2017

CITY OF TORONTO BUDGET SUMMARY

TORONTO

2017

CITY OF TORONTO BUDGET SUMMARY

TORONTO

Table of Contents

A Message from the City: **6**
Mayor John Tory 8
Rob Rossini, Deputy City Manager & Chief Financial Officer and Josie La Vita, Executive Director, Financial Planning 9

About Toronto: **11**
Profile on Toronto 13
About Our City Government 20

2017 Budget Overview: **25**
2017 Operating Budget Summary 27
2017-2026 Capital Budget and Plan Summary 31

City Finance in Context: **35**
Socio-Economic Indicators 37
City Expenditures 40
City Revenue Sources 42
Capital Market & Financing Activities 61

An Integrated Framework for Planning and Performance: **65**
Overview 67
Council's Vision, Mission Statement and Strategic Actions 69
Long Term Financial Plan 72
Multi-Year Service-Based Planning & Budgeting 76
Performance Measurement and Benchmarking 81
Budget Process and Schedule 85
Budget Policies 88
Explaining Basis of Budgeting and Accounting Differences 94

2017 Operating Budget and 2017-2026 Capital Budget and Plan: **101**
2017 Operating Budget Details 103
2017-2026 Capital Budget and Plan Details 139

Operating & Capital Budget Summaries for City Programs & Agencies: 189

Human and Social Services 191
- Affordable Housing Office 193
- Children's Services 206
- Court Services 220
- Economic Development and Culture 231
- Long-Term Care Homes and Services 255
- Parks, Forestry and Recreation 269
- Shelter, Support and Housing Administration 301
- Social Development, Finance and Administration 315
- Toronto Employment and Social Services 336
- Toronto Paramedic Services 356

City Building and Infrastructure Services 373
- City Planning 375
- Engineering and Construction Services 392
- Municipal Licensing and Standards 394
- Policy, Planning, Finance and Administration 423
- Solid Waste Management Services 440
- Toronto Building 464
- Toronto Fire Service 475
- Toronto Water 496
- Transportation Services 515
- Waterfront Revitalization Initiative 541

Internal and Financial Services 545
- 311 Toronto 547
- Facilities, Real Estate, Environment and Energy 565
- Financial Services 583
- Fleet Services 588
- Information and Technology 603
- Legal Services 627
- Office of the Chief Financial Officer 637
- Office of the Treasurer 659

City Hall 687
- City Clerk's Office 689
- City Council 706
- City Manager's Office 709
- Office of the Mayor 739

Agencies 743
- Arena Boards of Management 745
- Association of Community Centres 754
- Civic Theatres Toronto and Sony Centre 765
- Exhibition Place 778

Heritage Toronto 794
Parking Tag Enforcement 802
Sony Centre 814
Toronto and Region Conservation Authority 818
Toronto Atmospheric Fund 826
Toronto Parking Authority 830
Toronto Police Service 846
Toronto Police Services Board 857
Toronto Public Health 861
Toronto Public Library 893
Toronto Transit Commission (TTC) 916
Toronto Zoo 931
Yonge-Dundas Square 948

Tools and Resources 959
Glossary 961
Acronyms and Abbreviations 973

A Message from the City

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TORONTO

John Tory
Mayor

Toronto is Canada's champion on the world stage.

As Mayor, I'm focused on building a stronger and fairer Toronto that will continue to compete in today's global economy.

We have a recipe for success here in Toronto – we are a city that is vibrant, welcoming and affordable for all ages and income levels. And we need to ensure that all those qualities remain.

Toronto is a city where people care about each other.

That's why City Council under my leadership is investing in things like recreation programming, child care and public health.

But we're also modernizing the government and finding new ways of doing things so we can find real savings and efficiencies.

We have struck a balance between necessary investment and on-going restraint, just like most people do in their lives and with their finances.

We are building a modern city by expanding transit, creating a Civic Innovation Office, and updating our regulations to deal with new disruptive technology.

This year, we have continued our advocacy for both the federal and provincial governments to invest in Toronto and its future.

A city that generates so much economic prosperity for our country must be a funding priority for Queen's Park and Parliament Hill.

Toronto represents a huge opportunity for Ontario and Canada. While there is uncertainty and anxiety in many corners of the world, Toronto is a beacon of peace, prosperity and diversity - a true global metropolis - that is attracting talent and job creators.

I look forward to continuing to work with my colleagues on City Council and our counterparts in the provincial and federal governments to keep building up Toronto for our residents.

Sincerely,

Mayor John Tory
City of Toronto

City Hall, 100 Queen Street West, 2nd Floor, Toronto, Ontario M5H 2N2
T: 416-397-CITY (2489) F: 416-338-7125 mayor_tory@toronto.ca

Message from Rob Rossini,
Deputy City Manager & Chief Financial Officer and
Josie La Vita, Executive Director, Financial Planning

Toronto City Council approved a balanced 2017 Tax and Rate Supported Operating Budget of $12.3 billion and 10-Year Capital Budget and Plan of $39.7 billion. The 2017 Budget makes significant investments in key strategic priorities for the City including transit and transportation, public safety and poverty reduction.

Overall, the 2017 budget tax increase after assessment growth is 1.4%, with a 2.0% increase for residential properties, a 1.0% increase for commercial properties, a 0.67% increase for industrial properties and no increase for Multi-Residential properties. The modest increase includes the cost to maintain current service levels as well as make significant new investments for today's residents and for generations to come.

The 2017 Operating Budget maintains current programs and services the City delivers to its residents and businesses. The budget also provides $43 million to fund in new and enhanced services, including investments in poverty reduction, childcare and community wellness, safe transportation, environmental sustainability and city building. In addition, $37 million more is being provided to Toronto Community Housing (TCHC) to address operational needs and to finance the completion of Regent Park Phase 3 Revitalization.

The City's 2017-2026 Capital Budget and Plan allocates $13.63 billion or 52 per cent to state-of-good-repair projects and $5.356 billion or 20 per cent to service improvement and growth related projects. The capital plan continues to fund the City's two largest transit expansion 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.

While the City's capital work is extensive, the demands of a growing and aging city are evident in the capital program to both maintain the reliability of the City's $84 billion of infrastructure as well as to achieve Toronto's City building initiatives. The City's capital needs far exceed revenues from the property tax base. In order to provide sustainable funding, Council will continue to look for funding dedicated to capital work and determine what projects will be approved and need to proceed.

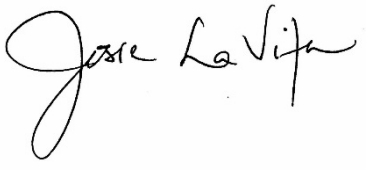
The City is continuously working to make information about the City's budget transparent, easier to understand and accessible to residents and businesses. Through the City's web site, social media, publications, videos and infographics we continue to build on the budget communications materials and look for more ways to engage the public in the budget process.

Looking ahead the City will continue to face budgetary pressures. Preliminary estimates indicate the cost pressure in 2018 and 2019 will be $343 million and $100 million respectively, after taking into account potential revenue, tax and Toronto Transit Commission (TTC) fare increases. Cost pressures are primarily due to debt servicing / capital financing costs for infrastructure investments, TTC's service improvements, inflationary costs, the annualization of costs for the previous years' service investments, and the reversal of one-time measures used to balance the 2017 budget (including TCHC).

Moving forward, as we begin planning for 2018 it is important that City divisions and agencies, together with the City Manager and City Council, continue to exercise fiscal discipline, search for efficiency measures and deliver innovative solutions in order to achieve fiscal and service sustainability.

Sincerely,

Roberto Rossini
Deputy City Manager &
Chief Financial Officer



Josie La Vita
Executive Director,
Financial Planning

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

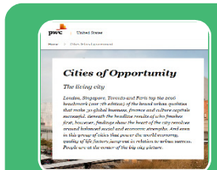
Most tax competitive City

KPMG - Focus on Tax (2016)

#1 out 50

Best Place to Live

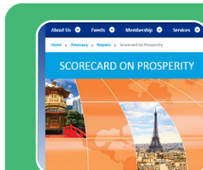
The Economist, Safe Cities Index (2015)



#3 out of 30 Cities

Toronto ranked 3rd in desirability and resilience

PWC, Cities of Opportunity (2016)



#5 out of 24

Prospertiy

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

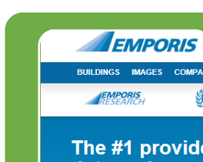
Most Livable City in the World

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 2.8 million residents who choose to live and work here.

- **Second Most High-Rise Buildings Under Construction in North America**

Emporis.com

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

City of Toronto, GTA and CMA

The City of Toronto is Canada's largest city with a population of 2.8 million residents. It is the heart of a large urban agglomeration of 6.4 million called the Greater Toronto Area (GTA)[1]. 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, with approximately 90,000 businesses, 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 (CMA[2]). 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.

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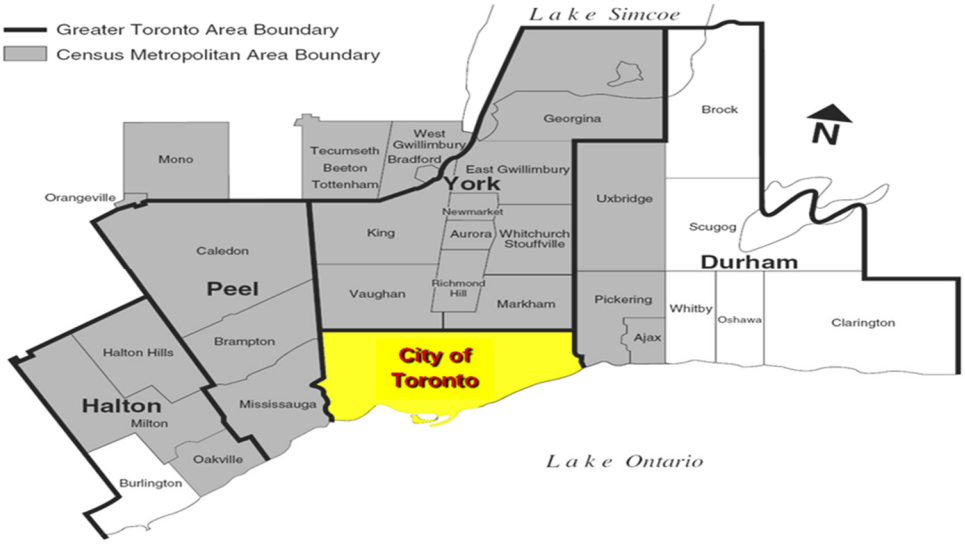
[1] Greater Toronto Area (GTA) refers to the City of Toronto plus the surrounding regions of Durham, York, Peel and Halton which include four upper tier and 24 lower tier municipalities.

[2] 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.

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, 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 8th of 84 cities in the 2015 Global Financial Centres Index. According to a November 2016 Conference Board of Canada report, Toronto's financial services sector directly employs over 250,000 people in Toronto and is home to 31% of all financial services headquarters in Canada. Also, according to the report, the share of financial services employment in the metro Toronto area has risen from 28.2% in 2004 to 31.7% in 2015.

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. In 2012, Google Canada 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 established their Canadian head offices in Toronto.

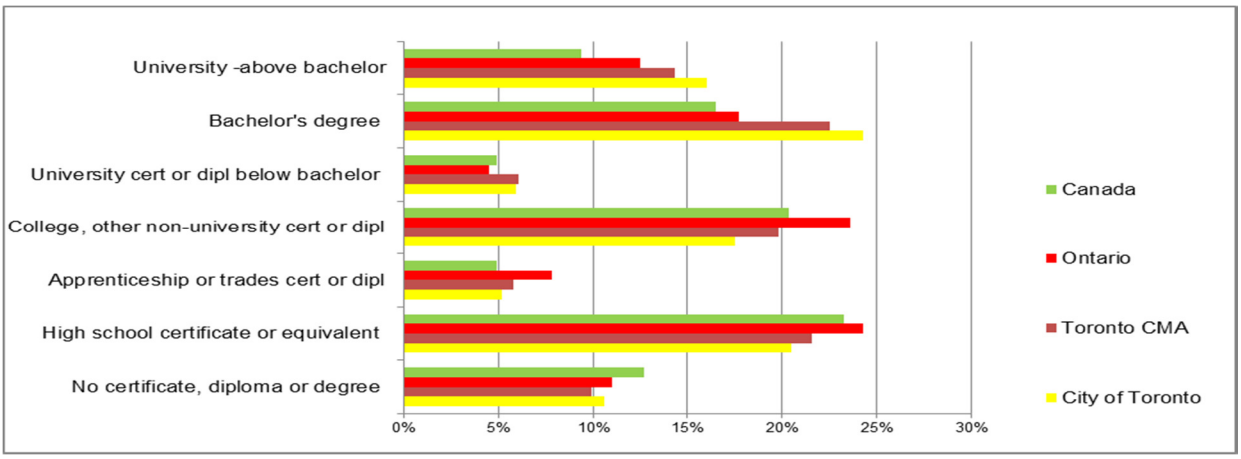
The backbone of the technology sector in the Toronto CMA is its telecommunication infrastructure. Home to two of the three largest telecommunications companies in Canada as well as to smaller service providers, Toronto is connected by sophisticated high speed networks. A critical mass of talent and growing 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.

One significant trend is that employment in the manufacturing industry in the city, though still one of the largest sectors, declined at an average annual rate of 4.3% from 2001 to 2011. By 2011, the number of employed people in the Manufacturing industry was less than 2/3 of what it was in 2001.

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). More than 60% of Toronto workers have post-secondary degrees, diplomas or certificates.

Population Aged 25 – 64 By Education



With an estimated 1.5 million people working 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 two hundred thousand 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

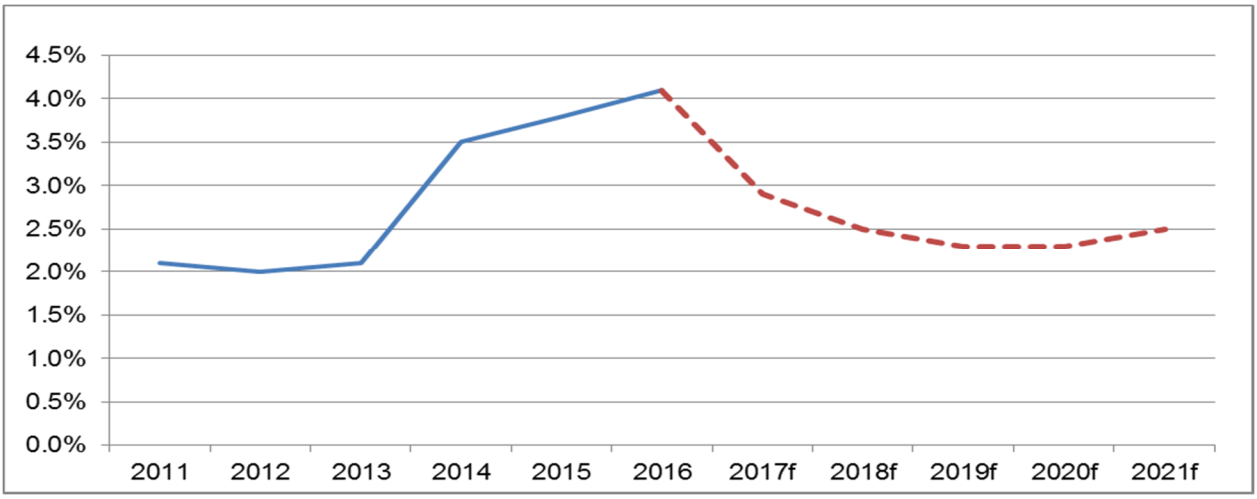
The Canadian economy is expected to grow at a moderate pace in 2017 led by strong consumer spending and improved exports. Trade protectionist rhetoric from the United States is a cause for export uncertainty beyond 2017. According to the Conference Board of Canada, Canada's real GDP is forecasted to grow by a 2.0% in 2017 before slipping back to an average of 1.8% from 2018-2021.

