3 million).
- Continue with the Enterprise Business
   Intelligence project to develop TPS's integrated business analysis capabilities and reporting (\$1.0 million).

#### State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of \$43.655 million for State of Good Repair to address the backlog associated with the TPS fleet and equipment only. The SOGR backlog as a % of asset replacement value will decrease from 8.7% in 2017 to 5.7% in 2027 based on planned investments. SOGR Backlog associated with TPS facilities forms part of the backlog identified with the Facilities Management Program.

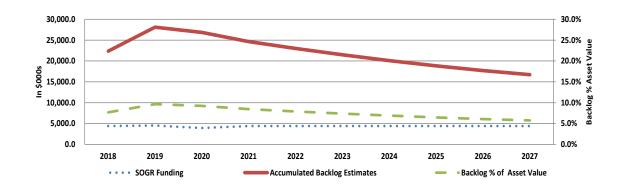


Table 3 below details all capital projects, by category, included in the 2018 - 2027 Capital Budget and Plan for The Toronto Police Service:

Table 3
2018 - 2027 Capital Plan by Project Category (In \$000s)

											0040	Tetal
	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total	Total Project Cost
											Total	OOS
Total Expenditures by Category												
State of Good Repair												
Conducted Energy Weapons (CEW) Replacement			1,350			750		1,350			3,450	4,200
Divisional Parking Lot Network Replacement			1,500						1,600		3,100	3,100
Voice Logging Lifecycle Replacement		350					350				700	700
Wireless Parking System					5,523					5,523	11,046	14,019
911 PBX Replacement						300	1,075				1,375	1,375
Automated Fingerprint Identification System (AFIS) replacement		3,053									3,053	3,053
Automatic Vehicle Location (AVLS) Replacement Lifecycle			1,551					1,551			3,102	3,102
Connected/Mobile Officer - Lifecycle Replacement			680		694		707		722		2,803	2,803
Digital Photography Lifecycle Replacement			292	316				292	316		1,216	2,311
Digital Video Asset Management I, II - Lifecycle Replacement	362	1,613	263	262	244	244	1,507	275	362	362	5,494	5,494
Electronic Surveillance System Lifecycle Replacement	200				500					500	1,200	1,550
Furniture Lifecycle Replacement- Reserve	1,080	500	500	500	500	500	500	500	500	500	5,580	11,430
In-Car Camera Replacement					2,202	2,061	-	-	-	-	4,263	8,526
IT business resumption	2,482	1,955	787	2,297	660	2,716	2,163	831	2,824	2,824	19,539	33,712
Live-scan replacement	540					540					1,080	1,080
Locker Replacement	48	48	168	540	540	540	540	540	540	540	4,044	4,286
Marine Vessel Electronics					585					585	1,170	1,170
Mobile workstation	300	9,144	1,000			300	9,144	1,000			20,888	20,888
Network equipment	2,800	2,400	2,900	1,750	2,250	3,750	3,750	2,900	1,750	2,250	26,500	27,150
Property and Evidence Scanners Lifecycle		40					40				80	80
Radar unit Replacement	182		12	21	15	344	256	226	96	246	1,398	1,398
Radio Replacement	4,779	3,664	4,949	6,074	4,544	42	1,026	226		14,141	39,445	39,445
Servers	3,903	4,241	4,441	3,634	2,325	4,113	6,512	4,678	3,825	3,825	41,497	41,497
Small Equipment Replacement	102	240	963	1,588	1,311	82	117	93	1,007	988	6,491	6,534
SOGR	4,400	4,400	4,530	3,925	4,400	4,400	4,400	4,400	4,400	4,400	43,655	44,705
Vehicle & Equipment lifecycle replacement	6,129	7,175	6,178	5,743	5,802	5,802	5,802	5,802	5,802	5,802	60,037	60,037
Voicemail/Call Centre						600					600	1,100
Replacement of work station, printers and laptops	2,920	3,802	4,427	3,180	3,262	2,014	5,628	5,059	3,491	2,153	35,936	39,519
Sub-Total	30,227	42,625	36,491	29,830	35,357	29,098	43,517	29,723	27,235	44,639	348,742	384,264
Service Improvements												
Business intelligence	1,000										1,000	10,216
TPS Archiving 2018	650										650	700
Automated External Defibrillators	12		100		12		42		12		178	178
Facilities Realignment			7,000	11,211	14,528	15,240	10,617	12,459	12,906		83,961	125,595
41 Division - Design	395										395	395
41 Division - Construction		9,561	16,622	9,850	2,500						38,533	38,533
54/55 Amalgamation - Design	2,800										2,800	2,800
54/55 Amalgamation - Construction		18,000	11,625								29,625	39,873
Peer to Peer Site	7,759	3,500									11,259	19,924
Transforming Corporate Support	1,300	1,700	1,000								4,000	8,742
CCTV 2018-2027			275	275				300	250		1,100	1,100
Sub-Total	13,916	32,761	36,622	21,336	17,040	15,240	10,659	12,759	13,168	-	173,501	248,056
Growth Related												
Property and Evidence Racking			40			1,000					1,040	1,040
Sub-Total			40			1,000					1,040	1,040
		75,386	73,153	51,166	52,397	45,338	54,176	42,482	40,403	44,639	523,283	633,360

<sup>\*</sup>Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2017, excluding ongoing capital projects (i.e. Civic Improvement projects)

#### 2018 - 2027 Capital Projects

The 10-Year Capital Plan supports Toronto Police Service's objectives to optimize service delivery, while reducing its overall facility footprint, maintain assets through the SOGR program that ensures the health and safety of members and the public and to improve the quality, reliability and access to information.

#### State of Good Repair (SOGR)

- SOGR projects account for \$348.742 million or 66.6% of the total 10-Year Capital Plan.
- The 10-Year Capital Plan incorporates a new investment of \$348.742 million dedicated for the following SOGR capital projects. All projects listed in this category are funded from the Service's Vehicle and Equipment Reserve and have no impact on debt financing.
- Using the reserve funding for the lifecycle replacement of vehicles and equipment allows TPS stay within the
  debt funding capacity. However this results in increased impacts on the TPS Operating Budget, as annual
  contributions to replenish the reserve are required.
- Major lifecycle replacement projects include:
  - SOGR (\$43.655 million) The SOGR program addresses priority needs required inside the TPS facilities including renovations and repairs to address urgent facility requirements to ensure the safety of its members and the public.
  - Vehicle & Equipment Lifecycle Replacement (\$60.037 million)
  - Replacement of Workstations, printers and laptops (\$35.936 million)
  - > Servers (\$41.497 million)
  - Radio Replacement (\$39.455 million) This project provides funding to replace the communication radios. The Service, in conjunction with Toronto Fire Services, Toronto Paramedic Services and the City of Toronto Departments of Water, Transportation and Solid Waste, have prepared an RFP for the purchase of radios that will be required over the ten year time frame.
    - At its meeting on October 26, 2017, The Toronto Police Board approved the vendor of record for the supply of mobile and handheld radios, as well as all related parts, hardware, configuration and testing, hardware, software and professional services for a ten-year period, commencing October 31, 2017 and ending November 1, 2027

#### Service Improvements

- Service Improvement projects account for \$173.501 million or 33.2% of the total 10-Year Capital Plan.
  - Enterprise Business Intelligence (\$1.0 million in 2018) for the development of an integrated business intelligence and analytical platform.
  - > T.P.S. Archiving (\$0.650 million in 2018) for the establishment of an archiving function at the Service's property and evidence site.
  - Facilities Realignment (\$83.961 million) provides placeholder funding until future facility realignment needs are determined according to strategic directions outlined in the Transformational Task Force's (T.T.F.) final report.
    - The current divisional framework is outdated and does not cost-effectively meet the needs of a growing, changing and complex City.
    - New divisional boundaries that take into account the needs of Toronto's 140 neighbourhoods are required. This will result in lower facility operating and replacement costs.
    - The City will benefit from the return of these surplus real estate properties.
  - ➤ Peer to Peer Site Disaster Recovery Site (\$11.259 million) This project provides funding for a new peer-to-peer data center facility. This project began in 2016 after an in-depth analysis of various options

- to meet this business continuity need. City Real Estate staff completed its negotiations with the land owner to acquire the property and the transaction closed in December 2016. A conditional site plan approval has been received and construction is underway.
- → 41 Division Design and Construction (\$38.928 million) A new 41 Divisional Facility replacement program has also been identified and a consultant will be commissioned to develop a detailed phased plan to reconstruct the new district facility on the existing property.
- ➤ 54/55 Amalgamation (\$32.425 million) the 2018 2027 Capital Plan includes the consolidation of the 54 and 55 divisional facilities into one effectively configured facility that is strategically located. Three potential City owned sites have been shortlisted and a working team and steering group have been established to select an appropriate site. Once a suitable site is selected, the Service will go through the regular process to finalize approvals and commence design and construction work.
- Transforming Corporate Support (\$4.000 million) This project provides funding the transformation of the Human Resource Management System (H.R.M.S.) to manage personnel related information and to administer and report payroll and benefits.
  - Phase I of the Transforming Corporate Support project concluded in March 2017. The Project plan for phase II has been developed and discussions with internal subject matter experts have been initiated. The phase II scope will be refined with input from stakeholders at all levels within the organization.
- CCTV 2018-2027 (\$1.100 million) This project provides funding for the lifecycle replacement of CCTV cameras. The TPS locates CCTV cameras where they have the biggest impact on protecting public safety.

#### Growth Related

- Major Growth Related projects account for \$1.040 million or 0.2% of the total 10-Year Capital Plan's spending.
  - ➤ Property and Evidence Racking (\$1.040 million) This project provides funding for the expansion of storage capacity in facilities, as evidence storage requirements increase. Based on the current retention standards, the Service is faced with increasing storage requirements. Assuming a ten percent growth annually, storage requirements within five years would be substantial.

#### 2018 - 2027 Capital Budget & Plan by Funding Source

Chart 3 below summarizes the funding sources included in the 2018 - 2027 Capital Budget and Plan for Toronto Police Service:

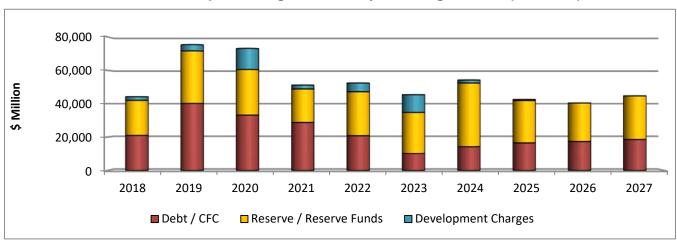


Chart 3
2018 - 2027 Capital Budget & Plan by Funding Source (In \$000s)

- Debt accounts for \$220.443 million or 42.1% of the financing over the 10-year period for the following major projects:
  - ➤ The Radio Replacement project (\$39.445 million), the SOGR project (\$43.655 million) and Facility Realignment project (\$119.271 million) for a total of \$202.371 million.
  - ➤ The debt funding meets the 10-year debt affordability guidelines of \$220.443 million allocated to this Program.
- Reserve and Reserve Funds constitute \$263.867 million or 50.4% of required funding over 10 years for the following major projects:
  - > IT Business Resumption (\$19.539 million), Servers (\$41.497 million), Mobile Workstation (\$20.888 million), and Network Equipment at (\$26.5 million), all of which are funded by contributions from the Toronto Police Services Operating Budget to the Police Vehicle and Equipment Reserve.
- Development Charges represent \$38.974 million or 7.4% of the 10-Year Capital Budget and Plan's funding.
  - ➤ Development Charges contribute to the funding of growth driven facility rehabilitation and replacement projects that include such major projects as the Facilities Realignment project (\$36.043 million) and the *Peer to Peer* project (\$2.931 million).

#### 10-Year Capital Plan: Net Operating Budget Impact

Table 5
Net Operating Impact Summary (In \$000s)

	2018 B	udget	2019	Plan	2020	Plan	2021	Plan	2022	Plan	2018	- 2022	2018 -	- 2027
Projects	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position
Previously Approved														
Transforming Corporate Support	63.0		2.0		(159.0)		3.0		3.0		(88.0)	-	(72.5)	-
Peer to Peer Site			175.0		179.0		4.0		4.0		362.0	-	382.5	-
Business Intelligence	1,029.0		780.0								1,809.0	-	1,809.0	-
New Projects - Future Years														
Facility Realignment					72.0		144.0		75.0		291.0	-	480.0	-
Total (Net)	1,092.0	-	957.0	-	92.0	-	151.0	-	82.0	-	2,374.0	-	2,599.0	-

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$2.599 million net over the 2018 – 2027 period, as shown in the table above.

This is comprised of funding to sustain the following completed capital projects:

- Transforming Corporate Support Overall savings of \$0.072 million will be realized in the TPS Operating
  Budget over the 2018-2027 period is anticipated from an improved customer service and member
  understanding and satisfaction with human resources, payroll and benefit services resulting from this
  transformation.
- Peer to Peer Site additional funding of \$0.381 million will be required to cover operating costs forecasted for the new Peer to Peer facility which is expected to be operational in 2019.
- Enterprise Business Intelligence additional funding of \$1.809 million is require to fund sustainment, staffing, maintenance and ongoing licensing fees.
- Facilities Realignment additional funding represents increased facility operating costs for the new 54/55 Division once complete in 2020.
  - Operating savings and associated benefits with the amalgamation of 54/55 Division has not yet been identified and will be reported as part of the 2019 Budget process.
- The TPS is proceeding with two major transformation projects Connected Officer and Body Worn Cameras are expected to increase the Operating Budget pressures.
  - Connected Officer the annual operating impact of this project, which include software licenses, data plans, warranty and lifecycle of devices will be significant. Estimates are in the process of being reviewed and refined. Once the Proof of Concept is complete, the benefits and value of the devices, potential issues and the overall capital and operating impact of this project will be reported.
  - Body Worn Cameras (B.W.C) In addition to the significant capital investment, implementing a B.W.C. program, will require on-going costs (camera and infrastructure replacement, image storage management, including retrieval, administration, staffing, etc.) These costs have not been included as the Service will be issuing a non-binding RFP that will consider alternatives and depending on the alternative selected will result in varying operating costs. Until the preferred solution is selected, the operating impacts cannot be estimated.



# **Toronto Police Services Board**

#### 2018 OPERATING BUDGET OVERVIEW

The Toronto Police Services Board is responsible, under the Police Services Act, for ensuring the provision of adequate and effective police services in Toronto.

#### 2018 Operating Budget Highlights

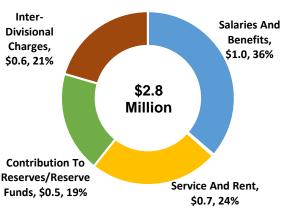
The total cost to deliver these services to Toronto residents is \$2.809 million gross and \$2.309 million net as shown below:

(* 40001.)	2017	2018	Ch	ange
(in \$000's)	Budget	Budget	\$	%
Gross Expenditures	2,809.1	2,809.1	0.0	0.0%
Revenues	500.0	500.0	0.0	0.0%
Net Expenditures	2,309.1	2,309.1	0.0	0.0%

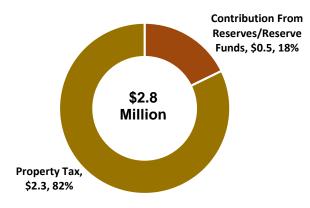
Through a reduction of consulting expenses, the Program is able to fully offset \$0.018 million in salary and benefit pressure in non-salary accounts to achieve the same net budget level as 2017, while maintaining the same service levels for 2018.

# \$2.8 Million Toronto Police Service Governance & Oversight, \$2.8, 100%

#### **ByExpenditure Category**



#### **By Funding Source**



#### **Fast Facts**

- The Toronto Police Services Board is a seven member civilian body that oversees the Toronto Police Service.
- The Police Services Act also sets out who will be members of the Board. In Toronto, it states that three members will be appointed by the provincial government; one member will be the Mayor of Toronto (or designate); two members will be City of Toronto Councillors and one member will be a citizen selected by the City of Toronto Council.
- The primary role of the Board is to establish, after consultation with the Chief of Police, overall objectives and priorities for the provision of police services.
- The Toronto Police Services Board provides governance to Toronto Police Service and its members, a strength of 7,881 members.
- The Police Services Act establishes the number of Board members in direct relation to the population of the area it represents.
- The Toronto Police Services Board is the only Board in Ontario to be headed by a full time Chair.
- In Toronto, civilian governance of the police dates back to January 1, 1957, when the police departments from the original thirteen municipalities in the Toronto area amalgamated to establish Metropolitan Toronto Police.

#### **Our Key Issues & Priority Actions**

- Monitoring the Implementation of Transformation Task Force Recommendations
   will be achieved through quarterly progress reporting and Board actions required to support the modernization process.
- Anticipated amendments to the Police Services
   Act are expected to result in changes in 2018
   affecting the Board's governance and oversight
   priorities.
  - ✓ A move toward an expanded monitoring and independent research role is anticipated.

#### **Key Service Deliverables for 2018**

The 2018 Operating Budget will enable Toronto Police Services Board to:

- Respond to anticipated changes to the Police Services Act
- Monitor implementation of the Transformational Task Force Final Report.
- Continue to provide governance and civilian oversight and to monitor achievements of the Toronto Police Service.

#### 2018 Operating Budget and Plan by Service

	20	17	2018	8 Operating	Budget			Incr	ementa	al Chang	ge
		Projected		New/	Total	2018 vs	. 2017	201	9	202	20
(In \$000s)	Budget	Budget Actual		Enhanced	Budget	Budget (	Change	Pla	n	Plan	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
<b>Toronto Police Service</b>	Governanc	e & Oversig	ht								
Gross Expenditures	2,809.1	2,719.8	2,809.1	0.0	2,809.1	0.0		0.0		0.0	
Revenue	500.0	500.0	500.0	0.0	500.0	0.0		0.0		0.0	
Net Expenditures	2,309.1	2,219.8	2,309.1	0.0	2,309.1	0.0		0.0		0.0	
Total											
Gross Expenditures	2,809.1	2,719.8	2,809.1	0.0	2,809.1	0.0		0.0		0.0	
Revenue	500.0	500.0	500.0	0.0	500.0	0.0		0.0		0.0	
Total Net Expenditure:	2,309.1	2,219.8	2,309.1	0.0	2,309.1	0.0		0.0		0.0	
Approved Positions	7.0	7.0	7.0	0.0	7.0	0.0		0.0		0.0	

The Toronto Police Service Board's 2018 Operating Budget is \$2.809 million gross and \$2.309 million net, representing a 0% change to the 2017 Approved Net Operating Budget and is in line with the reduction target of 0% as set out in the 2018 Operating Budget Directions approved by Council.

- Base pressures of \$0.018 million arising from cost of living adjustments have been addressed by re-allocation in non-salary expenditures.
- The Toronto Police Services Board's staff complement of 7.0 will remain unchanged.
- There are no increases expected in 2019 and 2020 Plan years.

## **Program Map**

#### **Toronto Police Services Board**

Provide, through civilian governance, adequate and effective police services in Toronto in accordance with the Police Service Act

Toronto Police Service Governance & Oversight

#### Purpose.

To ensure the provision of adequate and effective police services in accordance with community needs and expectations, through policy development, compliance monitoring with Board policy and directions and priority setting through stakeholder consultations and communications and consultations with the Chief of Police as required by the Police Service Act

_egend:		
	Program	Activity
	Service	

Service Customer

#### Toronto Police Service Governance & Oversight

- Chielf of Police
- Staff Toronto Police Service
- Toronto Police Association
- Toronto Police Senior Officers' Organization

#### Indirect (Beneficial)

- Residents
- Businesses
- Staff City Divisions
- Staff Agencies and Boards
- Ministry of Community Safety & Correctional Services



# **Toronto Public Health**

#### **2018 OPERATING BUDGET OVERVIEW**

Toronto Public Health (TPH) reduces health inequities and improves the health of the entire population by delivering services that meet community health needs, comply with Ontario Public Health Standards, and make wise use of human and financial resources.

#### 2018 Operating Budget Highlights

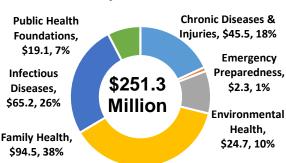
The total cost to deliver these services to Toronto residents is \$251.292 million gross and \$63.185 million net as shown below:

	2017	2018	Chan	ge
(in \$000's)	Budget	Preliminary		
	Baaget	Budget	\$	%
Gross Expenditures	246,524.0	251,292.4	4,768.4	1.9%
Revenues	185,697.1	188,107.1	2,410.0	1.3%
Net Expenditures	60,826.9	63,185.3	2,358.4	3.9%

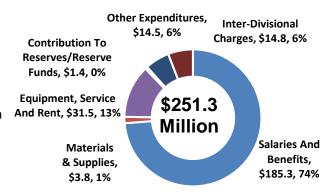
For 2018, TPH identified \$1.242 million in opening budget pressures arising from the annualized impacts of new & enhanced priorities approved in 2017, salaries & benefits and inflationary increases applied to contracts. TPH was able to offset the opening pressures through expenditure reductions, service efficiencies and revenue increases. Funding to conclude the 6-year expansion for Nutrition Program, provide year-4 funding and 15% expansion for Toronto Urban Health Fund and to support other two new initiatives (Immunization of School Pupils Act and Adult Ontario Works Dental Services) results in a net increase of \$2.4 million.

#### 2018 Operating Budget

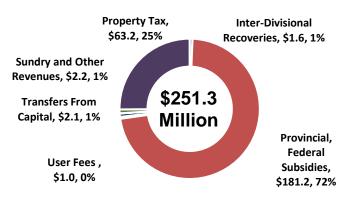
#### By Service



#### **By Expenditure Category**



#### **By Funding Source**



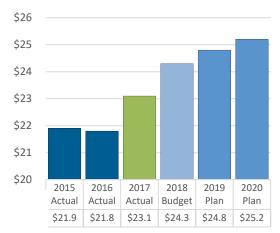
#### **Fast Facts**

- Toronto Public Health is one of 36 public health units funded by the Ministry of Health and Long Term Care (MOHLTC).
- The average lifespan of Canadians has increased by more than 30 years since 1900s, from an average life span of 65 years in 1970, to over 85 years in 2010. 25 out of the 30 year gain in life expectancy are attributable to advances in public health.
- The Return on Investment (ROI) in Public Health services is considerably high, as an example, every \$1 invested in Mental Health & Addictions saves \$30 million in lost productivity and social costs and \$1 invested in immunizing children saves \$16 in health care costs.

#### Trends

- Since 2015, the amount of funding for 100% provincially funded programs has increased from \$49.0 million to \$51.5 million in 2017. The increase is due to the addition of new programs like Harm Reduction Program Enhancement, Smoke Free Ontario and Healthy Smiles Ontario.
- With the City's increased investment in the 100% municipally funded Student Nutrition Program, the municipal cost per person for Public Health has also gradually increased from \$21.90 in 2015 to \$23.10 in 2017 and is projected to further increase in future years.

# Municipal Cost per Person for Public Health Services



#### **Our Key Issues & Priority Actions**

 Increased demand for health related education due to increased legislative requirements (including the new federal legislation for Cannabis in Canada, effective July 2018) is a challenge for Toronto Public Health.

- Collaborate with schools and post-secondary institutions to enhance knowledge and awareness of Cannabis legislation and health impacts for youth and young adults.
- ✓ Integrate the Child Friendly Policy Framework across City Divisions to proactively embed a 'child lens' into the development of new municipal healthy public policies going forward.
- Develop new and strengthen existing partnerships with other city divisions to implement innovative cross-city initiatives to improve the determinants of health.
- ✓ The 2018 Operating Budget includes base funding of \$0.400 million for the implementation of the Toronto Overdose Plan.

#### Key Service Deliverables for 2018

The 2018 Operating Budget will enable TPH to continue to:

- Collect, assess, monitor and report data for deaths in the homeless population.
- Conduct 100% of mandatory annual tobacco vendor Display and Promotion inspections, bi-annual Youth Access inspections, and annual secondary school inspections (SFOA)
- Inspect 3,800 critical and semi-critical personal services settings (PSS) and 1,000 licensed child care facilities.
- Provide case management for 100% of all TB cases for the 6-24 months required for cure, to prevent further spread and development of drug resistance.
- Investigate and provide follow up for over 16,000 confirmed cases of Chlamydia, gonorrhea, syphilis and HIV.
- Inspect 16,227 food premises and receive and respond within 24 hours to reports of suspected and confirmed blood-borne illness or outbreaks, unsafe food handling practices, food recalls, adulteration, consumer complaints and food-related issues.
- Update TPH Emergency Plan, Risk Specific Plans and Supporting Documents.
- Deliver 65,000 educational sessions to improve families' knowledge in healthy pregnancy, positive parenting, healthy eating and breastfeeding to enable children and parents to attain and sustain optimal health and development.
- Assess 100% of immunization records for 5 to 17 year old children.
- Provide dental care to 19,322 children and youth,
   5,884 adults and 11,650 seniors.

#### 2018 Operating Budget and Plan by Service

	20	17	2018	Operating B	udget			In	crement	al Change	
		Projected		New/	Total	2018 vs	. 2017	201	9	202	20
(In \$000s)	Budget	Actual	Base	Enhanced	Budget	Budget (	Change	Pla	n	Pla	n
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Chronic Diseases & Injuri	es										
Gross Expenditures	44,204.8	43,261.4	44,554.1	987.6	45,541.7	1,336.9	3.0%	788.2	1.7%	278.7	0.6%
Revenue	31,219.7	30,421.6	31,584.6	225.5	31,810.2	590.5	1.9%	523.5	1.6%	50.7	0.2%
Net Expenditures	12,985.1	12,839.9	12,969.4	762.1	13,731.5	746.4	5.7%	264.7	1.9%	227.9	1.6%
<b>Emergency Preparednes</b>	s										
Gross Expenditures	2,376.5	2,325.7	2,328.6	2.4	2,331.0	(45.5)	(1.9%)	21.3	0.9%	17.0	0.7%
Revenue	1,796.0	1,750.1	1,758.2	2.4	1,760.6	(35.4)	(2.0%)	17.1	1.0%	10.6	0.6%
Net Expenditures	580.5	575.7	570.3	0.0	570.3	(10.1)	(1.7%)	4.2	0.7%	6.4	1.1%
Environmental Health											
Gross Expenditures	24,342.8	23,823.3	24,454.7	220.0	24,674.6	331.8	1.4%	29.7	0.1%	559.2	2.3%
Revenue	18,780.3	18,300.2	18,891.6	220.0	19,111.6	331.3	1.8%	(52.2)	(0.3%)	524.1	2.7%
Net Expenditures	5,562.5	5,523.1	5,563.0	(0.0)	5,563.0	0.5	0.0%	81.9	1.5%	35.1	0.6%
Family Health											
Gross Expenditures	93,943.7	91,938.8	93,450.5	1,056.2	94,506.6	563.0	0.6%	1,134.7	1.2%	966.6	1.0%
Revenue	73,226.9	71,354.9	72,842.2	324.6	73,166.8	(60.1)	(0.1%)	669.7	0.9%	591.0	0.8%
Net Expenditures	20,716.7	20,584.0	20,608.3	731.5	21,339.8	623.1	3.0%	465.0	2.2%	375.6	1.7%
Infectious Diseases											
Gross Expenditures	64,211.0	62,840.6	64,307.7	860.1	65,167.9	956.9	1.5%	1,255.9	1.9%	34.8	0.1%
Revenue	50,334.4	49,047.6	50,346.0	697.0	51,043.0	708.6	1.4%	978.1	1.9%	(98.2)	(0.2%)
Net Expenditures	13,876.6	13,793.1	13,961.7	163.1	14,124.9	248.3	1.8%	277.8	2.0%	133.0	0.9%
Public Health Foundation	าร										
Gross Expenditures	17,445.3	17,045.8	17,923.9	1,146.7	19,070.6	1,625.3	9.3%	44.8	0.2%	340.8	1.8%
Revenue	10,339.8	10,048.4	10,790.4	424.5	11,214.9	875.1	8.5%	(156.1)	(1.4%)	149.9	1.4%
Net Expenditures	7,105.5	6,997.4	7,133.5	722.2	7,855.7	750.2	10.6%	200.9	2.6%	190.9	2.4%
Total											
Gross Expenditures	246,524.0	241,235.8	247,019.4	4,273.0	251,292.4	4,768.4	1.9%	3,274.6	1.3%	2,196.9	0.9%
Revenue	185,697.1	180,922.6	186,213.1	1,894.1	188,107.1	2,410.0	1.3%	1,980.2	1.1%	1,228.1	0.6%
Total Net Expenditures	60,826.9	60,313.2	60,806.3	2,379.0	63,185.3	2,358.4	3.9%	1,294.5	2.0%	968.8	1.5%
Approved Positions	1,855.9	1,773.0	1,854.9	14.0	1,868.9	13.0	0.7%	(6.0)	(0.3%)	(2.0)	(0.1%)

The Toronto Public Health's 2018 Operating Budget is \$251.292 million gross and \$63.185 million net, representing a 3.9% increase to the 2017 Approved Net Operating Budget and is below the reduction target of 0% as set out in the 2018 Operating Budget Directions approved by Council.

- Base pressures are mainly attributable to inflationary cost increases in salary and benefits and non-salary accounts such as Sexual Health Clinics and Toronto Urban Health Fund.
- To help mitigate the above pressures, the Program was able to achieve service efficiency savings through realignment of divisional resources, streamlining of business processes and service adjustments with minimal impact on service levels. In addition, the Program achieved additional savings resulting from a thorough review and adjustment of budgeted expenditures to actual experience.
- New and enhanced funding of \$4.273 million gross and \$2.379 million net is included for several service priorities as noted on page 12 to 14.
- The 2018 Operating Budget increases Toronto Public Health total staff complement by 13 positions from 1,855.9 to 1,868.9 positions.
- The 2019 and 2020 Plan increases are attributable to known salary and benefit increases and Student Nutrition Program cost of food increase.

### **Program Map**

#### Toronto Public Health Toronto Public Health reduces health inequities and improves the health of the whole population **Public Health** Chronic Diseases Infectious **Environmental Emergency Family Health Foundations** & Injuries **Diseases** Health Preparedness Purpose: Purpose: Purpose: Purpose: Purpose: Purpose: To ensure effective To reduce the To enable To prevent and To prevent and To ensure a public health burden of individuals and reduce the burden reduce the consistent and effective response programs preventable families to achieve burden of illness of infectious responding to the chronic diseases optimal diseases of public from health to public health health needs of the and injuries of preconception health importance. hazards in the emergencies and public health health, experience physical emergencies with population. importance and a healthy environment public health to reduce the pregnancy, have impacts frequency and the healthiest severity of newborn(s) preventable possible, and be injury and of prepared for substance parenthood and all misuse children to attain and sustain optimal health and Legend: development potential. Program Activity Service Service Customer

#### Public Health **Foundations**

- Residents (Children. Youth, Adults & Seniors)
- Employers
- Community Agencies & Organizations
- Educational Institutes

#### Chronic Diseases & Injuries

- Residents (Children, Youth, Adults & Seniors)
- **Employers**
- Community Agencies & Organizations

Indirect (Beneficiary)

Educational Institutes

Residents & Families

Neighbourhoods

#### Family Health

- Children ages 0 to 6
- Pregnant women
- Parents and Guardians
- Community Agencies & Organizations
- Caregivers
- Youth and adults in their childbearing years

- Residents & Families
- City and Agency Staff Partners of Pregnant women
  - Neighbourhoods
  - Health Care Providers

#### Infectious Diseases

Indirect (Beneficiary)

Residents & Families

City and Agency Staff

Neighbourhoods

- Individuals with known or suspected reportable infectious disease
- Individuals at-risk of reportable infectious disease Individuals at-risk for vaccine preventable disease
- Hospitals, Long-Term homes, Retirement Homes, Correction Facilities
- Community Partners

#### Indirect (Beneficiary)

- Licenced Day Nursery Operators
- Funeral Home Operators
- Local Public Health Agencies (across Ontario)
- Toronto Police, Toronto Paramedic Services and
- Youth and adults in their childbearing years
- Operators of Personal Services (tattoo parlours, barber shops/salons, acupuncturists, etc.)

#### **Environmental Health**

- Residents
- Food & Water consumers
- Health Hazard
- Violators Drinking and Recreational Water
- Operators Recreational Water Users

#### Indirect (Beneficiary)

- General Public
- Neighbourhoods
- Health Care Providers

Residents

Agencies

**Emergency Preparedness** 

**Emergency Victims** 

Emergency Response

Community Partners

- Indirect (Beneficiary)
- General Public
- TPH Staff
- Staff City Divisions and Agencies
- Health Care Providers

#### Indirect (Beneficiary)

- General Public
- Youth
- Parents and Guardians
- Health Care Providers
- School Boards
- Ministry of Health & Long-Term Care

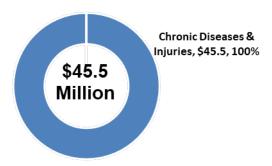
#### **Chronic Diseases & Injuries**

#### **Chronic Diseases & Injuries**

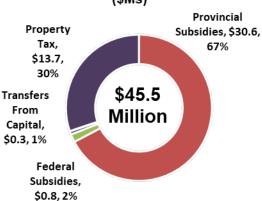
#### What We Do

- Provides services that create environments and support behaviours that reduce the risk of chronic disease and prevent injuries among children, youth, adults and seniors in community, school and workplace settings.
- Delivers health promotion and prevention services focusing on Cancer Prevention and Early Detection, Nutrition Promotion, Physical Activity Promotion, Tobacco Use Prevention and Cessation, and Injury/Substance Misuse Prevention.
- Emphasis is on building the capacity of community agencies, and vulnerable persons facing the greatest health disparities related to chronic diseases and injuries.

# 2018 Service Budget by Activity (\$Ms)



# 2018 Service by Funding Source (\$Ms)



# 2018 Service Levels Chronic Diseases & Injuries

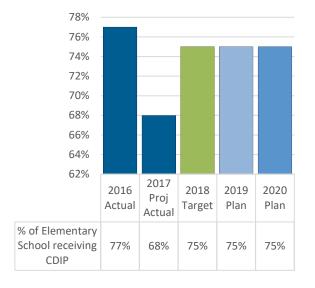
T	0. t. T	01-1	0045	2010	0047	0040
Type	Sub-Type	Status	2015	2016	2017 Complete Nutritious Food Basket	2018
Assessment and Surveillance		Approved	<ul> <li>Conduct systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement.</li> <li>Complete Nutritious Food Basket measure and survey tool annually (Spring/Summer). Assessment on the cost and accessibility of nutritious food used to inform annual program planning and policy.</li> </ul>	Service Level Reviewed and Discontinued	Complete Nutritious Food basket measure and survey tool annually (Spring/Summer) to assess the cost and accessibility of nutritious food in Toronto.	Complete Nutritious Food Basket measure and survey tool annually (Spring/Summer) to assess the cost and accessibility of nutritious food in Toronto.
		Actual				
		Approved	<ul> <li>Conduct systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement.</li> </ul>	Service Level Reviewed and Discontinued	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2017. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2018. This information can be provided upon request.
1110-	But a street	Actual	Development of the control of the co	4	D 1. 750/ (000) 1 1 1 1.	Death 750/ (000) of his harmonic allowed as faithful as had a
Health Promotion and Policy Development	Priority elementary schools outreach  Youth peer leader training/ outreach	Approved		Approximately 200,000 students reached in 865 student nutrilion programs (SNP Funded)	Reach 75% (206) priority elementary schools identified by the school board or approximately 74,000 students with Chronic Disease and Injury Prevention services (e.g. nutrition, physical activity promotion, injury prevention, sun safety and tobacco use prevention).	Reach 75% (206) of higher needs elementary/middle schools, as indicated by the Toronto school boards, or approximately 74,000 students with Chronic Disease and Injury Prevention services (e.g. nutrition, physical activity promotion, injury prevention, sun safety and tobacco use prevention).  Train 1,500 Peer Leaders (between YHAN, IYE and YELL) from 35 agencies; the peer leaders will directly reach 10,000 youth in their communities with CDIP messaging.
	Diabetes prevention	Actual	Work. Engage 6160 adults in 146 walking promotion pedometer lending programs through libraries, workplaces, & community sites. Achieve greater than 75% completion rate for tobacco inspections for Display and Promotion. Provide one school nurse liaison for each of the –800 schools in Toronto (ratio: 1:30, provincial average is 1:15).		Train 110 peer leaders from 33 agencies who support 1,600 youth to reach 30,000 youth in their communities with Chronic Disease and Injury Prevention messaging.	Provide Diabetes Prevention education programs to <b>3,600</b> participants.
	Substance	Approved	-Collaborate with 300 partners (including schools, libraries, community agencies,	100% of approximately	Reach 25, 000 children, youth, and	Reach 25,000 children, youth, and post-secondary
	misuse prevention & mental health promotion outreach Public Health Nurse liaison services		funded agencies, worksites, networks/coalitions, government and NGO stakeholders) to develop and deliver SMP services and programs.  -Deliver peer leader training to youth to enable them to effectively educate their peers in injury and substance misuse prevention. Provide training for approximately 700 peer leaders in schools, post-secondary institutions, community agencies and through community grant initiatives sponsored by the Toronto Urban Health Fund to reach 24,000 children and youth.  -Reach 43,000 children and youth with substance misuse prevention programs and community led grant initiatives sponsored by the THUF.  -Reach an estimated 400,000 adults through a public awareness campaign to promote the Low-Risk Alcohol Drinking Guidelines	815 Toronio Publically Funded Schools offered Public Health Nurse Italson services	post-secondary students by to educate and promote substance misuse prevention and mental health promotion.  100% (815) of Toronto publicly funded schools received Public Health Nurse liaison services.	students with Healthy Schools and Substance Misuse Prevention services to promote substance misuse prevention and mental health promotion.  Reach 100% (812) of Toronto publicly funded schools with Public Health Nurse liaison services.
		Actual				
Health Protection		Approved	Respond to all (100%) tobacco enforcement related complaints (enclosed public and workplace - hospitals/schools/youth access/display & promotion/bars& restaurants etc.)  -Prioritize compliance/enforcement checks of tobacco vendors for youth access and display & promotion to those vendors located in areas which young people frequent (i.e. schools, community and recreation centres)  -Maintain compliance checks of schools and high risk workplaces. Refer complaints about contraband to the Ministry of Revenue.  -Provide written notice, offence notice or summons for all (100%) documented infractions depending/based on the frequency and severity of non-compliance.	Approximately 15,000 inspections done for tobacco enforcements (including compliance and complaints)	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2017. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2018. This information can be provided upon request.
		Actual				
	Agency education for older adult fall prevention	Approved	-Provide injury prevention education (including wheel safety and concussion prevention) to 3500 elementary-aged childrenProvide education and training to 475 health care providers and caregiver on falls prevention from 85 agencies to build capacity in falls prevention for a potential reach of 135,000 older adults (aged 65+ years) (17% of agencies serving seniors in Toronto will send health care providers to be trained on Falls Prevention)Educate 2,700 older adults through 75 falls prevention presentations / events.	Service Level Reviewed and Discontinued	Provide education and skill building training (Step Ahead) to 150 service providers from 30 agencies to build capacity in falls prevention for older adults.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2018. This information can be provided upon request.
		Actual				

Туре	Sub-Type	Status	2015	2016	2017	2018
Partnership Funding	Student Nutrition Program	Approved	3 ,		in the 2016/17 school year.  Support 565 school communities to provide 33,746,000 meals/year to 179,500 children and	Provide nutrition consultation and support to 55% of municipally funded Student Nutrition Programs in the 2018/2019 school year.  Support 609 school communities to provide 39,370,960 meals/year to 209,420 children and youth, with municipal funding for student nutrition programs (Sept 2018 - June 2019 school year).
	Drug Prevention Community Investment Program	Actual Approved		Service Level Reviewed and Discontinued	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2017. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2018. This information can be provided upon request.
		Actual				
Assessment and Surveillance		Approved		Service Level Reviewed and Discontinued	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2017. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2018. This information can be provided upon request.
		Actual				

Except for the annual volume changes (bolded in the chart above), the 2018 Service Levels are consistent with the approved 2017 Service Levels for Chronic Disease & Injuries.

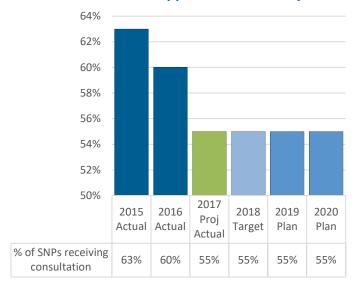
#### **Service Performance Measures**

#### Percentage of higher needs Elementry/Middle Schools, as indicated by Toronto School Boards receiving CDIP services



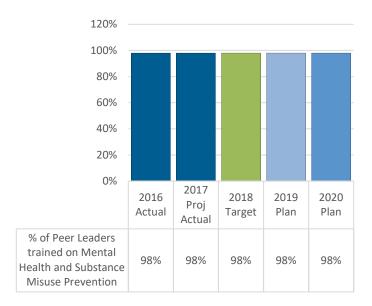
- Given the number of schools in Toronto and limited resources, TPH strives to reach 75% of priority elementary/middle schools identified by school boards.
- Chronic Disease & Injury Prevention (CDIP) is striving to increase the number of services within each school reached. More CDIP services in schools supports increased awareness of and adoption of healthy behaviours
- TPH is projecting to reach 68% of the priority schools in 2017 due to higher than normal vacancy levels.
- As the staffing levels are expected to normalize, the 2018-2020 target is set at 75%.

#### % of Municipally funded Student Nutrition Programs (SNPs) receiving nutrition consultation and support in the school year



- In 2017/18, TPH will strive to provide at least 55% of municipally funded SNPs with consultation and support from a TPH Registered Dietitian, to support sites in meeting nutrition quality requirements.
- Continued rate of 55% assumes available staff time proportionate to the increase in number of programs.

#### % of Peer Leaders trained on Mental Health and Substance Misuse Prevention



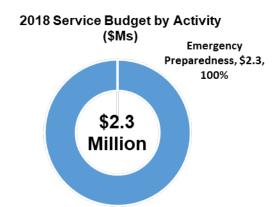
- This chart shows the percentage of peer leaders trained on mental health and substance misuse prevention that report an intent to apply the information attained to engage in school-wide promotion of mental health and substance misuse prevention.
- TPH works in partnership with Toronto School Boards to support and deliver peer leadership initiatives in schools for mental health promotion and substance misuse prevention.
- 2017 projected actuals and future year targets are set at 98% of peer leaders to be trained on mental health and substance misuse prevention.

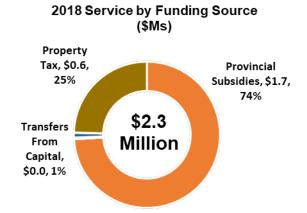
#### **Emergency Preparedness**

Emergency Preparedness

#### What We Do

- Aim to develop a culture of preparedness and ensure Toronto Public Heath is prepared for a public health emergency.
- Develop and maintain emergency response plans which include arrangements and processes to respond to and recover from a variety of public health emergencies such as an influenza pandemic or large scale infectious disease outbreak.
- Conduct exercises and training courses on emergency preparedness, response and recovery including the Incident Management System (IMS).





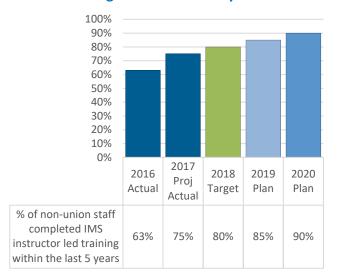
#### 2018 Service Levels Emergency Preparedness

Type	Sub-Type	Status	2015	2016	2017	2018
Assessment and Surveillance		Approved	including monitoring of trends over time, emerging trends, and priority	Service Level Reviewed and Discontinued	though they will not be reported out for 2017. This	Service Levels (SLS) still being provided and tracked even though they will not be reported out for 2018. This information can be provided upon request.
		Actual				
Protection	Business Continuity Plans Public health emergency response		-Maintain Business Continuity Plans and TPH Emergency Plan (ERP)Maintain and test 24/7 protocols for TPH staffMaintain up to date emergency preparedness information on TPH's public websiteMaintain current training level at 90% of all TPH staff that have been pre-assigned to different Incident Management System and business continuity rolesMaintain and exercise the TPH Emergency Plan and its componentsMaintain the City of Toronto's Emergency Plan Psychosocial Support Operational Support Function.	Approximately 1,800 staff Fit Tested with respiratory masks every 2 years	services to Torontonians.  Maintain the availability of Toronto Public Health staff to respond to public health emergencies on a 24/7 basis.	Maintain and test 100% of Toronto Public Health Business Continuity Plans to ensure continuity of public health services to Torontonians.  Maintain the availability of Toronto Public Health staff to respond to public health emergencies on a 24/7 basis.
		Actual				

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Emergency Preparedness.

#### **Service Performance Measures**

% of Non-union staff completed Incident Management System (IMS) instructor led training within the last 5 years



- The City of Toronto adopted the Incident Management System to organize and coordinate responses to emergencies across City Divisions.
- TPH assigns all non-union staff to a response function and provides one-day function-specific training for all.
- The training target of 100% could not be achieved in 2016 and 2017 due to staff turnover and scheduling conflicts.
- TPH is anticipating a gradual increase in future years reaching 90% in 2020.

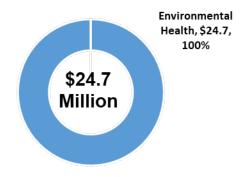
#### **Environmental Health**

#### **Environmental Health**

#### What We Do

- Promotes safety of food and beverages in restaurants and processing plants including inspection of over 18,000 food premises in the City of Toronto to ensure compliance with provincial food safety standards.
- Provide education, training and certification on safe food preparation, handling and processing for food premise operators and food safety education for the general public.
- Monitor drinking water and recreational water quality (beaches, spas, pools) to ensure compliance with provincial standards, and notify stakeholders in the event of adverse water conditions.

2018 Service Budget by Activity (\$Ms)



# 2018 Service by Funding Source (\$Ms)



#### 2018 Service Levels

#### **Environmental Health**

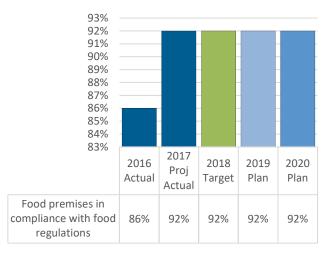
Туре	Sub-Type	Status	2015	2016	2017	2018
Assessment and Surveillance	Public swimming pools and spas assessment/ surveillance	Approved  Actual	- conduct systematic and routine assessment, surveillance, monitoring and reporting of Toronto's drinking water system and drinking water illnesses and their associated risk factors to respond and provide appropriate direction as required - monitor 11 (100%) public beaches and any reported water illnesses of public health importance, their associated risk factors, and emerging trends to respond and provide appropriate direction - conduct systematic and routine assessment, surveillance, monitoring and reporting of 1678 (100%) public recreational water facilities and take appropriate action - conduct systematic and routine analysis of surveillance data to inform program and policy development and service adjustment(s)	Service Level Reviewed and Discontinued	Conduct systematic and routine assessment, surveillance, monitoring and reporting of 1734 (100%) public recreational water facilities at frequencies prescribed by the Ontario Public Health Standards and maintain an up-to-date public website on public swimming pool and spa inspection results.	Conduct systematic and routine assessment, surveillance, monitoring and reporting of 1734 (100%) public recreational water facilities at frequencies prescribed by the Ontario Public Health Standards and maintain an up-to-date public website on public swimming pool and spa inspection results.
Health Promotion and Policy Development		Approved	-maintain up-to-date public website on Toronto's beach water conditions and disclose public swimming pool and spa inspection results -provide information packages to pool and spa operators -respond to information requests on lead corrosion in Toronto's drinking water system, and private drinking-water systems	Service Level Reviewed and Discontinued	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2017. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2018. This information can be provided upon request.
Disease Prevention / Health Protection		Actual Approved	receive, assess and respond to all (100%) reported adverse drinking water events (>350/year) - monitor, sample, assess, analyze and report on 11 (100%) public beaches daily (June to September) -inspect 202 (100%) indoor Class A Pools and outdoor Class A pools 2 times/year or at least once every three months while in operation and take appropriate enforcement action(s) -inspect 861 (100%) indoor Class B pools and outdoor Class B pools 2 times/year or at least once every three months while in operation -inspect 61 (100%) public indoor and outdoor wading pools, splash pads and non-regulated facilities 2 times/year and at least once every 3 months while in operation - maintain 247 availability to receive and respond appropriately to safe water issues including adverse drinking water events, water-borne illness(es)/outbreak(s), weather events, power outage and recreational water	Approximately 1000 Pools inspected annually	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2017. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2018. This information can be provided upon request.
Assessment and Surveillance		Actual Approved	-conduct epidemiological analysis of surveillance data, including monitoring of trends over time, emerging trends, and priority populations -conduct surveillance of community environmental health status	Service Level Reviewed and Discontinued	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2017. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2018. This information can be provided upon request.
	L	Actual				
		Approved  Actual	conduct epidemiological analysis of surveillance data, including monitoring of trends over time, emerging trends, and priority populations-conduct surveillance of community environmental health status	Service Level Reviewed and Discontinued	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2017. This information can be	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2018. This information can be provided upon request.
Health Promotion and Policy Development	Home food safety outreach	Approved	in licensed food premises	Service Level Reviewed and Discontinued	Conduct outreach at 10 community markets serving vulnerable clients with home food safety resources.	Conduct outreach at 10 community markets serving vulnerable clients with home food safety resources.
Disease Prevention / Health Protection	Food premises inspection	Actual Approved	- report in accordance with HPPA and regulations and respond to reports of suspected food-borne illness within 24 hours - inspect 100% (approx. 17,617) food premises - conduct 16,626 (100%) inspections of 5,542 High Risk premises (each inspected once every four months) - conduct 15,800 (95%) food premise risk assessments	Service Level Reviewed and Discontinued		Inspect all high risk food premises (4767) at least 2 times per year.  Inspect all moderate risk food premises (8628) at least once per year.  Complete 3000 re-inspections or achieve a compliance rate of 90% or higher.
Health Promotion and Policy Development		Actual Approved Actual	-provide information to increase public awareness of health hazard risk factors including indoor (legionella) and outdoor (smog) air quality, extreme weather (flooding), climate change (hot weather), radiation exposure (radon, tanning beds) - provide hot weather protection packages to 720 (100% of high risk) landlords of rooming/boarding houses/retirement homes/nursing homes-inspect and assess facilities where there is an elevated risk of illness associated with exposures that are known or suspected to be associated with health including 289 high risk rooming/boarding houses during an extended Extreme Heat event and monitor1636 industrial/commercial sites for identified hazardous priority chemicals and their use and release	Service Level Reviewed and Discontinued	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2017. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2018. This information can be provided upon request.
Disease Prevention / Health Protection	West Nile prevention  Bed bug response	Approved	- maintain 24/7 availability to receive, respond and manage alleged health hazards reports within 24 hours or by the next business day including 11 heat critical events, >1300 bed bug and extreme cleanouts, >2750 mould/indoor air quality concerns, >210 FOI requests regarding historical land use and environmental contamination, manage of 6 long term environmental issues and conduct 6 disease cluster investigations -implement a local vector-borne management strategy including weekly monitoring, testing and reporting of 43 mosquito traps in the City (June 2-September 23) for mosquito speciation and WNV virus infection, larvaciding 120,000 catch basins and 29 open bodied surface waters, investigating and taking appropriate action on >100 stagnant water complaints, conduct tick dragging activities for active Lyme disease casesmaintain systems to support timely and comprehensive communication with relevant health care and other community partners about health hazard risks including heat alerts and extreme heat alerts (May 15-Septemeber 30th), smog alerts, incidence of West Nile Virus activity	Approximately 350,500 mosquitoes catch basis treated with larvacide	management strategy including weekly monitoring, testing and reporting of 43 mosquito traps in the City (June to September) for mosquito speciation and West Nile Virus infection, larvaciding	Maintain 24/7 availability to receive, respond and manage alleged health hazards reports within 24 hours or by the next business day.  Implement a local vector-borne management strategy including weekly monitoring, testing and reporting of 43 mosquito traps in the City (June to September) for mosquito speciation and West Nile Virus infection, larvaciding catch basins across the City and open bodied surface waters as required.  Respond to 100% of reported complaints/requests for bed bugs and provide co-ordination/financial support for unit preparation for vulnerable clients (where deemed appropriate), nursing assessments, health services referrals and other supports.

Except for the annual volume changes (bolded in the chart above), the 2018 Service Levels are consistent with the approved 2017 Service Levels for Environmental Health.

2018 City of Toronto Budget Summary

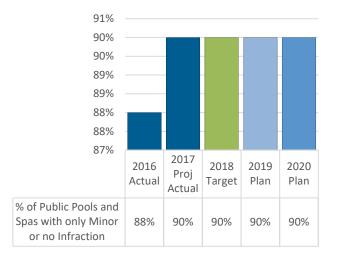
### **Service Performance Measures**

### % of High Risk Food Premises in Compliance with Food Premises Regulations



- The goal of the Food Safety program is to reduce the incidence of food-borne illness by activities including preventing the sale or distribution of food unfit for human consumption.
- Food establishments are required to be in compliance with the food premises regulations and other related legislation.
- TPH has been able to exceed the industry standard of 90% compliance and the trend is expected to continue in the future years.

## % of Public Pools and Spas with only Minor or no Infraction



- Waterborne illnesses can be spread through unsatisfactory recreational water facilities.
- There are some infractions that require immediate closure of these facilities and the others must be corrected within a given time frame.
- The goal is to ensure that no less than 85% of the public pools/spas inspections have no infractions or minor infractions only as per Provincial Accountability Agreement.
- TPH is anticipating that 90% of public pools and spas will experience minor or no fraction in 2018 and future years.

### Number of Health Hazard Complaints Investigated



- All the complaints received are investigated but response time is dependent on the available resources. Priority is given to complaints relating to a potential health hazard.
- Numbers reflect Health Hazard complaints only (does not include Rabies prevention or Bed Bug complaints).
- The number of hazard complaints is expected to remain stable at the 2017 levels.

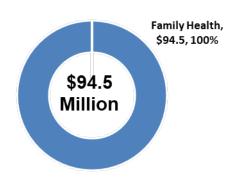
### **Family Health**

Family Health

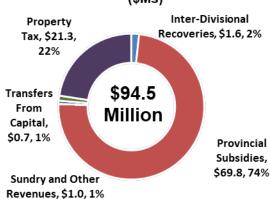
### What We Do

- Promote and support healthy behaviours and environments for people in their childbearing years, pregnant women, their partners and their youth by providing education and outreach on reproductive health.
- Focus on enhancing birth outcomes, promoting readiness to parent, supporting positive and effective parenting especially in high-risk families, and enhancing the cognitive, communicative and development of all children.
- Support proper oral health by providing screening, preventive and basic dental treatment through specific dental and oral health programs.

2018 Service Budget by Activity (\$Ms)



### 2018 Service by Funding Source (\$Ms)



# 2018 Service Levels Family Health

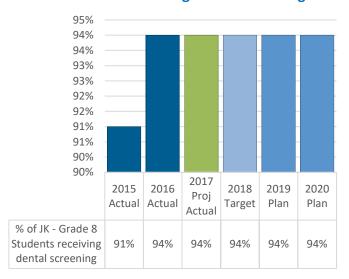
				-		
Туре	Sub-Type	Status	2015	2016	2017	2018
Assessment and Surveillance		Approved	-conduct systematic routine assessment, surveillance, monitoring and reporting to inform program and policy development, access and analysis of Early Development Index (EDI) data collaborate with Public Health Ontario to identify and collect of child health indicators	Service Level Reviewed and Discontinued	Service Levels (SLS) still being provided and tracked even though they will not be reported out for 2017. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2018. This information can be provided upon request.
		Actual				
		Approved	-maintain ongoing systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, coordination with provincial BORN data base to access Toronto data	Service Level Reviewed and Discontinued	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2017. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2018. This information can be provided upon request.
Health	Child health	Actual Approved	-promote and support of breastfeeding initiation and duration	Approximately	Deliver 5085 educational sessions delivered to	Deliver 4,800 educational sessions to improve
Promotion and Policy Development	educational sessions  Child health individual interventions	Approved	-promote and support or breasteeding initiation and duration through hospital liaison with 12 (100%) birth hospitals -provide individual counselling to 25,000 women through telephone counselling, home visits and clinics -develop mid point infant feeding data plan for BFI -provide culturally-appropriate nutrition education to 1,000 families through Peer Nutrition Program and group parenting education to 2,750 parentscontinue to develop physician outreach strategy to advance early identification screening and referral	Approximately 22,000 Breastfeeding Interactions/Interventions provided to women (includes, visits, telephone counselling, partnership breastfeeding clinics, TPH clinics and	Deriver 3005 educational sessions delivered to improve families' knowledge in growth and development, positive parenting, healthy eating, and breastfeeding to enable children and parents to attain and sustain optimal health and development.  Deliver 105,635 of individual interventions delivered to families to improve child development outcomes and increase parenting capacity to sustain and optimize child health and development (including home visits).	Deliver 137,000 undividual interventions to improve framilies' knowledge in growth and development, positive parenting, healthy eating, and breastfeeding to enable children and parents to attain and sustain optimal health and development.  Deliver 137,000 individual interventions to families to improve child development outcomes and increase parenting capacity to sustain and optimize child health and development (including home visits).
		Actual				
	Reproductive health educational sessions	Approved	-deliver online prenatal program to 2,000 women -provide group nutrition education to 2,200 prenatal women at 37 Canada Prenatal Nutrition Program sites -provide individual nutrition counselling to 750 at risk prenatal women	Approximately 1900 high-risk prenatal women provided with assessment, counselling, education and	Deliver 50,201 educational sessions delivered to improve individuals and families knowledge to achieve healthy pregnancy, have the healthiest newborns possible and be prepared for parenthood.	Deliver 61,000 educational sessions delivered to improve individuals and families knowledge to achieve healthy pregnancy, have the healthiest newborns possible and be prepared for parenthood.
	Reproductive health individual interventions	Actual		referral (700 HBHC, 150	Deliver 8,495 individual interventions delivered to families to sustain and optimize healthy pregnancy, support having the healthiest newborns possible and be prepared for	Deliver <b>7,000</b> individual interventions delivered to families to sustain and optimize healthy pregnancy, support having the healthiest newborns possible and be prepared for parenthood.
Disease	Child health	Approved	-implement provincial changes to Healthy Babies Healthy	80% of	62,372 screens completed (including hearing,	Complete <b>66,000</b> screens (including hearing,
Prevention	screening	уфрючец	Children program  -work with 12 (100%) birthing hospitals to increase received screening rate to 80% of all newborns -provide 40,795 home visits to high risk families	approximately	developmental, communications, nutrition, postpartum depression and parenting screens) to identify children at risk for adverse/or decreased child development outcomes.	developmental, communications, nutrition, postpartum depression and parenting screens) to identify children at risk for adverse/or decreased child development outcomes
		Actual				
Health Protection		Approved	-Reviewed and assessed 100% of monthly reports generated by Toronto Water on the concentration of fluoride.	Service Level Reviewed and Discontinued	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2017. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2018. This information can be provided upon request.
		Actual				
Dental Treatment for Children and Youth - Healthy Smiles		Approved	-Based on current staffing levels, project 10,300 enrolment in HSO, 16,000 claims from private dentists and 1500 claims for City dental clinic (3 percent increase	Service Level Reviewed and Discontinued	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2017. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2018. This information can be provided upon request.
		Actual				
Dental Treatment for Eligible Clients	Senior, children & youth dental treatment  Emergency dental treatment	Approved	-Based on current staffing levels, project 3% increase in dental services; 15,000 seniors and caregivers in long-term care homes and treatment to 7800.  Treated 19,000 children and youth; and 400 perinatal clients.	Approximately 33,000 clients receiving dental treatment in all TPH clinics (including children, seniors and adults)	Provide dental treatment to 8,500 seniors (65+) and 15,000 children and youth (18 years of age and younger).  Provide emergency dental services to 2,300 adults (18-64 years of age) eligible for social assistance to improve their oral and general health and thus enhance their job readiness.	Provide dental treatment to 11,650 seniors (65+) and 19,322 children and youth (17 years of age and younger).  Provide emergency dental services to 5,884 adults (18-64 years of age) eligible for social assistance to improve their oral and general health and thus enhance their job readiness.
	Mobile Dental Clinic	Antorit			Improve the oral health of 1,150 street-involved clients who will receive dental care on the Mobile Dental Clinic. Homelessness is a major barrier to dental care.	Improve the oral health of <b>1,100</b> street-involved clients who will receive dental care on the Mobile Dental Clinic. Homelessness is a major barrier to dental care.
Toronto Preschool Speech and Language System		Actual Approved Actual	-coordinate delivery of speech and language intervention services to 8,000 pre-school children -offer parent orientation session to 100% of the parents -accept 4,500 new referrals and service through 340 community service delivery sites -screen 38,000 (95%) newborns born in Toronto hospitals for hearing loss -provide counselling, referral and support to 100-155 families who have an infant or child with a diagnosed hearing or vision loss	Service Level Reviewed and Discontinued	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2017. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2018. This information can be provided upon request.
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Туре	Sub-Type	Status	2015	2016	2017	2018
Partnership Funding	Investing in Families	Approved	partner with Toronto Employment and Social Services and Parks, Forestry and Recreation to deliver Investing in Families program to 500 families who receive social assistance -deliver 20 Let's Talk support groups		though they will not be reported out for 2017. This	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2018. This information can be provided upon request.
		Actual				
Disease Prevention	health screening		-deliver Healthy Babies Healthy Children Program including implementing provincial program changes, increasing outreach to physicians regarding prenatal screening, providing assessment, counselling, education and referral to 1,614 high risk prenatal women -deliver Homeless At Risk Pregnant (HARP) program to 125 clients	Service Level Reviewed and Discontinued	families at risk for adverse birth outcomes in pregnancy.	Complete 1,400 screens to identify individuals and families at risk for adverse birth outcomes in pregnancy.
		Actual				
Population Health Assessment	Surveillance indicators	Approved	New in 2016		indicators that monitor the health of Toronto's population.  Conduct systematic and routine analysis of surveillance information, including monitoring of trends over time, emerging trends, and priority populations.  Conduct surveillance of community emergency planning & preparedness.	Assess, update and report data for 50 surveillance indicators that monitor the health of Toronto's population.  Conduct systematic and routine analysis of surveillance information, including monitoring of trends over time, emerging trends, and priority populations.  Conduct surveillance of community emergency planning & preparedness.
		Actual				

Except for the annual volume changes (bolded in the chart above), the 2018 Service Levels are consistent with the approved 2017 Service Levels for Family Health.

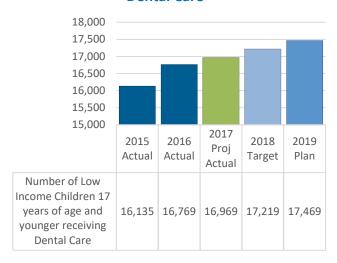
### **Service Performance Measures**

### % of JK - Grade 8 students enrolled in Public Schools receiving Dental Screening



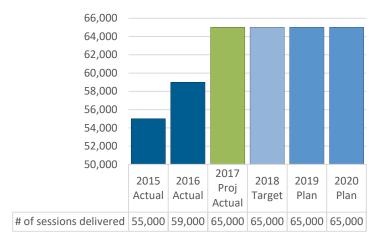
The number of children screened by dental staff in elementary schools is expected to remain stable at the 2017 levels, which is expected as the number of schools is not anticipated to increase.

# Number of Low Income Children 17 years of age and younger receiving Dental Care



- The chart shows the number of children 17 years or younger from low income families receiving dental care in TPH operated dental clinics.
- Poor oral health affects general health, selfesteem, social interaction, academic performance and quality of life.
- Children 17 years of age and younger from low income families report improved oral health after receiving dental treatment in TPH dental clinics.
- The number of children receiving dental care continues to increase at about 1.5% annually and TPH is projecting to provide dental care to 17,219 children in 2018 and 17,469 in 2019.

### Number of Educational Sessions Delivered to Improve Families' Knowledge in Healthy Pregnancy



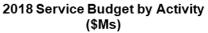
- The chart shows the number of educational sessions delivered to improve families' knowledge in healthy pregnancy, growth and development, positive parenting, healthy eating and breastfeeding to enable and sustain optimal health and development.
- The sessions delivered are: online prenatal education, group prenatal nutrition, parenting sessions and education sessions to support preschool speech and language.
- Number of educational sessions delivered increased from 55,000 in 2015 to 65,000 in 2017 and is expected to remain stable at that level in future years.

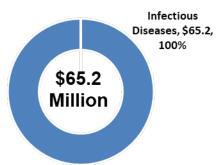
### **Infectious Diseases**

# Infectious Diseases

### What We Do

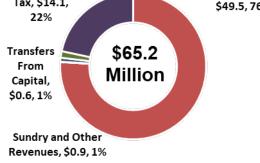
 Provide services that reduce the occurrence and transmission of infectious diseases through public education, surveillance, case and contact management, immunization and outbreak response.





# Property Tax, \$14.1, 22% Provincial Subsidies, \$49.5,76%

2018 Service by Funding Source



# 2018 Service Levels Infectious Disease

Туре	Sub-Type	Status	2015	2016	2017	2018
Assessment	Suspect/ confirmed	Approved	-Receive, assess and review 76,000 (100%) notifications of infectious	Approximately 77,000	Investigate and manage 100% (41,000) of reported	Investigate and manage 100% (41,000) of reported
and Surveillance	Infectious		diseases received annually -Report Infectious disease surveillance information to the Ministry of	notifications of	suspect/confirmed cases and	suspect/confirmed cases and contacts of infectious diseases.
	diseases		Health and Long-Term Care daily using the Integrated Public Health	infectious	contacts of infectious diseases.	
	investigation/		Information System (iPHIS) within designated timelines.	diseases		
	management			received, assessed and		Work with 87 (100%) long-term care homes and 150 (100%)
				reviewed annually		retirement homes to develop their infectious disease surveillance
	Surveillance				Work with 87 (100%) long-term	systems.
	system development				care homes and 150 (100%) retirement homes to develop their	
	-	Actual			infactions disease supplillance	
		Approved	- conduct systematic and routine assessment, surveillance, monitoring	Approximately	Service Levels (SLs) still being	Service Levels (SLs) still being provided and tracked even though
			and reporting to inform program and policy development, service	2,500 animal bite	provided and tracked even though	they will not be reported out for 2018. This information can be
			adjustment(s) - Liaise with Canadian Food Inspection Agency, neighbouring health	reports responded to	they will not be reported out for 2017. This information can be	provided upon request.
			units, Ministry of Municipal and Agricultural Affairs and Ministry of		provided upon request.	
			Natural Resources to keep informed about potential rabies threats - Report surveillance information and rabies post exposure prophylaxis			
			administration to the MOHLTC within designated timelines			
		Actual Approved	-Conduct systematic and routine assessment, surveillance, monitoring			
		Approved	and reporting to inform program and policy development, service			
			adjustment and performance measurement.			
			-Report infectious disease surveillance information to the Ministry of Health and Long-Term Care daily using the Integrated Public Health			
			Information System (iPHIS) within designated timelines.			
		A street				
	Tuberculosis	Actual Approved	-Conduct systematic and routine assessment, surveillance, monitoring	100% (~280)	Track and follow up on 100% of	Track and follow up on 100% of identified clusters involving
	identification		and reporting to inform program and policy development, service	of new TB	identified clusters involving	Toronto residents to identify local transmission of TB and to
			adjustment and performance measurementReport infectious disease surveillance information to the Ministry of	cases provided	Toronto residents to identify local transmission of TB and to identify	identify secondary cases.
			Health and Long-Term Care daily using the Integrated Public Health	comprehensiv	secondary cases.	
			Information System (iPHIS) within designated timelines.	e case management		
				services		
		Actual				
	Immunization	Approved	-Conduct systematic and routine assessment, surveillance, monitoring,	100%	Assess 100% of immunization	Assess 100% of immunization records for 5 and 17 year old
	record		and reporting to inform program and policy development, service	(48,000) of	records for 7 and 17 year old	children.
	assessment		adjustment and performance measurement.  -Assess immunization records of all high school students as per the	public grade 7/8 students	children.	
			amended changes to the ISPA.	offered		
			-Review immunization records all students born in 2010 to ensure they are up to date with the varicella vaccine.	Hepatitis B, meningococc		
			are up to date with the valicena vaccine.	al and HPV		
				immunization		
Health	Infection	Actual Approved	-Host an annual education event for all 87 (100%) Long-Term Care	Approximately	Provide infection prevention and	Provide infection prevention and control liaison services (outbreak
Promotion	prevention &	, фр.отоц	Homes. Provide education sessions and offer consultation resources on	77,000	control liaison services (outbreak	management/ consultation, requests for presentations and
	control liaison		infection prevention and control to all community partners upon request.  -Sit on infection prevention and control committees of 20 (100%)	notifications of infectious	management/ consultation, requests for presentations and	contact for questions) to 20 (100%) hospital sites, 16 (100%) complex continuing care / rehab sites and 87 (100%) long-term
Development	services		hospital sites , 17 (100%) complex continuing care / rehab sites and 87	diseases	contact for questions) to 20	care Homes, 150 (100%) retirement homes, 1000 (100%)
			(100%) Long-Term Care Homes.	received,	(100%) hospital sites, 16 (100%)	licensed child care centers, 2 (100%) correctional facilities, 4
			-Provide infection prevention and control liaison services (outbreak management/consultation, requests for presentations and contact for	assessed and reviewed annually	complex continuing care / rehab sites and 87 (100%) long-term	(100%) major school boards and 65 (100%) shelters.
			questions) to 20 (100%) hospital sites, 17 (100%) complex continuing		care Homes, 150 (100%)	
			care / rehab sites and 87 (100%) Long-Term Care Homes, 1,065 (100%) licensed child care centers, 4 (100%) correctional facilities, 4 (100%)		retirement homes, 1000 (100%) licensed child care centers, 2	
			school boards and 65 (100%) shelters.		(100%) correctional facilities, 4	
			-Work with 87 (100%) Long-Term Care Homes and 150 (100%) retirement homes to develop their infectious disease surveillance		(100%) major school boards and 65 (100%) shelters.	
			systems.			
		Actual				
1		Approved	- develop and distribute rabies resource materials for seniors and youths		Service Levels (SLs) still being	Service Levels (SLs) still being provided and tracked even though
			to supplement national and provincial communication strategies	2,500 animal bite reports	provided and tracked even though they will not be reported out for	they will not be reported out for 2018. This information can be provided upon request.
				responded to	2017. This information can be	F
	Harm	Actual	Partner with approximately 42 community agencies to deliver have	Annrovimatel	Partner with 45 community	Portnor with 45 community agencies to deliver harm so delate
	reduction &	Approved	<ul> <li>-Partner with approximately 42 community agencies to deliver harm reduction education and training to drug users and community agencies,</li> </ul>	Approximately 55,000 client	Partner with 45 community agencies to deliver harm reduction	Partner with 45 community agencies to deliver harm reduction education and training to drug users and community agencies,
	education		including Toronto Police and EMS. Approximately 300 training sessions	visits to TPH	education and training to drug	including Toronto Police and EMS; 300 training sessions will be
			offered annuallyReach 40,000 community clients reached through sexual health	sexual health clinics	users and community agencies, including Toronto Police and	offered.
	AIDS/Sexual		promotion activities;	annually	EMS; 300 training sessions will be	Assist 33,000 Ontario callers through the AIDS and Sexual
	Health Hotline		-Assist 25,600 Ontario callers through the AIDS and Sexual Health InfoLine.;		offered.	Health Info Line.
			-Provide 360 high risk opiate users with Naloxone, resulting in 25		Assist 33,000 Ontario callers	
			administrationsDistribute 3,900,000 male condoms and 37,600 female condoms.		through the AIDS and Sexual Health Info Line.	
			Distribute 900,000 units of lubricant			
		Actual				
-						