Ontario is also expected to benefit from strong consumer spending and related employment growth. The Conference Board is forecasting that Ontario's real GDP will grow by 2.4% in 2017, before returning to moderate economic growth of approximately 2.0% from 2018-2021.

In the City of Toronto, the outlook for the services and wholesale/retail remain bright as a still relatively low Canadian dollar and a strengthening U.S. economy bolster tourism and retail expansion.

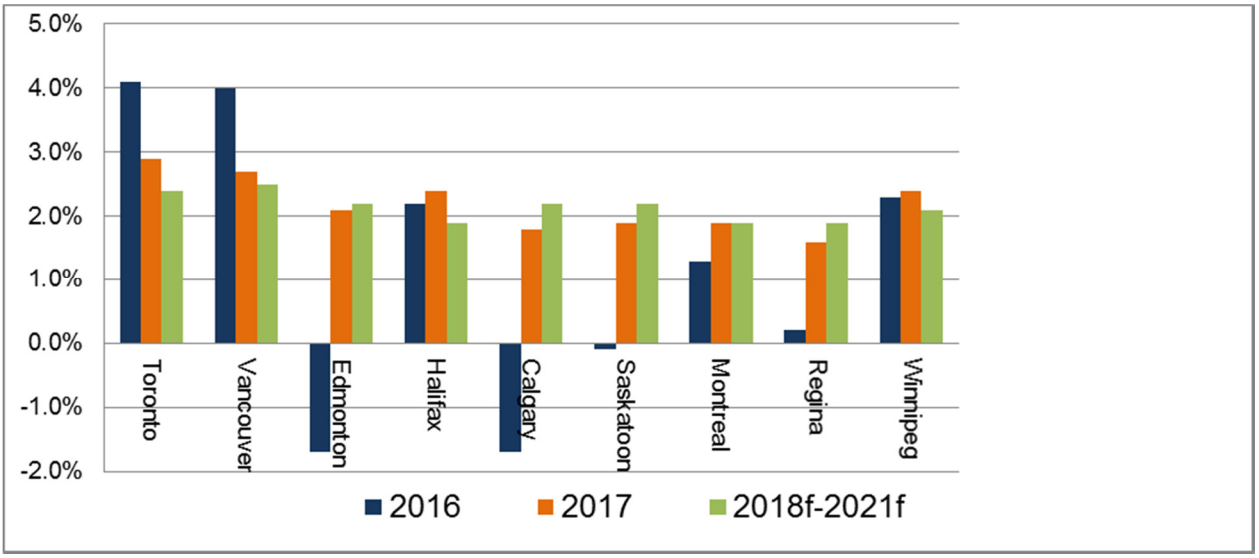
As the following chart illustrates, the Conference Board indicates that Toronto CMA will lead all Canadian municipalities in real GDP growth for the second year in a row in 2017 with a growth forecast of 2.9% after recording strong growth of 4.1% in 2016. From 2018-2021 growth is expected to moderate to the 2.3-2.5% range. The higher economic growth in the forecast period is supported by an expectation for strong growth in the service sector, including finance, insurance, real estate and personal and business services industries.

GDP Growth Rate
Toronto CMA



Real GDP Growth
Major Canadian Cities (CMAs)

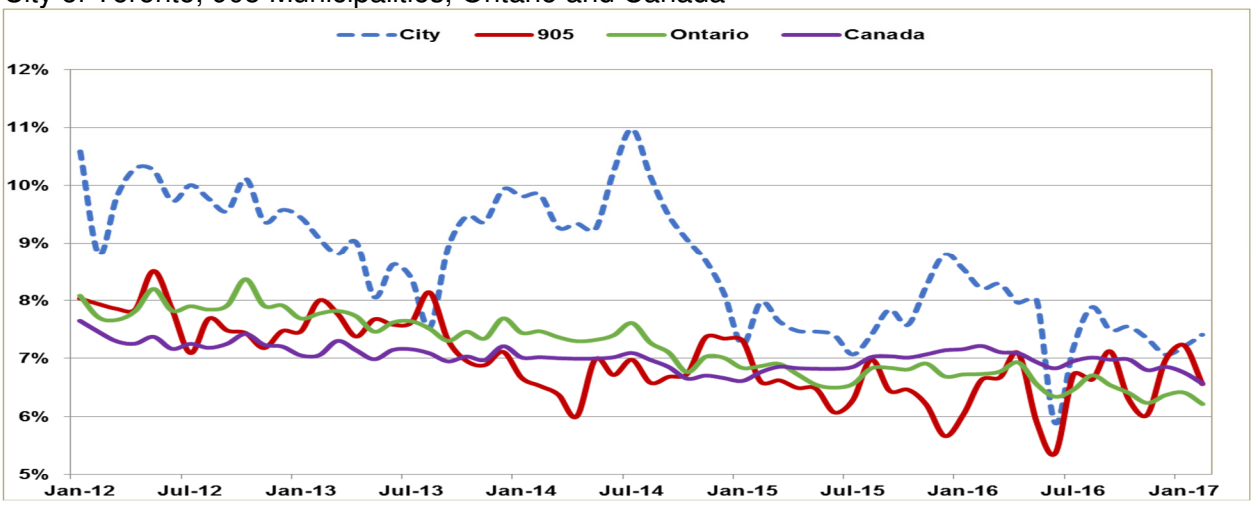
The following chart compares the economic growth of major Canadian city-regions (CMAs). Toronto is expected to have healthy growth throughout the forecast period.



Unemployment Rate

Within the Toronto region, the city and the rest of the CMA region ("905") exhibited different economic growth patterns. In the city, job losses during the recession coupled with decreased participation rates led the city's unemployment rate to average 10% in 2009 and 2010, a level not seen since the early/mid-1990s. Despite having emerged from the recession the City of Toronto's unemployment rate remained stubbornly high until the final quarter of 2014 when the unemployment rate started to decline steadily to reach a cyclical low of 6.0% by June 2016. Despite some short-term turbulence in the second half of 2016, the city's unemployment rate of 7.2% in December remained well below the long-run average of 8.4%.

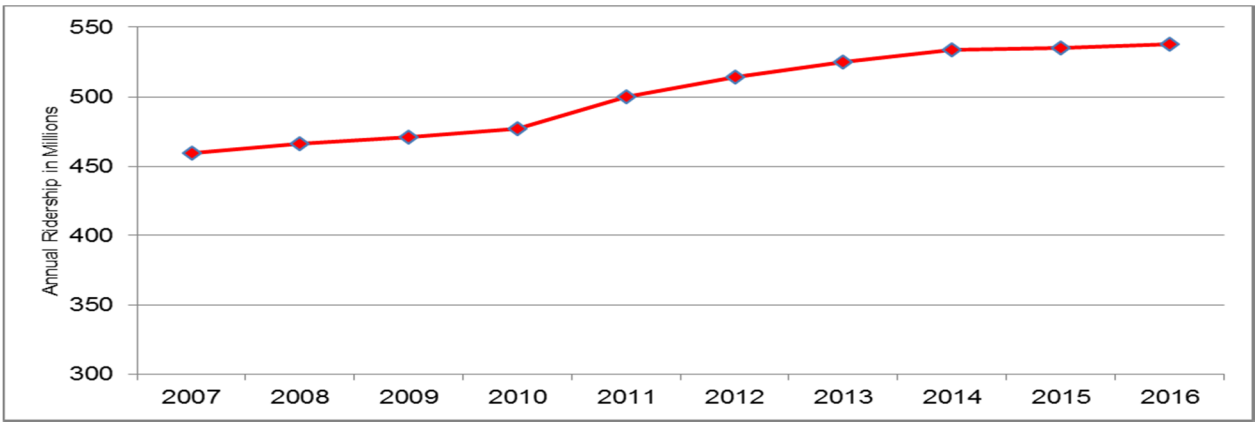
Unemployment Rate Trend – 2012 to 2017
City of Toronto, 905 Municipalities, Ontario and Canada



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 2007, the average monthly caseload has risen from approximately 75,000 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 in 2016.

Transit Ridership
Transit ridership has grown annually since 2004 with the exception of 2015. In that year free rides for Pan Am Games patrons were excluded from the statistics. In 2016, ridership of 538 million fell 15 million below the budgeted ridership of 553 million. Economic factors, including less than expected job growth, were cited as an explanation for the recent weak growth in transit ridership, a trend observed by many transit authorities across North America.

Transit Ridership



Source: Toronto Transit Commission

Toronto City Council 2014 - 2018

Vincent Crisanti
Ward 1

John Tory
Mayor

Giorgio Mammoliti
Ward 7

Michael Ford
Ward 2

Mark Grimes
Ward 6

Anthony Perruzza
Ward 8

Stephen Holyday
Ward 3

John Campbell
Ward 4

Justin Di Ciano
Ward 5

Gord Perks
Ward 14

Maria Augimeri
Ward 9

Josh Colle
Ward 15

James Pasternak
Ward 10

Frances Nunziata
Ward 11

Frank Di Giorgio
Ward 12

Sarah Doucette
Ward 13

Joe Mihevc
Ward 21

Christin Carmichael Greb
Ward 16

Josh Matlow
Ward 22

Cesar Palacio
Ward 17

Ana Bailão
Ward 18

Mike Layton
Ward 19

Pam McConnell
Ward 28

John Filion
Ward 23

Kristyn Wong-Tam
Ward 27

Mary Fragedakis
Ward 29

David Shiner
Ward 24

Jaye Robinson
Ward 25

Jon Burnside
Ward 26

Michelle Holland
Ward 35

Paula Fletcher
Ward 30

Denzil Minnan-Wong
Ward 34

Gary Crawford
Ward 36

Janet Davis
Ward 31

Mary-Margaret McMahon
Ward 32

Shelley Carroll
Ward 33

Neethan Shan
Ward 42

Michael Thompson
Ward 37

Chin Lee
Ward 41

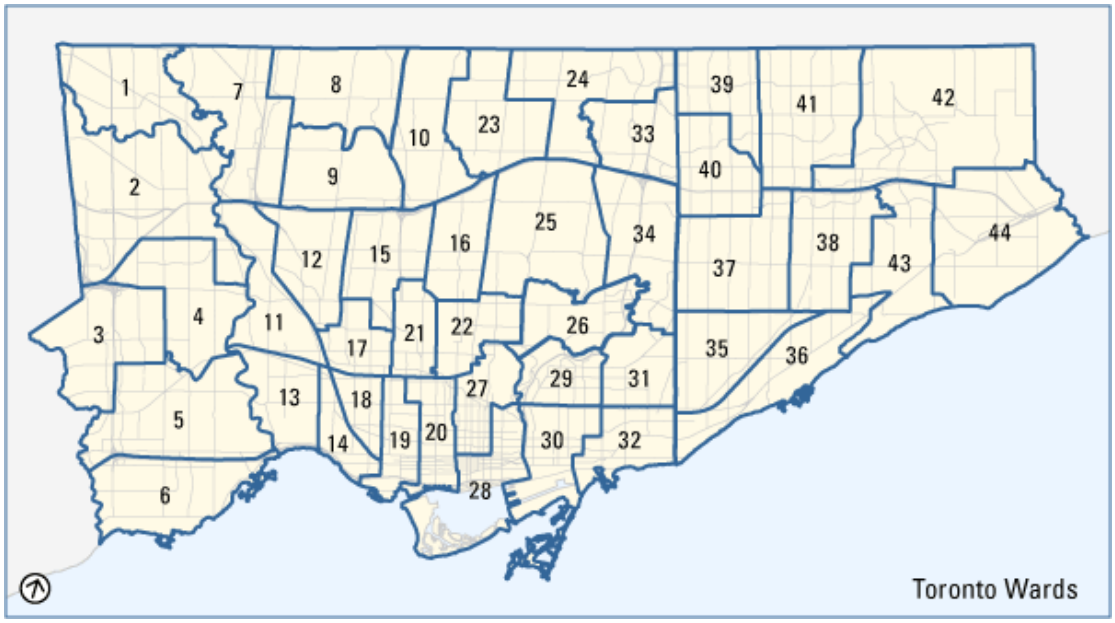
Paul Ainslie
Ward 43

Glenn De Baeremaeker
Ward 38

Jim Karygiannis
Ward 39

Norm Kelly
Ward 40

Jim Hart
Ward 44



Ward 1 Etobicoke North Councillor Vincent Crisanti	Ward 16 Eglinton-Lawrence Councillor Christin Carmichael Greb	Ward 31 Beaches-East York Councillor Janet Davis
Ward 2 Etobicoke North Councillor Michael Ford	Ward 17 Davenport Councillor Cesar Palacio	Ward 32 Beaches-East York Councillor Mary-Margaret McMahon
Ward 3 Etobicoke Centre Councillor Stephen Holyday	Ward 18 Davenport Councillor Ana Bailão	Ward 33 Don Valley East Councillor Shelley Carroll
Ward 4 Etobicoke Centre Councillor John Campbell	Ward 19 Trinity-Spadina Councillor Mike Layton	Ward 34 Don Valley East Councillor Denzil Minnan-Wong
Ward 5 Etobicoke-Lakeshore Councillor Justin Di Ciano	Ward 20 Trinity-Spadina Councillor Joe Cressy	Ward 35 Scarborough Southwest Councillor Michelle Holland
Ward 6 Etobicoke-Lakeshore Councillor Mark Grimes	Ward 21 St. Paul's Councillor Joe Mihevc	Ward 36 Scarborough Southwest Councillor Gary Crawford
Ward 7 York West Councillor Giorgio Mammoliti	Ward 22 St. Paul's Councillor Josh Matlow	Ward 37 Scarborough Centre Councillor Michael Thompson
Ward 8 York West Councillor Anthony Perruzza	Ward 23 Willowdale Councillor John Filion	Ward 38 Scarborough Centre Councillor Glenn De Baeremaeker
Ward 9 York Centre Councillor Maria Augimeri	Ward 24 Willowdale Councillor David Shiner	Ward 39 Scarborough-Agincourt Councillor Jim Karygiannis
Ward 10 York Centre Councillor James Pasternak	Ward 25 Don Valley West Councillor Jaye Robinson	Ward 40 Scarborough Agincourt Councillor Norm Kelly
Ward 11 York South-Weston Councillor Frances Nunziata	Ward 26 Don Valley West Councillor Jon Burnside	Ward 41 Scarborough-Rouge River Councillor Chin Lee
Ward 12 York South-Weston Councillor Frank Di Giorgio	Ward 27 Toronto Centre-Rosedale Councillor Kristyn Wong-Tam	Ward 42 Scarborough-Rouge River Councillor Neethan Shan
Ward 13 Parkdale-High Park Councillor Sarah Doucette	Ward 28 Toronto Centre-Rosedale Councillor Pam McConnell	Ward 43 Scarborough East Councillor Paul Ainslie
Ward 14 Parkdale-High Park Councillor Gord Perks	Ward 29 Toronto-Danforth Councillor Mary Fragedakis	Ward 44 Scarborough East Councillor Jim Hart
Ward 15 Eglinton-Lawrence Councillor Josh Colle	Ward 30 Toronto-Danforth 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
    - 26,445 Staff
  - Agencies:
    - 33 Agencies
    - 78 BIAs
    - 28,274 Staff

TORONTO

Administrative Structure

Updated
May 2017

City Council

Auditor General
Beverly Romeo-Beehler

Integrity Commissioner
Valerie Jepson

Lobbyist Registrar
Christina De Caprio

Ombudsman
Susan E. Opler

City Clerk's Office †
Ulli S. Watkiss
City Clerk

Legal Services †
Wendy Walberg
City Solicitor

City Manager
Peter Wallace

Equity, Diversity & Human Rights
Uzma Shakir, Director

Human Resources
Kerry Pond
Executive Director

Strategic & Corporate Policy
Peter Notaro
Executive Director

Executive Management
Gwen McIntosh
Director

Internal Audit
Stuart Campbell
Director

Strategic Communications
Jackie DeSouza
Director

Notes:

† The City Clerk and City Solicitor report to City Council for statutory purposes and to the City Manager for administrative purposes.