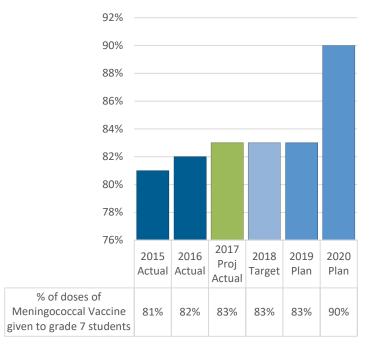
Туре	Sub-Type	Status	2015	2016	2017	2018
Disease Prevention		Approved Approved	Maintain 24/7 availability. Respond to approximately 34,000 cases (100%) of reportable, communicated diseases.  Implement targeted communication with health care providers in the community to alert them to urgent or emerging public health issues, including distribution of information on the behalf of the Ministry of Health and Long-Term Care upon request. Information distributed to approximately 2,900 health care providers and institutions.  -Approximately 10 surveillance alerts issued by TPH annually to approximately 7,000 physicians. Approximately 30. Early Aberrant reporting System (EARS) alerts followed up by TPH epidemiology team, with approximately 8-10 EARS alerts requiring follow up by communicable disease programs.  -Inspect 3,000 (100%) critical and semi-critical personal services	Approximately 77,000 notifications of infectious diseases received, assessed and reviewed annually	Service Levels (SLs) still being provided and tracked even though they not be reported out for 2017. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they not be reported out for 2018. This information can be provided upon request.
			settings. Respond to all infection prevention and control complaints in settings where services are provided by regulated health professionals.  -investigate and manage approximately 300 disease outbreaks annually.  -Complete policy and procedures for all 76 (100%) reportable diseases and reviewed every 5 years at a minimum and more frequently when required			
	Tuberculosis Education	Actual Approved	Provide TB education presentations and develop educational resources for populations at risk for developing TB, health care professionals and community agencies including for approximately: 500 newcomers; 300 health care professionals; and 500 persons at their school/university/college or workplace.; -Hold a minimum of 30 education sessions for agencies offering services to homeless/under housed personsProvide PHN liaison services at each of 4 (100%) TB Clinics and 3 (100%) Correctional Facilities located in Toronto in order to work collaboratively to prevent and control TB.	Approximately 280 new TB new cases provided comprehensive case management services	Provide TB education sessions and develop educational resources for populations at risk for developing TB including: 600 newcomers.  Provide TB education to 300 Heath Care providers focusing on reporting requirements, TB screening, optimal treatment of active TB clients and latent TB infection clients.  Provide TB educational sessions to 200 people who are homeless/under housed and 400 homeless Service Providers.	Provide TB education sessions and develop educational resources for populations at risk for developing TB including: 600 newcomers.  Provide TB information for 300 Heath Care providers focusing on reporting requirements, TB screening, optimal treatment of active TB clients and latent TB infection clients.  Provide TB education through multiple strategies to 200 people who are homeless/under housed and 400 homeless Service Providers.
		Actual				
		Approved	-Conduct periodic campaigns to promote immunization, including targeted campaigns to school aged children who receive vaccines through TPH as related to the changes in the ISPA -Support public information and increase knowledge through periodic media releases and response to media inquiriesProvide education and information to 2000 Health Care Providers that store publicly funded vaccine (incl. pharmacies) regarding Vaccine Storage and Handling practices -Send immunization promotional materials reflecting the changes to the immunization schedule to Day Nursery operators and to the parents of children enrolled in Day Nurseries	Approximately 80.000 vaccinations provided for Hepatitis B, Meningococcal and HPV to grades 7&8	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2017. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2018. This information can be provided upon request.
		Actual				
Health	Personal	Approved	-Inspect over 90% of 3,000 critical and semi-critical personal			
Protection	service settings inspections	Approved	**Inspect over 30% of 50% critical and seminating personal services settings.;  -Conduct one annual infection prevention and control inspection in all 1,065 licensed full care facilities.;  -Maintain TPH PSS inspection disclosure website.	Service Level Reviewed and Discontinued	Inspect 3,600 critical and semi-critical personal services settings.	Inspect 3,800 critical and semi-critical personal services settings.
Protection	settings	Actual Approved	services settings.; -Conduct one annual infection prevention and control inspection in all 1,065 licensed child care facilities.;			
Disease Prevention / Health Protection	settings inspections  Vaccine storage inspection  Animal bite	Actual Approved Actual Approved	services settings.; -Conduct one annual infection prevention and control inspection in all 1,065 licensed child care facilities.; -Maintain TPH PSS inspection disclosure website.  -Inspect 2000 Health Care Providers offices annually to assess for cold-chain compliance; and investigate approximately 200 cold-chain failures annually.	Discontinued  Approximately 80,000 vaccinations provided for Hepatitis B, Meningococcal and	Inspect 2000 fridges in health care premises (including physicians' offices, pharmacies, hospitals, community health centres, long term care facilities etc.) to ensure that all publicly-funded vaccines are properly refrigerated, safe	Inspect 2,100 fridges in health care premises (including physicians' offices, pharmacies, hospitals, community health centres, long term care facilities etc.) to ensure that all publicly-funded vaccines are
Disease Prevention / Health	settings inspections  Vaccine storage inspection  Animal bite	Actual Approved Actual Approved Actual Approved	services settings.;  -Conduct one annual infection prevention and control inspection in all 1,065 licensed child care facilities.;  -Maintain TPH PSS inspection disclosure website.  -Inspect 2000 Health Care Providers offices annually to assess for cold-chain compliance; and investigate approximately 200 cold-chain failures annually.  -Respond to 100% reported adverse events  - maintain 24/7 availability to receive and respond to 100% (avg 2300/year) animal bites to humans, submit 100% (avg 50/year) specimens, and deliver 100% (avg. >350/year) post exposure prophylaxis  - communicate with partners re: reporting obligations for suspected rabbies exposures and where to obtain further information	Discontinued  Approximately 80,000 vaccinations provided for Hepatitis B, Meningococal and HPV to grades 7&8  Approximately 2,500 animal bite reports responded to	Inspect 2000 fridges in health care premises (including physicians' offices, pharmacies, hospitals, community health centres, long term care facilities etc.) to ensure that all publicly-funded vaccines are properly refrigerated, safe	Inspect 2,100 fridges in health care premises (including physicians' offices, pharmacies, hospitals, community health centres, long term care facilities etc.) to ensure that all publicly-funded vaccines are properly refri
Disease Prevention / Health	settings inspections  Vaccine storage inspection  Animal bite response  Sexual Health Clinics	Actual Approved  Actual Approved  Actual Approved  Actual Approved	services settings.; -Conduct one annual infection prevention and control inspection in all 1,065 licensed child care facilities.; -Maintain TPH PSS inspection disclosure website.  -Inspect 2000 Health Care Providers offices annually to assess for cold-chain compliance; and investigate approximately 200 cold-chain failures annuallyRespond to 100% reported adverse events  - maintain 24/7 availability to receive and respond to 100% (avg 2000/year) animal bites to humans, submit 100% (avg 50/year) specimens, and deliver 100% (avg350/year) post exposure prophylaxis - communicate with partners re: reporting obligations for suspected rabies exposures and where to obtain further information - maintain rabies contingency plan  -Accommodate 55,000 client visits to sexual health clinics annually; wait times for new clients for clinic services 2-3 weeks Track and investigate over 13,000 confirmed cases of Chlamydia, gonorrhea, syphilis and HIV Provide Provincially funded medication for treatment for reportable STI treatment to all (100%) requesting community physicians Send 150 anonymous e-cards from inSPOT website and host 700 site visitors	Discontinued  Approximately 80,000 vaccinations provided for Hepatitis B, Meningococcal and HPV to grades 78.8  Approximately 2,500 animal bite reports responded to  Approximately 55,000 cilient visits to TPH sexual health clinics annually	Inspect 2000 fridges in health care premises (including physicians' offices, pharmacies, hospitals, community health centres, long term care facilities etc.) to ensure that all publicly-funded vaccines are properly refrigerated, safe  Respond to 100% (2,500) of animal bite reports.  Serve 60,000 clients at sexual health clinics.	Inspect 2,100 fridges in health care premises (including physicians' offices, pharmacies, hospitals, community health centres, long term care facilities etc.) to ensure that all publicly-funded vaccines are properly refrigerated, safe and effective.  Respond to 100% (2,500) of animal bite reports.  Serve 60,000 clients at sexual health clinics.
Disease Prevention / Health	settings inspections  Vaccine storage inspection  Animal bite response	Actual Approved  Actual Approved  Actual Approved  Actual Approved	services settings.; -Conduct one annual infection prevention and control inspection in all 1,065 licensed child care facilities.; -Maintain TPH PSS inspection disclosure website.  Inspect 2000 Health Care Providers offices annually to assess for cold-chain compliance; and investigate approximately 200 cold-chain failures annuallyRespond to 100% reported adverse events  - maintain 24/7 availability to receive and respond to 100% (avg 2300/year) animal bites to humans, submit 100% (avg 50/year) specimens, and deliver 100% (avg. >350/year) post exposure prophylaxis - communicate with partners re: reporting obligations for suspected rabies exposures and where to obtain further information - maintain rabies contingency plan  - Accommodate 55,000 client visits to sexual health clinics annually; wait times for new clients for clinic services 2-3 weeks Track and investigate over 13,000 confirmed cases of Chlamydia, gonorrhea, syphilis and HIV Provide Provincially funded medication for treatment for reportable STI treatment to all (100%) requesting community physicians Send 150 anonymous e-cards from inSPOT website and host 700	Discontinued  Approximately 80,000 vaccinations provided for Hepatitis B, Meningococcal and HPV to grades 7.88  Approximately 2,500 animal bite reports responded to  Approximately 55,000 client visits to TPH sexual health clinics annually  Approximately 280 new TB new cases provided comprehensive case management services	Inspect 2000 fridges in health care premises (including physicians' offices, pharmacies, hospitals, community health centres, long term care facilities etc.) to ensure that all publicly-funded vaccines are properly refrigerated, safe  Respond to 100% (2,500) of animal bite reports.	Inspect 2,100 fridges in health care premises (including physicians' offices, pharmacies, hospitals, community health centres, long term care facilities etc.) to ensure that all publicly-funded vaccines are properly refrigerated, safe and effective.  Respond to 100% (2,500) of animal bite reports.

Type	Sub-Type	Status	2015	2016	2017	2018
Partnership Funding	Toronto Urban Health Fund	Approved	-With 1.9 million dollars, fund 48 community organizations (AIDS and substance abuse programs) and assist 32 agencies with evaluation skills.	55,000 client	Fund 30 community organizations to prevent transmission of HIV and assist 30 agencies with evaluation skills.	Fund 49 community organizations to prevent transmission of HIV and assist 30 agencies with evaluation skills.
		Actual				
Health Promotion and Policy Development		Approved	Conduct periodic campaigns to promote immunization, including targeted campaigns to school aged children who receive vaccines through TPH as related to the changes in the ISPA.  Support public information and increase knowledge through periodic media releases and response to media inquiries.  Provide education and information to 2000 Health Care Providers that store publicly funded vaccine (incl. pharmacies) regarding Vaccine Storage and Handling practices.  Send immunization promotional materials reflecting the changes to the immunization schedule to Day Nursery operators and to the parents of children enrolled in Day	provided for Hepatitis B, Meningococcal and HPV to	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2017. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2018. This information can be provided upon request.
		Actual				
Disease Prevention	Immunization clinics Immunization information centre	Approved	-Provide approximately 80,000 vaccinations for Hepatitis B, Meningococcal, and HPV to grade 7&8;  -Provide approximately 10,000 vaccination for the seasonal flu program  -Organize and deliver 1,500 immunization clinics (flu, school immunizations, homeless shelters, and school-aged children who are under vaccinated) annually.  -Outbreak contingency plan in place. Utilize outbreak response policy and procedure to guide deployment of staff.  Developing additional guiding documents on mass immunization clinic response.	Approximately 80,000 vaccinations provided for Hepatilis B, Meningococcal and HPV to grades 7&8	Organize and deliver 1,000 immunization clinics (flu, school immunization, homeless shelters, and school-aged children who are under vaccinated).  Answer 50,000 phone calls at the Immunization Information Centre.	Organize and deliver 1,000 immunization clinics (flu, school immunization, homeless shelters, and school-aged children who are under vaccinated).  Answer 90,000 phone calls at the Immunization Information Centre.
		Actual				

Except for the annual volume changes (bolded in the chart above), the 2018 Service Levels are consistent with the approved 2017 Service Levels for Infectious Diseases.

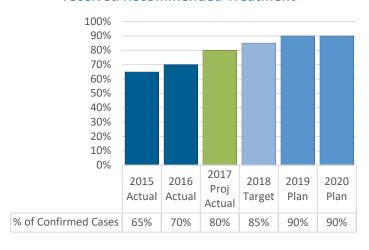
### **Service Performance Measures**

# % of Doses of Meningococcal Vaccine given to grade 7 Students at TPH School Clinics



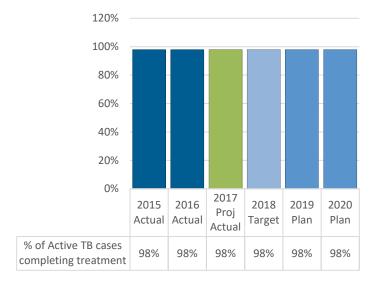
- TPH provides meningococcal vaccine to grade 7 students every year.
- The vaccine, Menactra®, is only available through public health units and protects against meningococcal disease, a rare but serious and potentially fatal disease.
- Each student needs one dose to be fully protected.
- The percentage of meningococcal vaccine given to grade 7 students at TPH school clinics is expected to remain at the 2017 projected levels for 2018 and 2019.
- With improved tracking of the immunization status of every pupil attending school as a result of Immunization of School Pupils Act (ISPA) the percentage of students reached will increase to 90% in 2020.

## % of Confirmed Gonorrhea Cases who received Recommended Treatment



- The chart shows percentage of confirmed gonorrhea cases who received treatment, to reduce the spread of drug resistance.
- TPH works with the treating physician to ensure that cases of gonorrhea receive the appropriate treatment to prevent further cases of antibiotic resistant gonorrhea.
- TPH is anticipating an annual increase of 5% of confirmed gonorrhea cases who receive treatment reaching 90% in 2019. 2020 level is expected to remain stable at 2019 level.

### % of Active TB cases Completing Adequate Treatment according to the Canadian TB Standards



- TPH strives to ensure that 100% of active TB cases complete adequate treatment.
- TPH is anticipating a target of 98% after taking into consideration small number of cases wherein TB Specialists decide to shorten the TB treatment and monitor the client due to other health conditions.

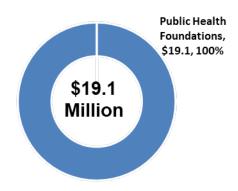
### **Public Health Foundations**

# Public Health Foundations

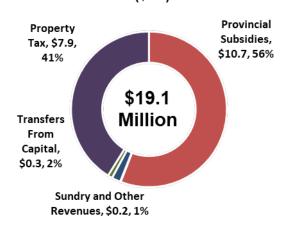
### What We Do

 Provides the population health assessment, surveillance, research and knowledge exchange, and program evaluation to inform public health programs, Board of Health decision making and stakeholder relations, and provincial reporting.

### 2018 Service Budget by Activity (\$Ms)



### 2018 Service by Funding Source (\$Ms)



## 2018 Service Levels Public Health Foundations

Type	Sub-Type	Status	2015	2016	2017	2018
Population	Surveillance	Approved		Approximately 48	Assess, update and report data for 50	Assess, update and report data for 50 surveillance
Health	indicators			surveillance indicators	surveillance indicators that monitor the health	indicators that monitor the health of Toronto's
Assessment				monitored and posted on	of Toronto's population.	population.
				web		
					Conduct systematic and routine analysis of	Conduct systematic and routine analysis of
			New in 2016		surveillance information, including monitoring of	surveillance information, including monitoring of
					trends over time, emerging trends, and priority	trends over time, emerging trends, and priority
					populations.	populations.
					Conduct surveillance of community emergency	
					planning & preparedness.	planning & preparedness.
		Actual				

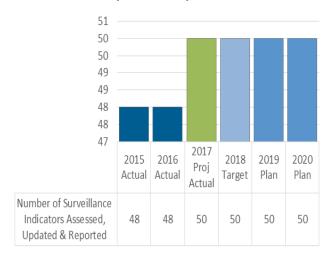
### **Service Performance Measure**

# Number of Municipal Policies Advanced by Category (Healthy Social, Build and Natural Environment)



- TPH will undertake research and engage, collaborate, and consult with City divisions and other stakeholders to advance municipal policy to ensure that they support healthy social and natural environments.
- For 2016, there were a large number of policy issues reported to the Board of Health, including a number of unanticipated ones.
- TPH is anticipating a target of 10 policies to be advanced in 2018 and future years based on the past experience.

### Number of Surveillance Indicators Assessed, Updated & Reported



- Indicator data are generally analyzed by time, geography and subpopulations to identify trends and inequities.
- Indicators are updated and monitored regularly by epidemiology staff who facilitate knowledge translation and integration into service design and policy development.
- TPH is anticipating that 50 surveillance indicators will be assessed, updated and reported.



### **Toronto Public Health**

### 2018 - 2027 CAPITAL BUDGET & PLAN OVERVIEW

Toronto Public Health (TPH), under the provincial Health Protection and Promotion Act, is committed to reducing health inequalities and improving the health of Toronto's diverse communities by delivering services that meet their health needs and anticipating and responding to emerging public health threats.

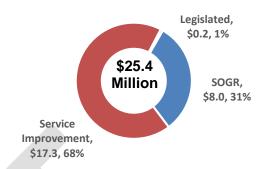
Toronto Public Health's (TPH) 2018-2027 Capital Budget and Plan has been established to support its strategic direction to invest in information technology (IT) to support improvements in service delivery.

The investments in technology will assist TPH to meet the public's demand for access to TPH information and services, enhance its ability to collect and share critical health information, improve access to quality information, and improve services by improving workforce skills and abilities to provide high quality service to clients.

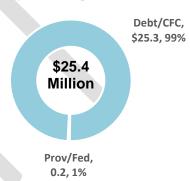
The 10-Year Capital Budget and Plan of \$25.417 million addresses changes in provincial legislation and is established to leverage provincial resources, as well as other City of Toronto initiatives, to reduce project development costs.

The 10-Year Capital Plan will decrease TPH's future year Operating Budgets by a total of \$0.128 million net over the 2018 - 2027 period, primarily as a result of efficiencies realized from the completion of 6 capital project

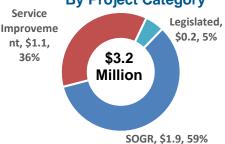
# 2018 - 2027 Capita Budget & Plan By Project Category



### **By Funding Source**



### 2018 Capital Budget By Project Category



### **By Funding Source**



### **Our Key issues & Priority Actions**

- Demand for Online Access to Government Services and Information is one of TPH's service priorities. Several IT projects included in the 10-Year Plan are aimed at improving the use of Social Media channels and mobile applications.
  - ✓ Public eLearning to enhance public health education and learning for Toronto citizens electronically.
  - Public Notifications & Advisories to enable public access via mobile devices and receive automatic information alerts.
  - Mobile Enablement to provide access to information pertaining to pre and postnatal support, health alerts, and agencies providing public health services.

Service Metrics and Real Time Quality
Data is critical for efficient service delivery
and accountability. TPH strives to provide
tools and systems that staff need to enhance
performance and provide high quality service
to clients.

DataMart Data Warehouse will support further improvements in reporting, performance measurement and decision making across data sources within different programs offered by TPH.

### **Capital Deliverables for 2018**

The 2018 Capital Budget for Toronto Public Health of \$3.182 million, excluding carry forward funding, will:

- Continue the Community Health Information System project to enhance the Toronto Community Health Information System.
- Begin the DataMart Data Warehouse-Phase 3 project to better monitor performance and analyze trends to adjust programs and meet mandatory requirements.
- Begin the Electronic Medical Records Phase 3 project to provide a comprehensive electronic record of patients' health-related information.
- Continue the Dental and Oral Health Information System project that will improve business processes and information sharing through process redesign, automation and system integration.

### State of Good Repair Backlog

TPH has no facility State of Good Repair (SOGR) backlog as all capital facility projects were transferred from TPH and consolidated within the Facilities Management and Real Estate Capital Budget to ensure consistency in maintenance standards across the City facilities.

The 2018-2027 Capital Budget and Plan includes funding of \$7.794 million for several State of Good Repair projects aimed at life cycle replacement or enhancement of various software systems/applications managed by TPH.

Table 1 below details all capital projects, by category, included in the 2018 - 2027 Capital Budget and Plan for Toronto Public Health.

Table 1
2018 - 2027 Capital Plan by Project Category (In \$000s)

	Total App'd Cash Flows to Date*	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total	Total Project Cost
Total Expenditures by Category													
Legislated													
Infectious Disease Control System		164										164	145
Sub-Total Sub-Total		164	-	-			-	-		-	-	164	145
State of Good Repair													
Inspection Management - Phase 1 Inspection Management - Phase 2 Reporting Environment Enhancement Community Health Information System	900	295 1,199	755	461	733	825	152			267	349	295 2,171 616 1,954	295 2,171 616 2,854
Early Abilities Information System - Phase 1 Early Abilities Information System - Phase 2 Chemical Tracking Information System		375	303	715 604	941							375 1,656 907	375 1,656 907
Sub-Total	900	1,869	1,058	1,780	1,674	825	152	-	-	267	349	7,974	8,874
Service Improvements													
Document and Records Management System - Phase 1 Document and Records Management System - Phase 2 Datamart Data Warehouse - Phase 3 Electronic Medical Record Public eLeaming Geographic Information Enablement Socio-Demographic Data Collection and Reporting Common Geographic Interface Mobile Enablement Dental & Oral Health Information Systems Project Public Notifications & Advisories Correspondence and Communications Tracking System Call Centre Revitalization		464 427 258	468 1,005 861 154 343	518 446 59 700	300 391	584 365 348 378	610 190 721 527	106 265 779 550	286 811 46 557	474 452	400	468 1,737 1,915 1,347 1,081 741 2,659 1,000 1,892 412 1,031 686 852	468 1,737 1,915 1,347 1,081 741 2,659 1,000 1,892 496 1,031 686 852
Customer Relationship Case Management										507	951	1,458	1,458
Sub-Total  Total Expenditures by Category (excluding carry forward)  Life to Date approved cash flows are provided for multi-	900	3,182	3,889	3,846	3,000	2,500	2,200	1,700	1,700	1,433	1,700	25,417	17,363 26,382

<sup>\*</sup>Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2017, excluding ongoing capital projects (i.e. Civic Improvement projects)

### 2018 - 2027 Capital Projects

The 10-Year Capital Plan is comprised primarily of information technology projects that support the improvement of service delivery by developing and enhancing information technology systems which will improve TPH's ability to provide superior client service, operational efficiencies, improved management decision making and compliance with provincial mandatory requirements.

### Legislated

- Legislated project includes cash flow funding of \$0.164 million or 0.06% of the total 10-Year Capital Plan's expenditures.
  - ➤ The *Infectious Disease Control Information System* 2018 (\$0.164 million) is a 100% provincially funded project that will utilize TPH expertise and diverse requirements to assist in the on-going development and implementation of the pan-Canadian Panorama System for infectious disease control.
    - This phase of the project will implement enhancements to:
      - 1. Panorama functionality;
      - 2. Mobile Immunization Management System (m-IMMS) that provides access to immunization records while in the field; and
      - 3. Public Health Immunization Exchange (PHIX) and Immunization Connection Ontario (ICON) systems that enable electronic import of immunization and demographic information into the immunization management system (Panorama).

State of Good Repair (SOGR)

- SOGR projects account for \$7.974 million or 31.4% of the total 10-Year Capital Plan's investments.
  - ➤ Inspection Management Phase 1 2018 (\$0.295 million) and Phase 2 2020 to 2023 (\$2.171 million)
    - Phase 1 will complete the required analysis and business case documentation to request approval to proceed with the next phase (Phase 2) of the project to replace the current Healthy Environments and Communicable Disease Control inspection CSDC AMANDA system with a new case management solution. The goal of this project is to establish a system that is flexible, allows modifications to the existing program workflows and business rules, and enables the addition of new programs with minimal customization of both mobile and web versions.
    - Phase 2 will replace the existing Healthy Environments and Communicable Disease Control inspection
      applications with a single application that provides enhanced inspection management functionality. It
      will utilize current technology, such as cloud computing; and leverage future corporate case
      management capabilities and common infrastructure components.
  - The Reporting Environment Enhancement project- 2026 to 2027 (\$0.616 million) will replace the obsolete reporting environment with a new standard technical framework for creating operational reports, and redesign and enhance the reporting application utilized by the Communicable Disease Control and Healthy Environments programs.
  - The Community Health Information System project 2018 to 2019 (\$1.954 million) will enhance the Toronto Community Health Information System (TCHIS) to improve system reliability, comply with legal requirements (including AODA and PHIPA) and industry standards, and enhance the capabilities of the application to improve workflows and reduce errors so that program staff can continue to efficiently deliver public health service to a growing public health client base.
  - The Early Abilities Information System Phase 1 project 2018 (\$0.375 million) and Phase 2 2020 to 2021 (\$1.656 million).
    - Phase 1 will complete required analysis and business case documentation prior to receiving approval
      to implement a new solution to replace the DANIC system that is currently being used by the Early
      Abilities program to support case management as part of the next phase of the project (Phase 2).
    - Phase 2 will replace an outdated system (i.e. DANIC system) utilized by the Early Abilities program in order to continue to facilitate the sharing of information with partner agencies and reduce duplication.
  - ➤ The Chemical Tracking Information System project 2019 to 2020 (\$0.907 million) This project will upgrade technology and technical frameworks to incorporate standards utilized by 5 ChemTRAC integrated applications and implement functionality to provide the ability for the industries/business partners to log in securely into the system and submit and release information to reduce processing time and improve customer satisfaction.

### Service Improvements

- Service Improvement projects amount to \$17.297 million or 68.0% of the total 10-Year Capital Plan's expenditures.
- The 3 projects listed below will improve access to TPH information and services through the use of Social Media and mobile channels and additional distance learning opportunities.
  - The *Public eLearning* project 2022 to 2024 (\$1.081 million) will leverage corporate and proven available solutions. This project will implement a system to enhance the ability to create, deliver and manage public health eLearning for Toronto citizens. System components will include registration, content design and development, payment handling and reporting. e-Learning modules include online training for: 1)

- community agency staff to administer nutrition screening; 2) public education on breast feeding and infant feeding; and 3) agency resources on immunization clinic protocols.
- ➤ The *Mobile Enablement* project 2021 to 2025 (\$1.892 million) will deploy mobile functionality to Public Health professionals to access and enter client and service data while in the community for: 1) the needle exchange, sexually transmitted infections, and Communicable Disease Liaison programs; and 2) the Dental and Oral Health programs while also providing dental screening and services in the mobile dental clinic.
  - This project will provide mobile applications for use by the public to provide information pertaining to
    pre and post natal support, health alerts, and agencies providing public health services. Mobile
    technology will be used to improve business processes and service to clients.
- The Public Notifications & Advisories project 2025 to 2026 (\$1.031 million). Using a current standard technical framework for web based information systems, this project will enhance DineSafe, SwimSafe and BodySafe websites so that they can be accessed via mobile devices and enable the public to automatically receive information alerts e.g. Beaches Water Quality, Heat and Cold Alerts.
- The following 3 projects will assist TPH in improving performance measures and support decision making by improving access to quality information in business systems and data warehouses and strengthening analytical capabilities through use of various analytical and GIS tools.
  - The Datamart Data Warehouse Phase 3 project 2018 to 2020 (\$1.915 million). Building on the accomplishments of phase 2, this project will support further improvements in reporting, performance measurement and decision making across 10 additional data sources within TPH programs. Implementing this project will enhance TPH operations by allowing staff to better monitor performance and analyze trends to adjust programs and meet mandatory Ministry of Health and Long-Term Care reporting requirements in a timely manner. The plan envisions migration of TPH Data Warehouse Oracle BI solution to corporate SAP BI solution following SAP change management processes.
  - ➤ The Geographic Information Enablement project 2023 to 2025 (\$0.741 million) will enhance the division's capacity to display location based information geographically (on maps) including reading ward profiles, health surveillance query information, and heat maps (e.g. identifying who is vaccinated in an area) and create a secure Geographic Information System (GIS) for managing and protecting data with sensitive Personal Health Information. Enhanced GIS capability within TPH, including health statistics related to wards and neighbourhoods, will provide valuable inputs into decision making for service provision.
  - The Common Geographical Interface project 2020 to 2021 (\$1.000 million) will develop a reusable system that will facilitate the integration of mapping information from various providers within applications. Although this system is being developed for use by TPH, it can be used across the City wherever there is a similar need.
- The following projects will improve business processes through process automation, redesign and system integration.
  - The Documents and Records Management System Phase 1 project 2019 (\$0.468 million) will review and assess TPH's document management and records management needs against the City Clerk's OpenText Enterprise Document and Records Management Solution (ERDMS) to ensure TPH's information systems and data assets are suitable and ready for ERDMS integration and in compliance with TPH's unique PHIPA privacy requirements.
  - ➤ The Documents and Records Management System Phase 2 project 2020 to 2022 (\$1.737 million) will extend the use of the Enterprise Document Management System to Public Health users to organize and efficiently search, share, revise, and store electronic information contained in documents.
  - The *Electronic Medical Records Phase 3* project 2018 to 2020 (\$1.347 million) will replace a system that has reached its end of life with a new client information system to provide a comprehensive electronic

- record of patients' health related information for those seen in sexual health and needle exchange clinics creating efficiencies in business processes and improved client care.
- The Socio-Demographic Data Collection and Reporting project 2022 to 2025 (\$2.659 million) will implement an automated mechanism to collect socio-demographic data across TPH programs and integrate with service data residing in various systems in order to better understand client needs and improve decision making around service delivery.
- ➤ The Dental and Oral Health Information System project 2018 to 2019 (\$0.412 million). The goal of this project is to improve the operational efficiency and effectiveness of providing Dental and Oral Health Services by TPH to eligible clients of the City of Toronto in all 24 City and Provincial dental clinics including one mobile dental clinic.
- ➤ The Correspondence and Communication Tracking System project- 2019 to 2020 (\$0.686 million). This SharePoint workflow solution will automate the current manual process of tracking correspondence and communications items received by the Medical Officer of Health (MOH), leveraging the "Workflow Automation and Tracking for the City Manager's Office" project.
- ➤ The Call Centre Revitalization project 2026 to 2027 (\$0.852 million) will improve the overall customer service experience by implementing standard tools commonly used by call centres including call recording, e-chat and knowledge base.
- Customer Relationship Case Management 2026 to 2027 (\$1.458 million) will implement an integrated client relationship solution to manage client information and interactions across all TPH programs from a central location. The solution will provide authorized staff with anywhere, anytime access to full client records leading to improved service levels and an enhanced customer experience.

### 2018 - 2027 Capital Budget & Plan by Funding Source

Chart 1 below summarizes the funding sources included in the 2018 - 2027 Capital Budget and Plan for Toronto Public Health:

4,000 3,000 \$ Million 2,000 1,000 0 2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 ■ Debt / CFC ■ Prov./Fed. ■ Reserve / Reserve Funds ■ Development Charges ■ Other Revenue

Chart 1
2018 - 2027 Capital Budget & Plan by Funding Source (In \$000s)

The 10-Year Capital Plan of \$25.417 million will be financed by the following sources:

- Debt accounts for \$25.253 million or 99.4% of the financing over the 10-year period.
  - Debt funding is below the 10-year debt affordability target of \$25.506 million allocated to this Program by \$0.253 million. All projects, except one, included in the 10 Year Capital Plan are funded by City debt:
    - Inspection Management (\$2.466 million)
    - Reporting Environment Enhancement (\$0.616 million)
    - Community Heath Information System (\$1.954 million)
    - Early Abilities Information System (\$2.031 million)
    - Chemical Tracking Information System (\$0.907 million)
    - Document and Records Management System (\$2.205 million)
    - Datamart Data Warehouse Phase 3 (\$1.915 million)
    - Electronic Medical Record Phase 3 (\$1.347 million)
    - Public eLearning (\$1.081 million)
    - Geographic Information Enablement (\$0.741 million)
    - Socio-Demographic Data Collection and Reporting (\$2.659 million)
    - Common Geographic Interface (\$1.000 million)
    - Mobile Enablement (\$1.892 million)
    - Dental & Oral Health Information Systems Project (\$0.412 million)
    - Public Notifications & Advisories (\$1.031 million)
    - Correspondence and Communications Tracking System (\$0.686 million)
    - Call Centre Revitalization (\$0.852 million)
    - Customer Relationship Case Management (\$1.458 million)

### 10-Year Capital Plan: Net Operating Budget Impact

# Table 2 Net Operating Impact Summary (In \$000s)

	2018 B	udget	2019	Plan	2020	Plan	2021	Plan	2022	Plan	2018	- 2022	2018 -	- 2027
Projects	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position
Previously Approved														
CDC Wireless Rollout	(7.0)										(7.0)		(7.0)	
Healthy Environment Inspection (Mobile)	(17.4)										(17.4)		(17.4)	
Dental & Oral Health Information Systems					21.8		(31.5)	(0.5)			(9.7)	(0.5)	(9.7)	(0.5)
Community Health Information System													(40.0)	(1.5)
New Projects - 2018														
Electronic Medical Record - Phase 3					35.0		(45.0)	(2.0)			(10.0)	(2.0)	(10.0)	(2.0)
Datamart Data Warehouse - Phase 3							(43.5)	(1.5)			(43.5)	(1.5)	(43.5)	(1.5)
Total (Net)	(24.4)				56.8		(120.0)	(4.0)			(87.6)	(4.0)	(127.6)	(5.5)

The 10-Year Capital Plan is comprised entirely of Information Technology projects that will streamline business processes, provide efficiencies and improve service delivery.

The 10-Year Capital Plan will decrease future year Operating Budgets by a total of \$0.128 million net over the 2018 - 2027 period, as shown in the table above.

This is comprised of the following operating costs and efficiencies to be realized from the completion of the Program's capital projects:

- The 2018 Operating Budget includes the annualized savings of \$0.024 million as a result of 2017 efficiencies realized from the completion of the HE Mobile Inspection and CDC Wireless projects.
- Further costs and savings from the completion of the following capital projects are identified for 2020 and future years:
  - The Dental and Oral Health Information System project's estimated ongoing annual cloud solution licensing and x-ray related costs beginning 2020 are expected to be \$0.087 million gross and \$0.022 million net. These costs will increase by \$0.003 million gross annually effective 2024. This project is expected to generate operational efficiencies of \$0.126 million gross and \$0.032 million net and a reduction of 0.5 position.
  - ➤ Electronic Medical Records Phase 3 project will end in 2020. The estimated ongoing annual cloud solution licensing costs are expected to be \$0.140 million gross and \$0.035 million net. The project is expected to generate operational efficiencies of \$0.180 million gross and \$0.045 million net after full implementation in 2021 and a reduction of 2 positions.
  - ➤ DataMart Data Warehouse Phase 3 project will be completed in 2020. The estimated ongoing sustainment costs beginning 2021 are \$0.058 million gross and \$0.015 million net. The financial and operational efficiencies to be realized from this project total \$0.232 million gross and \$0.044 million net and a reduction of 1.5 positions.
  - Community Health Information System project will be completed in 2019 with financial and operational efficiencies to be realized of \$0.160 million gross and \$0.040 million net in 2023.

These future operating impacts will be reviewed each year as part of the annual Operating Budget process.



### **Toronto Public Library**

### **2018 OPERATING BUDGET OVERVIEW**

Toronto Public Library (TPL) provides free and equitable access to services which meet the changing needs of Torontonians. The Library preserves and promotes universal access to a broad range of human knowledge, experience, information and ideas in a welcoming and supportive environment.

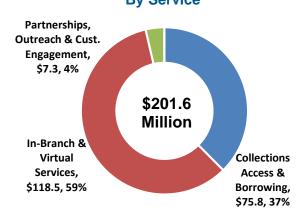
### 2018 Operating Budget Highlights

The total cost to deliver these services to Toronto residents is \$200.093 million gross and \$180.769 million net as shown below:

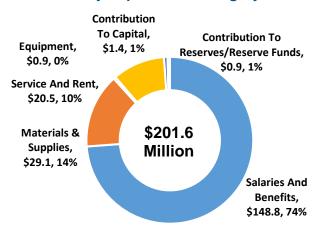
/: \$000!-\	2017	2018	Change	e
(in \$000's)	Budget	Budget	\$	%
Gross Expenditures	199,103.2	201,606.8	2,503.6	1.3%
Revenues	19,995.4	19,323.7	(671.7)	(3.4%)
Net Expenditures	179,107.8	182,283.1	3,175.4	1.8%

Through line by line review of expenditures and service efficiencies, Toronto Public Library is able to partially offset \$4.174 million in operating budget pressures arising from inflationary increases to utilities and contracted services, cost of living adjustments to wages, and prior year impacts of one-time funding reversals. \$1.514 million of New/ Enhanced service level increases were also approved.

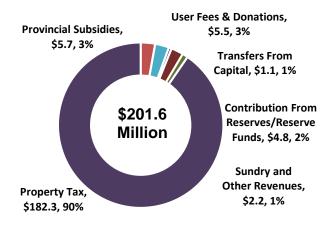
# 2018 Operating Budget By Service



### By Expenditure Category



### **By Funding Source**

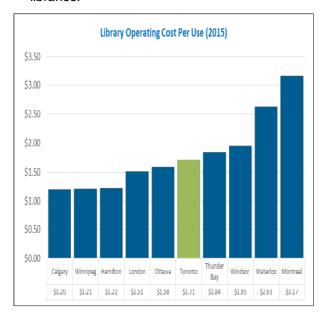


### **Fast Facts**

- Toronto Public Library has higher per capita visits and circulation than any other large urban public library system in the world.
- The Library system includes 81 neighbourhood libraries, 17 district libraries, 2 research and reference libraries; for a total of 100 branches; as well as 2 service buildings and 2 bookmobiles.
- 70% of Torontonians used the library in 2015 and 1 in 5 visit the library at least once a week.
- In 2017, there were over 34 million visits to torontopubliclibrary.ca and more than 910,000 participants attended 37,000 library programs.

### **Trends**

- Over the past 10 years (2007-2016), total library usage has increased by 22.4% from approximately 90 million to over 110 million uses annually. The total use includes both branch based activities and virtual access.
- The number of visits is projected at 18.5 million in 2018 or 6.4 uses per capita. Total visits decreased in 2017 as a result of branch closures for renovations/retrofits, notably the closure of North York Central Library which accounts for 7.4% of total annual visits.
- In 2015 Toronto Public Library's operating cost per use was \$1.71, ranking fourth in cost per use when compared to other Ontario public libraries.



### Our Key Issues & Priority Actions

- Addressing Increased Demands overall in-person visits has continued to increase as well as use of digital resources, remote usage of the Library's online platform, and the library space for work, study and collaboration.
  - ✓ The introduction of new technologies, including selfservice circulation and more online services, has enabled the Library to efficiently manage demand for traditional and new services.
  - ✓ The 2018 Operating Budget includes \$0.805 million in efficiencies from technology projects, modernization of room rentals, and consolidation of print and serials.
- Cost of E-Collection Services has increased as well as the demand and use of e-collections services continue to rise.
  - ✓ TPL will continue to lead the e-book advocacy campaigns around fair pricing terms to promote sustainable pricing models for libraries without undue financial risk. Technology projects such as Expansion of Technological Efficiencies include partial funding to address the increasing demand.
  - ✓ TPL will also revisit annually, opportunities to implement new technological efficiencies to achieve savings, improve customer services, and overall service levels.

### Key Service Deliverables for 2018

The 2018 Operating Budget will:

- Provide 271,683 open hours per year at 100 branches to support 18.5 million in-person visits, 5.7 million workstation users and 5.1 million wireless sessions with expanded access to technology in library branches. A review of access to technology in branches is planned to understand current and future needs.
- Provide virtual library services to support over 36 million website visits. Services include collections, programs and access to user accounts with self-service features including online fines payment, and access to reference e-collections. Strategic directions include the redesign of the library's virtual services for children and youth.
- Develop and maintain a physical collection of 10.2 million items in a variety of languages, reading levels and formats including print, audio- visual and e-content to promote accessibility and respond to community needs.
- Provide annual circulation of 31 million items and information resources to support 2 million reference requests on a variety of subjects.
- Develop and deliver a suite of library programs to support literacy, life-long learning and access to culture with emphasis on literacy for children and youth. Develop and deliver a suite of library programs to support literacy, lifelong learning and access to culture with emphasis on literacy for children and youth.

### 2018 Operating Budget and Plan by Service

	201	17	201	8 Operating E	Budget			Inc	remental	Change	
		Projected		New/	Total	2018 vs	. 2017	20 <sup>-</sup>	19	202	:0
(In \$000s)	Budget	Actual	Base	Enhanced	Budget	Budget 0	Change	Pla	an	Pla	n
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Collections Access & B	orrowing										
Gross Expenditures	75,130.6	75,577.4	75,295.6	460.3	75,755.9	625.3	0.8%	2,214.3	2.9%	1,129.4	1.4%
Revenue	6,462.5	6,845.1	6,582.8	0.0	6,582.8	120.3	1.9%	(76.6)	(1.2%)	126.3	1.9%
Net Expenditures	68,668.1	68,732.3	68,712.8	460.3	69,173.1	505.0	0.7%	2,290.9	3.3%	1,003.1	1.4%
In-Branch & Virtual Se	rvices										
Gross Expenditures	116,742.4	117,436.6	117,537.5	998.9	118,536.4	1,794.0	1.5%	3,754.3	3.2%	2,314.7	1.9%
Revenue	13,224.1	14,007.1	12,444.9	0.0	12,444.9	(779.2)	(5.9%)	(446.0)	(3.6%)	111.0	0.9%
Net Expenditures	103,518.3	103,429.5	105,092.6	998.9	106,091.5	2,573.2	2.5%	4,200.3	4.0%	2,203.7	2.0%
Partnerships, Outreach	& Cust. Eng	agement									
Gross Expenditures	7,230.2	7,273.2	7,259.7	54.8	7,314.5	84.3	1.2%	220.9	3.0%	116.8	1.6%
Revenue	308.9	327.2	296.0	0.0	296.0	(12.9)	(4.2%)	(9.6)	(3.2%)	5.5	1.9%
Net Expenditures	6,921.3	6,946.0	6,963.7	54.8	7,018.5	97.2	1.4%	230.5	3.3%	111.3	1.5%
Total											
Gross Expenditures	199,103.2	200,287.2	200,092.8	1,514.0	201,606.8	2,503.6	1.3%	6,189.5	3.1%	3,560.9	1.7%
Revenue	19,995.4	21,179.4	19,323.7	0.0	19,323.7	(671.7)	(3.4%)	(532.2)	(2.8%)	242.8	1.3%
Total Net Expenditure	179,107.8	179,107.8	180,769.1	1,514.0	182,283.1	3,175.3	1.8%	6,721.7	3.7%	3,318.1	1.8%
Approved Positions	1,734.3	1,645.3	1,729.8	5.0	1,734.8	0.5	0.0%	(2.4)	(0.1%)	1.9	0.1%

The Toronto Public Library's 2018 Operating Budget is \$201.607 million gross and \$182.283 million net, representing a 1.8% increase over the 2017 Approved Net Operating Budget. Toronto Public Library base budget is \$1.661 million, or 0.9% over the 0% target, before New and Enhanced service level increases approved by Council.

- Base pressures are mainly attributable to inflationary increases to utilities and contracted services, cost of living adjustments (COLA) to salaries and benefits, two-year phase in of reversing a one-time Development Charge draw in 2017, and reversal of one-time funding to Youth Hubs Programming and library collections. New and enhanced service priorities were also approved in 2018.
- To help mitigate the above pressures, TPL was able to achieve service efficiency savings through the expansion of technological efficiencies, community space rental modernization initiative, base budget savings through a detailed line-by-line review of expenditures, and one-time savings from the temporary closure of North York Central Library (NYCL).
- Approval of the 2018 Operating Budget will result in Toronto Public Library increasing its total staff complement by 0.5 positions from 1,734.3 in 2017 to 1,734.8 in 2018, driven by two technology efficiency initiatives and the new and enhanced service priorities relating to additional youth hub locations and E-Learning initiatives.
- The 2019 and 2020 Plan increases are primarily attributable to reversal of the one-time savings from the NYCL closure, cost of living adjustments to wages, inflationary increases to utilities and library services across all library locations, and new and enhanced service priorities approved in 2018.

### **Program Map**

### **Toronto Public Library**

Provide free and equitable access to services which meet the changing needs of Torontonians. Toronto Public Library preserves and promotes universal access to a broad range of human knowledge, experience, information and ideas in a welcoming and supportive environment.

### Library Collections & Borrowing

#### Purpose:

To develop and maintain a collection of, over 10 million items in a variety of languages, reading levels and formats, including print, audio-visual, e-content and online learning tools, to promote accessibility and respond to community needs, with an annual circulation of over 32 million items and information resources to support more than 2 million reference requests in a variety of subjects

#### **Branch & E-Services**

#### Purpose:

To maintain the current over 272 thousand hours per year at 100 branches to support over 18 million in-person visits, over 6 million workstation users and over 3 million wireless sessions with expanded access to technology in library branches and to support over 33 million virtual visits

### Partnerships, Outreach & Customer Engagement

#### Purpose:

To develop and deliver a suite of library programs to support literacy, life-long learning with emphasis on literacy for children and youth at community locations and to engage public through consultation on capital projects and to increase awareness and use of library services among diverse communities by using outreach strategies through a range of accessible channels

Legend:		
	Program	Activity
	Service	

### Service Customer

### Library Collections & Borrowing

Public Library Users

#### Indirect (Beneficial)

- Residents
- Businesses
- Visitors
- · Staff City Divisions
- Publishers
- Authors

#### Branch & F-Services

- Public Library Users
- Registered Library Participants
- Virtual Users
- Students
- · Community Groups

#### Indirect (Beneficial)

- Residents
- Businesses
- Visitors
- Staff City Divisions

#### Partnerships, Outreach & Customer Engagement

- Public Library Users
- Registered Library Participants
- · Persons seeking Skills Development
- Persons seeking Career Development
- Persons seeking Literacy Development

### Indirect (Beneficial)

- Residents
- Businesses
- Visitors
- Staff City Divisions

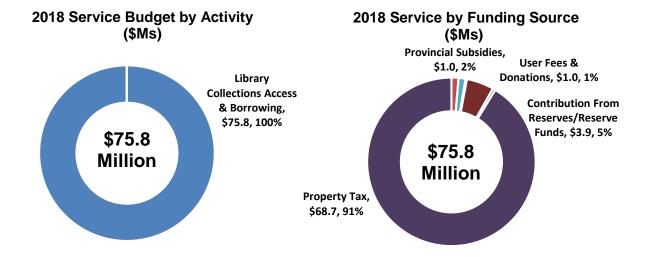
The following section provides the service-based budget by activity and their associated service levels and performance measures.

### **Library Collections & Borrowing**

**Library Collections & Borrowing** 

### What We Do

Collect, preserve and makes available a wide range of knowledge, information and ideas through collections in a variety of formats, languages and reading levels that support the informational, educational, and cultural and recreation needs and interests of residents of all ages, backgrounds and abilities



### 2018 Service Levels

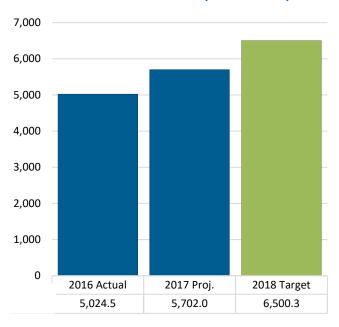
### **Library Collections & Borrowing**

Activity	2017 Service Level	Proposed 2018 Service Levels
Acquisitions	Collections are developed and maintained in accordance with the Public Libraries Act R.S.O. 1990 and TPL's Materials Selection Policy providing a broad range of materials that meet the diverse needs of Torontonians.	Collections are developed and maintained in accordance with the Public Libraries Act R.S.O. 1990 and TPL's Materials Selection Policy providing a broad range of materials that meet the diverse needs of Torontonians.
	Physical collection size: 10,200,000 Physical collection size per capita: 3.5 Reference collection per capita: 1.2 New acquisitions per capita: 0.25 LMB per capita \$6.87	Physical collection size: 9,850,000 Physical collection size per capita: 3.4 Reference collection per capita: 1.2 New acquisitions per capita: 0.24 LMB per capita \$6.87 (assumes no economic adjustment)
	E-collection size: 69 electronic resources including products that provide access to online courses and homework help and databases with 100 million articles from general and specialized periodicals.	E-collection size: 62 electronic resources including products that provide access to online courses and homework help and databases with 100 million articles from general and specialized periodicals.
	E-books and e-audio books: Access to 425,000 downloadable and streamed copies for adults, youth and children	E-books and e-audio books: Access to <b>445,000</b> downloadable and streamed copies for adults, youth and children
	E-music and E-videos: Access to 26,600 downloadable and streamed music titles and 300,000 downloadable and streamed videos	E-music and E-videos: Access to <b>56,600</b> downloadable and streamed music titles and 300,000 downloadable and streamed videos
	Continue to take a leading role in the Canadian Public Libraries for Fair E-book Pricing Campaign to increase service levels efficiently.	Continue to take a leading role in the Canadian Public Libraries for Fair E-book Pricing Campaign to increase service levels efficiently.
Collection Access	A comprehensive, current inventory of physical and virtual materials is available to promote discovery, access and learning by residents. TPL's Circulation and Collection Use Policy provides framework for access.	A comprehensive, current inventory of physical and virtual materials is available to promote discovery, access and learning by residents. TPL's Circulation and Collection Use Policy provides framework for access.
Public Access to Collections	Public access and borrowing in accordance with the Public Libraries Act and TPL's Circulation and Collection Use Policy.	Public access and borrowing in accordance with the Public Libraries Act and TPL's Circulation and Collection Use Policy.
through borrowing	Collection size per capital: 3.6 Circulation per capita: 10.5	Collection size per capital: 3.6 Circulation per capita: <b>10.7</b>
	Holds/versus copies based on loan period: 3 week loan: 1 hold to 6 copies 2 week loan: 1 hold to 12 copies 1 week loan: 1 hold to 18 copies	Holds/versus copies based on loan period: 3 week loan: 1 hold to 6 copies 2 week loan: 1 hold to 12 copies 1 week loan: 1 hold to 18 copies
	Turnover rate of circulating physical collection: 3.8	Turnover rate of circulating physical collection: 3.9
In-library use of materials	Access to collections provided free of charge in accordance with the Public Libraries Act and TPL Circulation and Collection Use Policy	Access to collections provided free of charge in accordance with the Public Libraries Act and TPL Circulation and Collection Use Policy
	1.2 reference items per capita	1.2 reference items per capita
	1.9 in-library- use transactions per capita	2.0 in-library- use transactions per capita (will decrease as customers increasingly use digital resources)

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Collections and Borrowing.

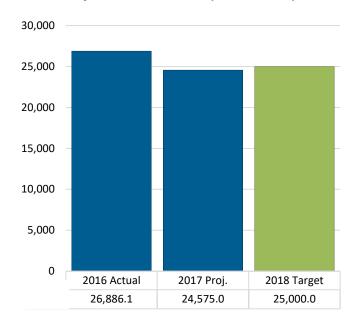
### **Service Performance Measures**

## **Summary of Usage Trends: Electronic Circulation (Thousands)**



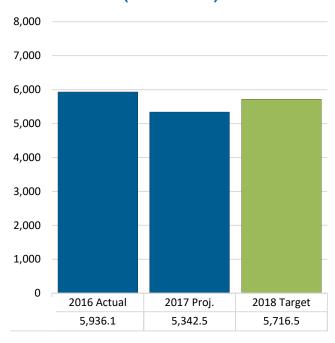
- In 2017, Toronto Public Library projected a 13.5% increase in electronic circulations, increasing from 5.024 million in 2016 to 5.702 million in 2017.
- Electronic circulation increasingly accounts for a larger proportion of overall circulation, a trend expected to increase as more material becomes available.
- The electronic collection has expanded with the addition in 2017 of new online resources and improved access to digital music and video streaming.

## Summary of Usage Trends: Physical Circulation (Thousands)



- Total circulation declined in 2017 as a result of branch closures for renovations/retrofits, notably the closure of North York Central Library which accounts for 5.6% of physical circulation.
- Physical circulation decreased by 8.6%, from 26.886 million in 2016 to 24.575 million in 2017. It is anticipated that it will rise by 1.7% in 2018.
- Toronto Public Library has a physical collection of 10 million, or 3.5 per capita.

### Summary of Usage Trends: In-Library Use of Materials (Thousands)



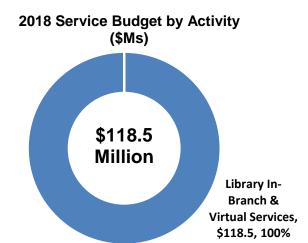
- Toronto Public Library provides access to collections free of charge in accordance with the Public Libraries Act and the TPL Circulation and Collection Use Policy.
- In-library use declined in 2017 as a result of branch closures. 2018 performance is expected to increase with the re-opening of NYCL.

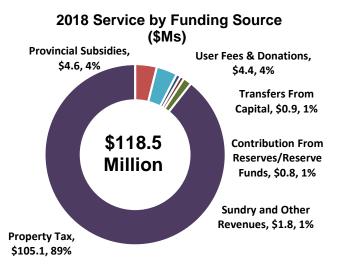
### In-Branch & E-Services

In-Branch & E-Services

### What We Do

- Branches are neighborhood hubs where residents can access collections, computers, wireless and emerging digital technology, programs and information services provided by expert staff. Branches provide public space for residents to read, study and work, attend programs and engage and network with members of the community.
- The virtual branch ensures residents can effectively access services and programs online through 24/7 access to library collections, services and information, and a range of selfservice options that help residents manage their accounts, including placing and managing holds and paying fines online.





Activity	2017 Service Level	Proposed 2018 Service Levels
In-Branch Services	Toronto Public Library provides free public access to space in accordance with the Public Libraries Act and TPL's Service Delivery Model.	Toronto Public Library provides free public access to space in accordance with the Public Libraries Act and TPL's Service Delivery Model.
Provision of Public Space	<ul><li>81 Neighbourhood Branches</li><li>17 District Libraries</li><li>2 Research and Reference Libraries</li><li>2 Bookmobiles</li></ul>	81 Neighbourhood Branches 17 District Libraries 2 Research and Reference Libraries 2 Bookmobiles
	1 library branch per minimum 25,000 population	1 library branch per minimum 25,000 population
	62,157 square feet of library space per 100,000 population	62,157 square feet of library space per 100,000 population
	8,934 seats to accommodate 49,848 average daily visits	8,934 seats to accommodate 53,382 average daily visits
	Library spaces available for use in city emergencies and during severe weather	Library spaces available for use in city emergencies and during severe weather
Open Hours	Open hours to reflect TPL's Vision for Library Open Hours as funded in the 2017 Operating Budget.	Open hours to reflect TPL's Vision for Library Open Hours as funded in the 2017 Operating Budget.
	9,378 open hours per 100,000 population	9,446 open hours per 100,000 population
	Library Open Hours: 5,376.5 weekly hours	Library Open Hours: <b>5,589</b> weekly hours
	Neighbourhood Branches: 40-69 hours per week Monday to Sunday 4,065.5 total weekly hours	Neighbourhood Branches: 40-69 hours per week Monday to Sunday <b>4,278</b> total weekly hours
	District Libraries: 69 hours per week Monday to Sunday 1,173 total weekly hours	District Libraries: 69 hours per week Monday to Sunday 1,173 total weekly hours
	Research and Reference Libraries: 69 hours per week Monday to Sunday 138 total weekly hours	Research and Reference Libraries: 69 hours per week Monday to Sunday 138 total weekly hours
	Bookmobile: 42.75 weekly hours Monday to Sunday	Bookmobile: 42.75 weekly hours Monday to Sunday
		Pilot after-hours, self-serve open hours at Swansea Memorial and Todmorden Room.
Study and Community Use	Safe and welcoming environment and maintained through TPL's Rules of Conduct Policy.	Safe and welcoming environment and maintained through TPL's Rules of Conduct Policy.
	Security in place to achieve a welcoming and supportive environment, enforce the Library's Code of Conduct and to address potential security incidents.	Security in place to achieve a welcoming and supportive environment, enforce the Library's Code of Conduct and to address potential security incidents.

Activity	2017 Service Level	Proposed 2018 Service Levels
	8 Youth Hubs to address the goals of the Toronto Poverty Reduction Strategy	
	2 Discovery Zones: Albion, Fairview	
	13 KidsStops: Albion, Bloor/Gladstone, Brentwood, Cedarbrae, Downsview, Dufferin/St. Clair, Fairview, Mount Dennis, North York Central, Richview, S. Walter Stewart, Scarborough Civic Centre, Thorncliffe.	
Access to Technology	Access to technology in accordance with TPL's Strategic Priority of expanding access to technology to promote digital literacy and inclusion, and advancing the Library's digital platform so that customers have convenient access to a full range of library services through integrated digital platforms and exceptional customer experience at their every point of need.	Access to technology in accordance with TPL's Strategic Priority of expanding access to technology to promote digital literacy and inclusion, and advancing the Library's digital platform so that customers have convenient access to a full range of library services through integrated digital platforms and exceptional customer experience at their every point of need.
	67 internet access workstations per 100,000 population with 16,176 average daily users	Standard suite of technology services available in branches to be determined.
	<ul> <li>55 branches have gigabit connections (1,000Mbps)</li> </ul>	67 internet access workstations per 100,000 population with 16,533 average daily users
	18 Branches have 100Mbps connections	Download speeds to be determined
	<ul> <li>27 branches have connections with download speed of 10 Mbps or less</li> </ul>	Technology lending in-branch at 7 locations
	Technology lending in-branch at 7 locations	
	Wi-Fi Hotspots Lending at 17 branches with a total of 550 devices	
		24/7 wireless internet access at all locations Wi-Fi bandwidth speed – to be determined
	24/7 wireless internet access at all locations	14,786 average daily wireless connections
	13,240 average daily wireless connections	Maintenance and replacement of hard- and software on a regular cycle
	Maintenance and replacement of hard- and software on a regular cycle	19 Computer Learning Centres in all District and Research & Reference branches for digital literacy and technology training
	19 Computer Learning Centres in all District and Research & Reference branches for digital literacy and technology training	8 Digital Innovation Hubs plus 6 portable pop- up learning labs to increase access to
	6 Digital Innovation Hubs plus 6 portable pop-up learning labs to increase access to technology	technology  1 Fabrication Lab at North York Central Library

Activity	2017 Service Level	Proposed 2018 Service Levels
	One-on-one technology training available through the Book a Librarian Information Service  Develop a digital and technology strategy that addresses mobile, self-service and personalized options	One-on-one technology training available through the Book a Librarian Information Service  Advance initiatives in the Digital Strategy, including the Business intelligence project.
Information Services	Information services available in all branches to support access to information, collections and services, based on the Service Delivery Model and Staffing Allocation Model Access and is provided free of charge in accordance with the Public Libraries Act. In-branch customers have access to space, reference assistance and technology.  7.2 million questions answered per year in response to public demand (2.5 per capita)	Information services available in all branches to support access to information, collections and services, based on the Service Delivery Model and Staffing Allocation Model Access and is provided free of charge in accordance with the Public Libraries Act. In-branch customers have access to space, reference assistance and technology.  7.3 million questions answered per year in response to public demand (2.6 per capita)
	Telephone: at point of contact for user technology support or quick reference and within 24 hours for more complex requests.	Telephone: at point of contact including online digital channels for user technology support or quick reference and within 24 hours for more complex requests.
Programs	Programs are available city-wide in accordance with TPL's Programming Policy and address the following strategic priorities: early literacy, literary, information, lifelong learning, cultural experience, and training to support digital literacy and inclusion. Programs are offered at times convenient to a broad range of customers. Equitable access to programs is provided to a diverse population based on demographics and community need. Program quality is supported by clear program descriptions, outcomes and evaluation, and delivered by staff and high quality external partners.  Program offerings include:  Early literacy and targeted reading support programs at branches across the City  Regular STEM programming  High quality out of school time and March break programming for children  Digital literacy and technology training programs and certificate courses delivered by experts  High profile cultural and literary programs and workshops at the Toronto Reference library and across the city	Programs are available city-wide in accordance with TPL's Programming Policy and address the following strategic priorities: early literacy, literary, information, lifelong learning, cultural experience, and training to support digital literacy and inclusion. Programs are offered at times convenient to a broad range of customers. Equitable access to programs is provided to a diverse population based on demographics and community need. Program quality is supported by clear program descriptions, outcomes and evaluation, and delivered by staff and high quality external partners.  Program offerings include:  Early literacy and targeted reading support programs at branches across the City  Regular after school programmes  High quality out of school time, March break and summer time programming for children in camps  Digital literacy and technology training programs and certificate courses delivered by experts

Activity	2017 Service Level	Proposed 2018 Service Levels
Room Rentals for Community Groups	ESL and newcomer programs offered through strategic partnerships  More than 40,300 annual program hours  2,649 average daily program participants  Public space rental in accordance with TPL's Community and Event Space Rental Policy.  Space available 25% of time for public booking  Same business day verification for availability of space  Space held for 10 days for confirmation of the contract	High profile cultural and literary programs and workshops at the Toronto Reference library and across the city  ESL and newcomer programs offered through strategic partnerships  Sunday programming for families  E-learning programming  More than 42,100 annual program hours  2,906 average daily program participants  Develop partnerships with technology leaders to support digital literacy programs (CISCO, Google Canada)  Public space rental in accordance with TPL's Community and Event Space Rental Policy.  Space available 25% of time for public booking and 75% for library programming and study space  Same business day verification for availability of space  Space held for 10 days for confirmation of the contract
		<ul> <li>Provision of premier rental spaces to generate further revenue</li> <li>Online room booking available in 2018</li> </ul>
Facility Maintenance	102 facilities well maintained to promote public safety and use with maintenance issues addressed.	102 facilities well maintained to promote public safety and use with maintenance issues addressed.
	AODA requirements for accessibility continue to be addressed in order to meet legislative requirements.	AODA requirements for accessibility continue to be addressed in order to meet legislative requirements.
	70% waste diversion	70% waste diversion
	Constrained capital budget partially funds state-of- good-repair backlog	Constrained capital budget partially funds state-of- good-repair backlog
	Nightly cleaning of facilities	Nightly cleaning of facilities

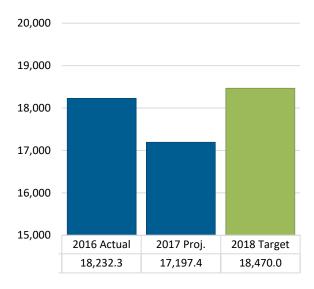
Activity	2017 Service Level	Proposed 2018 Service Levels
	Pedestrian and vehicle routes kept free of snow and ice and snow removal 4 hours after snowfall	Pedestrian and vehicle routes kept free of snow and ice and snow removal 4 hours after snowfall
	Landscaping every 7 days including grass cutting and litter abatement	Landscaping every 7 days including grass cutting and litter abatement
	Carpet cleaning four times per year	Carpet cleaning four times per year
Virtual Branch Services	Comprehensive virtual library branch services available 24/7 in accessible format including access to collections, branch and program information and a range of self-service options for account management.	Comprehensive virtual library branch services available 24/7 in accessible format including access to collections, branch and program information and a range of self-service options for account management.
	Create an Omni-channel experience for customers to access products and services in a seamless and integrated way, offering 24/7 personalized connection with a choice of services delivered when and how customers want/need them.	Create an Omni-channel experience for customers to access products and services in a seamless and integrated way, offering 24/7 personalized connection with a choice of services delivered when and how customers want/need them.
	Virtual services provide accessible format for variety of services including:	Virtual services provide accessible format for variety of services including:
	Access to branch and program information	Access to branch and program information
	<ul> <li>Self-serve options for account and service management</li> </ul>	<ul> <li>Self-serve options for account and service management</li> </ul>
	Program delivery through streaming, interactive video, and audio/video recordings	Program delivery through streaming, interactive video, and audio/video recordings
	Virtual exhibits and digital content	Virtual exhibits and digital content
	Web channel provides:  New content regularly added	Web channel provides:  New content regularly added
	New web content created is in compliance with the AODA's web accessibility requirements.	<ul> <li>New web content created is in compliance with the AODA's web accessibility requirements.</li> </ul>
	99,981 average daily virtual visits	104,676 average daily virtual visits
	Engage with customers through online and social media to support strategic objectives through:  Maintain ongoing social media presence that promotes library programs and services and raises awareness	Engage with customers through online and social media to support strategic objectives through:  Maintain ongoing social media presence that promotes library programs and services and raises awareness
	Promotion, outreach and awareness raising	Promotion, outreach and awareness raising

elivering information service	Delivering information service
mproving customer service	<ul> <li>Improving customer service</li> </ul>
supporting media and public relations	<ul> <li>Supporting media and public relations</li> </ul>
romoting accessibility for all through social nedia (blogs and wikis, YouTube, Twitter, acebook, Pinterest, Instagram, Flickr, E-ewsletter)	<ul> <li>Promoting accessibility for all through social media (blogs and wikis, YouTube, Twitter, Facebook, Pinterest, Instagram, Flickr, Enewsletter)</li> <li>Branch benchmarks for outreach activities</li> </ul>
ration program to provide access to materials ing special and archival collections including ials focusing on Toronto neighbourhoods and the communities and the province of Ontario	Digitization program to provide access to materials including special and archival collections including materials focusing on Toronto neighbourhoods and diverse communities and the Province of Ontario  152,000 items in TPL collections digitized
ir ia	ng special and archival collections including als focusing on Toronto neighbourhoods and

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for In Branch and E-Services.

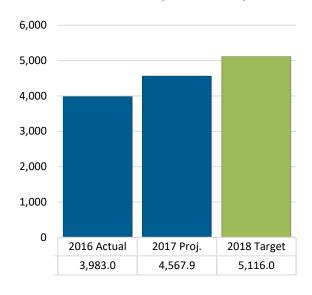
### **Service Performance Measures**

# Summary of Usage: In-Person Visits (Thousands)



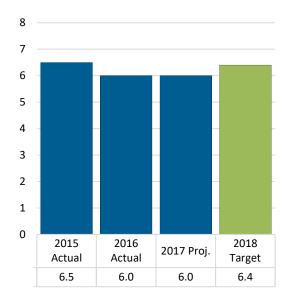
- 2017 performance is down mainly due to the closure of NYCL and is expected to increase in 2018 with the re-opening of the library.
- Overall trends indicate that in-person visits to library branches have increased, although the way people access information and use branch services has changed.
- While in-branch reference use of library collections has declined, and the number and type of reference questions has changed, there has been an increase in program attendance for print and digital literacy, lifelong learning, job supports, and culture and recreation; strong growth in the use of in-branch technologies, including computers, Internet and wireless; and increased use of library space for work, study and collaboration – important services as city density increases.

## Summary of Usage: Wireless Sessions (Thousands)



- Toronto Public Library offers 24/7 wireless internet access at all locations.
- The number of wireless sessions is continuing to increase as Torontonians increasingly use digital resources. From 2007 to 2016 the number of wireless sessions increased by 2,253%.
- The number of wireless sessions increased by 14.7% from 2016 top 2017, and is anticipated to continue to rise in 2018 due to added bandwidth and speed, and the prevalence of affordable mobile devices with Wi-Fi capability and more online services.

#### **Visits Per Capita**



- The number of visits are influenced by open days in each calendar year.
- Total visits declined in 2017 as a result of branch closures for renovation/retrofits, notably the closure of North York Central Library, which accounts for 7.4% of total annual visits.
- 2018 visits are expected to increase to 18.5 million or 6.4 visits per capita, with the re-opening of North York Central Library, as well as visits to large events hosted by the Library such as the Toronto Comic Arts Festival, the Maker Extravaganza and the Open Data Hackathon.
- Visits reflect a range of branch uses including individual and group study and meeting room space.

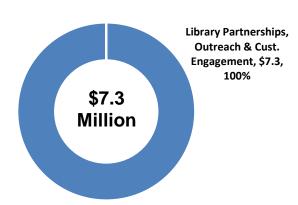
#### Partnerships, Outreach & Customer Engagement

Partnershisps, Outreach & Customer Engagement

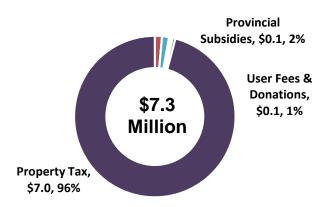
#### What We Do

- Extend access to library services to residents and communities throughout the city, and help increase awareness and use of library services
- Provide services to residents who cannot visit a library branch because of disability or distance.
- Volunteers enrich and extend library service and programs, and are provided opportunities to develop employment skills and contribute to the community
- Engage and consult residents, stakeholders and communities in the development, delivery and evaluation of excellent library services.

## 2018 Service Budget by Activity (\$Ms)



## 2018 Service by Funding Source (\$Ms)



#### 2018 Service Levels

#### Partnerships, Outreach & Customer Engagement

Activity	2017 Service Level	Proposed 2018 Service Levels
Partnerships	Partnerships developed and maintained with public and private sector partners to advance key City and Library strategic priorities, driven by MOU, outcome measures and KPI's for major partnerships.	Partnerships developed and maintained with public and private sector partners to advance key City and Library strategic priorities, driven by MOU, outcome measures and KPI's for major partnerships.
	Sample partnerships: City: Public Health to deliver health promotion with health zones in 10 branches serving NIAs, Business Inc. Cultural: Sun Life Museum + Arts Pass to provide access to cultural venues and to musical instruments through the musical instrument lending library program. Government: Library Settlement Partnership with Citizenship and Immigration Canada, community agencies and TPL Learning: CISCO, Hacker Lab and Repair Café, OCAD, TD Summer Reading Club Technology: Google Canada	Sample partnerships: City: Public Health to deliver health promotion with health zones in 10 branches serving NIAs, Business Inc. Cultural: Sun Life Museum + Arts Pass to provide access to cultural venues and to musical instruments through the musical instrument lending library program. Government: Library Settlement Partnership with Citizenship and Immigration Canada, community agencies and TPL Learning: CISCO, Hacker Lab and Repair Café, OCAD, TD Summer Reading Club, Brookfield Institute, Ryerson University. Technology: Google Canada, Innovation Council
Outreach	Annual outreach targets for each branch met	Annual outreach targets for each branch met
Programs	Programs delivered in schools and community locations to facilitate outreach and deliver on strategic objectives:	Programs delivered in schools and community locations to facilitate outreach and deliver on strategic objectives:
	<ul> <li>100% of schools in Toronto Strong Neighbourhoods 2020 areas reached through Kindergarten, Grade 4 and High School Outreach.</li> <li>Outreach in community settings to promote e- content</li> <li>Pop-up programs in community settings</li> <li>Establish community librarian positions at Toronto Employment and Social Services (TESS)</li> <li>Innovators in Residence Program</li> <li>Outreach to shelters through the Bookmobile</li> </ul>	<ul> <li>100% of schools in Toronto Strong Neighbourhoods 2020 areas reached through Kindergarten, Grade 4 and High School Outreach.</li> <li>Outreach in community settings to promote e- content</li> <li>Pop-up programs in community settings</li> <li>Establish community librarian positions at Toronto Employment and Social Services (TESS)</li> <li>Innovators in Residence Program</li> <li>Outreach to shelters through the Bookmobile</li> </ul>
Bookmobile and Home Library Service	Bookmobile and Home Library Service provided in accordance with Service Delivery Model to address geographically isolated communities or the needs of homebound users.	Bookmobile and Home Library Service provided in accordance with Service Delivery Model to address geographically isolated communities or the needs of homebound users.
	13,532 home visits to deliver materials	13,632 home visits to deliver materials
	28 Bookmobile stops	28 Bookmobile stops with Wi-Fi access in the new bookmobiles.
		Initiate shelter outreach with the bookmobile in partnership with external agencies.

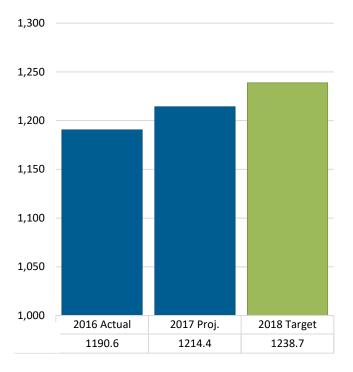
# 2018 Service Levels Partnerships, Outreach & Customer Engagement

Activity	2017 Service Level	Proposed 2018 Service Levels
Volunteer Services	Volunteer recruitment and management in accordance with the Volunteer Management Practice Policy.	Volunteer recruitment and management in accordance with the Volunteer Management Practice Policy.
	Volunteers support 6 programs focusing on literacy and technology including programs for children in the middle years	Volunteers support 6 programs focusing on literacy and technology including programs for children in the middle years
	2,753 volunteers	2,781 volunteers
	96 active volunteers per 100,000 population 78,056 volunteer hours	97 active volunteers per 100,000 population 79,617 volunteer hours
	Provide consultation on service development including capital projects and major renovations, and ongoing evaluation of library services and programs.	Provide consultation on service development including capital projects and major renovations, and ongoing evaluation of library services and programs.
	Youth Advisory Groups active in 50 locations	Youth Advisory Groups active in 50 locations
Customer Engagement	Residents and communities consulted as per TPL's Public Consultation Policy on service development including the development of the Strategic Plan 2016 - 2019, capital projects, major renovations and the ongoing evaluation of library services and programs.	Residents and communities consulted as per TPL's Public Consultation Policy on service development including the development of the strategic plan, capital projects, major renovations and the ongoing evaluation of library services and programs.
	Feedback and customer service is available in a range of accessible formats in compliance with the AODA's requirements and City service standards.	Feedback and customer service is available in a range of accessible formats in compliance with the AODA's requirements and City service standards.
	Customer Feedback acknowledged in two days with a response in the format chosen by resident if requested, and through social media.	Customer Feedback acknowledged in two days with a response in the format chosen by resident if requested, and through social media.
	Telephone calls returned within one business day.	Telephone calls returned within one business day.
	Voicemails cleared daily or appropriate absence messages.	Voicemails cleared daily or appropriate absence messages.
	Callers not transferred to voicemail.	Callers not transferred to voicemail.
	Emails acknowledged within two business days.	Emails acknowledged within two business days.