* The Medical Officer of Health reports to the Board of Health and coordinates with the Deputy City Manager on administrative matters affecting City employees within Toronto Public Health.

Deputy City Manager
Giuliana Carbone

Public Health *
Dr. Eileen de Villa
Medical Officer of Health

Affordable Housing
Sean Gadon
Director

Long-Term Care Homes & Services
Reg Paul, General Manager

Children's Services
Elaine Baxter-Trahair
General Manager

Parks, Forestry & Recreation
Janie Romoff
General Manager

Court Services
Susan Garossino
Director (Acting)

Shelter, Support & Housing Administration
Paul Raftis
General Manager (Interim)

Economic Development & Culture
Mike Williams
General Manager

Social Development, Finance & Administration
Chris Brillinger
Executive Director

Toronto Paramedic Services
Gord McEachen, TPS Chief & General Manager (Acting)

Toronto Office of Partnerships
Phyllis Berck
Director

Employment & Social Services
Patricia Walcott
General Manager

Deputy City Manager
John Livey

Major Capital Infrastructure Coordination Office
Jeffrey Climans, Director

Engineering & Construction Services
Michael D'Andrea, Chief Engineer & Executive Director

Office of Emergency Management
Loretta Chandler, Director

Toronto Building
Will Johnston, Chief Building Official & Executive Director (Acting)

Fire Services
Matt Pegg, Fire Chief & General Manager

Toronto Water
Lou Di Gironimo
General Manager

Municipal Licensing & Standards
Tracey Cook
Executive Director

Transportation Services
Barbara Gray
General Manager

Policy, Planning, Finance & Administration
Carol Moore
Executive Director

City Planning
Jennifer Keesmaat
Chief Planner & Executive Director

Solid Waste Management
Jim McKay
General Manager

Waterfront Secretariat
David Stonehouse
Director

Deputy City Manager & Chief Financial Officer
Roberto Rossini

Corporate Finance
Joe Farag
Executive Director

Financial Planning
Josie La Vita
Executive Director

Finance & Administration
Bruce Shintani
Director

Information & Technology
Rob Meikle
Chief Information Officer

Treasurer
Mike St. Amant

Accounting Services
Sandra Califaretti
Director

Pension, Payroll & Employee Benefits
Michael Wiseman
Director

Purchasing & Materials Management
Michael Pacholok
Director

Revenue Services
Casey Brendon
Director

Chief Corporate Officer
Josie Scioli

Facilities Management
Sunil Sharma
General Manager

311 Toronto
Gary Yorke, Director

Environment & Energy
Jim Baxter, Director

Fleet Services
Lloyd Brierley
General Manager

Real Estate Services
Joe Casali, Director

Corporate Security *(Section)*
Dwaine Nichol, Director

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 Centre
  - 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 Centre
  - 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.

2017 Budget Overview

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Toronto, like other large cities, is facing urban challenges that include population growth, aging infrastructure, traffic congestion, lack of investment in social housing, poverty reduction, 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 capital projects are often deferred.

Work is underway to update the City's Long-Term Financial Plan which will help address the City's structural financial challenges. The Plan will present options and a roadmap to achieve long-term sustainability through multi-year expense and revenue management strategies.

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.

Community and Social Services 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.

City Building and Infrastructure 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.

Internal and Financial Services 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.

City Hall and Other City Programs 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.

Agencies deliver other important services on behalf of the City and each has its own relationship with City Council to promote health, 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; and Toronto Parking Authority.

2017 OPERATING BUDGET

The 2017 Council Approved Rate Supported Operating Budget is $1.8 billion which is comprised of Toronto Water, Solid Waste Management Services and Toronto Parking Authority. The 2017 Council Approved Tax Supported Operating Budget is $10.5 billion gross and $4.0 billion net (excluding the Scarborough Subway Extension Special Levy and City Building Fund) or $10.6 billion gross and $4.1 billion net (including the Scarborough Subway Extension Special Levy and City Building Fund). In total, the City of Toronto's Council approved a balanced 2017 Tax and Rate Supported Operating Budget of $12.3 billion with service spending plans, service budgets and associated service levels, and staffing.

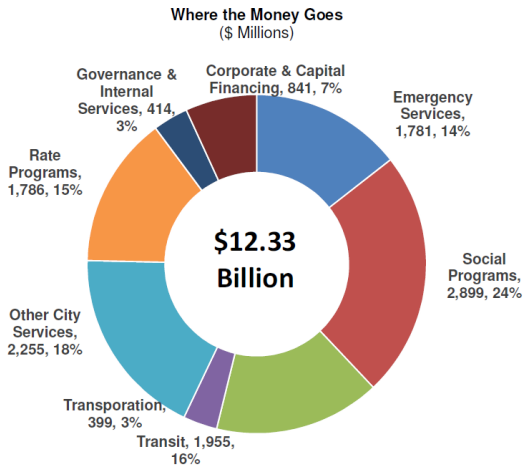
2017 CITY COUNCIL APPROVED GROSS OPERATING BUDGET

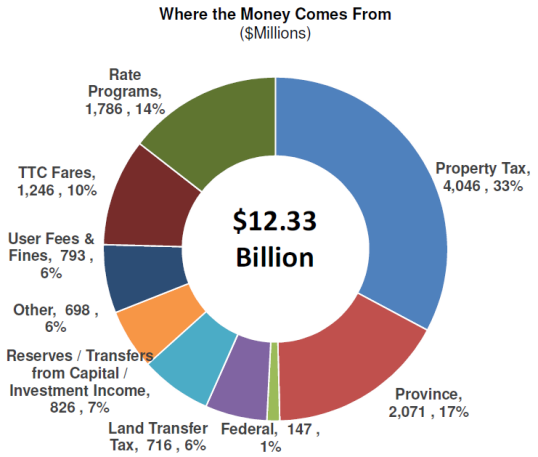
($000's)	2016 Council Approved Operating Budget		2017 Base Budget	Change from 2016 Council Approved Budget		2017 New / Enh. Budget	2017 Council Approved Operating Budget	Change from 2016 Council Approved Budget	
	Budget	Actual		$ Incr / (Dcr)	%			$ Incr / (Dcr)	%
TAX SUPPORTED PROGRAMS	10,098,684	9,796,556	10,500,798	402,114	4.0%	43,540	10,544,338	445,654	4.4%
Special Levy for Scarborough Subway	40,699	40,699	40,699				40,699		
City Building Fund							14,046		
TAX SUPPORTED PROGRAMS INCLUDING SCARBOROUGH SUBWAY EXTENSION LEVY	10,139,383	9,837,255	10,541,496	402,114	4.0%	43,540	10,599,082	459,700	4.5%
RATE SUPORTED PROGRAMS	1,632,394	1,590,228	1,722,572	90,178	5.5%	117	1,722,689	90,295	5.5%
GRAND TOTAL	11,771,777	11,427,483	12,264,069	492,292	4.2%	43,657	12,321,772	549,995	4.7%

The 2017 Budget keeps the costs of City services affordable with a residential tax rate increase of 2%, an inflation-level increase. It focused on finding sustainable savings across City Programs and Agencies, in response to a budget reduction target of -2.6% below the 2016 Council Approved Net Operating Budget. In addition, several new revenue measures were adopted by City Council including an introduction of a hotel and lodging tax for hotels and short-term rentals, harmonization of the Municipal Land Transfer Tax (MLTT) with Ontario government, a change to the income sharing agreement with Toronto Parking Authority, and an

increase in the commercial property tax rates from the current 1/3 to 1/2 of the residential property tax increase.

In addition to maintaining current programs and services, the 2017 Budget also provides funding of $43.5 million gross which will require tax funding of $20.5 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 2017 Budget but also include necessary investments to modernize and transform City operations.





When translated into the an average tax bill, below chart shows how the 2017 property taxes of $2,835 for the average value of a home assessed at $587,471 will be spent based on the recommended 2% residential property tax rate increase.

The projected pressure for the 2018 and 2019 Plan is $373.3 million (net) and $82.5 million (net) respectively. Agencies predominantly Toronto Community Housing Corporation (TCHC) and Toronto Transit Commission (TTC) continue to drive budget pressure in addition to inflationary increases in compensation and contract to provide 2017 services and service levels. The Plans assumes inflationary increases for residential property taxes (2%), moderate assessment growth, and no growth in MLTT.

While expenditure management will continue to play a vital role in addressing future budget pressures, these strategies alone will not solve the City's financial challenges. Further revenue measures are required to increase stable revenue sources through policy change (e.g. raise existing revenue sources or implement new revenue options). As many of these new revenues measures have been utilized, there will a continued reliance on existing revenue sources. In addition, the City's reliance and exposure to the MLTT will need to be closely monitored.

PHYSICAL INFRASTRUCTURE

The City owns a significant amount of physical assets - comprising 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, public housing buildings, parkland and other lands. This infrastructure, excluding land, is currently estimated to be worth in excess of $75 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, 83% of the 2017 - 2026 Capital Plan for Transportation Services is dedicated to State of Good Repair projects (including the F.G. Gardiner Expressway Rehabilitation Project) compared to approximately 52% across all other Tax-Supported Programs.

The City's water and wastewater network is similarly aged — the average age of the City's watermains and pipes is 60 years and nearly 13% of them are more than 80 years old. Recognizing the need to largely eliminate the SOGR, Toronto Water budgeted $6.0 billion in State of Good Repair spending in the 2017-2026 Capital Budget and Plan, largely funded through the approval of water rate increases of 5% for 2017 and 2018, and 3% thereafter.

2017 – 2026 CAPITAL BUDGET AND PLAN

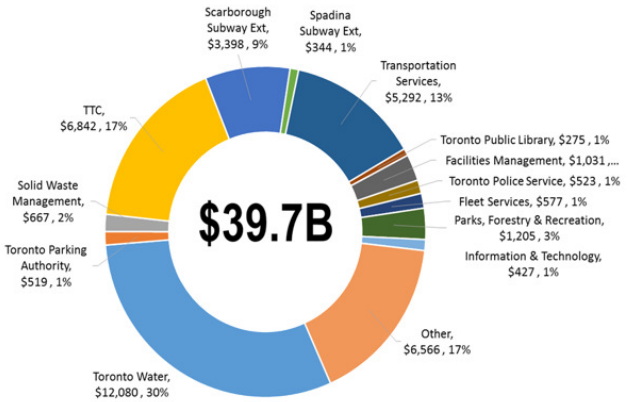
The City of Toronto's Council Approved 2017 - 2026 Tax and Rate Supported Capital Budget and Plan totals $39.7 billion. The Tax Supported Programs comprise 66% or $26.5 billion over the 10 years with the remaining attributable to the Rate Supported Programs in the amount of $13.2 billion.

2017-2026 CITY COUNCIL APPROVED CAPITAL BUDGET AND PLAN

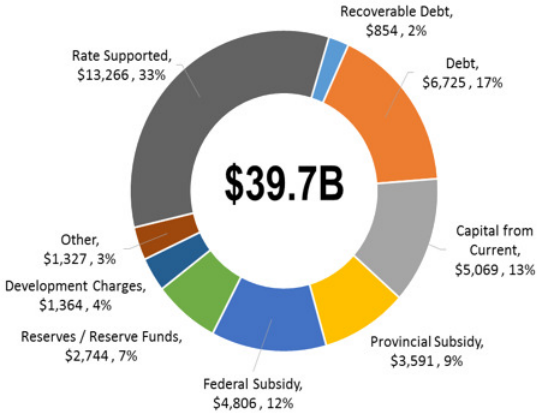
($000)	2016 Year-End (inc. in-year adjustment)		2017		2017 - 2021		2017 - 2026	
	Budget	Actual	Gross	Debt/ CFC	Gross	Debt/ CFC	Gross	Debt/ CFC
Tax Supported Programs	3,708,570	2,081,123	2,776,046	1,058,607	14,282,506	5,951,551	26,479,446	11,793,905
Rate Supported Programs	1,034,364	770,740	932,391		6,521,603		13,266,345	
Total - All Programs	4,742,934	2,851,863	3,708,437	1,058,607	20,804,109	5,951,551	39,745,791	11,793,905

The 2017 Council Approved Rate and Tax Supported Capital Budget totals $3.7 billion and future year cash flow commitments of $11.9 billion, for a total of $15.6 billion. Furthermore, Council approved the 2018 - 2026 Capital Plan of $24.1 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 Goes
($ Millions)



Where the Money Comes From
($ Millions)



Several strategies were adopted in order to create additional investment room for capital infrastructure. These strategies include realignment of cash flow funding requirements to project timelines, a relaxation of the City's debt ratio policy to maximize debt capacity through increased debt limit, and last but certainly not least, contribution to City Building Fund with additional 0.5% tax levy per year for the next five years to fund capital transits and housing.

As a result, the 2017 - 2026 Council Approved Tax 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 15 year planning period remain unfunded. Looking ahead, additional gas tax only addresses a portion of the City's unmet needs. Therefore, alternative revenue tools are required in order to fund these critical projects and unmet needs. City staff will need to revisit long-term capital reallocations and come up with a new financing modelling.

Total City State of Good Repair (SOGR) Backlog

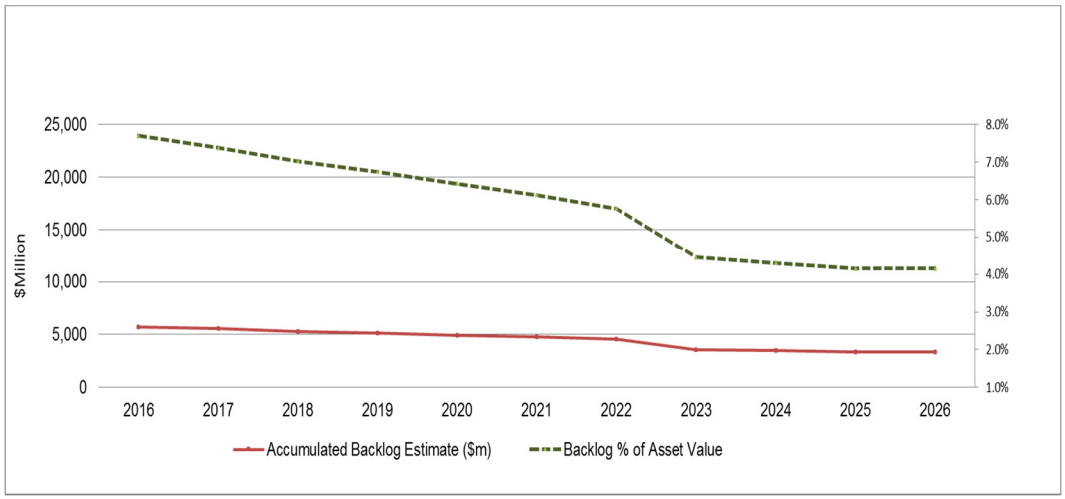
The City's capital program is driven largely by the cost of maintaining City's physical assets in a state of good repair. Managing the accumulated SOGR backlog is a key capital strategic objective and priority for the City in order to ensure that current City assets are able to support the delivery of City services and meet service outcomes.

In the absence of comparable benchmarks, the City has established its own SOGR performance measure; "backlog as a percentage of total asset value (replacement value)" that is applied across its portfolio of assets. By employing this practice, the City can measure its progress in achieving SOGR objectives and conversely, can determine where additional investments are required.

In addition to the SOGR backlog metric, the City employs the following additional practices such as: the use of decision support tools that rank and prioritize reinvestment needs, debt funding scenario analysis and conducting comprehensive asset condition assessments. These practices are all part of the City's regular capital planning process. These actions taken together reflect the City's strategic commitment to address the infrastructure deficit in a holistic fashion.

The 2017 to 2026 Capital Budget & Plan allocates $19.8 billion or 49.7%% of funding to capital works that ensures City infrastructure required to deliver services to the citizens of Toronto are maintained in a state of good repair. As a result of this investment, the estimated accumulated SOGR backlog as a percent of asset value is projected to decline from $5.7 billion or 7.7% at the end of 2016 to $4.8 billion or 6.1% after 5 years in 2021 and to $3.4 billion or 4.1% after 10 years in 2026 as shown in Chart below.

SOGR Backlog (Tax & Rate)



In addition, capital requirements resulting from population growth and demographic changes will add additional financial pressures. The City's 2002 Official Plan projected population growth of up to a million people in the City of Toronto, raising the population to 3.5 million people by 2031. 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.

Investment in physical infrastructure is typically funded by the following sources: federal and provincial funding where applicable, reserve and/or reserve funds, development charges, donations, operating contribution, and debt. Debt is the funding source of last resort.

Maintaining and preserving the City's assets is critical to ensuring they can reliably support the delivery of City services, achieve Council's expected outcomes and meet future service needs of the public. Reducing the SOGR Backlog is a key priority for capital investment. Despite targeted investments made in recent years to address the SOGR backlog, the City's aging assets and infrastructure requires more funding in order to slow backlog growth over the next 10-year period and, at a minimum stabilize this trend. In setting the 2017 – 2026 Capital Budget and Plan, the City continues to ensure that available resources are maximized to reduce the State of Good Repair Backlog and minimize risks associated with delayed maintenance of the City's aging infrastructure.

City Finance in Context

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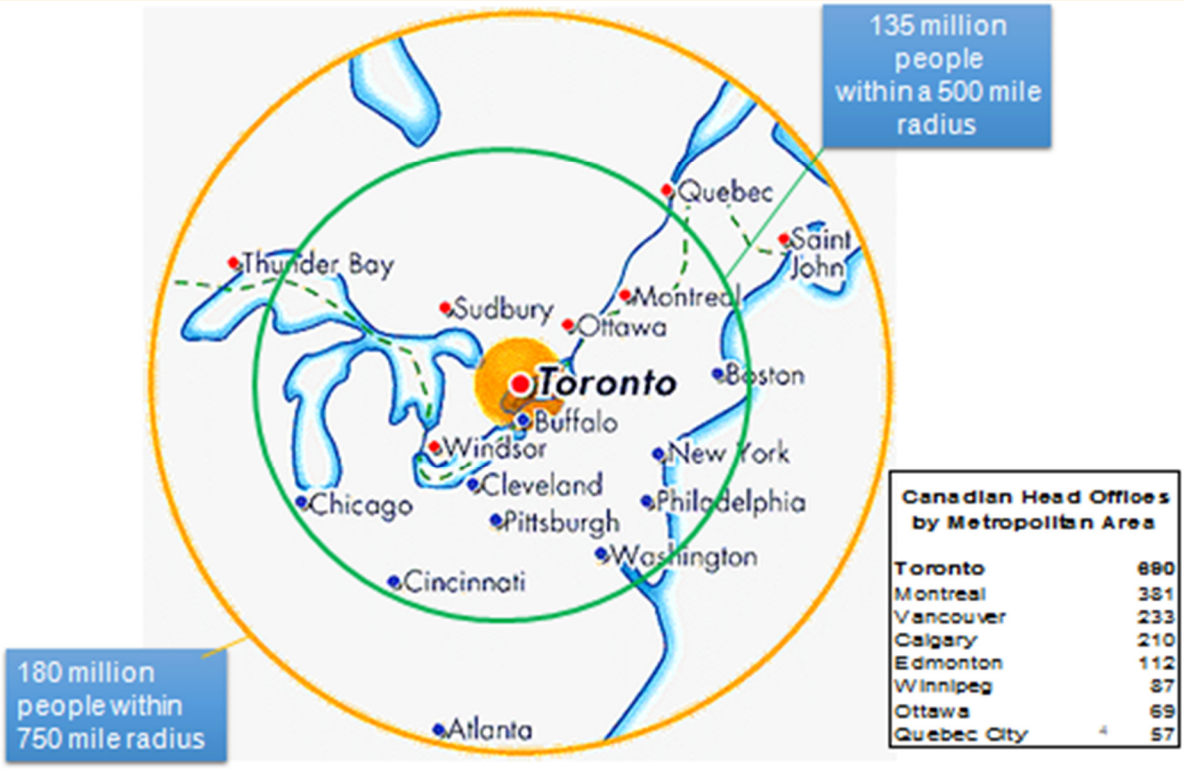
ECONOMIC PROFILE

Centre for Commerce

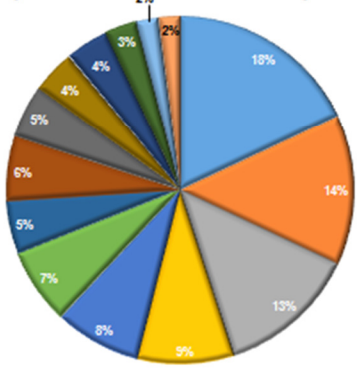


Canadian Head Offices by Metropolitan Area	
Toronto	680
Montreal	381
Vancouver	233
Calgary	210
Edmonton	112
Winnipeg	87
Ottawa	69
Quebec City	57

Broad and Diversified Economy

Large diversified economy that helps shield City from slowdown

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	7%
Public Administration	5%
Education	6%
Wholesale	5%
Construction	4%
Retail	4%
Transportation & Warehousing	3%
Personal Services	2%
Primary and Utilities	2%

Source: Statistics Canada; Economic Development & Culture

Broad and Diversified Economy

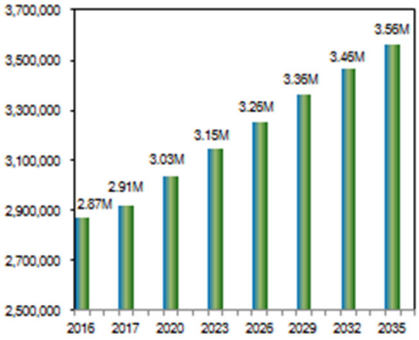
- 6th Largest Government in Canada
- 4th largest City in North America by governed population - 2.8 million people
- Diversity is our strength - 51% of population foreign born
- Toronto has 8% of Canada's population (33.5M) and 46% of the population of the Greater Toronto Area (GTA) 6.0M

6

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

City of Toronto Population Forecast 2016 - 2035



Source: Ontario Ministry of Finance, June 2016

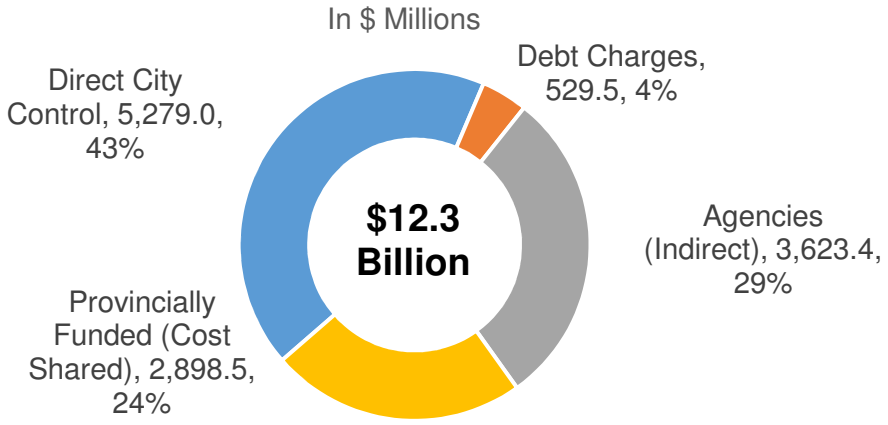
7

Major Economic Development Activity

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

Transit	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	2nd 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)

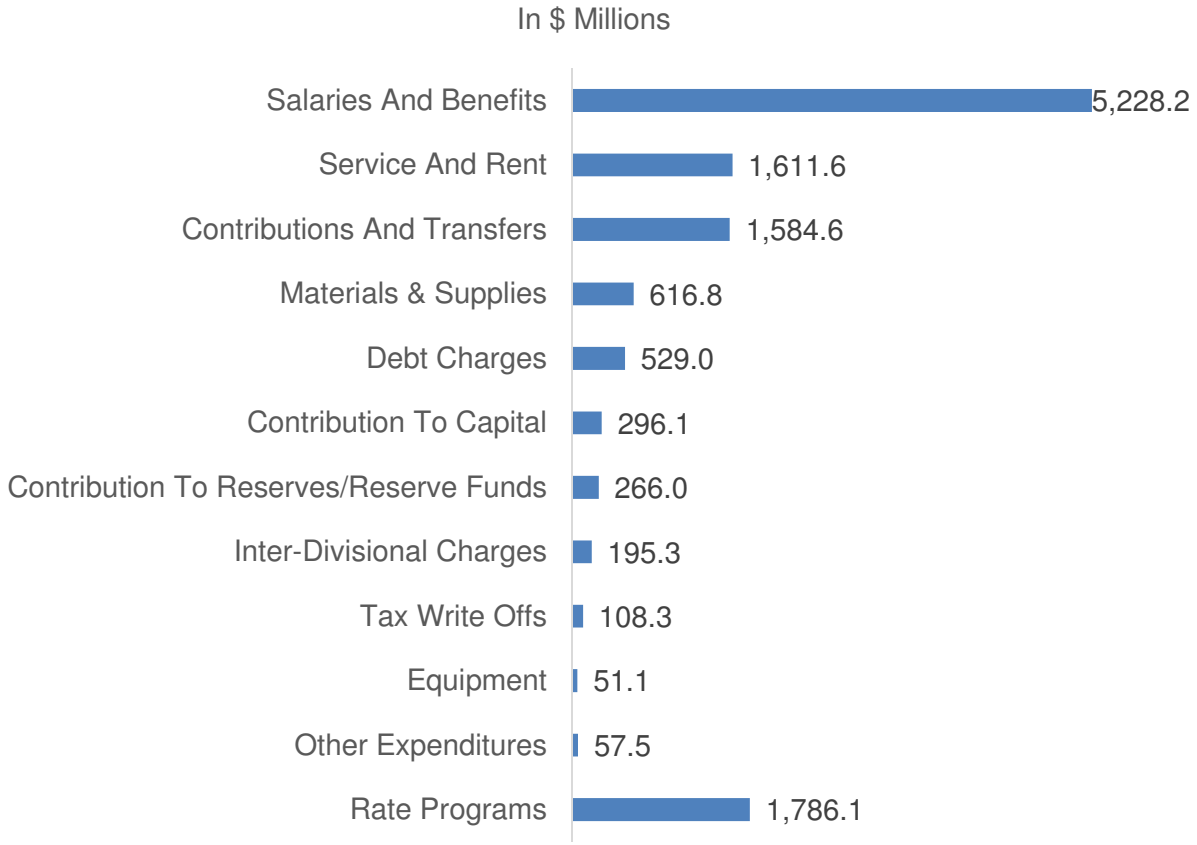
Agencies (Indirect Control)

- 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

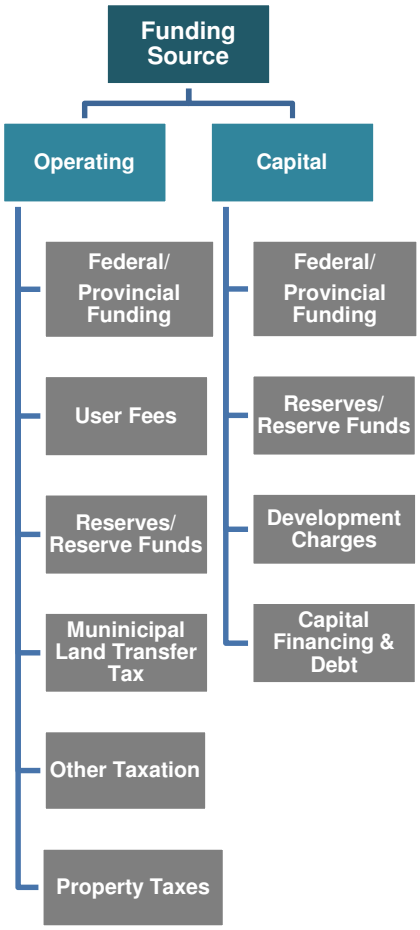
- Children's Services
- Long-Term Care Homes & Services
- Shelter, Support & Housing Administration
- Toronto Employment & Social Services
- Toronto Public Health

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 2017 Tax-Supported Operating Budget of $10.54 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 2017 Tax & Rate Supported Operating Budget totals $12.33 billion gross.