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Partnership, Outreach and Customer Engagement.

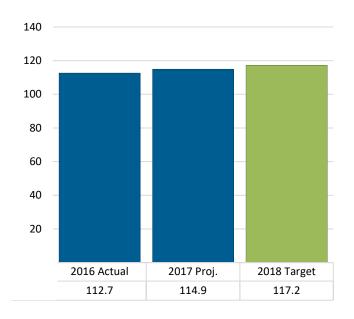
#### **Service Performance Measures**

#### **Registered Card Holders (Thousands)**



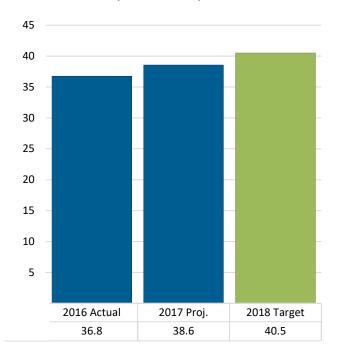
- In 2017 there were 1.214 million Library cardholders, an increase of 2% over 2016.
- Registered card holders are expected to continue to increase in 2018 due to a fines model change and the implementation of two new card types: Access and Visitor.

# Attendees at Outreach Programs and Community Engagement Events (Thousands)



- Partnerships and outreach activities extend access to library services to residents and communities throughout the city, and help to increase awareness and use of library services. Partnerships support the library in outreach to new audiences and in delivering service efficiently.
- The library engages and consults with residents, stakeholders and communities in the development, delivery and evaluation of library services to deliver excellent and responsive customer service. Outreach and engagement activities in-branch, online, and in the community help inform, raise awareness and encourage use of the library's many services.
- The number of attendees at Toronto Public Library outreach programs and community events increased in 2017 by 2% and is expected to grow in 2018 due to outreach efforts.

# Children Registered for TDSRC (Thousands)



- The number of children registered for the TD Summer Reading Club (TDSRC) increased in 2017 by 5% over 2016 to 38,594 participants.
- Toronto Public Library focuses on providing the best quality programming for children and youth.
- TPL also focuses on developing and maintaining strong partnerships with other organizations in the community.



## **Toronto Public Library**

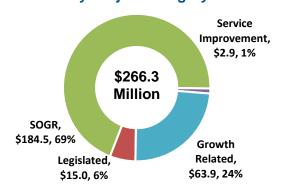
#### 2018 - 2027 CAPITAL BUDGET & PLAN OVERVIEW

The Toronto Public Library (TPL) provides free and equitable access to library services through a network of 100 branches comprised of 81 neighbourhood libraries, 17 district libraries, 2 research and reference libraries, 2 service buildings including e-branch services, to meet the changing needs of Torontonians.

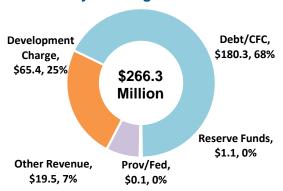
The primary focus of the 2018-2027 Capital Plan totalling \$266.330 million is to maintain the existing assets in a state of good repair while addressing the needs of new and growing communities through renovation, relocation and expansion of existing branches, as well as advance and improve the provision of e-services and in-branch technology through Virtual Branch Services and Technology Asset Management Replacement Program.

The 2018-2027 Capital Plan includes technology and modernization projects such as the *Answerline & Community Space Rental Modernization* and *Expansion of Technological Efficiencies* that allow TPL to achieve service efficiency savings which will decrease future year Operating Budgets by a total of \$0.950 million net over the 2018 - 2027 period.

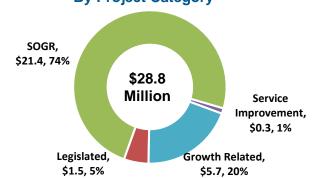
# 2018 - 2027 Capital Budget & Plan By Project Category



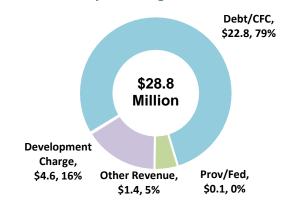
#### **By Funding Source**



#### 2018 Capital Budget By Project Category



#### **By Funding Source**



#### **Our Key issues & Priority Actions**

- The State of Good Repair Backlog is expected to grow to \$146.364 million by 2027 which represents 14.9% of the total asset replacement value.
  - √ 10-Year Capital Plan includes total funding of \$184.510 million for SOGR with \$1.500 million additional debt allocated to this category in 2018. TPL will evaluate annually the status of SOGR backlog and prioritize as needed.
- TPL E-Services and In-Branch Technology supports self-service transactions and e-material loans daily while branches offer wireless access, public computers and 3D printing at select locations.
  - ✓ TPL will continue to refine the digital strategy to address increasing demand for digital and on-line services as well as more self-service options including mobile and personalized services through its Technology Asset Management Program and Virtual Branch Services and \$60.164 million is included in the10-Year Capital Plan for this purpose.

#### **Capital Deliverables for 2018**

The 2018 Capital Budget for Toronto Public Library of \$28.838 million, excluding carry forward funding, will:

- Continue renovation and expansion work at North York Central Library (\$4.987 million).
- Commence construction at St. Clair/Silverthorn, Wychwood and York Woods Libraries (\$6.277 million).
- Continue Technology Asset Management Program and Virtual Branch Services (\$5.600 million).
- Continue the Multi-Branch Renovation Program to address TPL's growing state of good repair backlog (\$6.164 million).
- Commence work on Answerline & Community Space Rental Modernization, and Expansion of Technological Efficiencies projects that will create annual operational savings of \$0.475 million in 2018 and 2019.

#### State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of \$184.510 million for State of Good Repair projects. The SOGR backlog as a % of asset replacement value will increase from 6.9% in 2018 to 14.9% in 2027 based on updated condition audits of TPL's buildings.

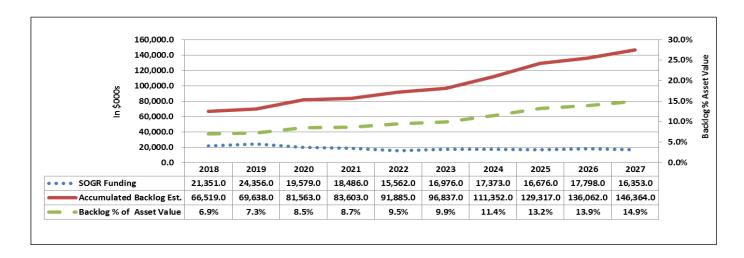


Table 3 below details all capital projects, by category, included in the 2018 - 2027 Capital Budget and Plan for Toronto Public Library:

Table 3
2018 - 2027 Capital Plan by Project Category (In \$000s)

												_
	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total	Total Project Cost
Total Expenditures by Category												
Legislated												
MB Renovation Program Accessibility Retrofit	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000	N/A
Sub-Total	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000	IN/A
State of Good Repair	1,000	1,000	,,,,,,	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	
Agincourt Renovation						1,125					1,125	1,125
Albert Campbell Renovation	300	4,959	4,269	2,372		1,120					11,900	12,165
Albion District Library Renovation	200	1,000	1,200	2,0.2							200	15,307
Answerline & Community Space Rental Modernization	550	850									1.400	1,400
Bridlewood Renovation						641	467				1,108	1,900
Centennial Renovation & Expansion	78	78	1,038	1,080	698						2,972	6,389
Dawes Road Neighbourhood Library			49	1,280	1,163						2,492	13,263
Equipment for Operational Efficiencies	350										350	1,806
Expansion of Technological Efficiencies	950	650									1,600	1,600
High Park Renovation					197	197	2,927	3,577			6,898	6,898
Integrated Payment Solutions	1,100										1,100	2,250
Mimico Renovation							281	282	2,637	2,707	5,907	10,335
Multi-Branch Renovations Program	4,164	3,932	2,527	3,751	3,476	3,593	3,593	3,593	3,593	3,593	35,815	N/A
Multi-Branch SOGR	500	300									800	N/A
North York Central Library Renovation Phase 1	1,904										1,904	14,974
North York Central Renovation Phase 2	2,241	4,428	2,483								9,152	10,880
Northern District Renovation	470	470	566	2,054	2,588	2,912	2,006	004			10,126	11,744
Parliament Street Renovation	179	179		1,890	1,840	1,697	1,076	334	0.407	0.047	7,195	16,374
Sanderson Neighbourhood Library Renovation St. Clair/Silverthorn Reconstruction	755	179				193	194	2,450	2,127	2,017	6,981 934	6,981
	755	179				800	1.010	840	1.731		4.381	2,897
TAMP Automated Sorter Replacement Program Technology Asset Management Program	4.100	3.883	4.100	4.100	4.100	4.100	4.100	4,100	4,100	4.100	40.783	N/A
Virtual Branch Services	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000	N/A
Weston Renovation	1,300	1,300	1,500	1,500	1,500	218	219	1,300	2,110	2,436	4,983	10,368
Wychwood Renovation and Expansion	735	1,464	172			210	213		2,110	2,450	2,371	10,133
York Woods Renovation	1,745	1,954	2,875	459							7,033	8,344
Sub-Total	21,351	24,356	19,579	18,486	15,562	16,976	17,373	16,676	17,798	16,353	184,510	167,133
Service Improvements												
Northern District Renovation			90	328	414	466	320				1,618	11,744
York Woods Renovation	325	364	536	86		.00	020				1,311	8,344
Sub-Total	325	364	626	414	414	466	320				2,929	20,088
Growth Related												
Bayview - Bessarion Relocation		4,067	5,782	2,002							11,851	12,622
Bridlewood Renovation		.,007	3,702	_,002		459	333				792	1,900
Centennial Renovation & Expansion	89	89	1,194	1,243	802	-100	555				3,417	6,389
Dawes Road Neighbourhood Library	1,114	322	135	3,501	3,184						8,256	13,263
Guildwood Leasehold Improvement	592	591		.,	.,						1,183	1,183
North York Central Library Renovation Phase 1	419										419	14,974
North York Central Renovation Phase 2	423	836	469								1,728	10,880
Parliament Street Renovation	228	229		2,411	2,348	2,166	1,372	425			9,179	16,374
Perth Dupont Relocation	80		3,483	749							4,312	4,312
Queen Saulter (Port Lands) Relocation & Expansion									411	412	823	823
St. Lawrence Library Relocation					194	133		4,184	4,311	4,771	13,593	13,593
St.Clair/Silverthorn Reconstruction	774	121									895	2,897
Weston Renovation						57	57		552	637	1,303	10,368
Wychwood Renovation and Expansion	1,943	3,742	455								6,140	10,133
Sub-Total	5,662	9,997	11,518	9,906	6,528	2,815	1,762	4,609	5,274	5,820	63,891	119,711
Total Expenditures by Category (excluding carry												
forward)	28,838	36,217	33,223	30,306	24,004	21,757	20,955	22,785	24,572	23,673	266,330	306,932

#### 2018 - 2027 Capital Projects

The 10-Year Capital Plan is in keeping with Toronto Public Library's objectives to maintain the current infrastructure while addressing the need for relocated and expanded library branches to address population growth.

#### Legislated

 Cash flow funding of \$15.000 million or 5.6% of the total 10-Year Capital Plan's expenditures has been allocated to one Legislated sub-project, 10-year *Multi-Branch Accessibility Retrofit Program*, to address any outstanding Accessibility for Ontarians with Disabilities Act (AODA) deficiencies at all library locations.

#### State of Good Repair (SOGR)

- SOGR projects account for \$184.510 million or 69.3% of the total 10-Year Capital Plan's investments which
  will fund upgrades to existing branch and technology infrastructure, including extensive repairs to the building
  structure and energy efficiency measures, as well as improving e-services and implementation of self-service
  technology to enhance operational efficiency.
- The 10-Year Capital Plan SOGR funding is dedicated to following projects:
  - Multi Branch Renovations (\$36.615 million) This multi-year project is an on-going renovation program for minor branch renovations which includes the partial or complete replacement of building systems, flooring, shelving, roofing, and structural repairs at various library locations. This Program provides relief to those library locations until major renovations can be delivered.
  - Albert Campbell Renovation (\$11.900 million) This project will address building envelope deficiencies including electrical components, lighting, accessibility, flooring and mechanical systems, as well as improving security and IT infrastructure. It will also revitalize library spaces to include zoned areas for adults, efficient work stations for staff, and improved customer self-service.
  - North York Central Library Renovation Phase 1 (\$1.904 million) / North York Central Library Phase 2 (\$9.152 million) Phase 1 of this project began in 2017 to retrofit and upgrade building systems and infrastructure, interior renovations on all floors to reconfigure public service and stacks to meet new service demands from the neighbouring community and all library users. Phase 2 of this project provides important funding for the KidsStop and Middle Childhood spaces with state of the art interactive elements.
  - Northern District (\$10.126 million) Extensive remedial work is required to address deficiencies of the building structure, underground parking and building envelope to ensure proper maintenance of the facilities. Replacement work is also required for windows, wiring, washrooms, HVAC systems, fire alarm system and elevators as per the recommended replacement cycle.
  - Technology projects include:
    - Integrated Payment Solutions (\$1.100 million) Technological improvements will be made to enhance the customer experience in library branches with modernized library services.
    - Equipment for Operational Efficiencies / Expansion of Technological Efficiencies (\$1.950 million) –
      These projects will modernize TPL's operating equipment such as the land-line phone systems and
      payment solutions, replace printer fleet at all library locations, and install new mini-sorters to improve
      the library materials handling process.

- Answerline & Community Space Rental Modernization (\$1.400 million) This project provides a modern solution for self-service functionalities for room bookings, rental of community spaces, and internal data management processes including business, financial and operational reporting.
- > Other technology requirements will be addressed through the 10-year *Technology Asset Management Program* to replace and upgrade the existing hardware and software of all library locations and *Virtual Branch Services* program to enhance the virtual presence of Toronto Public Library and in-branch experience.

#### Service Improvements

- Service Improvement projects amount to \$2.929 million or 1.1% of the total 10-Year Capital Plan's expenditures.
  - > Service Improvement projects provide funding for renovations to the *Northern District* and *York Woods Libraries* to improve accessibility of the existing public spaces of the library, address all building envelope deficiencies, and enhance library users' experience through upgrading connectivity and IT infrastructures.

#### Growth Related

- Growth Related projects account for \$63.891 million or 24.0% of the total 10-Year Capital Plan's expenditures.
  - > St Lawrence Relocation This project responds to the high growth in the neighbouring community with such services as flexible spaces for programming and events, individual and group study spaces, a computer learning centre, digital innovation and creation space, and exhibit space.
  - Major projects that are currently underway involving large expansions at the following locations:
    - Wychwood Branch Renovation and Expansion This project will expand the branch by 5,000 square feet to include an Early Literacy Centre for Children as well as a senior space.
    - Bayview Branch Relocation Bayview Branch Library will be relocated to a new site, in a joint facility
      with a daycare, and a recreation centre with aquatics, to address the growing community by providing
      barrier free access for the public, study seating, programming spaces for branch and community use,
      quiet study spaces, a 50,000 item collection and exhibit space.
    - Dawes Road Branch Construction and Expansion This project will convert the existing space as a standalone Library with improved accessibility, enhanced customer self-service, upgraded IT infrastructure, an expanded children's area with an interactive early literacy centre and additional quiet study space.

#### 2018 - 2027 Capital Budget & Plan by Funding Source

Chart 3 below summarizes the funding sources included in the 2018 - 2027 Capital Budget and Plan for Toronto Public Library:

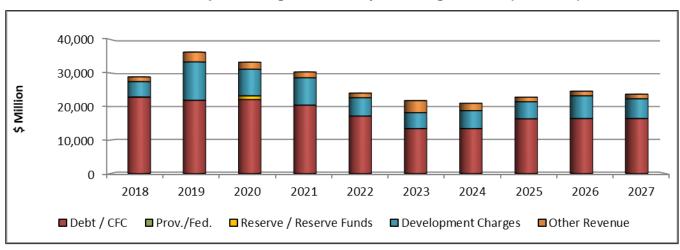


Chart 3
2018 - 2027 Capital Budget & Plan by Funding Source (In \$000s)

The 10-Year Capital Plan of \$266.330 million will be financed by the following sources:

- Debt accounts for \$180.255 million or 67.7%, and Development Charges represent \$65.394 million or 24.6% of the 10-Year Capital Plan with a combined total of \$245.649 million or 92.3%.
  - The debt funding is above the 10-year debt affordability guidelines of \$178.755 million, by \$1.500 million, driven by additional debt being provided for the *Multi-Branch Renovations Program* to address SOGR Backlog in 2018.
- The following projects will be funded by a mix of debt and Development Charges:
  - Renovation and Expansion projects (\$101.242 million) including the following library locations:
    - North York Central Library Renovations Phase 1 & 2 (\$11.956 million debt, \$1.247 million Development Charges),
    - Albert Campbell Library (\$10.933 million debt, \$0.967 million Development Charges),
    - Albion District Library (\$0.200 million Development Charges),
    - Centennial Library (\$3.965 million debt, \$2.424 million Development Charges),
    - High Park Library (\$6.277 million debt, \$0.621 million Development Charges),
    - Mimico Library (\$4.977 million debt, \$0.930 million Development Charges),
    - Northern District Library (\$10.688 million debt, \$1.056 million Development Charges),
    - Parliament Street Library (\$10.770 million debt, \$5.604 million Development Charges),
    - Sanderson Neighbourhood Library (\$6.353 million debt, \$0.628 million Development Charges),
    - Weston Library (\$5.355million debt, \$0.931 million Development Charges),
    - Wychwood Library (\$2.399 million debt, \$4.617 million Development Charges),

- York Woods Library (\$7.592 million debt, \$0.752 million Development Charges),
- Dawes Road Neighbourhood Library (\$4.575 million debt, \$6.173 million Development Charges), and
- Guildwood Leasehold Improvement (\$0.644 million debt, \$0.439 million Development Charges).
- ➤ Five relocation, expansion, and reconstruction projects (\$10.988 million debt, \$19.220 million Development Charges) for Bayview Bessarion, Perth Dupont, Queen Saulter (Port Lands), St. Lawrence, and St.Clair/Silverthorn Libraries.
- ➤ Four technology, equipment, and operational efficiency projects (\$4.257 million debt, \$0.193 million Development Charges) including *Answerline & Community Space Rental Modernization*, and *Integrated Payment Solutions* sub-projects.
- > Technology Asset Management Program (TAMP) including the Automated Sorter Replacement Program (\$29.515 million debt, \$1.869 million Development Charges).
- Virtual Branch Services (\$1.560 million debt, \$13.440 million Development Charges).
- ➤ 10-Year *Multi-Branch Renovation* and SOGR Program (\$47.451 million debt, \$4.083 million Development Charges).
- Federal/Provincial Grants of \$0.065 million or 0.02% of the 10-Year Capital Plan, through the Canada 150 Community Infrastructure Program, will be provided to the *Multi-Branch Renovation Program*.
- Other sources of funding including Section 37, and funding from operating sources account for \$19.516 million or 7.3% which will supplement the funding for the following projects:
  - Agincourt Renovation (\$1.125 million)
  - Bridlewood Renovation (\$1.900 million)
  - Guildwood Leasehold Improvement (\$0.100 million)
  - Multi-Branch Renovations Program (\$0.016 million)
  - Perth Dupont Renovation (\$1.100 million)
  - Technology Asset Management Program (\$13.780 million)
  - Wychwood Renovation and Expansion (\$1.495 million)

#### 10-Year Capital Plan: Net Operating Budget Impact

Table 5
Net Operating Impact Summary (In \$000s)

	2018 B	udget	2019	Plan	2020	Plan	2021	Plan	2022	Plan	2018 - 2022		2018 - 2027	
Projects	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position
Previously Approved														
Equipment for Operational Efficiencies	(100.0)										(100.0)		(100.0)	
Albion District Library Renovation	36.0										36.0		36.0	
Bayview - Bessarion Relocation							47.0	2.7	47.0		94.0	2.7	94.0	2.7
St. Clair/Silverthorn Reconstruction			8.0		8.0						16.0		16.0	
Wychwood Renovation and Expansion					40.0		40.0				80.0		80.0	
North York Central Library Renovation Phase 1	44.0										44.0		44.0	
Dawes Road Neighbourhood Library									151.0	2.0	151.0	2.0	302.0	2.0
Albert Campbell Renovation							18.0		18.0		36.0		36.0	
New Projects - 2017														
Expansion of Technological Efficiencies	(235.0)	(1.5)	(185.0)	(1.5)							(420.0)	(3.0)	(420.0)	(3.0)
Answerline & Community Space Rental Modernization	(240.0)	(3.0)	(290.0)	(3.0)							(530.0)	(6.0)	(530.0)	(6.0)
New Projects - Future Years														
Perth Dupont Library Relocation							134.0	2.5	134.0		268.0	2.5	268.0	2.5
Parliament Street Library Relocation													156.0	1.0
High Park Library Renovation													14.0	
Guildwood Leasehold Improvement			12.0		12.0						24.0		24.0	
Centennial Renovation & Expansion									17.0		17.0		34.0	
Northern District Renovation													24.0	
Weston Library Renovation													15.0	
Sanderson Neighbourhood Library Renovation													16.0	
North York Central Library Renovation Phase 2					(50.0)		(50.0)				(100.0)		(100.0)	
York Woods Renovation							7.0		7.0		14.0		14.0	
Total (Net)	(495.0)	(4.5)	(455.0)	(4.5)	10.0		196.0	5.2	374.0	2.0	(370.0)	(1.8)	23.0	(0.8)

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$0.023 million net over the 2018 - 2027 period, as shown in the table above.

This is comprised of the following impacts from completed capital projects:

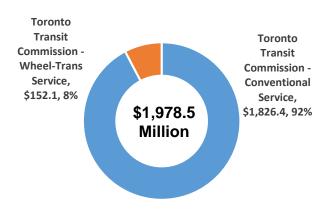
- Operating Budget savings of \$1.050 million and reduction of 9.0 staff positions arising from two technological innovation projects: Expansion of Technological Efficiencies and Answerline & Community Space Rental Modernization.
- Additional Operating Budget impacts will come on stream as renovation projects are completed in 2018 –
   2022 for a total increase of \$0.665 million and 7.2 new positions such as:
  - Albion District Library Renovation
  - Bayview Bessarion Relocation
  - > St.Clair/Silverthorn Reconstruction
  - Wychwood Renovation and Expansion
  - North York Central Library Renovation Phase 1 & 2
  - Dawes Road Neighbourhood Library
  - Albert Campbell Renovation
  - > Perth Dupont Library Relocation
  - Guildwood Leasehold Improvement
  - Centennial Renovation & Expansion
- Second 5 years (2023-2027) of the Capital Program, additional operating expenses of \$0.393 million and 1.0 staff position will be required to support the renovation work at various library sites.

These future operating impacts will be reviewed each year as part of the annual Operating Budget process.



#### 2018 Operating Budget

#### **By Service**



# **Toronto Transit Commission**

#### **2018 OPERATING BUDGET OVERVIEW**

The TTC provides Conventional Transit service for an estimated 539 million rides with service that spans 247 million kilometres and 9.2 million hours in 2018. Wheel-Trans provides door-to-door accessible transit service on 4.8 million rides for riders with physical disabilities.

#### 2018 Operating Budget Highlights

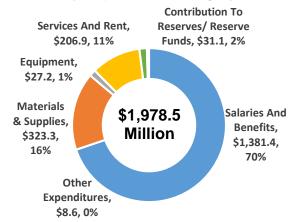
The 2018 Operating Budget for TTC is \$1,978.5 billion gross and \$722.266 million net provides funding for two services: Conventional and Wheel-Trans. The total cost to deliver these services to Toronto residents is summarized below:

TTC - Conventional	2017	2018	Change				
(in \$000's)	Budget	Budget	\$	%			
Gross Expenditures	1,804,282.3	1,826,421.4	22,139.1	1.2%			
Revenues	1,257,436.4	1,247,579.6	(9,856.8)	(0.8%)			
Net Expenditures	546,845.9	578,841.8	31,995.9	5.9%			

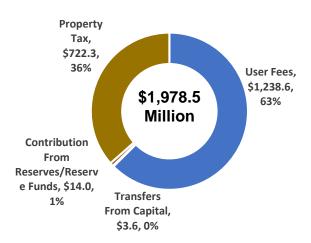
TTC - Wheel Trans	2017	2018	Change				
(in \$000's)	Budget	Budget	\$	%			
Gross Expenditures	151,169.3	152,055.2	885.9	0.6%			
Revenues	8,491.5	8,631.1	139.6	1.6%			
Net Expenditures	142,677.8	143,424.1	746.3	0.5%			

TTC - Total	2017	2018	Chang	ge
(in \$000's)	Budget	Budget	\$	%
Gross Expenditures	1,955,451.6	1,978,476.6	23,025.0	1.2%
Revenues	1,265,927.9	1,256,210.7	(9,717.2)	(0.8%)
Net Expenditures	689,523.7	722,265.9	32,742.2	4.7%

#### **By Expenditure Category**



#### **By Funding Source**

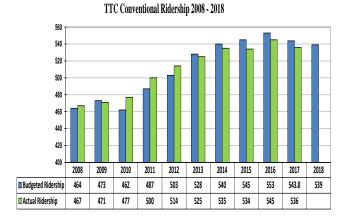


#### **Fast Facts**

- TTC is the largest City transit service in Canada and third largest in North America.
- TTC operates 800 subway cars, 260 streetcars/ LRVs and 1,900 buses to transport 539 million riders with a staff of 5,700 operators.
- The Yonge-University-Spadina subway line is the busiest TTC route carrying 780,000 riders per day, followed by the Bloor-Danforth subway line carrying 550,000 riders per day.
- Wheel-Trans operates 201 accessible buses to transport 4.1 million riders projected in 2017 with a staff of 351 operators.

#### **Trends**

- The budgeted ridership for 2018 is 539 million rides, representing a 3.4 million increase over the 2017 projection but a decrease of 4.4 million rides from the 2017 budget of 543.8 million.
- The total projected ridership growth of 0.6% for 2018 is not as aggressive in comparison to the ridership forecasts in the 2016 and 2017 budgets. The forecast is impacted by economic growth, service improvements including Go Co-Fare, TYSSE new ridership, subway closures, elimination of Public Tax Credit, and changing fare media including decreasing Metropass/Day Pass sales.
  - Future year ridership projections will be updated in 2018 pending completion of the Ridership Growth Strategy.



#### **Our Key Issues & Priority Actions**

- Maintain service levels and accommodating growing ridership demand.
  - ✓ Budgeting for an anticipated 539 million rides in 2018.
  - Maintaining 2017 service levels provided to customers.
  - ✓ Operating TYSSE
  - ✓ No fare increase proposed for 2018.
- Modernization Investment and Impacts on Service Delivery-
  - Implementation of Presto and impacts on fare media offerings, installation of gates and adoption rates in 2018.
    - Assumed average 2018 adoption rates of 45% in 2018 - 2% increase in average adoption rates will result in additional 2018 transitional costs of \$1.1 million.
    - 1% change in average fare results in \$5.4 million pressure.
  - ✓ Implementation of ATC and One Person Train Operations..
  - ✓ SAP Financial and Vision System enhancements to improve service delivery

#### **Key Service Deliverables For 2018**

The 2018 Operating Budget will enable the TTC Program to continue to:

- Provide transit service to an anticipated 539.4 million riders, representing a 3.4 million, or 0.6% increase over the 2017 ridership projected yearend ridership of 536 million rides.
- Provide rail, streetcar and bus service spanning 247 million kilometers and 9.25 million hours of service.
- Operating the new Toronto York Spadina Subway Extension (TYSSE).
- Maintain 2017 Service levels with no fare increase.

#### Wheel-Trans Service:

- Accommodate an 11.5% increase in ridership over 2017 projected year-end ridership incorporating new AODA classifications on disabilities and eligibility criteria.
- Improve customer service telephone performance by reducing wait times and call abandonment rates to industry standards.
- Prepare for evolving service delivery methods, and increase efficiency on Wheel-Trans Buses

Total Net Expenditure

**Approved Positions** 

#### 2017 2018 Operating Budget Incremental Change 2018 Budget vs. 2017 Budget 2019 Projected 2020 New/ Total (In \$000s) Actual Plan **Budget** Base Enhanced **Budget** Change Plan % \$ % \$ % By Service \$ \$ \$ \$ \$ Toronto Transit Commission - Wheel-Trans Service 23,025.0 4.6% Gross Expenditures 1,955,451.6 1,884,202.6 1,974,476.6 4,000.0 1,978,476.6 1.2% 90,293.8 52,314.5 2.5% Revenue 1,265,927.9 1,244,013.4 1,261,310.7 (5,100.0) 1,256,210.7 (9,717.2)(0.8%)4,106.0 0.3% 38,580.0 3.1% 1.7% Net Expenditures 689,523.7 640,189.2 713,165.9 9,100.0 722,265.9 32,742.2 4.7% 86,187.8 11.9% 13,734.5 Total 4,000.0 1,978,476.6 23,025.0 Gross Expenditures 1,955,451.6 1,884,202.6 1,974,476.6 1.2% 90,293.8 4.6% 52,314.5 2.5% Revenue 1.265.927.9 1.244.013.4 1.261.310.7 (5,100.0)1.256.210.7 (9.717.2)(0.8%) 4.106.0 0.3% 38.580.0 3.1%

722,265.9

15,011.0

32,742.2

15.0

4.7%

0.1%

86,187.8

151.0

11.9%

1.0%

13,734.5

(78.0)

1.7%

(0.5%)

#### 2018 Operating Budget and Plan by Service

The TTC 2018 Operating Budget is \$1.978 billion gross and \$722.266 million net, representing a 4.7% increase to the 2017 Approved Net Operating Budget. The TTC did not meet the reduction target of 0% as set out in the 2018 Operating Budget Directions approved by Council and is over the reduction target by \$32.742 million or 4.7%.

 TTC's submitted base pressure totaled \$86.1 million, mainly attributable to the impacts from prior year decisions, as well as costs arising from legislative changes.

9,100.0

27.0

640,189.2

713,165.9

14,984.0

689,523.7

14,996.0

- To help mitigate the above pressure, following the June 2017 preliminary submission to the City, extensive budget and line-by-line reviews were conducted together with Financial Planning and the TTC which has led to reductions totalling \$48.5 million.
- Included within the reductions is \$5.458 million in service efficiency savings. The TTC was able to achieve service efficiency savings through initiatives predominately undertaken in the Material and Procurement department.
- Approval of the 2018 Operating Budget will result in TTC increasing its total staff complement by 15 positions from 14,996 (Inclusive of In-Year Adjustment for Collectors) to 15,011.
- The 2019 and 2020 Plan increases are attributable to Inflationary increases in (energy, benefits, and material prices) as well as PRESTO fees, partially offset by an inflationary fare increase. It is important to note that the outlooks do not include the financial impact of the Collective Bargaining Agreements which be negotiated in 2018.

#### Program Map

#### **Toronto Transit Commission**

Provide safe, reliable, courteous and efficient regular transit services to the public

Conventional Transit

Conventional Transit Fleet Management

Conventional Transit Fuel & Energy Management

Conventional Transit Infrastructure & Facilities Management

Conventional Transit Management & Administration

Wheel-Trans Transit

Wheel-Trans Transit Fleet Management

Purpose:

To provide

repair and

preventive

maintenance

services for

vehicles and

equipment to

Trans Transit

operations and

to comply with

requirements

legislative

Wheel-Trans Transit Fuel & Energy Management

Wheel-Trans Transit Management & Administration

Purpose:

To ensure mobility of over 2 million residents of the City of Toronto and additional commuters from other municipalities

Purpose: To provide

repair and

preventive

services for

support

Transit

to comply with

requirements

legislative

Purpose: To provide fuel and energy to support maintenance Conventional Transit vehicles and operations equipment to Conventional operations and

Purpose:

To provide custodial security, building & infrastructure maintenance and services to Conventional Transit Operations

Purpose:

To provide comprehensive and integrated management, administration and support to Conventional Transit operations.

Purpose:

To provide safe, reliable. courteous, efficient and specialized doorto-door services for persons with greatest need for accessible transportation

Purpose:

To provide fuel and energy to support Wheel-Trans Transit operations support WheelPurpose:

To provide comprehensive and integrated management, administration and support to Wheel-Trans Transit operations.

Legend:		
	Program	Activity
	Service	

Service Customer

#### Conventional Transit

- Riders
- Businesses
- Employers
- Neighbouring Municipalities

Indirect (Beneficial)

- Residents
- Staff City Divisions
- Staff Agencies & Boards
- Mayor & City Council
- City Manager & DCMs

#### Wheel-Trans Transit

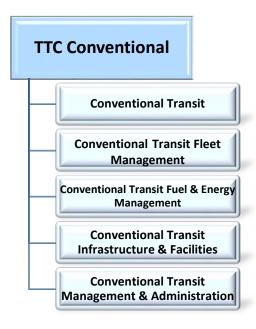
- Riders
- Businesses
- Employers Neighbouring Municipalities

Indirect (Beneficial)

- Residents
- Staff City Divisions
- Staff Agencies & Boards
- Mayor & City Council
- City Manager & DCMs

The following section provides the service-based budget by activity and their associated service levels and performance measures.

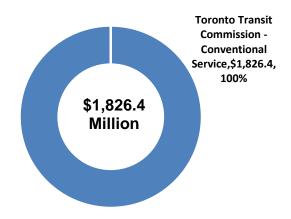
#### **TTC Conventional Service**



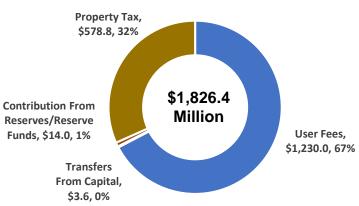
#### What We Do

- TTC Conventional Service provides transit bus, streetcar, subway and rapid transit to 539 million riders with service that spans 248 million kilometers and 9.2 million hours.
- Ensures mobility of approximately 2.8 million residents of the City of Toronto and additional commuters from other municipalities.
- Provides repair and preventative maintenance services for vehicles and equipment to support Conventional Transit operations and comply with legislative requirements.
- Provides fuel and energy to support Conventional Transit operations.





# 2018 Service Budget by Funding Source (\$Ms)



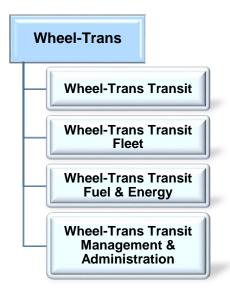
#### 2018 Service Levels

#### **TTC Conventional Service**

				Service Level
Service	Activity	Туре	Sub-Type	2017
		Bus Service		TBD
		Rail Service	Subway	TBD
Conventional Transit			Streetcar	TBD
			Scarborough Rapid Transit (SRT)	TBD
		Streetcar Charter		TBD
		Buses		TBD
		Streetcars		TBD
		Subway Cars		TBD
	Conventional Fleet Acquisition	Light Rail		TBD
		Railyard Equipment		TBD
		Non-Revenue Light Duty Vehicles		TBD
		Buses		TBD
		Streetcars		TBD
				TBD
Conventional Transit Fleet	Conventional Fleet Maintenance	Subway Cars		TBD
Management		Light Rail		TBD
		Railyard Equipment		
		Non-Revenue Light Duty Vehicles		TBD
		Buses	+	TBD
		Streetcars		TBD
	Conventional Fleet Disposal	Subway Cars		TBD
		Light Rail		TBD
		Railyard Equipment		TBD
		Non-Revenue Light Duty Vehicles		TBD
	TTC Driver & Operator Safety			TBD
		Natural Gas		TBD
	Conventional Fuel & Energy	Bio-Diesel		TBD
	Acquisition	Gasoline		TBD
Conventional Transit Fuel &		Hydro		TBD
Energy Management		Natural Gas		TBD
	Conventional Fuel & Energy	Bio-Diesel		TBD
	Distribution	Gasoline		TBD
		Hydro		TBD
		Tunnels		TBD
	Total & Characters Management	Bridges		TBD
	Track & Structure Management	Rail		TBD
Conventional Transit		Right-of way		TBD
Infrastructure & Facilities		Custodial Care		TBD
Management	Stations & Buildings Management	Safety & Security		TBD
		Facilities Maintenance		TBD
	Signals/Electrical/Communications	Signals		TBD
	Management	Switches		TBD
		CEO		TBD
		Corporate Communications		TBD
		Human Resources		TBD
		Human Rights & Internal Audit	<del> </del>	TBD
		Finance	<u> </u>	TBD
		ITS	<u> </u>	TBD
Conventional Transit Management		Marketing & Customer Service	<del>                                     </del>	TBD
& Administration			<del>                                     </del>	
		Materials & Procurement	1	TBD
		Legal & Claims	<del> </del>	TBD
		Pension Fund Society	+	TBD
		Property Development	<del> </del>	TBD
		Revenue Operations	<del> </del>	TBD
		Safety and Non-Departmental	1	TBD

City Council directed TTC staff to continue to work with City staff to establish service standards and service levels for both the TTC Conventional Service and Wheel-Trans Service.