Property Tax Levy	4,046
Provincial Subsidies	2,070
Federal Subsidies	147
Transit Fares	1,246
MLTT	716
Other User Fees & Donations	543
Contributions From Reserves/Reserve Funds	451
Inter-Divisional Recoveries	297
Transfers From Capital	168
Licences & Permits Revenue	114
Sundry and Other Revenues	745
Sub-Total - Tax Supported Revenues ($Millions)	10,544
Sub-Total Rate-Supported Revenues ($Millions)	1,786
Tax & Rate-Supported Revenues ($Millions)	12,330

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.

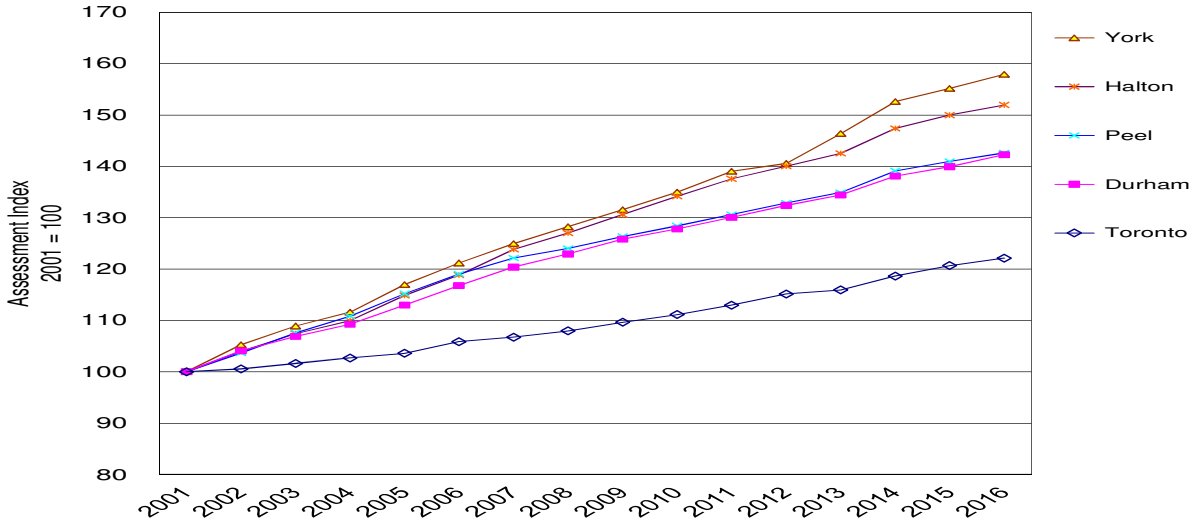
The amount of property taxes payable by a property is determined by multiplying the Current Value Assessment (CVA) of a property by the applicable tax rate for that class of property (e.g., residential, commercial, industrial, or multi-residential) subject to any legislative or Council-mandated adjustments. 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 2016 the rest of the GTA had cumulative assessment increases in excess of 40%: York Region: 58%, Halton Region: 52%, Peel Region: 43%, and Durham Region: 42%. By contrast, Toronto's property assessment in 2016 is just 22% 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 2016

The line graph compares property assessment growth for the City of Toronto from 2001 to 2015 in comparison to assessment growth experienced by York, Halton, Peel and Durham Regional Municipality over the same period.

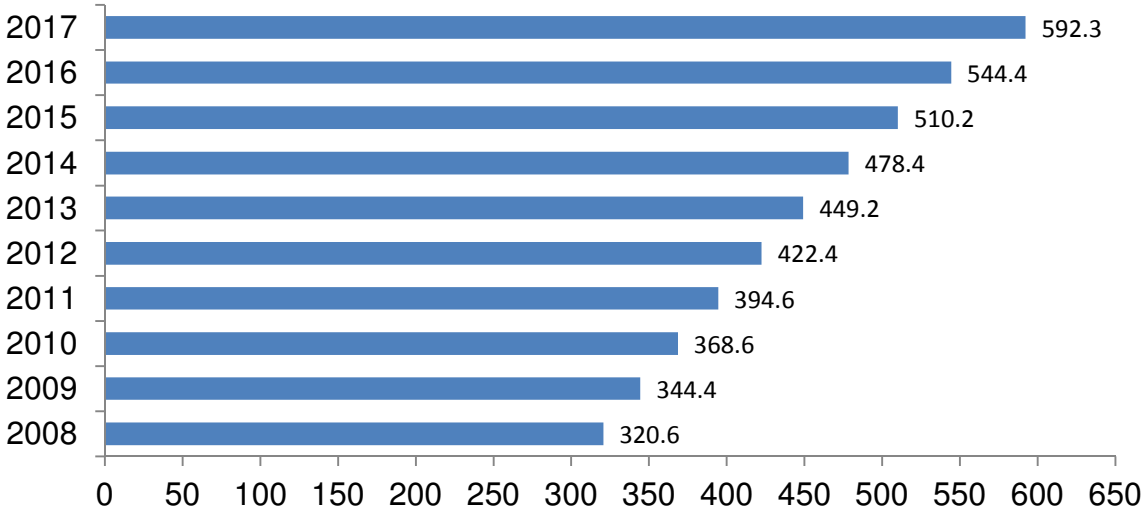


Property Assessment

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 2008-2017



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

Toronto's Tax Ratios vs. Provincial Threshold Ratios

	Taxation Years										
	2008 Taxation Year	2009 Taxation Year	2010 Taxation Year	2011 Taxation Year	2012 Taxation Year	2013 Taxation Year	2014 Taxation Year	2015 Taxation Year	2016 Taxation Year	2017 Taxation Year	Provincial Threshold Ratios
Multi-residential	3.469	3.380	3.316	3.316	3.316	3.224	3.118	3.054	2.904	2.661	**2.74**
Commercial	3.506	3.373	3.267	3.237	3.212	3.160	3.118	3.054	2.904	2.848	**1.98**
Commercial Small	3.410	3.265	3.108	3.020	3.070	2.997	2.922	2.836	2.504	2.486	**1.98**
Industrial	3.740	3.547	3.375	3.237	3.212	3.160	3.118	3.054	2.904	2.836	**2.63**

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 to 5% per year for the commercial, industrial and multi-residential property classes. The amount of tax revenues foregone as a result of this cap, however, is fully recovered by an equivalent amount that is 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 2017 include:

- The cancellation of any tax increase for seniors aged 65 or older, or disabled person living with a household income of $39,380 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.

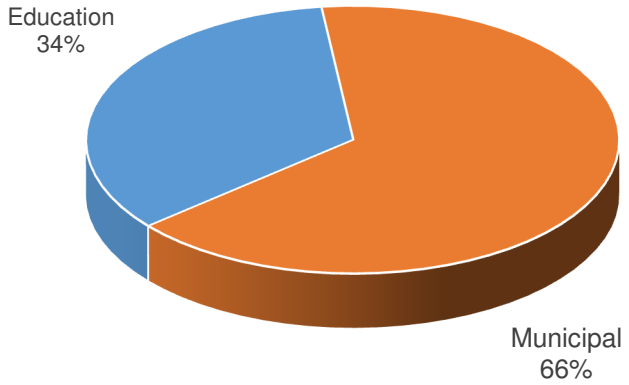
- The interest free deferral of any tax increase for seniors aged 65 years or older, or aged 60-64 years and receiving a Guaranteed Income Supplement and/or Spousal Allowance, or aged 50 years or older and receiving either a registered pension or pension annuity, or disabled persons, receiving support 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

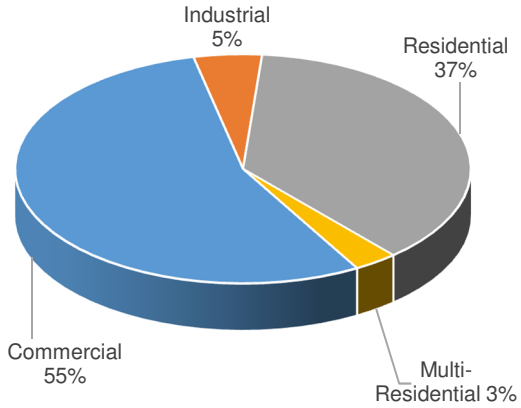
City of Toronto Property Tax Levy

2017 Total Property Tax Levy

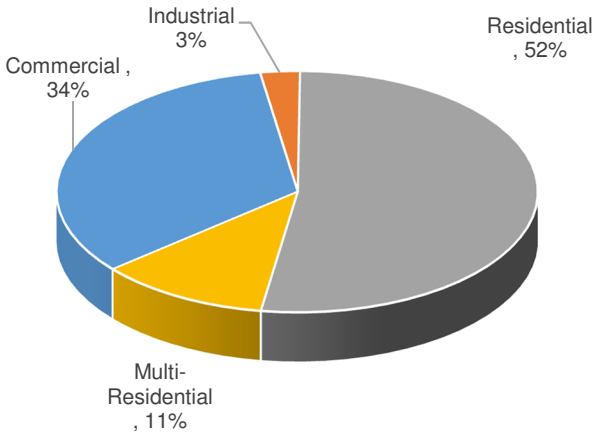
$6.23 Billion



Education Levy 2016 - $2.132 Billion



Municipal Levy 2016 - $4.101 Billion



The chart below illustrates the 2017 taxes payable for the average household in Toronto with an assessed value of $587,471.

	2016 Tax Rate	2016 Property Tax
Municipal Purposes	0.4826472%	$2,835
Education Purposes	0.1790000%	$1,052
Total	0.6616472%	$3,887

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.

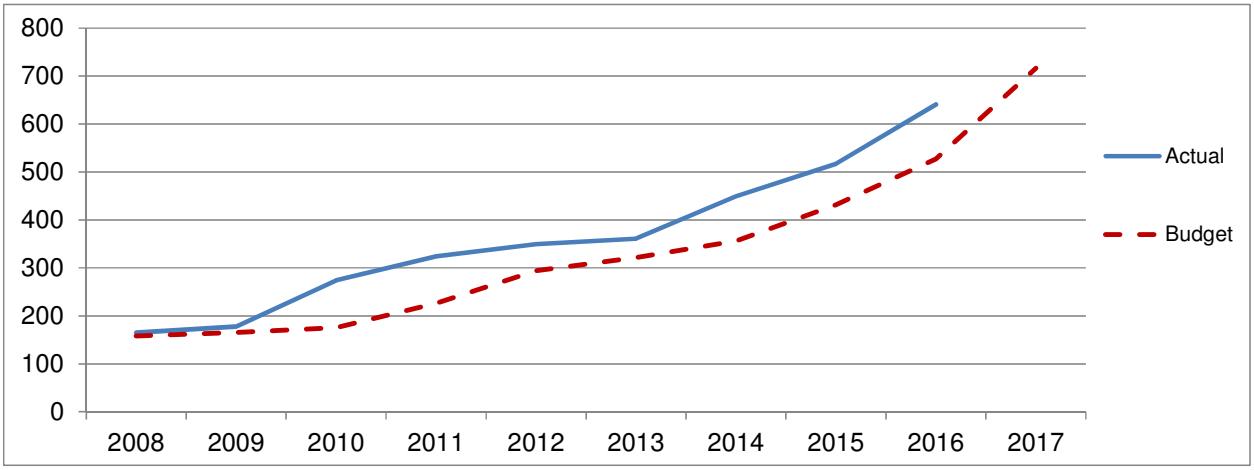
MLTT revenues continue to exceed expectations. In 2017, budgeted gross MLTT revenues were $716 million (including transaction fees). This represents an increase of $184 million or 35% when compared to the 2016 budget due to:

- Volume increase based on the latest 2016 year-end projections which far exceed the budget due to a strong and resilient real estate market in Toronto
- Rate impact resulting from the harmonization with the Ontario Land Transfer Tax
- Offset by an estimated cost of increasing maximum Land Transfer rebate to first-time homebuyers ($9 million).

The chart that follows illustrates how actual revenues from 2008-2016 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 began a retroactive collection of sign tax revenues for the period from 2009 to 2012. The Third Party Sign Tax generates approximately $12 million per year for the City.

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 $1.8 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 64% 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 1st, 2017.

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.

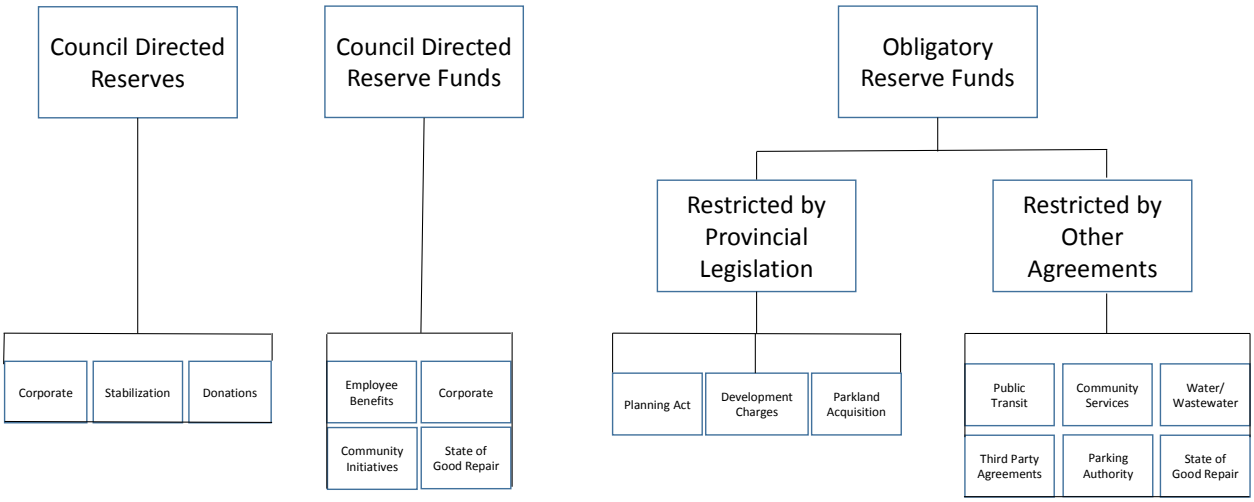
Toronto Municipal Code, Chapter 227 - Reserves and Reserve Funds - provides all pertinent information regarding the City's reserves and reserve funds, including definitions, the authority to establish new reserves and reserve funds, closing out inactive reserves and reserve funds, as well as the use 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 300 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.

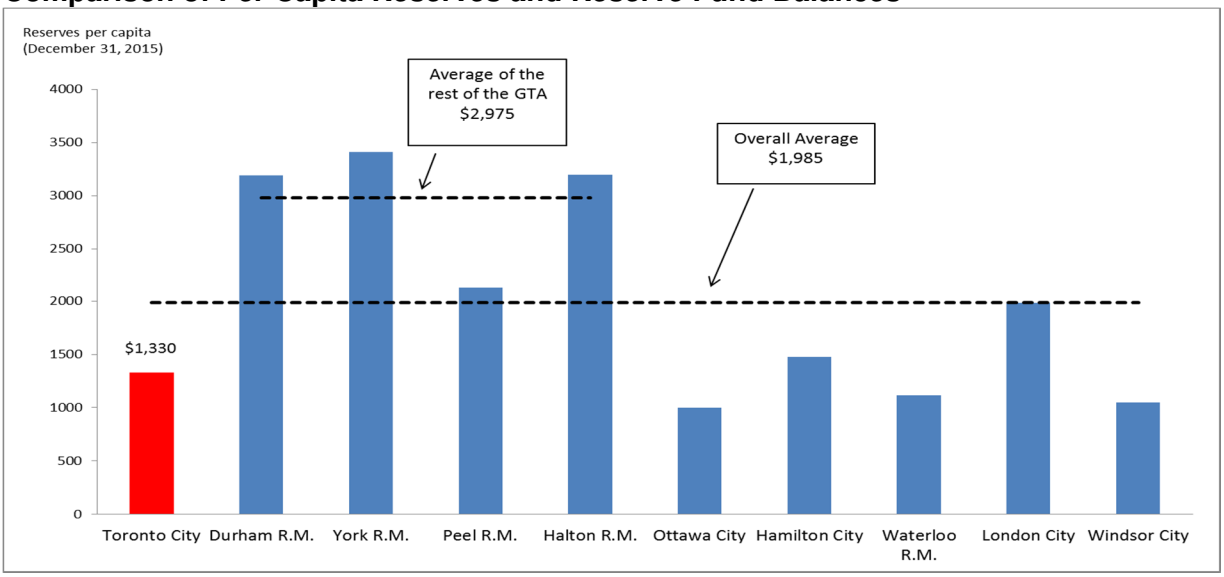
MAJOR RESERVES & RESERVE FUNDS/GROUPS WITH MAJOR REVENUE SOURCES AND SERVICES PROVIDED

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.

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 $1,330 was considerably less than the rest of the GTA ($2,975) and the average of all of the cities and municipalities shown in the chart below ($1,985). 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



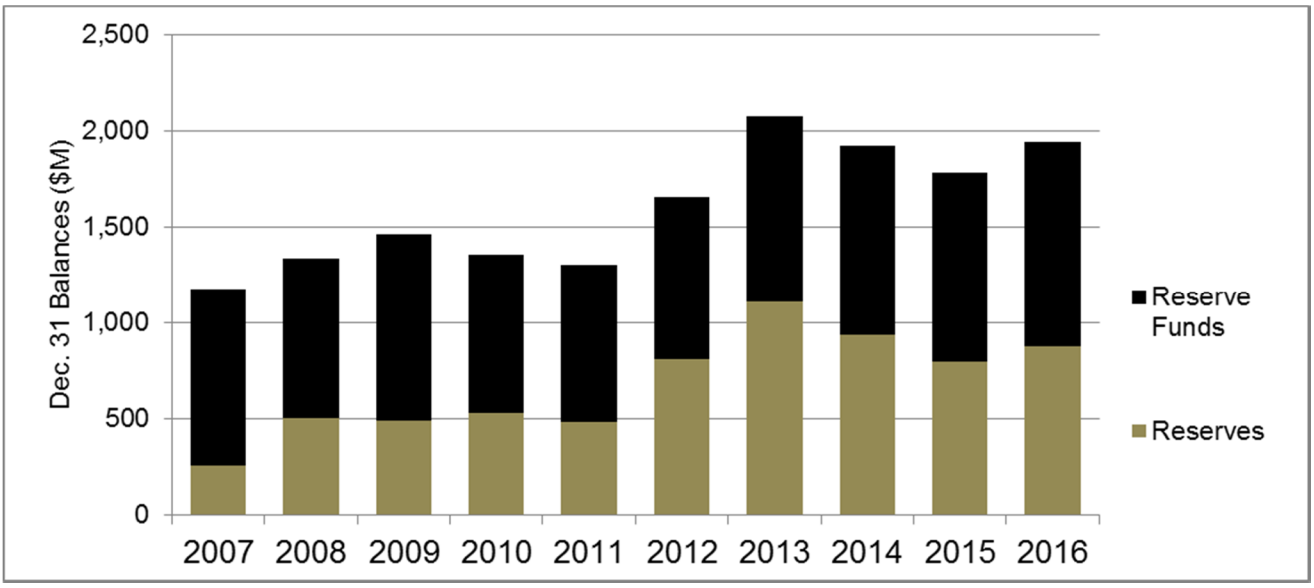
Sources: Ontario Ministry of Municipal Affairs & Housing – 2015 FIR
Regional data consolidated for upper and lower tiers
Balances include Obligatory Reserve Funds/Deferred Revenues

Reserve and Reserve Funds Matrix, by major reserve fund grouping

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

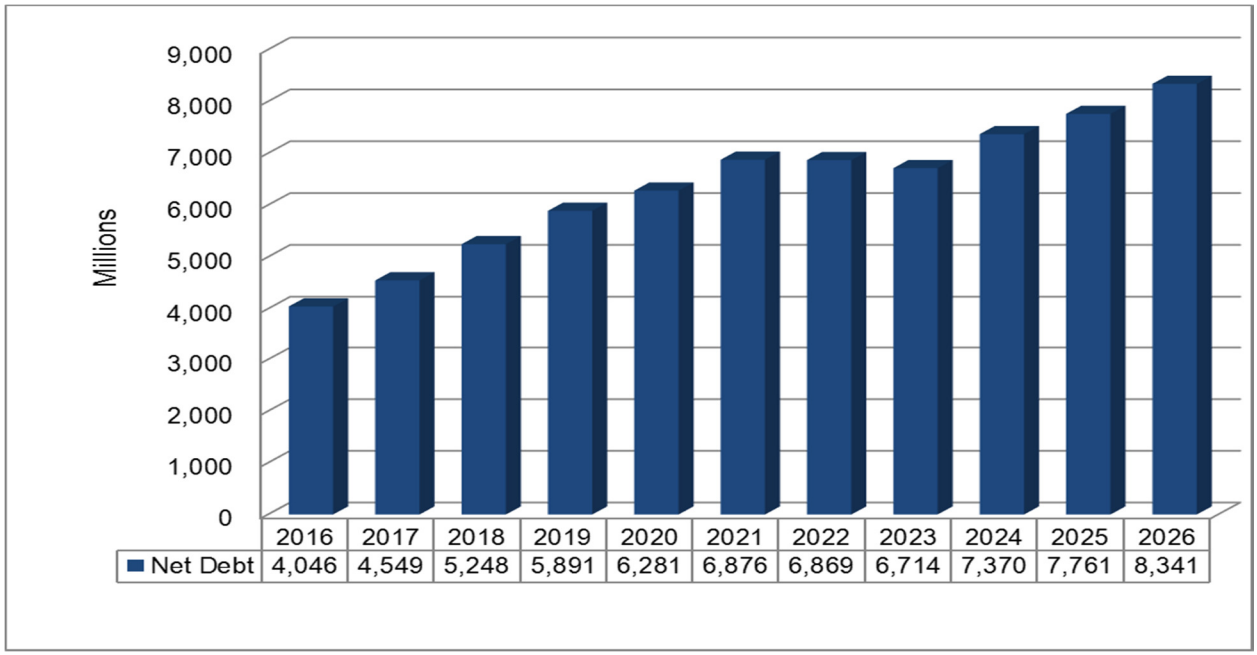
The City borrows money to finance capital expenditures. It cannot borrow to finance operating expenditures under the City of Toronto Act. The goal for capital financing is to maximize all funding from external sources, including federal and provincial governments, development charges, donations and reserve 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 $4.5 billion in 2017 and grow steadily to $8.3 billion in 2026

City of Toronto Net Debt 2016 to 2026

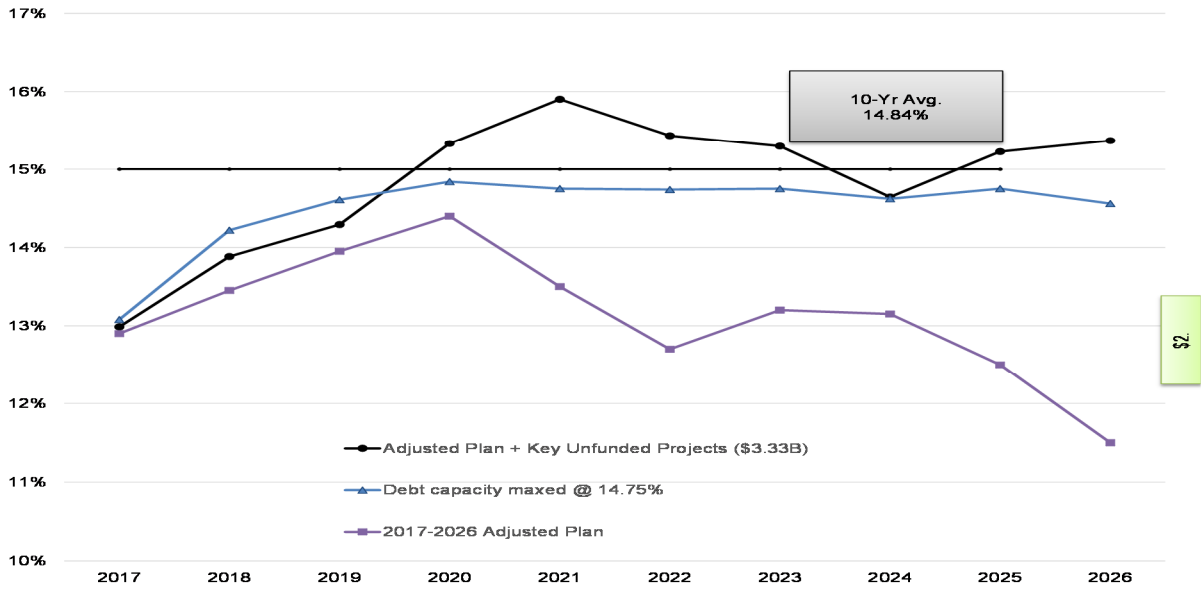


	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Net Debt	4,046	4,549	5,248	5,891	6,281	6,876	6,869	6,714	7,370	7,761	8,341

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 $5.8 billion in key unfunded projects by maximizing debt capacity and leveraging the new City Building Levy. As shown in the chart to follow, the City is expected to have an average debt charges to Property Tax Levy ratio over the next ten years of 14.84%. The ratio peaks in 2021 at close to 15.9%.

Debt Charges as a % of the Property Tax Levy – 2017 to 2026

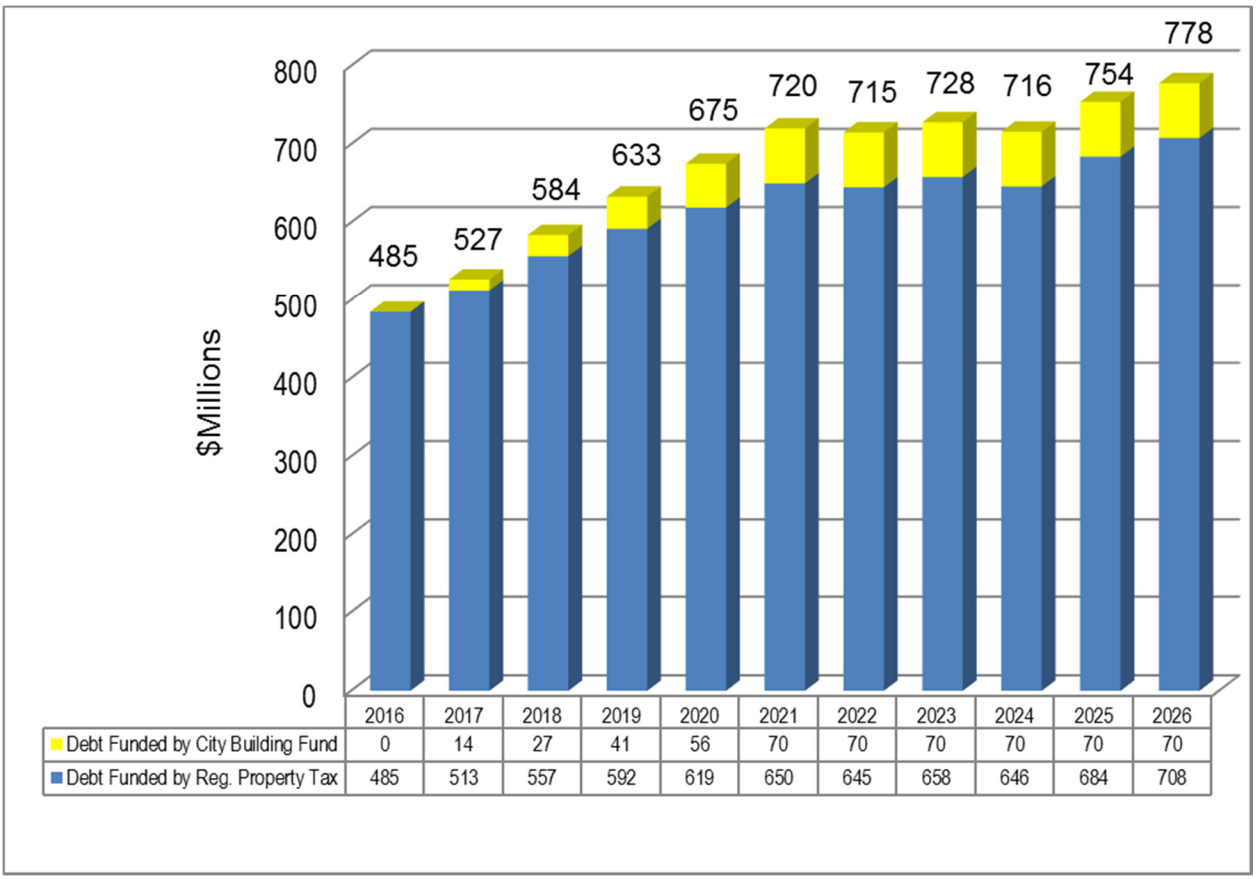


The additional debt room funds strategic investments in the state of good repair backlog, service improvement initiatives and future transit expansion projects. Key projects include SmartTrack, F.G. Gardiner, TTC and Non-TTC Public Transit Infrastructure (PTIF) Projects and Port Lands Flood Protection.

All non-debt sources of funding were maximized in 2017. It should be noted that, debt still represents 28% of total funding required funding for tax-supported capital work, while Capital-from-Current (CFC) accounts only for 10% of funding. Accordingly, the City capital financing strategy seeks to increase the level of capital investment funded from property taxes (ie. CFC).

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 2017, the debt service charge is budgeted at $ 527 million, increasing steadily to 778 million by 2026.