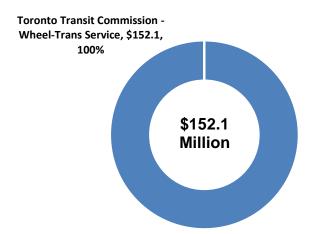
#### **Wheel-Trans Service**



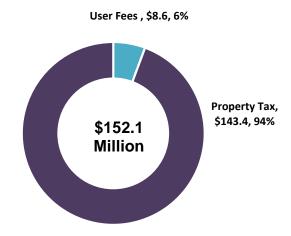
#### What We Do

- TTC Wheel-Trans Service provides door-to-door accessible transit service for 4.808 million rides for riders with physical disabilities using accessible buses, contracted accessible and sedan taxis.
- Provides repair and preventative maintenance services for vehicles and equipment to support Wheel-Trans transit operations and comply with legislative requirements.
- Provides fuel and energy to support Wheel-Trans transit operations.

# 2018 Service Budget by Activity (\$Ms)



# 2018 Service Budget by Funding Source (\$Ms)





# **Toronto Transit Commission**

#### 2018 - 2027 CAPITAL BUDGET & PLAN OVERVIEW

The Toronto Transit Commission delivers transit services with an estimated 539.4 million riders in 2018, using buses, subway trains, rapid transit trains, light rail vehicles (LRVs), and the new streetcars that began service in the fall of 2014.

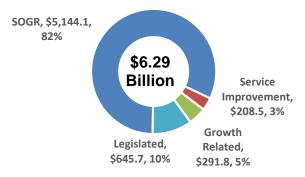
The TTC is responsible for the stewardship of transit assets with a total estimated replacement value of \$15.973 billion to ensure that vehicles, subway tunnels, subway track, surface track, bridges and other facility infrastructure are maintained in a state of good repair.

The TTC's 10-Year Capital Plan, excluding funding carried forward from 2017, totals \$6.290 billion and focuses on meeting three key objectives: the replacement of existing vehicles and the addition of growth vehicles to meet ridership demand; the associated facility construction and improvements to accommodate those vehicles; and maintaining track, tunnels, bridges and buildings in a state of good repair.

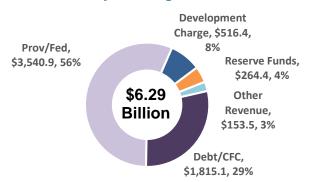
In addition to TTC's base capital program, the 10-Year Capital Plan funds projects focused on transit expansion for planning and preparing the Scarborough Subway Extension, as well as planning and design work for components of the Waterfront Transit Reset and the Relief Line.

#### 2018 - 2027 Capital Budget & Plan

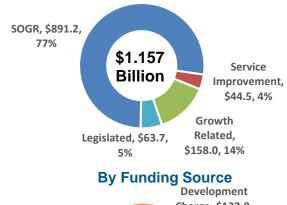
#### By Project Category

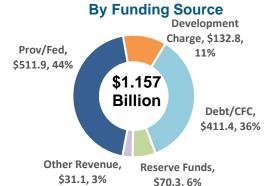


#### **By Funding Source**



#### 2018 Capital Budget By Project Category





#### **Our Key issues & Priority Actions**

- Federal Public Transit Infrastructure Fund (PTIF) program, up to \$856 million has been made available to the City of Toronto for transit and transportation upgrades and improvements for projects.
  - ✓ In 2017 the TTC has been allocated \$1.289 billion gross and \$664.9 million in Public Transit Infrastructure Fund (PTIF) of which \$557.190 million gross (\$278.595 million PTIF) remains available for the 2018-2027 Capital Budget and plan. An additional \$73.364 million gross (\$36.528 million PTIF) has been added for the purchase of additional buses.
- Transit Expansion, There are a number of transit expansion projects included in the 10-Year Capital Budget and Plan with varying levels of secured funding including:
  - ✓ Rail Expansion projects (Relief Line, Waterfront Transit, Scarborough Subway Extension)
  - ✓ Facilities (McNicoll Bus Garage, New Subway Maintenance and Storage Facility)
  - √ Vehicles (Bus Purchases, Line and ATC)
- Unfunded Capital projects, The TTC and City staff will need to address and develop a prioritization and financing strategy for the \$2.275 billion in unfunded base capital projects to ensure service delivery is not negatively impacted.

#### **Capital Deliverables for 2018**

The 2018 Capital Budget for the TTC of \$1.157 billion, excluding carry forward funding, will:

- Fund the purchase of buses (\$209.137 million) of which \$191.951 million or 91.8% are for replacement. McNicoll Bus Garage Facility construction of an indoor storage and maintenance facility for 250 buses to accommodate ridership growth and expanding bus fleet (\$29.947 million).
- Pay for anticipated delivery of Streetcars (\$153.765 million).
- Fund the Bus Overhaul Program (\$45.326 million) to support the delays associated with the Streetcar delivery.

#### State of Good Repair Backlog

The 10-Year Capital Plan's spending on State of Good Repair is \$5.144 billion which will not be adequate to reduce the accumulated backlog of \$26.155 million in 2018 which is anticipated to increase to \$426.949 million by 2027.

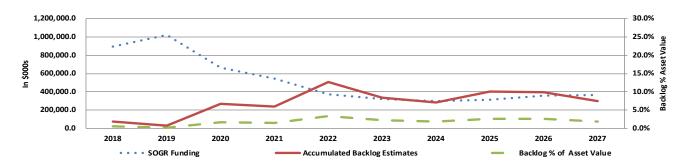


Table 1 below details all capital projects, by category, included in the 2018 - 2027 Capital Budget and Plan for Toronto Transit Commission:

Table 1
2018 - 2027 Capital Plan by Project Category (In \$000s)

	T. ( . )												
	Total App'd Cash Flows to Date*	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total	Total Project
Total Expenditures by Category													
Legislated													
"			=										
Communications - Various	11,509	2,514	543	207	538				-	551	600	4,953	16,462
Easier Access Phase II & III	301,393	43,617	56,114	62,164	71,822	71,263	66,151	54,960	39,637	6,000	-	471,728	773,121
Environmental Programs	87,422	7,838	9,067	8,017	10,371	4,210	3,805	3,600	3,690	3,780	3,870	58,248	145,670
Equipment - Various	17,295	1,030	1,094	778	855	1,827	89	-	-	-	-	5,673	22,968
Other Bldgs & Structures Projects	16,000	7,984	16,217	11,718	11,562	3,985	3,395	725	626	594	2,365	59,171	75,171
Other Service Planning	3,812	90	7,300	6,688	-	-	-	-	-	-	-	14,078	17,890
Yards and Roads - Various	43,263	639	8,386	14,555	8,313	-	-	-	-	-	-	31,893	75,156
Sub-Total	480,694	63,712	98,721	104,127	103,461	81,285	73,440	59,285	43,953	10,925	6,835	645,744	1,126,438
State of Good Repair	,		,		,	,	-,	,	,	-,	-,	,	, , , , ,
-													
ATC Resignalling	383,867	65,374	71,310	48,820	29,008	30,840	42,282	45,266	46,761	48,748	51,235	479,644	863,511
Automotive Non-Revenue Vehicles	11,339	1,686	1,740	2,428	2,070	2,210	2,280	1,370	1,370	1,370	1,370	17,894	29,233
Bridges and Tunnels - Various	458,792	30,455	33,169	33,588	34,054	34,482	36,710	37,216	39,473	40,059	40,657	359,863	818,655
Bus Overhaul Program	243,589	45,326	35,863	33,231	42,162	42,604	43,095	42,872	43,363	49,337	47,002	424,855	668,444
Communications - Various	111,605	14,387	13,101	11,842	11,631	8,077	7,969	5,838	5,987	8,069	10,526	97,427	209,032
Equipment - Various	190,933	17,076	26,484	34,580	26,332	13,685	14,321	12,029	11,463	11,279	22,413	189,662	380,595
Fare Handling Equipment	61,014	12,457	175	250	250	250	250	300	300	300	300	14,832	75,846
- · ·				250	250	250	250	300	300	300	300		
Fare System	1,628	47	125	10.007	16 157	24 277	10.755	7 545	6.501	7 000	6.051	172	1,800
Finishes - Various	120,606	19,965	21,083	12,607	16,157	21,277	10,755	7,515	6,504	7,926	6,854	130,643	251,249
Fire Ventilation Upgrade	264,495	15,760	18,110	33,221	45,092	-		-	-	-	-	112,183	376,678
Furniture & Office Equipment	3,508	288	210	546	340	190	394	188	406	209	199	2,970	6,478
Information Technology System-Infrastructure	313,089	66,784	52,287	40,778	10,659	8,031	12,566	9,536	11,482	26,502	25,547	264,172	577,261
Leslie Barns Streetcar Maint.& Storage Facility	505,112	3,702	7,048	-	-	-	-	-	-	-	-	10,750	515,862
On-Grade Paving Rehabilitation	71,224	10,711	11,363	12,486	17,530	16,587	10,622	10,354	10,508	10,668	10,826	121,655	192,879
Other Bldgs & Structures Projects	275,456	55,932	88,700	78,934	48,227	19,549	7,111	6,054	5,523	3,907	4,209	318,146	593,602
Other Maintenance Equipment	6,569	3,253	2,996	733	734	772	736	738	834	849	873	12,518	19,087
		3,233	7,000	6,730	7.54	112	730	730	034	049	0/3	13,730	
Other Service Planning	4,270	0.700			0.000	0.745			- 040	0.540			18,000
Power Dist./Electric Systems - Various	103,174	6,768	6,540	10,996	6,323	6,715	5,856	5,804	5,819	6,518	6,826	68,165	171,339
Purchase of 360 Wheel-Trans Vehicles	3,460	6,920	7,629	2,003	8,411	8,831	6,955	7,303	7,668	10,735	11,271	77,726	81,186
Purchase of Rail Non-Revenue Vehicle	18,778	2,299	3,832	5,455	9,543	4,830	1,992	-	-	-	-	27,951	46,729
Purchase of Streetcars	684,872	153,765	304,553	12,117	-	-	-	-	-	-	-	470,435	1,155,307
Purchase of Subway Cars	1,161,265	249	524	584	1,523	2,120	-	-	-	-	-	5,000	1,166,265
Purchases of Buses	323,871	191,951	115,051	80,837	23,369	11,626	9,300		_			432,134	756,005
Rail Non-Revenue Vehicle Overhaul	12,225	2,315	3,275	3,219	5,385	1,200	392	400	412	266	443	17,307	29,532
Signal Systems - Various	144,200	5,106	15,744	14,822	14,154	4,009	3,582	3,412	2,062	2,179	2,163	67,233	211,433
				1,866		617							
Streetcar Overhaul Program	84,748	9,686	2,864		1,704		3,424	5,019	12,647	24,224	18,602	80,653	165,401
Subway Car Overhaul Program	193,680	22,302	30,057	22,133	24,913	19,103	18,142	19,058	18,390	17,153	9,015	200,266	393,946
Subway Track	159,399	29,889	33,800	35,270	43,079	30,865	32,400	33,027	33,653	34,229	34,914	341,126	500,525
Surface Track	230,463	36,754	33,336	25,582	31,608	25,892	27,565	23,820	27,248	32,561	33,213	297,579	528,042
Tools and Shop Equipment	24,378	4,910	3,010	2,055	4,774	1,823	1,400	1,407	1,363	1,506	1,670	23,918	48,296
Toronto Rocket Yard & Storage Track Accommodation	218,119	33,851	49,480	75,497	69,273	43,890	4,425	125	-	-	-	276,541	494,660
Traction Power - Various	242,357	21,045	19,007	18,094	15,932	15,745	16,528	17,556	18,287	19,485	23,140	184,819	427,176
Transit Shelters & Loops	1,352	206	280	280	222	160	236	179	167	212	216	2,158	3,510
Sub-Total	6,633,437	891,219	1,019,746	661,584	544,459	375,980		296,386	311,690	358,291	363,484	5,144,127	11,777,564
	0,000,101	001,210	1,010,110	00.,00.	011,100	0.0,000	02.,200	200,000	0.1,000	000,201	000,101	0,,.2.	,,
Service Improvements	1												1
Bicycle Parking at Stations	706	144	-	-	-	-	-	-	-	-	-	144	850
Communications - Various	227	-	75	-	-	-	-	-	-	-	-	75	302
Finishes - Various	42,068	238	-	-	-	-	-	-	-	-	-	238	42,306
Other Bldgs & Structures Projects	70,692	14,504	8,236	5,158	5,205	3,530	3,430	3,260	2,700	2,685	500	49,208	119,900
Other Service Planning	31,640	1,760	8,993	8,625	8,010	2,850	1,760	1,760	1,760	1,760	1,760	39,038	70,678
Power Dist./Electric Systems - Various	603	354	210	220	220	230	194	204	204	262	400	2,498	3,101
Purchase of Rail Non-Revenue Vehicle	91	6,633	13,002	6,237	220	250	104	204	204	202	400	25,872	25,963
Purchase of Buses	159,130		22,247	27,946	14,631	· -	1 -	_	· -	Ι -	I -	82,010	25,963
		17,186			14,037	_	1 -	-	_	-	l -		
Subway Track	17,735	778	842	100	l -	-	1 -	-	-	-	l -	1,720	19,455
Surface Track	55,904	2,743	4,310	-	-	-		-	-		-	7,053	62,957
Transit Shelters & Loops	2,489	177	100	-				-		334		611	3,100
Sub-Total	381,285	44,517	58,015	48,286	28,066	6,610	5,384	5,224	4,664	5,041	2,660	208,467	589,752
Growth Related	1												I
Automotive Non-Revenue Vehicles	3,810	2,645	1,200	100	100	100	100	100	100	100	100	4,645	8,455
			1,200	100	100	100	100	100	100	100	100		
Fare System	42,044	3,708	4=			-	1 -	-	-	-	l -	3,708	45,752
McNicoll Bus Garage Facility	24,219	29,947	45,000	52,974	28,807	-		-	-		l -	156,728	180,947
Other Bldgs & Structures Projects	18,844	121,447	3,850	-	-	-	-	-	-	-	-	125,297	144,141
Other Service Planning	910	-	600	601	-	-	-	-	-	-	-	1,201	2,111
Yards and Roads - Various	35,022	256										256	35,278
Sub-Total	124,849	158,003	50,650	53,675	28,907	100	100	100	100	100	100	291,835	416,684
Total Expenditures by Category (excluding carry													
. , , , , , , , , , , , , , , , , , , ,	7 600 005	1,157,451	4 007 400	967.670	704 000	462.075	400.040	260.005	260 407	274 257	272 070	6 200 472	12 040 400
forward)	1,020,205	1,137,431	1,221,132	001,012	704,893	400,975	400,212	300,995	300,407	3/4,33/	3/3,0/9	6,290,173	13,910,438

#### 2018 - 2027 Capital Projects

The 10-Year Capital Plan supports and is in keeping with TTC's seven strategic objectives – safety, customer, people, assets, growth, financial sustainability, and reputation.

#### Legislated

- Major Legislated projects total \$654.744 million or 10.3% of the total 10-Year Capital Plan's expenditures.
  - ➤ Easier Access Phase II & III (\$471.728 million) The funding will support continued modifications to subway/RT stations to ensure that they are accessible to persons with disabilities through the addition of elevators, easier access fare gates, automatic sliding doors and signage improvements.
    - This project is in response to requirements in the Accessibility for Ontarian with Disabilities Act (AODA) that was enacted in 2005 and requires all subway stations to be fully accessible by 2025.
    - √ The \$471.728 million included in the 2018 10-Year Capital Plan will enable TTC to meet these requirements.

#### State of Good Repair (SOGR)

- SOGR projects account for \$5.144 billion or 81.8% of the total 10-Year Capital Plan's investments.
  - ➤ ATC Resignalling (\$479.644 million) \$179.829 million is required to improve the Line 1 YUS line and \$299.815 million to improve the Line 2 Bloor-Danforth (BD) Subway signaling system to replace antiquated conventional signaling with Automatic Train Control that will increase capacity by allowing for closer train headways.
  - Purchase of Streetcars (\$470.435 million) The funding will provide for the purchase of the 204 LRVs procured from 2012-2020. The current LRV procurement has been adjusted to account for the delay in the delivery of the vehicles by the manufacturer, along with a corresponding adjustment to cash flows in this Capital Plan.
  - Purchase of Buses \$432.134 million Required to fund the purchase of buses. These purchases will reduce the service impact arising from the delayed delivery of LRV's.
  - Bus Overhaul Program (\$424.855 million) This project provides TTC the capacity for the mechanical and body overhaul of Commission buses to ensure they continue to provide safe, reliable service until they reach retirement.
  - > Bridges and Tunnels (\$359.863 million) Funding is required to address infrastructure maintenance and improvements to bridges and tunnels to maintain these assets in a state of good repair.
  - Subway Track (\$341.126 million) Funding is provided to replace subway tracks to maintain the asset in a state of good repair.
  - > Other Building & Structures (\$318.146 million) Funding will enable the TTC to maintain and improve on subway station roofs and ceilings to maintain these assets in a state of good repair.
  - Information Technology System-Infrastructure (\$264.172 million) Funding will provide for a variety of technology projects including work to reengineer business processes and implement SAP, an Enterprise Resource Planning (ERP) system, which will integrate TTC's financial information with the City of Toronto, and upgrade and improve the CAD (Computer Aided Dispatch)/AVL (Automatic Vehicle Location) System to provide operational improvement for surface vehicles and upgrade customer service.

#### Service Improvements

- Service Improvement projects amount to \$208.467 million or 3.3% of the total 10-Year Capital Plan's expenditures.
  - > Purchases of Buses (\$82.010 million) This funding will deliver additional buses necessary to reduce passenger wait times and crowding and to provide more reliable and expanded services.
  - ➤ Other Building Structures (\$49.208 million) Funding will support the Station Transformation Program that will implement and improve communication systems, customer safety and security alarms, CCTV, and service monitoring/ management tools.
  - Other Service Planning (\$39.038 million) The project will address Transit Priority Measures that focus on presenting more predictable and consistent travel times for riders. The project encompasses the implementation of transit signal priority technology and the construction of queue-jump lanes to allow for buses approaching an intersection to move directly to the lane to pass the queue of stationary traffic.

#### Growth Related

- Growth Related projects total \$291.8 million or 5% of the total 10-Year Capital Plan's expenditures.
  - McNicoll Bus Garage Facility (\$156.728 million) Funding will provide for the construction of an indoor storage and maintenance facility for 250 buses to accommodate ridership growth and expanding bus fleet.
  - Other Bldgs & Structures (\$125.297 million) Funding is included for property acquisition required for the New Subway Maintenance and Storages Facility.

#### 2018 - 2027 Capital Budget & Plan by Funding Source

Chart 1 below summarizes the funding sources included in the 2018 - 2027 Capital Budget and Plan for Toronto Transit Commission:

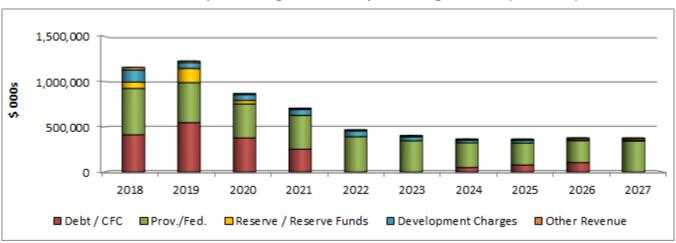


Chart 1
2018 - 2027 Capital Budget & Plan by Funding Source (In \$000s)

The 10-Year Capital Plan of \$6.290 billion will be financed by the following sources:

- Debt accounts for \$1.815 billion or 29% of the financing over the 10-year period.
  - > TTC's debt funding is \$585 million below the City's overall 10-year debt affordability guideline as a result of the application of incremental gas tax in lieu of debt,

- The TTC's allocation is primarily dedicated to SOGR projects below are some of the key projects receiving debt funding:
  - Other Buildings & Structures Projects (\$310.272 million)
  - Purchases of Buses (\$203.574million)
  - Equipment\Finishes (\$184.153 million)
  - ATC Resignalling (\$175.961 million) including:
    - ✓ ATC Bloor/Danforth Line (\$107.221 million),
    - ✓ ATC Yonge Line (\$68.740 million).
  - Information Technology System Infrastructure (\$164.657 million) including:
    - ✓ Information Tech. System-Infrastructure (\$113.518 million),
    - ✓ Computer Equipment & Software (\$51.139 million).
  - Toronto Rocket/T1 Rail Yard Accommodation (\$140.967 million)
  - Bridge and Tunnels (\$114.384 million)
  - Surface Track (\$99.904 million)
  - Fire Ventilation Upgrade (\$87.403 million)
  - Subway Car Overhaul Program (\$76.604 million)
  - Subway Track (\$74.031 million)
  - Easier Access Phase III (\$70.732 million)
  - Bus Overhaul Program (\$66.595 million)
- Federal/Provincial funding of \$3.541 billion or 56% of the 10-Year Capital Plan's planned expenditures. The Province has committed to increasing Gas Tax funding from 2 cents per litre to 2.5 cents per litre in 2019- 2020 period, to 3 cents per litre in 2020/21 period and to 4 cents per litre in 2021/22. As a result TTC has received additional Provincial Funding of \$751.653 million.
  - > Incremental Provincial Gas Tax funding will replace previously allocated debt funding which will be available for other City strategic priorities.
- The TTC has also received an increase in PTIF funding of \$36.5 million (initial estimate for 115 buses delivered prior to March 2019). Below are a few critical projects receiving Federal/Provincial funding:
  - Purchase of Streetcars (\$415.214 million) Funding is split between Federal (\$272.349 million) and Provincial (\$142.865 million) contributions.
  - Easier Access Phase III (\$400.996 million) Funding is split between Federal (\$167.352 million) and Provincial (\$233.644 million) contributions.
  - > Bus Overhaul Program (\$358.260 million) Funding is split between Federal (\$54.428 million) and Provincial (\$304.832 million) contributions.
- Reserve and Reserve Funds constitute \$264.371 million or 4% of required funding over the next 10 years. The
  Capital Financing Reserve will provide non-debt funding which is originates from the City's capital financing
  strategy that directs the use of surplus operating funds in accordance with the City's surplus management

policy, Build Toronto and one-time TPA dividends to reserve for the purpose of funding critical capital projects supplementing City debt.

- Development Charges, which represent \$516.4 million or 8% of the 10-Year Capital Budget and Plan's funding source, provides eligible funding to the following projects:
  - ATC Bloor/Danforth, ATC Yonge Resignalling Project (\$237.715 million) to improve the Bloor-Danforth (BD) Subway signaling system to replace antiquated conventional signaling with Automatic Train Control that will increase capacity by allowing for closer train headways.
  - The *Purchase of Buses* \$100 million is required to address projected ridership growth and to maintain an 18 year life cycle program.
- Other sources of funding, which account for \$153.5 million or 3% will be utilized for the following projects:
  - ➤ The *Information Technology System Infrastructure* project will receive a total of \$87.169 million contribution towards hardware equipment and system upgrades.
  - ➤ Tools and equipment (\$23.918 million) To support general maintenance.

#### 10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In \$000s)

rtot oporating impact cummary (in 40000)														
	2018 B	udget	2019 F	Plan	2020	Plan	2021	Plan	2022 Plan		2018 -	2022	2018 - :	2027
Projects	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position
Previously Approved														
PRESTO Fees	8,200.0		31,300.0		1,700.0	-	-		-		41,200.0	-	41,200.0	-
TYSSE	25,311.0	26.0	3,334.1	69.0	295.0	-	(5,530.0)		(426.0)		22,984.1	95.0	20,714.1	95.0
PRESTO Related Changes	(560.0)	3.0	(12,918.4)	(29.0)	(2,998.0)	(5.0)	155.0		52.0		(16,269.4)	(31.0)	(15,943.4)	(31.0
Operating Impacts of Capital Projects	5,475.0	4.0	3,627.0	60.0	(1,157.3)	(119.0)	-		-		7,944.7	(55.0)	7,944.7	(55.0)
Operating Impacts of capital projects	89.8		250.0		60.0	-	-		-		399.8	-	399.8	-
Transition to New Station Model	(409.0)	(51.0)	(4,078.1)	(60.0)	(132.0)	-	8.0		-		(4,611.1)	(111.0)	(4,595.1)	(111.0
Streetcar Overhaul Program										(1.2)		(1.2)	-	(1.2
Information Technology System-Infrastructure							462.2	1.0	1,480.1	7.5	1,942.3	8.5	3,676.8	7.5
McNicoll Bus Garage Facility							4,882.5	34.4	-		4,882.5	34.4	4,882.5	34.4
Other Bldgs & Structures Projects							232.0	2.0	602.0	5.0	834.0	7.0	2,100.0	15.0
Other Service Planning							35.0		35.0		70.0	-	245.0	-
Purchase of Rail Non-Revenue Vehicle							(800.0)		-		(800.0)	-	(800.0)	-
Signal Systems - Various							22.0		122.0		144.0	-	274.0	-
Total (Net)	38,106.8	(18.0)	21,514.6	40.0	(2,232.3)	(124.0)	(533.3)	37.4	1,865.1	11.3	58,720.9	(53.3)	60,098.4	(46.3)

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$9.578 million net over the 2018 - 2027 period, as shown in the table above.

This is comprised of the following impacts arising from the completion of capital projects:

- PRESTO Fees Additional \$8.3 million for PRESTO fees based on projected adoption timing, which anticipates full adoption (excluding cash) by year-end of 2018.
- TYSSE The \$25.3 million expenditure increase includes funds required for:
  - > An additional 96,000 hours of service to operate the TYSSE
  - Operating of an additional 10 trains to service the extension
  - The operation and maintenance of 6 new subway stations
  - > The maintenance of 17.2 kilometers of revenue service track
  - Required traction power & utilities to operate the extension
- Bus Overhaul Program reduction in operating costs resulting from the delivery of new buses that will be under warranty and will require lower maintenance.

- Communication Various Cost savings upgrades to support the One Train Operator initiative (OPTO). OPTO
  was implemented on October 9, 2016 on Line 4. With OPTO technology, subway operators drive the train and
  operate its doors from the lead cab. A Subway Guard will no longer be onboard resulting in Program savings.
- Information Tech. Systems-Infrastructure Cost increase related to systems maintenance, licensing and fees customer service. The project will provide for a variety of IT projects including work to reengineer business processes and implement SAP, an Enterprise Resource Planning (ERP) system, which will integrate TTC's financial information with the City of Toronto, and upgrade and improve the CAD (Computer Aided Dispatch)/AVL (Automatic Vehicle Location) System to provide operational improvement for surface vehicles and upgrade customer service

These future operating impacts will be reviewed each year as part of the annual Operating Budget process.

Partnerships,

\$2.8,6%



#### **Toronto Zoo**

#### **2018 OPERATING BUDGET OVERVIEW**

The Toronto Zoo is one of the largest zoos in Canada, home to over 5,000 animals representing 500 species on more than 700 acres of land adjacent to Canada's new Rouge National Urban Park. The Zoo offers full year access to seven bioregion displays with over 10 kilometers of walking trails, including gift shops, exhibits, rides, food services and guest services.

#### 2018 Operating Budget Highlights

The total cost to deliver these services to Toronto residents is \$52.092 million gross and \$12.083 million net as shown below:

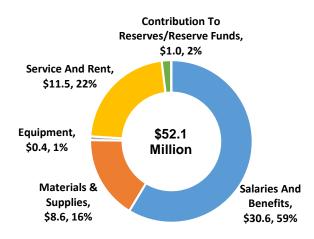
(in \$000'a)	2017	2018	Change					
(in \$000's)	Budget	Budget	\$	%				
Gross Expenditures	52,546.3	52,092.0	(454.3)	(0.9%)				
Revenues	40,512.0	40,009.2	(502.7)	(1.2%)				
Net Expenditures	12,034.3	12,082.8	48.5	0.4%				

Through increased Zoomobile revenues, the Zoo is able to partially offset \$0.222 million in operating budget pressures, arising mainly from inflationary increases in utilities and cost of living adjustments to staff salaries and benefits, while maintaining 2017 service levels for 2018.

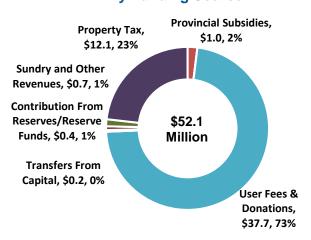
# 2018 Operating Budget By Service Zoo Conservation & Science, \$17.8, 34% \$52.1 Million Zoo Fundraising & Strategic

#### By Expenditure Category

\$31.5,60%



#### **By Funding Source**

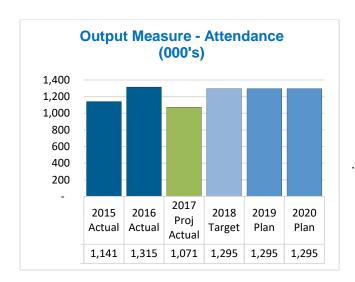


#### **Fast Facts**

- The Toronto Zoo opened its new state-of-theart Wildlife Health Centre in July 2017, providing guests with a window to behind-thescenes access to the day-to-day conservation and endangered species breeding and scientific programs in the wildlife health and research subject areas.
- Toronto Zoo has made significant advances in the area of Reproductive Physiology and species survival most notably with the birth of twin panda cubs in late 2015 that will depart the Zoo in 2018.
- Species survival success in 2017 is reflected in the birth of cheetahs, clouded leopards, snow leopards, and various reptile species.
- The release of Blandings turtles was successful in 2017.
- The Zoo has over 5,000 animals representing over 500 species.

#### **Trends**

- Although the Toronto Zoo was affected by labour disruption in May and June 2017, the Zoo will not achieve the budgeted attendance level of 1.325 million due to labour disruption that forced shut down of the Zoo during May and June 2017.
- The Zoo decreased the attendance projections over the next three years to reflect the Panda departure in March 2018.
- It is a priority of the Zoo to develop and implement plans to stimulate and sustain current attendance and membership projections to offset the impact of the Panda departure.



#### **Our Key Issues & Priority Actions**

- Increase Revenues to address ongoing operational pressures arising from inflationary increases to utilities and cost of living adjustments to salaries and benefits.
  - ✓ The 2018 Operating Budget includes a proposed increase to the Zoomobile Program fee by \$1, consistent with its fee review cycle and community consultations.
  - √ The Zoo will also invest \$1.4 million in winterfriendly Zoomobiles to enable a winter Zoomobile Program to partially offset the base budget pressures.
- Establish an Independent Charitable Organization that will focus on Zoo campaigns and raise funds for exhibit improvements, and conservation and education programs.
  - ✓ Toronto Zoo will receive increased donations through the newly created organization to support the capital and operating costs thereby reducing the future property tax pressures on the City.

#### **Key Service Deliverables for 2018**

The 2018 Operating Budget will enable the program to:

- Implement the five (5) year Strategic Plan and the new 2016 Master Plan.
- Continue collaborative efforts with Parks Canada to maximize the potential benefits associated with the location of the Toronto Zoo adjacent to the Rouge National Urban Park.
- Obtain / maintain accreditation with various accrediting and regulatory authorities.
- Pursue all available grants to deliver optimal conservation and research programs.
- Support the establishment of an independent fundraising charitable organization to raise funds for capital projects, exhibit improvements and conservation and educational programs.
- Advance the Zoo as a zoo-based conservation centre of excellence.
- Enhance the guest experience to appeal to a more diverse audience and inspire conservation action.

#### 2018 Operating Budget and Plan by Service

	2017		2018 Operating Budget					In	crementa	Change	
		Projected		New/	Total	2018 vs. 2017		2019		2020	
(In \$000s)	Budget	Actual	Base	Enhanced	Budget	Budget C	hange	Plan		Plan	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Zoo Conservation & Science											
Gross Expenditures	18,454.1	17,823.3	17,805.1		17,805.1	(649.0)	(3.5%)	278.5	1.6%	430.5	2.4%
Revenue	2,006.7	1,869.5	2,006.7		2,006.7						
Net Expenditures	16,447.4	15,953.9	15,798.4		15,798.4	(649.0)	(3.9%)	278.5	1.8%	430.5	2.7%
Zoo Fundraising & Str	rategic Pa	rtnerships	;								
Gross Expenditures	2,806.6	1,649.8	2,824.1		2,824.1	17.5	0.6%	20.9	0.7%	19.7	0.7%
Revenue	2,467.5	1,252.8	2,467.5		2,467.5						
Net Expenditures	339.1	397.0	356.6		356.6	17.5	5.2%	20.9	5.6%	19.7	5.2%
Zoo Visitor Services											
Gross Expenditures	31,285.6	30, 138. 1	31,424.5	38.3	31,462.8	177.2	0.6%	466.4	1.5%	355.2	1.1%
Revenue	36,037.7	30,581.1	35,397.9	137.0	35,535.0	(502.7)	(1.4%)	332.2	0.9%		
Net Expenditures	(4,752.1)	(443.0)	(3,973.5)	(98.7)	(4,072.2)	679.9	(14.3%)	134.1	(4.1%)	355.2	(9.0%)
Total											
Gross Expenditures	52,546.3	49,611.3	52,053.7	38.3	52,092.0	(454.3)	(0.9%)	765.8	1.5%	805.4	1.5%
Revenue	40,512.0	33,703.4	39,872.2	137.0	40,009.2	(502.7)	(1.2%)	332.2	0.8%		
Total Net Expenditures	12,034.3	15,907.9	12,181.5	(98.7)	12,082.8	48.5	0.4%	433.6	3.6%	805.4	6.4%
Approved Positions	394.0	394.0	394.0	2.0	396.0	2.0	0.5%				

The Toronto Zoo's 2018 Operating Budget is \$52.092 million gross and \$12.083 million net, representing a 0.4% increase to the 2017 Approved Net Operating Budget and is over the budget target by 0.4% or \$0.049 million as set out in the 2018 Operating Budget Directions approved by Council.

- Base pressures are mainly attributable to cost of living adjustments (COLA) to salaries and benefits, as well as inflationary increases in utilities.
- To help mitigate the above pressures, the Agency will increase the user fee rate by \$1 for the Zoomobile Program which will generate additional revenue of \$0.075 million, based on the current demand level.
- New and enhanced service include expanding the Zoomobile Program service to be available during the winter season starting late 2018.
- The 2018 Operating Budget will result in Toronto Zoo increasing its total staff complement by 2.0 positions from 394.0 to 396.0.
- The 2019 and 2020 Plan increases are attributable to COLA and inflationary increases in utilities, partially
  offset by revenues generated from the expansion of the Zoomobile Program.

#### **Program Map**

#### Toronto Zoo

Provide a living centre for education and science, committed to providing compelling guest experiences and inspiring passion to protect wildlife and habitats.

## Zoo Conservation & Science

#### Purpose:

To emphasize the role of zoos in providing leadership in conservation and sustainability programs including the preservation of endangered plants, animal species and threaten natural areas while emphasizing zoo-geographical exhibits of habitats, the stewardship role in managing our planet, and the maintenance of biodiversity and natural ecosystems.

To provide education and outreach experiences, delivered through programs, curricula and teaching strategies that support the Toronto Zoo's mission and efforts to save wildlife and inspired care for the world's natural heritage, with a focus on teachers, students and the general public, locally and nationally to affect change in attitudes about wildlife and therefore motivate individuals to make sound environmental choices towards ensuring a sustainable future.

#### Zoo Fundraising & Strategic Partnerships

#### Purpose:

To develop, plan and execute all fundraising programs and activities in two distinct program areas; annual fund and capital campaign, while building strategic relationships and realizing fundraising capacity.

#### Zoo Visitor Services

#### Purpose:

To provide unique visitor experience that is fun, safe, welcoming, memorable, and interactive, while facilitating close, personal interaction among family members and friends, inspired by the Zoo's compelling wildlife population and its commitment to sustainable living, ultimately inspiring people to love, respect and protect wildlife and wilds spaces.

# Program Activity Service

Legend:

#### Service Customer

#### Zoo Visitor Services

- Visitors
- Schools and School Boards
- Community Groups
- Tour Groups

#### Indirect (Beneficiary)

- Residents
- Businesses (Hotels & Restaurants)
- Strategic Partners
- Staff City Divisions
- Staff Agencies and Boards

#### Zoo Fundraising & Strategic Partnering

- Businesses & Corporations
- · Media Partners
- Provincial & Federal Government
- Non-Profit Organizations
- Donors & Philanthropic Entities

#### Indirect (Beneficiary)

- Residents
- Strategic Partners
- Staff City Divisions
- Staff Agencies and Boards

#### Zoo Conservation & Science

- Educators
- Conservationists
- Educational Institutions
- Wildlife Researchers & Societies
- Zoological Institutes & Accrediting Bodies

#### Indirect (Beneficiary)

- Residents
- Environmental Organizations
- Staff City Divisions
- Staff Agencies and Boards
- Provincial & Federal Government

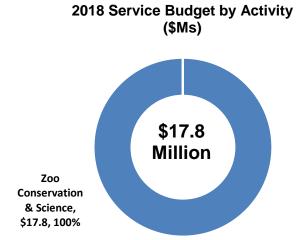
The following section provides the service-based budget by activity and their associated service levels and performance measures.

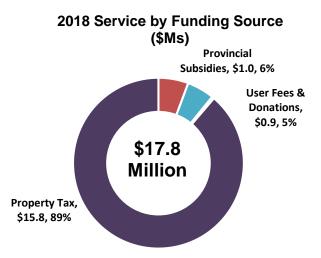
#### **Zoo Conservation & Science**

**Zoo Conservation & Science** 

#### What We Do

- Emphasize the role of zoos in providing leadership in conservation and sustainability programs including the preservation of endangered plant and animal species and threatened natural areas while emphasizing zoogeographical exhibits of habitats, the stewardship role of the human species in managing our planet, and the maintenance of biodiversity and natural ecosystems.
- Provide compelling education and outreach experiences, delivered through programs, curricula, and teaching strategies that support the Toronto Zoo's mission and efforts to save wildlife and inspire care for the world's natural heritage.





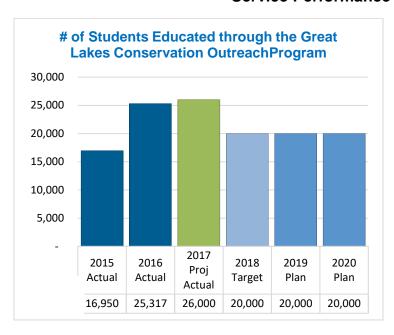
#### 2018 Service Levels

#### **Zoo Conservation & Science**

Activity	Service Level Description	Status	2015	2016	2017	2018
Zoo Day and	# of Day and	Approved	4,450	4,450	4,450	4,450
Overnight Camps	Overnight Camp Programs Provided	Actual	4,677	4,846	3,333	
Zoo School (Grade 11 Credit Program)	# of "Zoo School"	Approved	36	36	36	36
	Days Programmed	Actual	36	36	36	
Volunteer	# of Hours of Volunteer Engagement	Approved	750,000	750,000	750,000	750,000
Engagement With Visitors / Public	with Visitors and Public	Actual	762,300	846,350	887,782	
Volunteer Hours	# of Volunteer Hours Contributed to the	Approved	35,000	35,000	35,000	35,000
Contributed	Public	Actual	30,963	31,435	35,887	
Great Lakes Conservation Student Outreach	# of Students Educated about the	Approved	20,000	20,000	20,000	20,000
	Great Lakes Conservation	Actual	16,950	25,317	26,000	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Toronto Zoo. Zoo Conservation & Science Service's performance measures are based on volume, customer service quality for programs provided, and community input on desired programming from Toronto Zoo.Guest Services: Food & Beverage activity has been adjusted to a level consistent with pre-2016 levels. Exhibition Place anticipates increased volumes for food and beverages in 2018 at the Allstream Centre given the anticipated event mix for the year.

#### **Service Performance Measures**



- In total, the Toronto Zoo impacts over 120,000 student visitors annually.
- Through the Toronto Zoo's Great Lakes Outreach Program, a curriculum-based education program that encourages students, educators and families to "Keep our Great Lakes Great" while learning about five local fish species at risk such as the American eel and Redside dace, a further over 20,000 students and educators annually is achieved, including over 700 classrooms, and 3,000 public participants annually (i.e., camps, libraries, festivals).
- The Zoo educated more students than planned in 2016 and 2017 driven by volume and will maintain the planned levels of 20,000 in 2018 and future years.

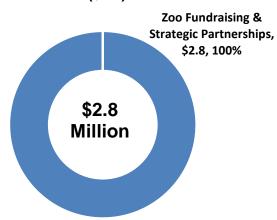
#### **Zoo Fundraising & Strategic Partnerships**

# Zoo Fundraising & Strategic Partnerships

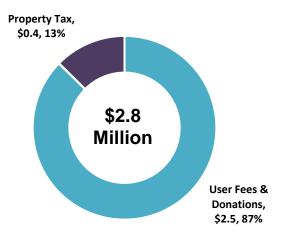
#### What We Do

 Develop, plan, and execute all fundraising programs and activities in two distinct program areas; Annual Fund and Capital Campaign, while building strategic relationships and realizing fundraising capacity.

# 2018 Service Budget by Activity (\$Ms)



## 2018 Service by Funding Source (\$Ms)



#### 2018 Service Levels

#### **Zoo Fundraising & Strategic Partnerships**

Activity	Service Level Description	Status	2015	2016	2017	2018
Spangarahina	Sponsorship	Approved	675,000	675,000	675,000	675,000
Sponsorships	Revenues Raised (\$)	Actual	447,000	511,000	540,000	
Coat Day & Daisand	Fundraising Costs for	Approved	0.73	0.73	0.73	0.73
Cost Per \$ Raised	Every \$ of Sponsorships Raised	Actual	0.67	0.75	0.71	

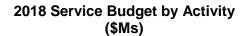
Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Toronto Zoo. The Toronto Zoo's Strategic Plan (2015 - 2020) and the new 2016 Master Plan calls for establishing an independent charitable foundation to manage the Zoo's fundraising, sponsorship and strategic partnership initiatives over the next several years.

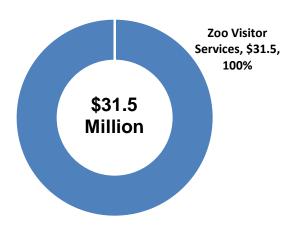
#### **Zoo Visitor Services**

**Zoo Visitor Services** 

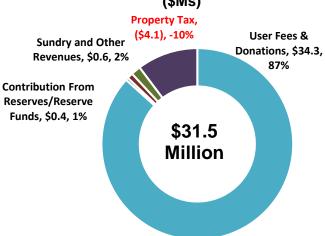
#### What We Do

Provide a unique visitor experience that is fun, interactive, memorable, and safe, while facilitating close personal interaction among family members and friends, inspired by the Zoo's compelling wildlife population and its commitment to sustainable living, ultimately inspiring people to love, respect and protect wildlife and wild spaces.





# 2018 Service by Funding Source (\$Ms)



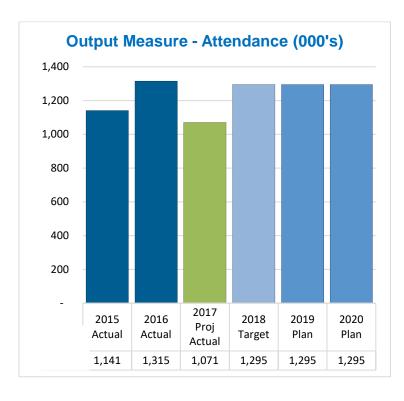
#### 2018 Service Levels

#### **Zoo Visitor Services**

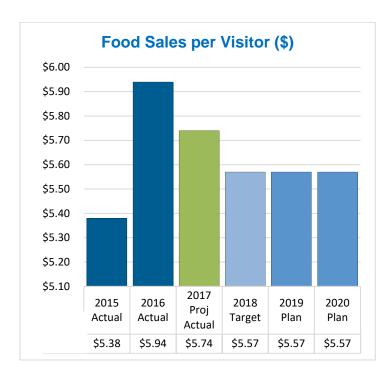
Activity	Service Level Description	Status	2015	2016	2017	2018
Attendance	# of Attendance at the	Approved	1,400,000	1,315,000	1,325,000	1,295,000
Attendance	Zoo	Actual	1,141,162	1,309,542	1,071,000	
Mambarahina	# of Membership	Approved	32,000	32,000	32,000	31,000
Memberships	Subscriptions	Actual	26,527	31,250	27,500	
Retail Sales per	\$ of Retail Sales per	Approved	2.25	2.20	2.35	2.35
Visitor	Visitor	Actual	2.21	2.75	2.68	
Food Sales Per	\$ of Food Sales per	Approved	4.36	5.57	5.57	5.57
Visitor	Visitor	Actual	5.38	5.94	5.74	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Toronto Zoo. The attendance and memberships are scaled back to reflect the Panda departure.

#### **Service Performance Measures**



- In 2017, Toronto Zoo projects meeting the attendance target, due to the popularity of the panda cubs, as it is their last year of exhibit in Toronto, and other 'Zoo Babies" such as the snow leopards, clouded leopards and cheetahs.
- The Zoo decreased its attendance target by 30,000 in 2018 to reflect the impact of the Pandas' departure in March of 2018.
- The Zoo anticipates that the attendance level remain stable over the next three years at 1.295 million visitors.



- Toronto Zoo experienced favourable visitor mix in the recent years with more adult admissions, especially in 2016 contributing to the overall sundry revenues.
- Reviews have revealed that there is a strong positive correlation between higher adult admissions and the total food sales.
- 2017 is projected to be lower than the 2016 level reflecting the impact of labour disruption during the summer months of May and June 2017 which forced the Zoo to close to the public.



- Toronto Zoo anticipates exceeding the retail sales of \$2.68 per visitor compared to the budgeted level of \$2.35. The actual performance includes the impact of labour disruption which further signals the Zoo's strong financial performance of sundry revenues.
- Recovery of sundry revenues was made possible through increased promotional activities and leveraging the Panda exhibit being the final year in 2017.
- Retail sales are positively correlated with the number of attendance at the Zoo.



### **Toronto Zoo**

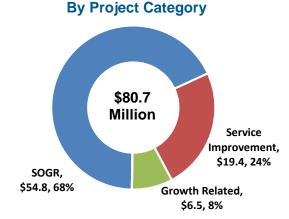
#### 2018 - 2027 CAPITAL BUDGET & PLAN OVERVIEW

The Toronto Zoo is one of the largest zoos in the world, housing and caring for 5,000 animals over 710 acres (41,000 square meters) with an asset value of \$330 million. The Zoo offers full year access to 7 zoogeographic regions with over 10 km of walking trails as well as gift shops, exhibits, rides, food services and quest services.

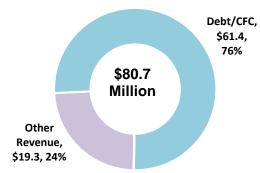
A new Master Plan was finalized in December 2016 and informed the Zoo's 2018-2027 Capital Plan of \$80.720 million which includes state of good repair (SOGR), service improvement, and growth related projects such as the Orangutan Outdoor Exhibit, Discovery Zone Refurbishment, Wilderness North/Canadian Pavilion, and Winter Zoomobile Vehicles.

The 10-Year Capital Plan will enable Toronto Zoo to position itself as the leader in wildlife conservation and advocacy for wildlife and habitats, in addition to becoming a Zoo-Based Conservation Centre of Excellence and enhancing the visitor-facing services, scientific research, and education programs about the Canadian species and wildlife.

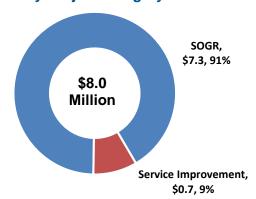
# 2018 - 2027 Capital Budget & Plan



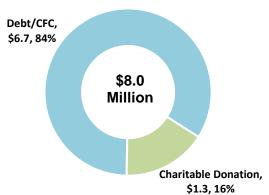
#### **By Funding Source**



2018 Capital Budget By Project Category



**By Funding Source** 



#### **Our Key issues & Priority Actions**

- Collaboration Agreement with the Rouge Urban National Park may present opportunities for efficiencies and service expansion for both Toronto Zoo and Parks Canada.
  - The Board of Management of the Toronto Zoo has approved the Shared Facility feasibility study which would be cost shared between the City and Parks Canada.
  - This is a time-sensitive undertaking as it is required to commit to this project by 2018, as matching funds from Parks Canada must be spent by 2021.
- Maximizing Fundraising Efforts for Capital Projects will significantly improve visitor experiences at the Zoo and lessen the future debt pressures for the City.
  - ✓ The Zoo is in the process of supporting the establishment of an independent third-party charitable organization which will manage and attract sponsorships and donations on behalf of Toronto Zoo and contribute to key capital priorities.
  - The 10-Year Capital Plan includes \$19.320 million or 23.9% in donation contributions partially funding the SOGR, Service Improvement, and Growth Related projects.

#### **Capital Deliverables for 2018**

The 2018 Capital Budget for Toronto Zoo of \$8.020 million, excluding carry forward funding, will:

- Purchase two additional Winter Zoomobile vehicles thereby offering a year-round zoomobile service to visitors (\$1.400 million).
- Continue the annual maintenance projects such as the Exhibit Refurbishments (\$0.250 million), the Information Systems (\$0.350 million), Grounds & Visitor Improvements (\$1.450 million), and Building & Services Refurbishment (\$1.270 million).
- Continue the interior refurbishment and begin the construction work of the Outdoor Exhibit extension for the Orangutans (\$4.000 million).

#### State of Good Repair Backlog

The 10-Year Capital Plan spending on State of Good Repair is \$54.794 million which will decrease the accumulated backlog from \$75.656 million in 2018 to an anticipated \$28.182 million by 2027. The SOGR backlog as a % of asset replacement value will decrease from 22.9% in 2018 to 8.5% by 2027.

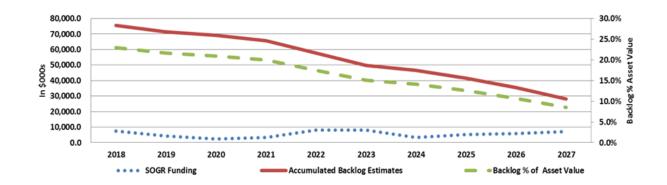


Table 3 below details all capital projects, by category, included in the 2018 - 2027 Capital Budget and Plan for Toronto Zoo:

Table 3
2018 - 2027 Capital Plan by Project Category (In \$000s)

	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total	Total A Project Cost
Total Expenditures by Category												
State of Good Repair												
Exhibit Refurbishment	250	250	350	350	250	100	550	550	550	350	3,550	N/A
Orangutan II & III: Indoor & Outdoor Exhibits	4,000										4,000	5,000
Information Systems	350	300	350	250	350	300	400	450	400	400	3,550	N/A
Grounds and Visitor Improvements	1,450	250	350	350	250	100	550	550	550	350	4,750	N/A
Building & Services Refurbishment	1,270	1,150	1,250	1,240	810	1,016	1,128	1,547	1,500	1,400	12,311	N/A
Welcome Area Redesign				1,184	6,340	6,261					13,785	13,785
Wilderness North / Canadian Pavilion		2,195									2,195	2,195
Discovery Zone Refurbishment						223	601	923			1,747	1,747
Oceania Pavilion								1,194	1,501		2,695	2,695
Tropical Americas Gallery									1,500	4,711	6,211	6,211
Sub-Total	7,320	4,145	2,300	3,374	8,000	8,000	3,229	5,214	6,001	7,211	54,794	31,633
Service Improvements												
Winter Accessibility and Zoomobile Improvements		1,855									1,855	1,855
Wilderness North / Canadian Pavilion			5,700	4,626							10,326	10,326
Discovery Zone Refurbishment							195	1,861	1,176		3,232	3,232
Winter Zoomobile Vehicles	700	700									1,400	1,400
Rhino Ridge									1,323	1,289	2,612	2,612
Sub-Total	700	2,555	5,700	4,626			195	1,861	2,499	1,289	19,425	19,425
Growth Related												
Ravens Roost							5,076	1,425			6,501	6,501
Sub-Total							5,076	1,425			6,501	6,501
Total Expenditures by Category (excluding carry forward)	8,020	6,700	8,000	8,000	8,000	8,000	8,500	8,500	8,500	8,500	80,720	57,559

### 2018 - 2027 Capital Projects

The 10-Year Capital Plan is in keeping with Toronto Zoo's new Master Plan which reflects a balance of modernization, transformation, and innovation capital projects to drive growth, improve conservation and science efforts, and better serve the public as one of the leading Zoo's in North America.

State of Good Repair (SOGR)

- SOGR projects account for \$54.794 million or 67.9% of the total 10-Year Capital Plan's investments.
- The 10-Year Capital Plan incorporates a new investment of \$28.453 million dedicated to various SOGR projects that focus on the required capital maintenance, comprised of the following projects:
  - Orangutan III Outdoor Exhibit (\$1.820 million);
  - Welcome Area Redesign (\$13.785 million);
  - Wilderness North/Canadian Pavilion (\$2.195 million);
  - Oceania Pavilion (\$2.695 million);
  - Discovery Zone Refurbishment (\$1.747 million); and
  - Tropical Americas Gallery (\$6.211 million).

#### Service Improvements

- Service Improvement projects amount to \$19.425 million or 24.1% of the total 10-Year Capital Plan's expenditures.
  - ➤ Winter Accessibility and Zoomobile Improvements (\$1.855 million) A new winter Zoomobile route will be added to cover the core Zoo areas during the winter season allowing the public to visit the Zoo exhibits without walking in inclement winter conditions. In addition, the current ramp to the Indo-Malaya Pavilion to the Africa Pavilion will be upgraded for better accessibility in accordance with the Accessibility for Ontarians with Disabilities Act.
  - ➤ Winter Zoomobile Vehicles (\$1.400 million) Two additional winter-friendly zoomobile vehicles will be purchased effectively transforming the existing Zoomobile operations to a year-round program.
  - Wilderness North/Canadian Pavilion (\$10.326 million) This project includes the construction phase for which the purpose of this project is to draw attention to Canada's species at risk and save these species through the conservation programs. The Wilderness North also includes the AODA compliance element.
  - ➤ Discovery Zone Refurbishment (\$3.232 million) The Discovery Zone refurbishment work include expansion of the water play area for the benefit of the parents, caregivers, and the program and seasonal animals. The Kids Discovery Indoor Play will also be added as a play and learning space for young children as well as a gathering space for the parents.
  - > Rhino Ridge (\$2.612 million) This project includes redevelopment of the existing White Rhino habitat to include more area as well as a family of Asian small-clawed otters as part of a mixed species exhibit.

#### Growth Related

The Ravens Roost Growth Related project totals \$6.501 million or 8.1% of the total 10-Year Capital Plan's expenditures. This project will offer learning opportunities to the visitors about the surrounding natural environment and Toronto Zoo's current and future wildlife conservation efforts.

### 2018 - 2027 Capital Budget & Plan by Funding Source

Chart 3 below summarizes the funding sources included in the 2018 - 2027 Capital Budget and Plan for Toronto Zoo:

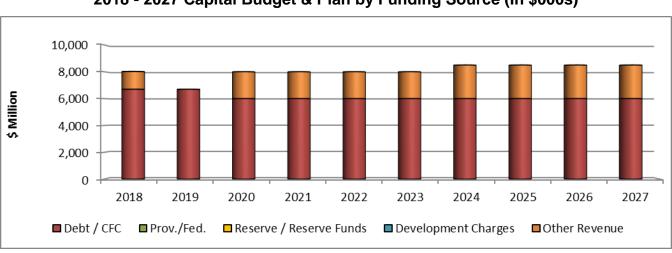


Chart 3
2018 - 2027 Capital Budget & Plan by Funding Source (In \$000s)

The 10-Year Capital Plan of \$80.720 million will be financed by the following sources:

- Debt accounts for \$61.4 million or 76.1% of the financing over the 10-year period. The debt funding exceeds the 10-year debt affordability guidelines of \$60.0 million allocated to Toronto Zoo, by \$1.4 million.
  - > The following SOGR, Service Improvements, and Growth Related projects are funded solely by debt:
    - Annual Refurbishment and Maintenance projects (\$24.161 million) including:
      - o Exhibit Refurbishment (\$3.550 million),
      - o Information Systems (\$3.550 million),
      - o Grounds and Visitor Improvements (\$4.750 million),
      - o Building and Services Refurbishment (\$12.311 million),
    - Winter Accessibility and Zoomobile Improvements and Winter Zoomobile Vehicle purahses (\$3.255 million)
    - Rhino Ridge (\$2.612 million)
- Third party contributions and donations from a charitable organization account for \$19.320 million or 23.9%.
  - The following projects are funded by a mix of debt and donations:
    - Orangutan Outdoor Exhibit (\$4.000 million \$2.680 million debt & \$1.320 million donations)
    - Welcome Area Redesign (\$13.785 million \$10.008 million debt & \$3.777 million donations)
    - Ravens Roost (\$6.501 million \$3.470 million debt & \$3.031 million donations)
    - Wilderness North/Canadian Pavilion (\$12.521 million \$8.521 million debt & \$4.000 million donations)
    - Oceania Pavilion (\$2.695 million donations)
    - Discovery Zone Refurbishment (\$4.979 million \$3.981 million debt & \$0.998 million donations)

#### 10-Year Capital Plan: Net Operating Budget Impact

# Table 5 Net Operating Impact Summary (In \$000s)

	2018 B	udget	2019	Plan	2020	Plan	2021	Plan	2022	Plan	2018 -	2022	2018 -	2027
Projects	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position
New Projects - 2018														
Year-Round Winter Zoomobile	(98.7)	2.0	(214.1)		1.8						(311.0)	2.0	(311.0)	2.0
Total (Net)	(98.7)	2.0	(214.1)		1.8						(311.0)	2.0	(311.0)	2.0

The 10-Year Capital Plan will decrease future year Net Operating Budgets by a total of \$2.900 million over the 2018 - 2027 period, as shown in the table above.

The addition of two new winter-friendly zoomobiles will contribute an annualized net revenue of \$0.311 million per year to Toronto Zoo which requires two additional full-time positions to operate the vehicles. The year-round winter zoomobile service will be a permanent service level increase for the Zoo.

Toronto Zoo and the City of Toronto will evaluate annually the Zoo's fleet inventory for its zoomobiles and consider contributing a portion of future zoomobile revenues to a reserve fund to ensure that maintenance is kept up-to-date yearly and replace the vehicles as needed without further financial burden to the City.

These future operating impacts will be reviewed each year as part of the annual Operating Budget process.



# **Yonge-Dundas Square**

#### **2018 OPERATING BUDGET OVERVIEW**

Yonge-Dundas Square (YDS) is a public square that accommodates approximately 240 events each year including third-party and self-programmed events. These events encourage economic and cultural activities by showcasing businesses and drawing residents and tourists to the area. Consistent with previous years, 28 days are set aside for the public to enjoy the square as a piazza.

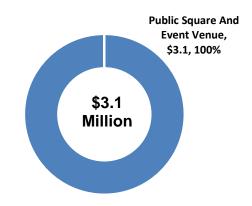
#### 2018 Operating Budget Highlights

The total cost to deliver these services to Toronto residents is \$3.107 million gross and \$0 net as shown below:

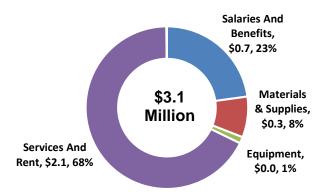
(in \$000'a)	2017	2018	Change				
(in \$000's)	Budget	Budget	\$	%			
Gross Expenditures	2,352.5	3,106.5	754.0	32.0%			
Revenues	1,975.1	3,106.5	1,131.4	57.3%			
Net Expenditures	377.4	(0.0)	(377.4)	(100.0%)			

Yonge-Dundas Square becomes self-sustaining in 2018 generating diverse revenue streams to offset the base budget pressures primarily for salaries and benefits as well as contracted services while keeping the service delivery unchanged for 2018.

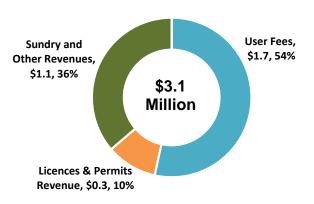
# 2018 Operating Budget By Service



#### By Expenditure Category



#### **By Funding Source**



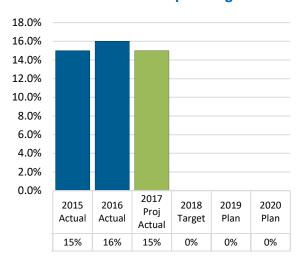
#### **Fast Facts**

- Yonge-Dundas Square accommodates about 240 events per year, reflecting the Square's current business strategy.
- The space can accommodate events of up to 5,000 attendees.
- YDS remains open to the public 24 hours a day, seven days a week, 365 days a year.
- Regular events include Lunchtime Live!, City Cinema, Fountain Day, and Indie Fridays.
- Community events include NXNE, Manifesto, Pride 2017, and Multicultural Canada Day.
- The number of attendees and users of the YDS is projected to be 1.2 million in 2018, representing 9% increase from projected 2017 attendees of 1.1 million).

#### **Trends**

- Funding support from the City of Toronto as a percentage of the Agency's operations has gradually but steadily declined to approximately 15% - 16% over the past three years.
- The event mix constitutes a greater proportion of larger events in comparison to smaller events, in an effort to generate additional net surplus for YDS.
- From 2018 and onwards, the contribution by the City to the overall YDS Operating Cost is anticipated to be 0% as the Agency is moving towards a self-sustaining business model financially through its generating diverse revenue streams.

# Contirbution by City of Toronto as a % of Overall YDS Operating Cost



#### **Our Key Issues & Priority Actions**

- Introduction of a New Digital Signage Plan along with new multi-year agreements with an advertising company enables staff to implement a new digital signage program on the Yonge-Dundas Square.
  - Establish new service levels through enhanced digital services and engage the community and public with digital art and community information on non-event days.
  - ✓ YDS has secured appropriate staffing requirements with an addition of 1.5 positions included in the 2018 Operating Budget to deliver affordable digital services resulting from the new digital signage program.

#### **Key Service Deliverables for 2018**

The 2018 Operating Budget will enable Yonge-Dundas Square to:

- Support approximately 235 events in 2017 which include a mix of third-party public events, community and private sector events, City events, and major cultural events.
- Operate near capacity, with a near 100% rate of venue usage in high-season.
- Continue setting aside days for public use of the YDS as a piazza including allowing for 28 "fountain days".
- Continue to establish the YDS as a primary venue for major international festivals and events while maintaining availability for multicultural community festivals and celebrations.
- Continue to increase self-generated revenue levels through strategic partnerships and the successful hosting of large cultural events.
- Further leverage new digital capabilities and increase the value of YDS sponsorship and signage opportunities by full implementation of the new permanent digital signage to enhance event hosting capabilities and offer new affordable digital services to a wide cross section of users..

#### 2018 Operating Budget and Plan by Service

	20	)17	2018 Operating Budget					I	ncremental	Change	•
		Projected		New/	Total	2018 vs. 2017		2019		2020	
(In \$000s)	Budget	Actual	Base	Enhanced	Budget	Budget	Change	Plan		Plan	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Public Square And Ever	nt Venue										
Gross Expenditures	2,352.5	3,000.7	3,106.5	0.0	3,106.5	754.0	32.0%	125.9	4.1%	119.8	3.7%
Revenue	1,975.1	2,779.8	3,106.5	0.0	3,106.5	1,131.4	57.3%	126.1	4.1%	120.0	3.7%
Net Expenditures	377.4	220.9	(0.0)	0.0	(0.0)	(377.4)	(100.0%)	(0.2)	3105.6%	(0.2)	96.9%
Total				-							
Gross Expenditures	2,352.5	3,000.7	3,106.5	0.0	3,106.5	754.0	32.0%	125.9	4.1%	119.8	3.7%
Revenue	1,975.1	2,779.8	3,106.5	0.0	3,106.5	1,131.4	57.3%	126.1	4.1%	120.0	3.7%
<b>Total Net Expenditures</b>	377.4	220.9	(0.0)	0.0	(0.0)	(377.4)	(100.0%)	(0.2)	3105.6%	(0.2)	96.9%
Approved Positions	6.5	6.5	8.0	0.0	8.0	1.5	23.1%	0.0		0.0	

The Yonge-Dundas Square (YDS)'s 2018 Operating Budget is \$3.107 million gross and \$0 net, representing a 100% decrease to the 2017 Approved Net Operating Budget. The Agency was able to achieve self-funded services for 2018 due to additional user fee and sundry revenues.

- Base pressures are mainly attributable to increases for staff salaries and benefits, maintenance costs, and various contracted services.
- To help mitigate the above pressures, YDS was able to leverage new digital capabilities to generate additional revenues for a total of \$1.131 million.
- The 2018 Operating Budget will result in Yonge-Dundas Square increasing its total staff complement by 1.5 positions from 6.5 to 8.0 permanent positions.
- The 2019 and 2020 Plan increases are attributable to staff salaries and benefits and the cost of inflation in contractual agreements for maintenance and other services, offset by anticipated additional fees/service charges and sundry revenues from various events.

### **Program Map**

### Yonge-Dundas Square

Responsibly manage the Yonge-Dundas Square and enhance the vitality of downtown Toronto, to launch , promote, and operate the square as a unique public space borne from the passion of its community and the energy of commercial participation, so as to develop a positive perception by the way of its activities, security and cleanliness.

Public Square & Event Venue

#### Purpose:

- To create a unique focal point in the downtown core of the City of Toronto, to promote economic development activities and to contribute to the cultural vitality of the community.
- To provide a balance of commercial and community programming which will appeal to local businesses and residents, and also provide city-wide attractions to Torontonians and visitor alike
- To promote high quality of life in a safe, secured and livable downtown

Legend:		
	Program	Activity
	Service	

Service Customer

#### Public Square & Event Venue

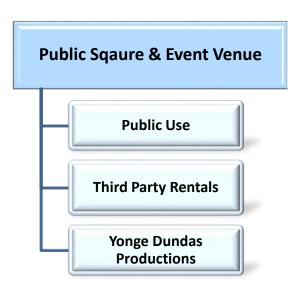
- Public Event Participant
- Public Event Hosts
- Yonge-Dundas Space Users

#### Indirect (Beneficial)

- Residents
- Businesses
- Partners & Sponsors
- Visitors
- Staff City Divisions
- Staff Agencies and Boards

The following section provides the service-based budget by activity and their associated service levels and performance measures.

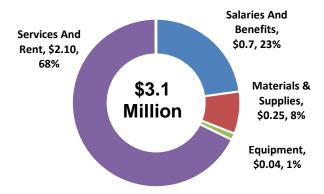
#### **Yonge-Dundas Square**



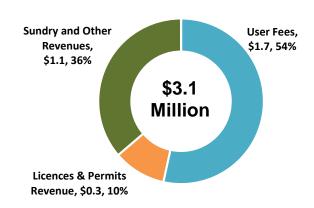
#### What We Do

- Establish the Square as a primary venue for major international festivals and events while maintaining availability for multicultural community festivals and celebrations.
- Maintain the Square while setting aside days for the Square to be a piazza, during peak and non-peak seasons.

# 2018 Service Budget by Expense (\$Ms)



# 2018 Service by Funding Source (\$Ms)



# 2018 Service Levels

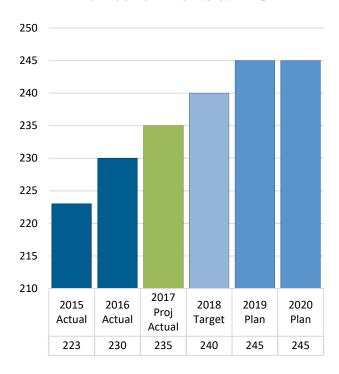
#### **Public Square & Events Venue**

Activity	Service Level Description	Status 2		2016	2017	2018
Public Use	% of the Time on a Daily Basis of Square Accessible for Public Use	Approved	100%	100%	100%	100%
Third Party Rental	% of Utilization	Approved	88%	88%	88%	88%
Yonge-Dundas Prodcutions	% of Utilization	Approved	12%	12%	12%	12%

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Yonge-Dundas Square.

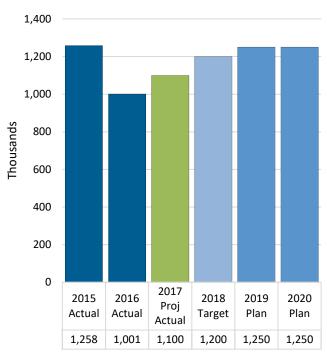
#### **Service Performance Measures**

#### **Number of Events at YDS**



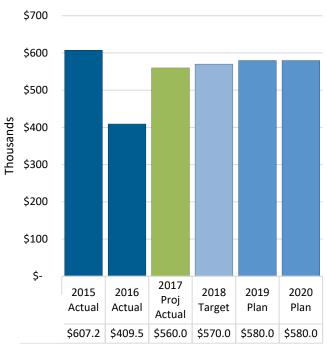
- The number of events held on the Square includes self-produced programmed events and third party events such as community events, private sector events, City events, and major cultural festivals.
- The Board of Management's mandate is to operate near capacity (275 – 300 events) and focus on larger production events in lieu of smaller events.
- As the Square renews its vision for the use of the space, the events roster will continue adapting to reflect the new mandate.
- The Square is also exploring the opportunity to host winter events on the Square in the near future which will increase the number of events held.

#### **YDS Event Attendance**



- The Square experienced a drop in attendance in 2016 year-end due to a change in the mix of events on the Square.
- As the Square continues to renew its vision and adapt the event roster to reflect the new mandate, it is anticipated that the event attendance will be improved in the future.
- The Square is also exploring the opportunity to host winter events on the Square in the near future which will increase the number of events held.

#### **Ancillary Revenue**

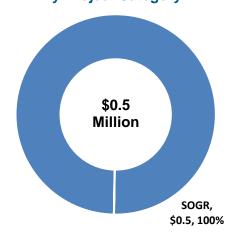


- Ancillary revenue includes sponsorships, signage agreements, kiosk rent, and partnership/supplier agreements.
- While ancillary revenues were down for 2016 due to lack of sponsorship revenues (compensated by increases in event support revenues), the Square expects to generate increased levels of ancillary revenues from 2018 and onwards.



2018 - 2027 Capital Budget & Plan

By Project Category



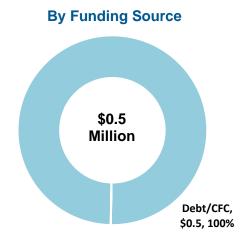
# **Yonge-Dundas Square**

#### 2018 - 2027 CAPITAL BUDGET & PLAN OVERVIEW

The Yong Dundas Square is a one-acre open air public space built in 2002 as the centerpiece of the \$67.8 million Yonge Street regeneration Project. The Square, with twenty water fountains and a stage, is also an event venue for the general public.

Since its official opening in 2003, the City has made a total investment of \$1.2 million for capital improvements including additional lighting, a stage canopy and a permanent storage facility; and addressed various immediate structural and mechanical/electrical system deficiencies. The asset replacement value of the square and its amenities is \$15.5 million.

The Board of Management of Yonge-Dundas Square has determined that no capital projects are necessary for the 2018 year. The 10-Year Capital Plan for Yonge-Dundas Square provides future planned estimates to ensure the facility is maintained in a state of good repair through 2027.



#### **Our Key issues & Priority Actions**

- Unforeseen Capital Needs Yonge Dundas Square completed a facility audit report in January 2015, which identified no need for capital investments between 2016 and 2020.
  - ✓ One of the Yonge Dundas Square's primary objectives is to be able to respond to unforeseen capital needs as they arise. Minor expenditures are expected to be covered through the provision made in the operating budget for maintenance.

#### **Capital Deliverables for 2018**

There are no capital projects for 2018. The 2019-2027 Capital Plan for Yonge Dundas Square includes \$0.050 million per plan year, for a total of \$0.450 million over the 9 years to support state of good repair maintenance work.

#### **State of Good Repair Backlog**

- Yonge Dundas Square does not have a state of good repair backlog as the facility is relatively new and the SOGR project completed in 2010 addressed all the immediate structural and mechanical/electrical state of good repair items.
- A facility audit conducted in 2014 concluded that the Square is not expected to require State of Good Repair capital projects in the years 2016 to 2020.