Debt Charges – 2016 to 2026



	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Debt Funded by City Building Fund	0	14	27	41	56	70	70	70	70	70	70
Debt Funded by Reg. Property Tax	485	513	557	592	619	650	645	658	646	684	708

CAPITAL MARKET AND INVESTMENT ACTIVITIES

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).

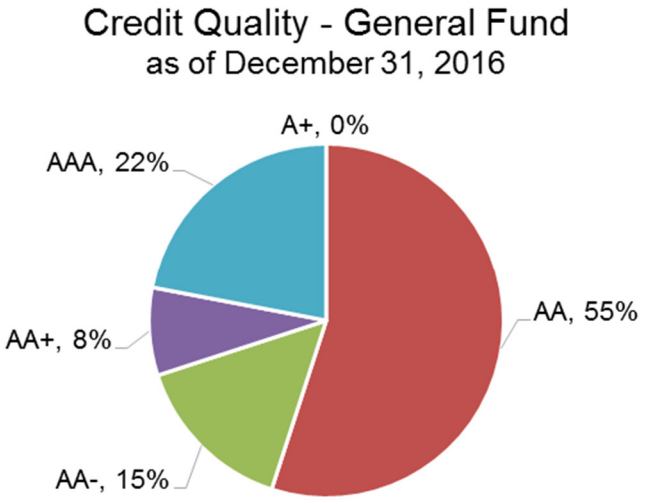
Investment earnings compose of the annual earned interest income and capital gains/losses that are realized on each portfolio. In 2016, investment earnings on the City's managed funds totalled $129.6 million. The earnings were allocated to the Operating Budget ($113.3 million) and reserve funds ($16.3 million) according to the Council approved interest allocation policy.

The 2016 distribution of investment earnings is summarized in the following table:

Portfolio ($ million)	Average Capital Balance	Earned Income	Return on Capital
1. Bond Fund	$2,946.7	$109.7	3.7%
2. Money Market	$2,128.9	$19.9	0.9%
Total General Funds	$5,075.6	$129.6	2.6%

The Operating Budget component was under budget in the Non-Program account by $1.2 million. This variance was due to a higher than targeted income allocation to the reserve funds which was attributable to slower than forecasted spending of the reserve funds. The $129.6 million in investment revenue generated in 2016 was lower than the $137.5 million generated in 2015. The decline was due to persistent low interest rates. Indeed, interest rates made new historic lows in 2016.

The City's General Fund continues to exhibit high credit quality (see pie chart below), especially during these extended periods of economic turbulence. The pie chart below shows a breakdown of the City's fund by credit quality (ie. AAA, AA+, AA, AA-).



Markets Review and Outlook

The Bank of Canada (BoC) held the overnight rate at 50 bps throughout 2016 due to uncertainty surrounding the US Presidential elections, continued weakness in the oil markets, and sluggish GDP growth. The US Treasury curve sharply steepened as the surprise Trump victory was seen as positive for US economic growth. The Canada government curve followed the US counterpart with 10 year rate up 35 bps and 30 year rate up 30 bps by year end.

For 2017, the BoC projects an unchanged overnight rate. The BoC has taken a cautious tone as improving GDP growth and oil market stabilization are somewhat offset by US trade protectionist concerns. However, a previously suggested rate cut is now unlikely.

Capital Financing Activity

During 2016, the City issued in the public capital market $700 million of the $900 million that was approved for the year, consisting of $300 million 10-year debentures, $200 million 20-year debentures and $200 million 30-year debentures. For 2017, an issuance for tax supported debt of $850 million was approved by Council.

Aligning the term-to-maturity of the City debt issuance to match the economic life of the City's infrastructure assets and providing liquidity to investors through larger bond issues are very important features of the City's debt issuance program. The program has been structured to issue debt with 10, 20 and 30 year terms as well as the ability to reopen bond issues, depending upon capital market conditions.

The City continues to monitor the domestic and international capital markets as well as evaluating alternative financing vehicles to identify opportunities to achieve the lowest cost of capital funds during 2017.

CREDIT RATINGS

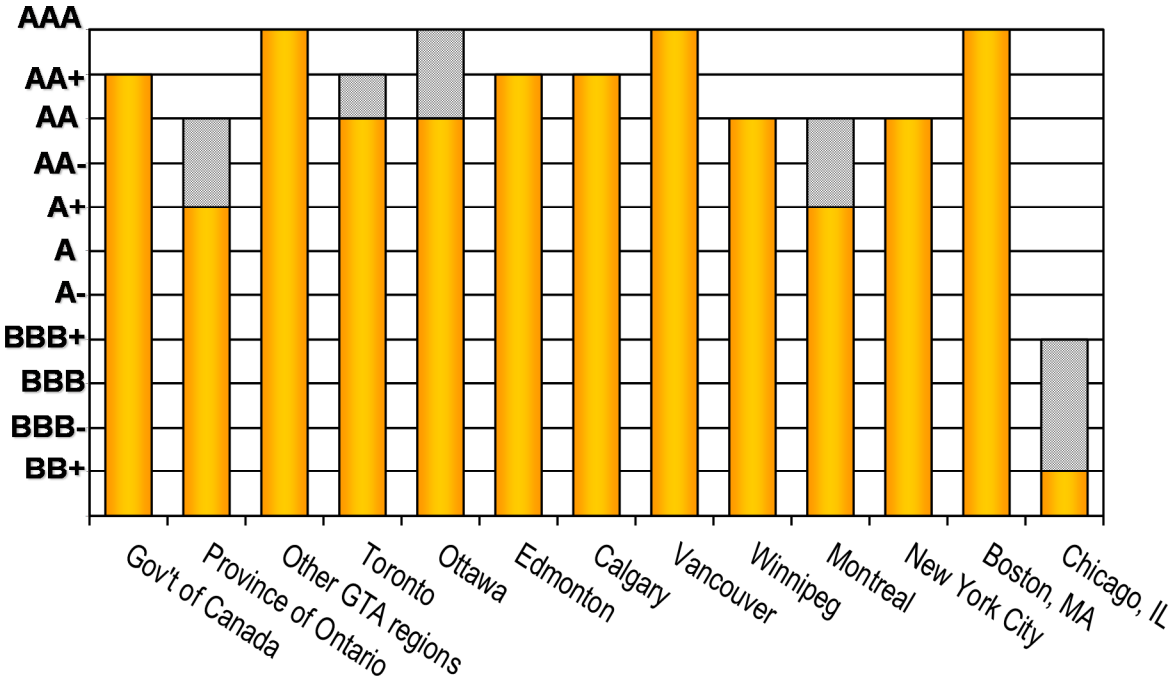
The City of Toronto is recognized as an important participant in global financial markets. The maintenance of a high quality credit rating is essential to ensure that the City's ability to access the most cost-effective world capital markets will continue as it needs to borrow funds for capital purposes.

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 27, 2016
- AA with a stable trend from the Dominion Bond Rating Service Ltd.(DBRS) — confirmed December 9, 2016
- Aa1 with a stable outlook from Moody's Investor Service — confirmed June 30, 2016

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 ratings are supported by Toronto's large and dynamic economy, considerable base of liquidity and moderate debt burden."

DBRS, December 9, 2016

"The ratings reflect our view of Toronto's very strong economy which, along with strong financial management, has helped the city to continue to attract residents and investment…The ratings also reflect our positive view the very predictable and well-balanced institutional framework for Canadian municipalities."

Standard & Poor's, October 27, 2016

"The City of Toronto's Aa1 rating benefits from a low debt burden (46% of operating revenue in 2013), 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 Service, June 30, 2016

An Integrated Framework For Planning and Performance

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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.

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 orders of government
Community Participation	We facilitate active community involvement in all aspects of civic life, 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
Sustainability	We integrate environmental, social, economic and fiscal perspectives in our actions

3. Strategic Actions

In 2012, a planning process was undertaken to establish new Strategic Actions to complement the City's initiatives and programs over the next five years, starting in 2013 to 2018. Twenty-six strategic actions were presented that 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

Note: 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 City of Toronto is at a major turning point in its financial trajectory; the intent of the Long-Term Financial Plan is to provide a series of principles and directions for the development of new strategies to better manage expense and revenue over multiple years, as well as to improve the long-term financial stability of the City of Toronto.

The City Manager's initial Long-Term Financial Direction report considered by City Council in on June 7-9th, 2016, among other things, outlined a series of principles and directions to guide the development of new strategies to manage expenses and expand revenues noting that decisions being made in the 2017 Budget process needed to be consistent with the City's long-term strategies for fiscal sustainability. Three closely aligned reports were brought forward in December 2016, as part of the 2017 Budget process, at the request of City Council on a standalone basis, namely:

- The City of Toronto's Long-Term Financial Direction Update which was approved and adopted by City Council to provide an update on the City of Toronto's Long-Term Financial Plan which is currently under development and will provide scenarios for a sustainable financial framework for municipal services and city-building investments, involving both expense and revenue measures.
  http://www.toronto.ca/legdocs/mmis/2016/ex/bgrd/backgroundfile-98744.pdf

- The City of Toronto's Immediate and Longer-Term Revenue Strategy Direction report in which City Council referred various revenue options to Budget Committee for consideration as part of the 2017 Budget Process.
  http://www.toronto.ca/legdocs/mmis/2016/ex/bgrd/backgroundfile-98518.pdf

- Asset Optimization Review – Toronto Hydro and Toronto Parking Authority in which it details an asset optimization study in relation to the City's investments in Toronto Hydro Corporation and Toronto Parking Authority and City Council directed the Deputy City Manager & Chief Financial Officer to report to the Budget Committee as part of the 2017 Budget Process on the potential for increasing the Toronto Parking Authority's income share rate to the City.
  http://www.toronto.ca/legdocs/mmis/2016/ex/bgrd/backgroundfile-98516.pdf

Overview of the City's Long-Term Financial (LTFP) Direction Update

The Long-Term Financial Plan is currently under development and will provide scenarios for a sustainable financial framework for municipal services and city-building investments, involving both expense and revenue measures. Long-term expense and revenue considerations should be integral to the annual budget process.

The absence of integrated financial planning – across budgets, program areas and annual cycles – is a longstanding challenge for City governance and Council decision making. It has contributed to the emergence of significant gaps between Council's current fiscal framework and long-term aspirations.

This report presents a brief summary of the key financial challenges facing the City in order to provide a basis for integrated decision making in 2017 and beyond. The primary fiscal challenges that must be addressed include:

- 2017 preliminary operating budget pressures and resolution of a balanced budget
- 2017-2026 preliminary capital plan and pressures
- Continued unfunded capital projects
- Improving performance of City assets
- Long-term expense management, particularly with regard to City agencies
- Long-term revenue management

City Council has directed the development of a Long-Term Financial Plan to address long-term expense and revenue management considerations described in this and earlier reports. The modelling of City Program and Agency services and revenue sources is relatively time consuming and complex. This work will continue in conjunction with City Council deliberations and decisions for the 2017 Budget process. Given the limited staff capacity and reality of continued challenges in managing the short-term, staff may seek modelling capacity from external academic or consulting expertise.

Specific options and recommendations will be brought forward to Council in 2017 fall, in time for the 2018 Budget process. In simple terms, the Long-Term Financial Plan is intended to address the mismatch between the investment requirements of a vital, growing and challenged city and the policy context and toolkit of the City Council. The long-term plan will explore scenarios with respect to:

- Increased efficiency and lower service costs, realized through investment in technology and, potentially, downward pressure on overall compensation costs;
- Reduction in service levels, at least relative to population growth;
- Significant new revenue measures, increasing on an annual basis;
- New revenue sharing arrangements with the Province and potentially the federal government, respecting Toronto's unique role and requirements; and
- Greater emphasis on increases to property tax rates.

City of Toronto's Immediate and Longer-Term Revenue Strategy Direction

The Long-Term Revenue Strategy Direction report found that many funding options open to the City are constrained by factors including administrative complexity and/or costs, the need for additional provincial permissions and/or fairness. In the short run, the City of Toronto must emphasize the use of existing options within the short-run.

This report provides a framework for the application of existing and new revenues, principles for the selection of potential revenues, a discussion on social and economic impacts, and implementation considerations.

When these factors are considered, the City is left with a limited set of practical options for significantly expanding its revenue base in 2017. These significant measures include property tax, land transfer tax, and reinstatement of the vehicle tax. A parking levy is not recommended due to its poor scoring on key criteria. More modest tax revenue options with longer implementation lead times, which require provincial legislative or regulatory changes, include introducing a new alcohol tax and/or hotel tax.

A somewhat broader set of options including expressway tolling and a parking sales tax may exist for future consideration, but these will similarly depend on provincial legislative and regulatory reforms. Expressway tolling can be an effective user pay option to generate funds to pay for highway rehabilitation costs and potentially other related mobility projects. Moderate tolls are affordable relative to other existing travel options, and can be an effective traffic management tool.

Various other taxation options exist and continue to be options for future consideration, including some that were discussed in the June 2016 KPMG study, such as a tobacco tax and/or an amusement tax.

The suite of options identified in this report are based on a set of principles about good tax policy, tempered by practical, and other considerations. They present a mix of actions that can be taken immediately, and those that will take longer to obtain the consent of the Province of Ontario. They also represent a mix of revenue options to address the City's operating needs and those that are more suitable for capital purposes.

On February 15, 2017, City Council adopted the following new revenues that require policy changes as part of the 2017 Budget:

- An increase in the 2017 commercial property tax rates from the current one third to the maximum allowed 50% of the residential property tax rate increase.

- Harmonization of the City's Municipal Land Transfer Tax (MLTT) with Ontario based on the new graduated rate and 2016 actual performance, offset by change of the first-time homebuyer rebate eligibility threshold from $3,725 to $4,475.

- Introduction of a Hotel and Lodging Tax at 4% will be introduced for hotels and 10% for short-term rentals subject to receiving the necessary legislative authority.

Asset Optimization Review

The City Manager and the Deputy City Manager & Chief Financial Officer undertook an asset optimization study in relation to the City's investments in Toronto Hydro Corporation ("THC") and Toronto Parking Authority ("TPA"), as directed by Council in June 2016. In order to carry out this work, City staff retained the services of Deloitte LLP.

The Asset Optimization review indicated that quantitative and qualitative analyses conducted do not support the immediate monetization of Toronto Hydro or the Toronto Parking Authority.

With respect to the City's investment in Toronto Parking Authority (TPA), it was recommended that the City retain its ownership under an enhanced net income scenario, and that the potential for increasing TPA's payout rate to the City be considered as part of the 2017 Budget process.

Deloitte concluded that it would be most appropriate for the City to consider an enhanced income option for TPA, reviewing TPA's current plans for capital expansion, sale of certain TPA off-street assets, and increasing the net income payout rate to the City. As a result, at its meeting on February 15, 2017, City Council adopted a change to the income sharing agreement with Toronto Parking Authority to increase the income sharing formula from 75% to 85% with additional amount of $6.3 million dividends included in the 2017 Operating Budget.