Table 3 below details all capital projects, by category, included in the 2018 - 2027 Capital Budget and Plan for Transportation Services:

Table 3
2018 - 2027 Capital Plan by Project Category (In \$000s)

	Total App'd Cash Flows to Date*	2018 Budget	2019 Plan	2020 Plan	2021 Plan	<b>2022</b> Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total	Total Project Cost
Total Expenditures by Category													
State of Good Repair			50	50	50	50	50	50	50	50	50	450	
Estimated Future Costs of Maintaining SOGR													
Total Expenditures by Category (excluding carry forward)			50	50	50	50	50	50	50	50	50	450	

#### 2018 - 2027 Capital Projects

The 10-Year Capital Plan supports Yonge Dundas Square's objectives to maintain the facility in a state of good repair.

#### State of Good Repair (SOGR)

- SOGR projects account for \$0.450 million or 100% of the total 10-Year Capital Plan's Expenditures.
- There are no major capital initiatives planned for YDS. Any anticipated project expenditures are expected to be utilized for maintaining the Square's current assets in a state of good repair.

#### 2018 - 2027 Capital Budget & Plan by Funding Source

Chart 3 below summarizes the funding sources included in the 2018 - 2027 Capital Budget and Plan for Transportation Services:

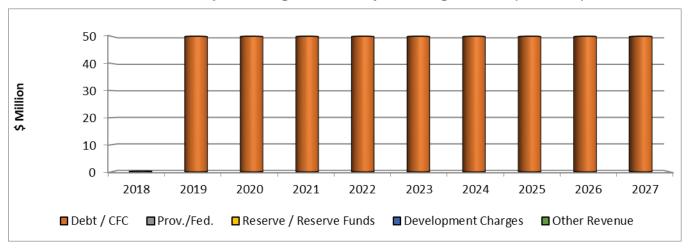


Chart 3
2018 - 2027 Capital Budget & Plan by Funding Source (In \$000s)

The 10-Year Capital Plan of \$0.450 million of cash flow finding will be financed entirely by debt.

- Debt accounts for \$0.450 million or 100% of the financing over the 10-year period.
  - ➤ The debt funding is below the 10-year debt affordability guidelines of \$0.500 million allocated to this Program by \$0.050 million, as the previously planned expenditures for SOGR capital work for 2018 is not required.

### 10-Year Capital Plan: Net Operating Budget Impact

There are no net operating budget impacts arising from the Yonge Dundas Square's 10-Year Capital Plan. .

#### **Capital Project Delivery: New Temporary Positions**

Yonge Dundas Square does not require any temporary positions to implement its state of good repair capital projects. The Board of Management of Yonge Dundas Square has an agreement with the City's Facilities Management Division to manage capital projects in the future as required.

**Tools and Resources** 

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#### **Glossary of Terms**

**Accrual -** Accounting method that records revenues and expenses when they are incurred, regardless of when cash is exchanged.

**Activity -** A sub-set of the defined service, which includes unique processes and a discrete output delivered to the client(s).

**Agency -** An agency is an organization associated with the City, but operating at arm's-length. An Agency usually operates under a Board of Management appointed by City Council. An agency is referred to in the acronym ABC - Agencies, Boards and Commissions.

**Allocable Service** – A category that will be available when posting financial transactions in SAP. The "allocable service" designation allows costs incurred for multiple services on the same purchase order or cheque request to be temporarily charged to a designated functional area until the split among services can be determined by the division.

**Amortization** – The accounting process of allocating the cost less the residual value of a tangible capital asset to operating periods as an expense over its useful life in a rational and systematic manner appropriate to its nature and use. Depreciation accounting is anther commonly used term to describe the amortization of tangible capital assets.

**Approved Complement** - The total number of approved positions that are required to provide the approved level of service for a City Program or Agency. The number of approved positions includes all operating and capital positions (permanently appointed or filled on an acting basis), funded vacancies, position attributes (title, number, position type, position category).

**Approved Position -** An Approved Position is equivalent to a single permanent position regardless of whether it is full-time or part-time.

**Approved Position Year** - An Approved Person Year is an equivalent for a temporary, seasonal, casual or trade position that is calculated in one of three ways:

- 1. A single 35 hour per week position
- 2. A single 40 hour per week position, or
- 3. A combination of part-time positions (less than 35 hours per week) equating to 1820 hours per year (35 hours per week x 52 weeks), or 2080 hours per year for positions less than 40 hours per week (40 hours per week by 52 weeks).

**Assessment** – Value of property determined by Municipal Property Assessment (MPAC) and used by the City as a basis for property taxation.

**Audit** – A systematic and independent examination of books, accounts or statutory records.

**Balanced Budget** – The City of Toronto Act, 2006, states that the budget shall provide that the estimated revenues are equal to the estimated expenditures.

**Benchmarking** - An exercise whereby one organization's results are compared to those of another comparable organization providing the same or similar services based on similar methods of accounting for costs.

**Bonds** – A debt obligation that must be repaid over time.

**Budget -** The financial, operating and management plan for the City that establishes annual appropriations in accordance with the Municipal Act.

**Budget Committee** - The standing committee of City Council, established as part of the new City governance structure, which is mandated to review and recommend on budget matters. The Budget Committee's mandate includes Capital and Operating Budgets, variance reports, and adjustments to budgets during the year. The Committee also plays a key role in coordinating the budget process and submitting a final budget to Council for its consideration. The Budget Advisory Committee carried this mandate in years from the amalgamation of Toronto in 1998 to 2006.

**Budget Scenario** - The term used in SAP to describe a particular data set reflecting all budget detail at a particular point in the review process (as submission, Council approved, etc.). Each scenario includes a number of budget versions in the CO SAP module that represent such analytical categories as projected actuals, adjusted base, base budget changes, new service changes, total budget, future year outlook. For ABCs not using SAP, Forms 14 and 15 provide the Budget Scenario.

**Budget Versions** - In each budget scenario in SAP, the categories of analysis and presentation are in separate structures in the budget module known as versions. The projected actuals, the prior year base budget, the categories of change, service changes, new services, total request, and future year outlook, all exist as separate versions in the SAP CO budget module.

**Business Intelligence (BI) -** The reporting, analysis, and interpretation of business data. When used in the context of the City's SAP system, Business Intelligence (BI) refers to the analytical, reporting and data warehousing solution produced by SAP, also known as Business Objects, or BOBj (see below).

**Business Process -** A collection of related, structured activities or tasks that produce a specific service or product (serve a particular goal) for a particular customer or customers.

**Business Objects (BOBj) -** SAP Business Intelligence solution that simplifies data manipulation, allowing users to access, navigate, analyze, format, and share information across a corporate environment.

**Business Transformation -** A key focus area of the FPARS project. The scope of Business Transformation is to: 1) develop and evolve the City's service inventory; 2) establish a service performance measurement framework; 3) modify select processes and policies to support multi-year planning, budgeting and monitoring in a service view; and 4) support the organization through a change management strategy and tactics.

**Business Warehouse (BW) -** Related to SAP Business Intelligence (BI), "BW" is used to describe the underlying Data Warehouse Area and its components.

**Capital Asset** – A capital asset for capital budget purpose: has physical substance; is owned by the City; is used for the production or delivery of goods or City services; and meet the minimum capital threshold and useful life.

**Capital Budget** - A multi year program adopted by Council comprised of an approved program of capital projects for the current year and a planned program for the succeeding nine years. The multi-year plan covers longer term and one-time expenditures for fixed assets that are more than fifty thousand dollars. It also entails the assumption of debt by the Corporation.

**Capital (Debt) Financing -** Represents the portion of the operating budget required to service the debt assumed by the City from capital expenditures of the current and previous years. It is composed of Capital from Current expenditures and debt charges.

**Capital from Current (CFC)** - Tax levy funds allocated from the current Operating Budget for the funding of capital projects in the Capital Budget.

**Capital Positions -** The term referring to positions funded by Capital projects, funding staff who are working to specifically deliver those projects. The expenditures for Capital Positions are included in the Operating Budget with full recovery from Capital projects.

**Capital Program** - A multi-year plan adopted by Council for long-term capital investments in assets and entails the financing of such long term expenditures with capital assessment and assumption of appropriate funding sources. This program lets Council determine long term expenditure priorities, and enables the City to plan long-term debt requirements. The capital program should be linked to individual Program Business Plan.

**Capital Project** - Expenditure for major rehabilitation, replacement and/or expansion of existing assets and infrastructure, and acquisition or creation of new assets. A capital project is a one-time activity with a well-defined set of desired outcomes or end results. It must bring benefit to the organization at least 10-years or longer, the decision usually cannot be changed, and investments are over \$50K. A capital project can be divided into

capital sub-projects or sub-tasks that must be performed in order to achieve the desired result. Capital Projects are classified according to the following five categories listed in the order of importance – Health and Safety, Legislated/City Policy, State of Good Repair, Service Improvement and Enhancement, and Growth Related.

**Capital Sub-Project** - Subset or logical components/stages of a major capital project. Individual sub-projects could vary depending on the nature of the project. Example a Park Improvement project could have sub-projects showing individual parks at which the improvement work will be undertaken.

**Cash Flow Carry Forwards** - The projected year-end unspent amount of Council approved previous year cash flow that is necessary to carry forward, in full or part, to complete the capital sub-project / project in the subsequent budget year.

Categories of Change - Descriptive categories are used in analysis of the 2009 Operating Budget at the submission phase, as well as analysis and reporting during the review and approval phases of the process. In SAP each category of change is maintained as a separate budget version and a particular stage in the budget version is referred to as a budget scenario. The Operating Budget Impact of Capital Projects will be included in these categories according to how the definitions apply to the nature of these costs. Examples of categories of change are: Base Budget, Adjusted Base Budget, Revenue Change, etc.

**Clerical / Technical / Professional Position -** A clerical / technical / professional position is an Approved Position, which is generally affiliated with CUPE Local 79. A clerical / technical / professional position may be either Full-time or Part-time in status.

City of Toronto Act, 2006 – Passed by the legislature in June, 2006. The Act allows the City to establish its own governance structure, with enhanced delegation authorities. The Act secures a more enabling legislative framework, commensurate with the City's responsibilities, size and significance. The Act recognizes Toronto as an economic engine of Ontario and Canada with a democratic government that is responsible and accountable. The Act further endorses building a mature relationship with the province based on mutual respect, consultation and cooperation. The Act recognizes the City's authority to enter into agreements with other governments, including the government of Canada.

**Complement Management:** The administration and reporting of the approved and operational complement, including organizational structures, jobs and cost centre assignments (as understood before FPARS), as well as the tracking of vacancies and the impact on positions throughout the year of the funding status (capital vs. operating) and of funding-related changes (e.g. downsizing programs, re-organizations, re-evaluations, pay equity, job and wage grade harmonization).

**Complement Planning:** The business processes for forecasting and establishing the approved complement, including salary dollars and benefits, on an annual and multi-year basis.

**Commitments** – Projected cash flow expenditures beyond the Council approved budget year which require future year cash flow to complete the approved project. In essence it allows a project tender to be executed in the current budget year that requires future year cash flows to complete.

**Community Impact** - Community impact is the measurable change in the level of need of an individual client or the aggregate need of a customer group, directly attributable to the delivery of a service or a program.

**Community Impact Measures** – A performance indicator measuring the impact or benefit that the program / service is having on the communities in relation to the intended purpose or societal outcomes expected.

**Complement** - The number of permanent-equivalent positions including temporary, seasonal, casual and / or trade positions, all expressed in Approved Positions that are required to provide the approved level of service for a particular Program or Agency of the City.

**Complement Management** - Complement Management is the administration of the range of positions, people and structures related to the City as an organization in adherence to its established business processes and operational needs.

**Consumer Price Index (CPI)** – A statistical description of price levels provided by Statistics Canada. The index is used to measure the cost of living.

**Cost Element -** A cost element is a numerical reference to a particular kind of expense or revenue. For instance, 6030 is the cost element denoting "contributions to reserve funds".

**Cost of Living Adjustment (COLA)** – An increase in salaries to offset the adverse effect of inflation on compensation.

**Council Priorities -** Council priorities are outcomes or project outcomes which are to be delivered during the term of Council to support a vibrant and growing city which guides the 2009 Operating and Capital budgets.

**CUPE** – Canadian Union of Public Employees.

**Customers** - In terms of service profiles, customers define a segment of the population that the service is intended to benefit. Public Services have target customers external to the government – individuals, businesses and not-for-profits. Internal Services have public services as their target customers.

**Customer Service Quality Measure** - Measure of customer satisfaction with the service that they receive relative to their needs and expectations.

**Current Value Assessment (CVA)** – The amount of money a willing seller can expect to receive for their property as of date from a prospective buyer.

**Debt** - The amount of all obligations for the payment of interest and principal due by certain agreements and by-laws as incurred by the City of Toronto such as debentures, promissory notes, leases, letters of credit and other financial commitments and guarantees.

**Debt Charges** – The amount of principal and interest payments necessary to retire outstanding debt arising from capital expenditures.

**Debt Financing** - The amount of capital project gross cost that is to be financed with long-term debentures. This is the net amount determined after all other financing sources including GST refunds are considered.

**Development Charges** – Development charges are imposed against new development both residential and non-residential and are the primary funding source for financing Regional growth related capital such as the road network, water and sewer. The rates imposed to Developers are based upon a Council approved Development Charge By-law.

**Efficiencies** - An efficiency measure is a measure of productivity based on dividing the quantity of output (measured in units of deliverables) by the quantity of resources input (usually measured in person hours or dollars).

**Effectiveness / Customer Service Measures** - Effectiveness is a measure of the value or benefit of a service, expressed as the actual change in the specified outcome achieved by delivery of the service. More broadly, an effectiveness measure compares the output of a service, process or resource to its intended contribution to a higher level goal (e.g. the effectiveness of a resource with respect to its contribution to a process, etc.).

**Encumbrance** - Upon approval of projects/sub-projects, programs can begin the RFP process to determine the vendor that will provide goods / services required. Once the vendor's bid is approved, it becomes a legally binding contract hence the value of the bid is an encumbrance and considered spent.

**Estimated Useful Life** - This is an estimation of the time period, usually expressed in years, that the capital asset (project) brings benefit to the organization or a community. This may apply to new sub-project/projects or an addition, alteration or improvement of an existing capital asset.

**Exempt Professional / Clerical Position (individual contributors)** - Any position which is not affiliated with a union, acts as an individual contributor and does not have direct staff reports.

**Expenditure Category (Cost Element) Group** - Expenditure Categories, now called Cost Element Groups in the SAP environment are the high level categories of expenditure and revenue as seen on the budget templates. They are Salaries & Benefits, Materials & Supplies, Equipment, Services and Rents, Contributions and Transfers, Interdivisional Charges and Other on the Expenditure side. On the Revenue side they are Grants from Others, Interdivisional recoveries, User Fees and Other.

**External Financing** - Financing from sources external to the City of Toronto (such as Provincial or Federal subsidy, Corporate Sponsorships, etc.). In addition it includes debt financing as well (see Debt Financing definition below).

**Financial Efficiency** - A measure of the cost of resources per unit of output. In this case, resources are the inputs (e.g, dollars, FTE, employee hours, time). Calculation: input divided by output.

**Fiscal Policy** – A government's policies with respect to revenues, spending and debt management as these relate to government services, programs and capital investment. Fiscal Policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

**Fiscal Year** – A 12-month period designated as the operating year fro accounting and budgeting purposes in an organization. The fiscal year for the City is the calendar year (January 1<sup>st</sup> to December 31<sup>st</sup>).

**Fixed Assets** – Assets that are long-term in nature that are intended to continue to be held or used, such as land, buildings, machinery, furniture, ands other equipment.

**Frontline Positions -** Frontline Positions are those approved positions that provide direct service to the public or other consumers.

**Full Time Position** - A full-time position is a position approved as part of the organizational structure for a particular service or program working 35 or 40 hours per week for the full year.

**Fund** – A sum of money made available for a particular purpose

**GAAP** – Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principals.

**Gas Tax** – A share of Provincial and Federal gas tax that is transferred to municipalities to fund public transit systems and other infrastructure.

**Gapping** - Gapping represents the difference between funding that would be required for full salaries, wages and benefits for the entire stated complement of a particular staff unit and the actual funding provided. Gapping represents the savings that can be achieved as a result of vacancies or staff turnover not intended to be filled (known gapping) and an allowance for unplanned or unanticipated staff turnover (unknown gapping).

**Goals** - Goals specify where the organization desires to be in the future within the scope of the stated key business service as it relates to the Program's mission. Goals provide a framework for the identification of specific, well-defined objectives to be accomplished within specific time frames. Goals are to be pursued over time. The goals that a Program develops should be in support of the key business services and help establish the Program's direction. These goals provide a unifying theme for activities. Each goal should have at least one objective.

**Grant** - A contribution to the City from a federal or provincial government source to support a particular function, service or program. Grants from other sources should be reported as "Other Income."

**Growth Related** - A capital project is categorized as growth related if it supports growth and development across the City. Potential development charge revenues could apply to, and be identified for these projects.

**Head Count -** The total number of staff individuals employed by a unit at a particular time, regardless of the nature of their employment: full-time, part-time, seasonal or casual / trades. Currently, the City is using the terminology 'Approved Position' to uniformly report its staffing complement of all statuses.

**Health and Safety -** A capital project is categorized as health and safety if there is an urgent requirement for repairs due to demonstrated concerns for a health and safety hazard.

**Hourly / Operations** - Positions which is either paid on an hourly basis or works directly in operations (maintenance, waste collection, etc.) and that are often associated with TCEU Local 416.

**Internal Financing** - Financing from sources internal to the division or program submitting a capital project including reserve funds, development charges, and other program generated revenues.

**Key Services** - These are the fundamental services critical to the Program's mandate and success. Performance of these services in an exemplary manner will result in the Program achieving its mission.

**Key Customers** - Key Customers are the direct beneficiaries of the service or product provided by a particular program or agency. Key customers may be clients or customer groups, either inside or outside the City, including members or the public or other external entities.

**Legislated or City Policy** - Capital Expenditures required by Provincial or Federal legislation or compliance with City Policy (i.e., environmental initiatives). In the capital project justification section of each business case, the specific legislative or City Council reference will be provided as well as the action required to meet the requirements and timeframe.

**Mature Budget Process** - A budget process that is based on a multi-year view, emphasizes upfront strategic enterprise priority setting, service reviews and public consultation, and focuses on a link between resource allocation decisions and results and outcomes.

**Objectives** - Objectives are linked directly to Program goals and are specified, quantified, time-based statements of accomplishments or outcomes which should clearly state the specific results the Program seeks to accomplish. The development of objectives aids decision-making and accountability by focusing on issues and the accomplishment of outcomes and sets the direction for strategies. A Program may have multiple objectives under a single goal. The target indicated for each objective should focus on budgeted results. Example of an objective – develop and implement a cross-shelter case management plan for homeless clients that tracks their visits to all Toronto shelters in a given year by end of the fiscal year.

**Outcome (Results) -** The impacts or consequences for the community, of the activities of government. Outcome reports the results of the service. It can be short-term (immediate success), intermediate-term (success by three-to-six month periods) or long-term (one year or more). **OMBI** refers to The Ontario Municipal CAO's Benchmarking Initiative; created to make municipalities across Ontario more innovative and effective through the tracking and sharing of performance statistics and operational best practices.

**Output (Workload) -** The final products or goods and services produced by the organization for delivery to the customer. Output represents the number of units produced

or services provided. It represents a measure of the amount of products or services delivered, and quantifies

**OMERS** – Ontario Municipal Employees Retirement System. OMERS is a defined benefit plan that provides pension benefits to the Region's full-time employees. Employees and employers normally make equal contributions to the plan.

**Operating Budget** - The financial, operating and management plan for the City that establishes annual appropriations in accordance with the Municipal Act for a 12-month period, (e.g., a fiscal year).

Ontario Disability Support Program (ODSP) - An income and employment support program designed to help people with disabilities live comfortable and productive lives.

**Operating Impact of Capital -** The Operating Budget impact of Capital projects is the changes in operating expenditure and / or revenue, which are projected to occur during the course of a Capital Project and / or when a Capital project is completed. These changes should be documented on a Business Case Form in the appropriate category. As the Operating Impact of delivering new services that result from Capital projects would be presented in a New / Enhanced Services Business Case.

**Other Revenue -** Represents all revenues other than property tax levy, provincial and federal grants, interdivisional recoveries and prior year's surplus. Other Revenue is made up of user fees, fines, interest earnings, and revenues from any other source.

**Outlook** - The Outlook is the anticipated financial plan for a future fiscal year, based on Council approved decisions for the current fiscal year. Outlook information for two future years is part of the Operating Budget submission. Outlooks include the annualized impacts of new / enhanced services, revenue changes or service adjustments approved in a prior year, known cost increments arising from approved multi-year contracts, non-recurring expenditure or revenue adjustments, operating impacts of approved capital projects, step /merit increases, and known Cost of Living adjustments.

**Output -** An output defines the result of a service delivered to a client, measured by quantitative 'units of service delivery'.

**Output Measure -** Measure the number of units of a service or product produced. An example is the tons of curbside waste recycled or cubic metres of water pumped at Pumping Station X.

**Planner Profile -** The Planner Profile determines the planning layout used in planning (SAP). The initial planning screen appears based on the first planning layout defined for a planning area. You can choose "Go to----Next layout" to proceed to the next layout. The Planner

Profile is assigned to different user groups and thus controls what objects they are allowed to plan (for example, given cost center and cost element groups).

**Part-Time Position** - A part-time position is a position approved as part of the organizational structure for a particular service or program working less than 35 / 40 hours per week.

**Performance Measure:** Performance measures quantitatively tell us something important about our products, services and the processes that deliver them. They are a tool to help us understand, manage, and improve what our divisions do. Performance measures let us know:

- 1. How well we are doing;
- 2. If we are meeting our goals;
- 3. If our customers are satisfied
- 4. If and where improvements are necessary; and
- 5. If our processes are in the statistical control

**Personnel Expenditure Planning (PEP) -** Functionality in the Public Budget Formulation (PBF) tool that projects salary and benefit costs based on timely HR information (including positions, employees, job profiles, and salary and benefit costs). Using PEP projections, analysts can compare and plan for various contingencies regarding personnel costs during the budget formulation process and mid-year analysis.

**Planned Complement** - The total number of proposed positions before Council approval that are required to provide a level of service for planning and forecasting.

**Presto** – An electronic transit fare card to be used across various GTA transit systems.

**Priority Project** - A degree of important a project is to the Program in achieving the Program's objectives for the planning period. Prioritization may differ from Ranking such that any two projects cannot have the same priority preference number though they may have an equal ranking. Priority shows which projects the Program would prefer over the others if not all projects were allowed for approval. Priorities also show the areas of focus and the strategic direction the Program is heading to. Prioritization should be consistent with the mission and goals of the Program and any deficient areas that need to be addressed during the budget period. Priority numbers should only consist of integers other than zero. Assignments like 0, 1A, 1B, 1.5, 1.75 are not valid priority numbers.

**Product/Types -** This represents a classification of service deliverables.

**Program** - A Division of a Department or an Agency, Board or Commission, which constitutes a service delivery unit and may encompass one or more related municipal services (e.g., the

Solid Waste Management program includes a number of services and is a division of Works and Emergency Services Department) and satisfies the following:

- aimed at one or more target groups (e.g., households);
- has program goals defined in social terms with outcomes of public good (e.g., public health); and
- is either mission-driven, (e.g., recreation, or mandate-driven, law-enforcement).

**Program Map** - The visual representation of the services, activities and sub-activities used to reflect the current service output business model. For each division or agency, there is a mission statement. For each identified service, there is a purpose statement.

**Projected Actuals** - Refers to the expected, or anticipated, outcome of the year's expenditure and revenue activities. A recommended approach for departments is to combine actuals year to date as of June 30, plus the balance of the calendarized Council-approved current fiscal year budget. Departments can adjust and update the projected actuals as they see fit. The Projected Actuals are often compared with the current year Budget to determine variances.

**PSAB** - Public Sector Accounting Board of the Canadian Institute of Chartered Accountants (CICA) issues standards and guidance with respect to matters of accounting in the public sector.

**PSAB Section 3150** - Municipal requirement to account for and report on non-financial assets of local governments.

**Ranking Projects** - Ranking is an evaluation of a capital project based on certain criteria. It incorporates and quantifies five Capital Project Categories, (i.e., Health and Safety, Legislated/City Policy, State of Good Repair, Service Improvement and Enhancement, and Growth Related).

**Replacement Cost** - Is the cost of replacing the original asset on the basis of current prices (cost). It is not related to the original asset cost.

**Reserve / Reserve Funds -** Reserves and reserve funds have designated purposes and are created through the specific authorizations of Council. All earnings from the investment of reserve funds must form part of the reserve fund, whereas the earnings from reserves flow to the operating budget. The assets of reserve funds are segregated and restricted to the purpose of the reserve funds.

**Revenue -** Income received by an organization for the fiscal year. In the City of Toronto revenue includes tax payments, service (user) fees, transfers from other governments, fines, interest income, etc.

**Salary Gapping** - Unspent salary dollars resulting from position vacancies (e.g. the time a position is unfilled after resignations, unpaid leaves, etc.) Annual unspent salary gapping savings are applied to reduce the corporate tax levy.

**Service -** A detailed account of key offerings that are associated with each program currently delivered by a division.

**Service Level Indicators -** Service Level Indicators express the level and the standard of service provided to key customers or customer groups. Service level indicators may reflect an agreed standard of service (e.g., processing time), a quantitative level of resources or the frequency of service provided (e.g., hectares of parkland per capita), or the supply of service as a percentage of need (e.g., number of subsidized day care spaces provided as a percentage of the number of children in low income families).

**Service Improvement and Enhancement** - A capital project is categorized as service improvement and enhancement if it improves service delivery above the current Council-approved standard or provides for the introduction of new services.

**Service Objective -** A service objective sets out an achievable/measurable action that can be taken in delivering a service in support of the program goal.

**Service Planning -** Service Planning is a key management tool that supports informed operational decisions about: services and service levels; best us of available resources to achieve corporate goals; and cost effective delivery approaches.

**State of Good Repair** - A capital project that allows for the maintenance, repair or replacement of existing assets. This includes asset rehabilitation that extends the useful life of the asset by 10 or more years before replacement is necessary. Asset replacement should be considered, if rehabilitation is not feasible and delayed replacement could result in potential safety hazards. Asset rehabilitation required to meet health and safety issues should be categorized as "Health and Safety".

**Strength -** The number of actual filled staff positions at a specific point in time, whether permanent, seasonal or casual expressed as approved position years.

**Student / Recreation Worker** - A student or recreation worker is one who is employed on a temporary, seasonal or casual basis.

**Support Positions** - Support Positions are those approved positions that are professional, technical or managerial and provide support to the provision of a direct service.

**Targeted Outcomes -** A description or performance measure of the projected result of the implementation or continuance of an Objective or Council Priority within a program service or activity.

**Tax Rate** - A rate used to determine the amount of property tax payable. Taxes on individual properties are calculated by multiplying a property's current value assessment (CVA) by the applicable tax rate.

**Total Gross Expenditures** - Includes all expenditures properly incurred by the Program Area and charged to the Program Area's Budget.

**Total Revenues** - Includes all program-generated revenues (e.g., User Fees), grants and subsidies, internal recoveries and internal financing (e.g., Funding from reserves).

**WBS (Work Breakdown Structure)** - The Work Breakdown Structure is the hierarchy that is used within SAP for recording the approved project/sub-project transactions including the budget, plan, expenditures and revenues. It is within these WBS Elements that the financial status of a project/sub-project can be monitored through system generated reports.

**Units of Service** - Reflects the measurable components of each service deliverable, which illustrates how much service is being provided. These can be identified both in terms of costs and volumes.

**User Fees and Charges** - Includes all program-generated fee and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various city permits), encompassing cost elements 8500 to 8680. Donations are not included.

**Vacancy -** A funded, unoccupied position with no commitment (i.e., no base holder or financial commitment).

**Vacancy Management -** The business process to track and report on vacancies.

**Value -** In terms of Service Profiles, value deals with the contribution of a service toward the desired impact on the Customer Group associated with the Service.

**Variances** - Programs / agencies are expected to clearly detail all assumptions with respect to year-over-year changes, which are greater than \$250,000 or 5% of total gross expenditures. The rationale provided should be based on changes in service levels, objectives or funding requirements.

**Zero Based -** The requirement for all expenditures to be fully justified each year without reference to the prior year budget level. All office furniture and consultants are zero based and must be fully supported and justified by supporting documentation.

**Acronyms and Abbreviations** 

	and Abbreviations
ABCs	Agencies, Boards and Commissions
AD	Anaerobic Digestion
AED	Automatic External Defibrillators
AHA	Arts & Heritage Awareness
AHO	Affordable Housing Office
ALS	Advanced Life Support
AMO	Association of Municipalities of Ontario
AOCC	Association of Community Centres
AODA	Accessibility for Ontarians with Disabilities Act
AQHI	Air Quality Health Index
ASD	Alternative Service Delivery
AYS	Access to Your Supervisor
AZA	Association of Zoos and Aquariums
BCPV	Black Creek Pioneer Village
BET	Business Education Tax
BIA	Businesses Improvement Areas
ВМО	Bank of Montreal
BRT	Bus Rapid Transit
BSC	Budget Sub-Committee
CAMS	Capital Asset Management System
CATS	Cross Application Time Sheets
CAZA	Canadian Association of Zoos and Aquariums
CCAC	Canadian Council on Animal Care
CCAC	Community Care Access Centres
CBR	Cellular and Bimolecular Research
CCTU	Critical Care Transportation Unit
CCTV	Closed Circuit Television
CDP	Chronic Disease Prevention
CFC	Capital from Current

CFO	Chief Financial Officer
CHIN	Refers to a multicultural/multilingual radio station
CIP	Corporate Identity Program
CLRV	Canadian Light Rail Vehicles
СМ	City Manager
CMA	Census Metropolitan Area
CNE	Canadian National Exhibition
CNEA	Canadian National Exhibition Association
COLA	Cost of Living Allowance
COTA	City of Toronto Act, 2006
CPI	Consumer Price Index
CPIP	Community Partnership and Investment Program
CREMS	Community Referrals by EMS
CVA	Current Value Assessment
CVOR	Commercial Vehicle Operators Registration
DARP	Development Application Review Project
DBRS	Dominion Bond Rating Service
DC	Development Charge
DCM	Deputy City Manager
DEC	Direct Energy Centre
DOT	Directly Observed Therapy
DSI	District Service Improvements
DVP	Don Valley Parkway
E&LR	Employee and Labour Relations
EA	Environment Assessment
EDCT	Economic Development Culture and Tourism
EDRMS	Enterprise Document & Records Management Solution
EDS	Electronic Data Systems
EEO	Energy Efficiency Office
EFFS	Electronic Financial Filing System

ETS	Environmental Tobacco Smoke
FIFA	Fédération Internationale de Football Association
EMS	Emergency Medical Services
EPA	Environment Protection Agency
ERCs	Employment Resource Centres
ESS	Employee Self Service
FMRE	Facilities Management and Real Estate
FDI	Foreign Direct Investment
FOI	Freedom of Information
FPARS	Financial Planning and Reporting System
FTE	Full Time Equivalent
GAAP	Generally Accepted Accounting Principles
GDP	Gross Domestic Product
GFOA	Government Finance Officers Association
GMAC	General Managers Advisor Committee
GR	Growth Related
GST	Goods and Services Tax
GTA	Greater Toronto Area
GTTA	Greater Toronto Transit Authority
H&S	Health and Safety
НВНС	Healthy Babies Healthy Children
HE	Healthy Environment
HF/HL	Health Families / Healthy Living
HPS	Homelessness Partnering Strategy
HUSAR	Heavy Urban Search & Rescue
HVAC	Heating, Ventilation and Air Conditioning
IAEMD	International Academies of Emergency Medical Dispatch
IBMS	Integrated Business Management System
ICON	Integrated Court Offences Network
IDC	Inter Divisional Charges

IP	Injury Prevention
IPHIS	Integrated Public Health Information System
ISCIS	Integrated Services for Children Information Systems
ISF	Infrastructure Stimulus Fund
IT	Information Technology
ITDS	In the Driver Seat
IVR	Interactive Voice Response
JDA	Joint-Default Analysis
JEPP	Joint Emergency Preparedness Program
LED	Light Emitting Diodes
LEED	Leadership in Energy and Environmental Design
LHIN	Local Health Integrated Networks
LIMS	Laboratory Information Management System
LRT	Light-rail Transit
LRV	Light Rail Vehicle
LTCA	Long Term Care Act
LTCHS	Long Term Care Homes and Services
LTC	Long Term Care
MBT	Mechanical Biological Treatment
MCCS	Municipal Child Care Services
MFIPPA	Municipal Freedom of Information and Protection of Privacy Act
MLEO	Municipal Law Enforcement Office
MLS	Municipal Licensing Standards
ML&S	Municipal Licensing & Standards division
MLTT	Municipal Land Transfer Tax
MMAH	MMAH - Ministry of Municipal Affairs and Housing
MOE	Ministry of the Environment
MOHLTC	Ministry of Health and Long Term Care
MPAC	Municipal Property Assessment Corporation
MPMP	Municipal Performance Measurement Program

MRAB	Multi Residential Apartment Building
MRF	Material Recovery Facility
MUSH	Municipalities, Universities, Schools and Hospitals
MW	Megawatt
OBCA	Ontario Business Corporation Act
ODSP	Ontario Disability Support Program
OECD	Organization for Economic Co-operation and Development
OMBI	Ontario Municipal CAOs Benchmarking Initiative
OMB	Ontario Municipal Board
OMPF	Ontario Municipal Partnership Fund
OPHS	Ontario Public Health Standards
OPP	Ontario Provincial Police
OW	Ontario Works
PAD	Public Access Defibrillation
PASO	Pan American Sports Organization
PAYE	Partnership to Advance Youth Employment
PBP	Better Building Partnership Program
PC	Police Constable
PHI	Public Health Inspector
PHIPA	Personal Health Information Privacy Act
PMFSDR	Provincial Municipal Fiscal and Service Delivery Review
POA	Provincial Offences Act
POS	Purchase of Service
PPF&A	Policy, Planning, Finance and Administration
PSAB	Public Sector Accounting Board
PSS	Personal Service Setting
PTMS	Parking Tag Management System
PTOC	Paramedic Transfer of Care
PVT	Personal Vehicle Ownership Tax
RACS	Road Allowance Control System

RAWF	RAWF - Royal Agricultural Winter Fair
RFP	Request for Proposal
RRAP	Residential Rehabilitation Assistance Program
RT	Rapid Transit
S&P'sd	Standards and Poor's Canada
SAMS	Social Assistance Management System
SARS	Severe Acute Respiratory Syndrome
SASRF	Social Assistance Stabilization Reserve Fund
SCPI	Supporting Communities Partnership Initiatives
SDFA	Social Development, Finance and Administration
SDMT	Service Delivery Model Technology
SHAS	Social Housing Administration System
SLAs	Service Level Agreements
SMIS	Shelter Management Information System
SMP	Substance Misuse Prevention
SOGR	State of Good Repair
SRT	Scarborough Rapid Transit
SSHA	Shelter, Support and Housing Administration
SSO	Source Separated Organics
STEP	Sustainable Technology Evaluation Program
SWM	Solid Waste Management
TAC	Toronto Arts Council
TAF	Toronto Atmospheric Fund
TAMP	Technology Assisted Management Program
TAS	Toronto Animal Shelter
TAVIS	Toronto Anti-Violence Intervention Strategy
TCEU	Toronto Civic Employees' Union Local
TCHC	Toronto Community Housing Corporation
TCHIS	Toronto Community Health Information System
TDSB	Toronto District School Board

TEDCO	Toronto Economic Development Corporation
TEIS	Toronto Elections Information System
TEO	Toronto Environment Office
TESS	Toronto Employment and Social Services
THEIS	Toronto Healthy Environments Information System
THESI	Toronto Hydro Energy Services Inc.
TKN	Total Kjeldhl Nitrogen
TMMIS	Toronto Meeting Management Information System
TPA	Toronto Port Authority
TPH	Toronto Public Health
TPL	Toronto Public Library
TPS	Toronto Police Service
TRCA	Toronto and Region Conservation Authority
TTC	Toronto Transit Commission
UofT	University of Toronto
WAYS	Web Access to Your Service
WBPP	Works Best Practice Program
WSIB	Workplace Safety and Insurance Board
YIPI	Youth in Police Initiative
YUS ATO	Yonge-University-Spadina Automatic Train Operation