Next Steps

In 2017 fall, the LTPF will present options and create a roadmap to achieve long-term financial sustainability through multi-year expenditure and revenue strategies. It will also support the City's ability to fund its city-building and policy aspirations. Changes will be required to the City's annual budgeting process to achieve integrated, multi-year business and financial planning and strengthen the City's strategic decision-making and financial oversight. Key pieces of outstanding work to finalize the Long-Term Financial Plan include: detailed financial analysis and modelling; the ongoing public consultations; multi-year integrated budgeting processes; strengthening strategic decision-making and financial oversight; multi-year expenditure management strategies; and multi-year revenue strategies. This work will continue through the winter of 2017.

Multi-Year Service-Based Planning and Budgeting Process

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.

The City's multi-year, service-based 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. This is accomplished by integrating (a) Service Planning and Priority Setting and (b) Multi-Year, Service-Based Budgeting are described below:

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.

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 Process

The multi-year service based 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 will be established.

Capital and Operating Budgets will be 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 2017 Budget process incorporates the following key elements to support the multi-year budgeting process:

- Staff prepare 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 9-year 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 the transparent use of public resources. As a result, the City monitors and reports financial and non-financial information, including staff complement and performance measures. These principles, alongside established policies and practices that guide the monitoring and reporting of budget and performance information ensures consistency; enhance the financial management of the City's affairs; and support fiscally responsible decision-making.

Monitoring of the approved Operating and Capital Budget occurs 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, quarterly and year-end operating and capital variance reports are be submitted to Committee and Council to provide information on how approved operating and capital funds are spent, and on an exception basis, identify financial pressures that require direction and/or decisions of City Council.

Enterprise Performance Management – A Key City Initiative

The City is developing performance management system that will establish a unified approach to collecting, monitoring and reporting 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 City staff will have the capability to leverage automation tools, for capturing performance measurement and service and financial data, and utilizing this information for forecasting, predictive modelling, analyses and reporting purposes.

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, Performance Score Card reporting

   - Data Visualization and reporting

PERFORMANCE MEASUREMENT AND BENCHMARKING INITIATIVES

When examining Toronto's service delivery performance, it is important to consider that municipal property taxes represent approximately 9 per cent of the total taxes, in all forms, paid annually by an average Ontario family to all three orders of government. These various forms of taxes include income taxes, consumption taxes such as the GST and PST, and embedded taxes, which are included in the price of gasoline, liquor and tobacco. The discussion on Toronto's performance is focussed on how Toronto utilizes its 9 per cent share of the total tax dollar, as well as what the City is doing to further improve the efficiency and effectiveness of operations.

Toronto's annual Performance Measurement and Benchmarking Report (PMBR) is based on data from the Ontario Municipal Benchmarking Initiative (OMBI). The City of Toronto builds on OMBI data to compare to 15 other national municipalities and reflect on the City of Toronto's historical trends. The PMBR includes:

- Over 400 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 13 other Canadian municipalities (ranked by quartile)
- Web links where similar neighbourhood-based data for Toronto are available through Wellbeing Toronto to complement the city-wide information in the report.
- A listing of initiatives completed in 2014 or planned for 2015 that will contribute to improving customer service, efficiency and effectiveness of services, and quality of life for residents.
- 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 OMBI, these processes encourage Toronto's service areas to continuously look for opportunities to improve operations and performance.

Summary of Toronto's Performance Measurement & Benchmarking 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. Therefore, the most accurate comparison for Toronto is to examine its own year-over-year performance and longer term historical trends.

Despite the unique characteristics of Toronto, including a higher population density, there is value in comparing performance measurement results to other municipalities as it assists in understanding how well Toronto is doing. Through the OMBI 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.

Internal Trends – Service/Activity Level Indicators

Of the 50 service/activity level indicators included in the Benchmarking Report, 90 per cent of results remained stable or increased in relation to the previous year. Examples of some of the areas in which Toronto's service levels or levels of activity have increased or remained stable in 2013 include:

- More building permits issued
- Increased library holdings
- More park land and trails added
- More registered sports and recreation programming were offered
- More transit vehicle hours were provided

Internal Trends – Performance Measures

Of the 177 performance measurement results, of efficiency, customer service and community impact included in the Benchmarking Report, 62 per cent had results that were either improved or remained stable relative to previous years.

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

- Higher number of invoices processed by staff
- Increased commercial/industrial construction values
- Decrease in time to resolve a property standards complaint
- High rate of satisfaction with the services received from Court Service
- Increase in the number of green vehicles
- Decreased crime rates in all crime categories
- Reduction of fire-related injuries and fatalities
- Increased public transit usage

External Comparisons – Service/Activity Level Indicators

Of the 54 service/activity level indicators in the Benchmarking Report, Toronto's results were higher than the median of the OMBI municipalities for 69 per cent of the indicators. Examples from the Report where Toronto's size and higher population density require higher service levels include the:

- Highest rate of library holdings
- Highest rate of social housing units
- Highest rate of transit vehicle hours provided

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.

External Comparisons – Performance Measures

Of the 148 performance measures of efficiency, customer service and community impact in the Benchmarking Report, Toronto's results are higher than the median of the OMBI municipalities for 49 per cent of the indicators. Examples where Toronto has the top/best result of the OMBI municipalities include:

- Highest rate of commercial/industrial construction values per capita
- Highest rate of library uses per capita
- Lowest cost of governance and corporate management
- Highest percentage of paved lanes rated as good/very good
- Highest rate of transit trips per capita

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 2.8 million residents who live and work here. These comparative ranking reports must be reviewed critically, as the methodologies and data sources used are not always provided in the supporting documents. The highlights of some of the rankings are provided in the section below. More information is available from www.toronto.ca/progress/world_rankings.htm.

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

In addition to the benchmarking and performance initiatives described in the sections above, there is also a need to complement existing benchmarking work within Canada by comparing Toronto's results to other global cities. Toronto, in partnership with the Global Cities Indicator Facility based at the University of Toronto, is a member of the World Council on City Data (WCCD).WCCD, in partnership with the International Organization for Standardization recently released a new International Standard for city indicators called ISO-37120. The availability of reliable and comparable indicator data as a result of the ISO-37120 certification process has afforded Toronto the opportunity to work with other global cities, to compare, share and learn from each other on different approaches to urban issues, including gridlock, adequate city revenue tools, aging infrastructure, air quality, aging populations, youth unemployment, public safety and social inequity. As of May 2016, the WCCD cities that are now certified with ISO-37120 designation, and have published their results, include:

Amman, Jordan
Amsterdam, Netherlands
Barcelona, Spain
Boston, USA
Bogotá, Colombia
Buenos Aires, Argentina
Dubai, UAE
Guadalajara, México
Haiphong, Vietnam
Helsinki, Finland
Johannesburg, South Africa
León, México
London, UK
Los Angeles, USA
Makkah, Saudi Arabia
Makati, Philippines
Melbourne, Australia
Greater Melbourne, Australia
Minna, Nigeria
Rotterdam, Netherlands
Shanghai, China
Toronto, Canada
Valencia, Spain
Vaughan, Canada
Porto, Portugal
Shawinigan, Canada
Taipei City, Taiwan

In addition, many global cities are currently in the certification process including San Diego (USA), Monterrey (Mexico), Brisbane (Australia) and Brussels (Belgium). The indicators currently identified by ISO-37120 cover a total of 100 indicators across a range of themes relating to quality of life indicators, as well as indicators on 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.

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 a vital aspect in ensuring reliable data. It enables a foundation for meaningful comparisons and conversations among global 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 order to become more sustainable and prosperous.

WCCD data from Toronto, and other participating cities is available at www.dataforcities.org.The Open Data Portal allows Toronto to compare its results relative to other certified cities.

Toronto Progress Portal

The Toronto Progress Portal (http://www.toronto.ca/progress) 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 first phase of the Progress Portal has launched, but will continue to evolve in the future. The Progress Portal includes information or links to items such as:

- Service delivery performance
- Dashboard that describe the social and economic conditions for Toronto
- Toronto in world rankings done by third parties
- Neighbourhood level indicators (Wellbeing Toronto)
- Awards won by the City
- Customer Service Standards

The first phase of Toronto's Progress Portal, Toronto's Dashboard, has launched, and the next phase continues to promote a culture of continuous improvements.

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 www.toronto.ca/progress

2017 Budget Process

The City of Toronto is the sixth largest government in Canada, with a total 2017 operating and capital budget of around $15 billion. This represents an investment of over $5,300 per resident, supporting services vital to our community and economy. The budget is decided by City Council on an annual basis. This is a highly transparent process, providing detailed financial data and encouraging public participation.

City Council unanimously adopted the report "Recommended Multi-Year Service-Based Planning and Budgeting Process", which sets out the implementation of a multi-year service-based planning and budgeting process for the City since 2016. This service-based planning and budgeting process follows a normal cycle of planning, approving, monitoring and evaluating to assess our actual performance against planned targets that are adjusted accordingly.

Budget Submission

At the beginning of the 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 Deputy City Manager & Chief Financial Officer. Programs and Agencies must comply with City Council approved targets, directions and guidelines in their budget submissions.

The Operating Budget is prepared both in a service view in line with the Council approved program map and in the traditional organizational view and presented to Council and the public in the service view. As in previous years, the Operating Budget submission will be prepared for a 3-year period with detailed future year plans, thereby supporting a multi-year service-based planning and budgeting process.

The Capital Budget submission, which is prepared based on debt affordability targets, comprises of 1 year Capital Budget and 9 year Capital Plan that support multi-year planning and budgeting process. The 10-Year Capital Plan must demonstrate commitment to achieve a balance between maintaining existing City assets and growth through investment in state of good repair while addressing service gaps and priorities on a citywide basis for service improvements and growth related projects.

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. 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.

2017 Budget Schedule

2017 Rate and Tax Supported Operating and Capital Budgets

Activity	Rate Supported	Tax Supported
Budget Launch - Budget Committee	November 2	November 30
Budget Briefings - Budget Committee	November 10	December 12, 14, 15, 18
Public Presentations - Budget Committee	November 10	January 8, 9 & 10
Budget Committee Wrap-Up	N/A	January 12
Budget Committee Final Wrap-Up	November 27	January 23
Executive Committee	November 29	February 6
City Council	December 6 & 7	February 12 & 1316

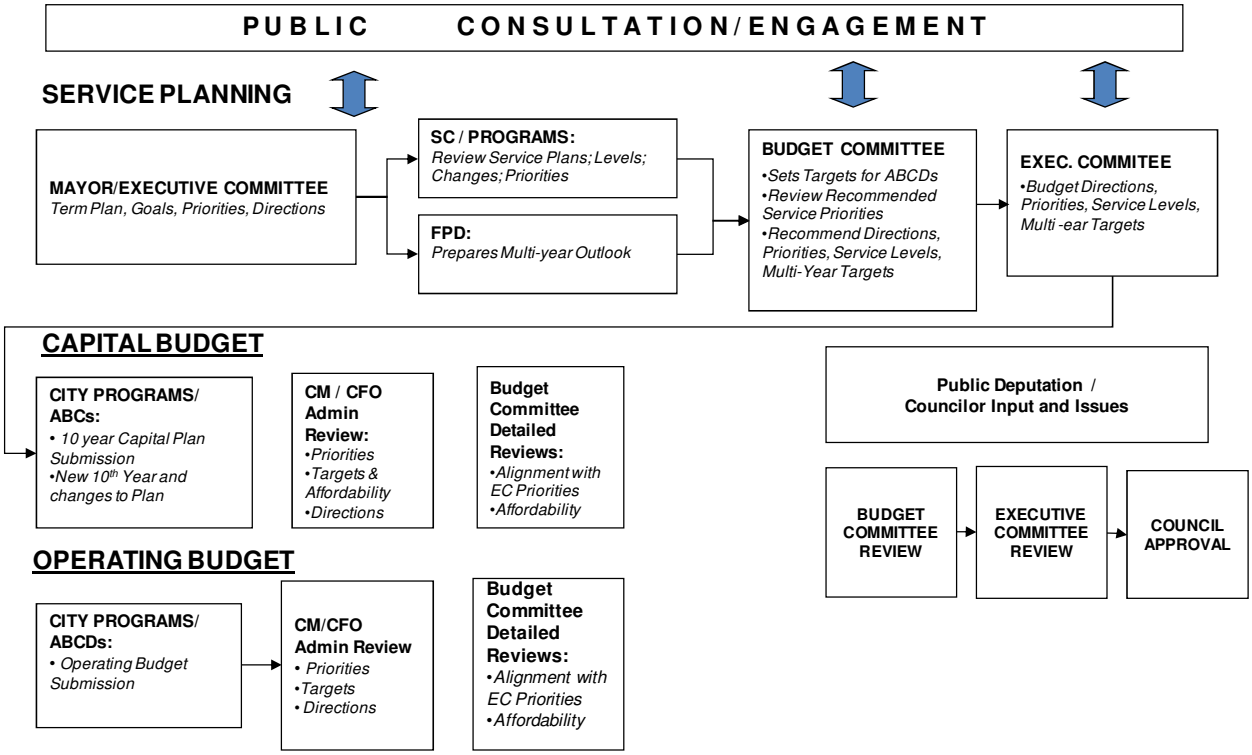
Future Year Budget Process

The 2017 Budget Process sets a foundation for preparing future years' service plans and budgets as the Multi-Year Service-Based Budgeting allows planning for service objectives and challenges that link to the City's strategic directions.

This includes 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, an integrated framework will accomplish 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 multi-year budget targets that will guide the annual operating and capital budgeting process.


PUBLIC CONSULTATION/ENGAGEMENT
SERVICE PLANNING
MAYOR/EXECUTIVE COMMITTEE
Term Plan, Goals, Priorities, Directions
SC / PROGRAMS:
Review Service Plans; Levels; Changes; Priorities
FPD:
Prepares Multi-year Outlook
BUDGET COMMITTEE
•Sets Targets for ABCDs
•Review Recommended Service Priorities
•Recommend Directions, Priorities, Service Levels, Multi-Year Targets
EXEC. COMMITEE
•Budget Directions, Priorities, Service Levels, Multi -ear Targets
CAPITAL BUDGET
CITY PROGRAMS/ ABCs:
• 10 year Capital Plan Submission
•New 10th Year and changes to Plan
CM / CFO Admin Review:
•Priorities
•Targets & Affordability
•Directions
Budget Committee Detailed Reviews:
•Alignment with EC Priorities
•Affordability
Public Deputation / Councilor Input and Issues
BUDGET COMMITTEE REVIEW
EXECUTIVE COMMITTEE REVIEW
COUNCIL APPROVAL
OPERATING BUDGET
CITY PROGRAMS/ ABCDs:
• Operating Budget Submission
CM/CFO Admin Review
• Priorities
•Targets
• Directions
Budget Committee Detailed Reviews:
•Alignment with EC Priorities
•Affordability

FINANCIAL POLICIES

Overview

The City of Toronto's financial policies are based on the principles that will influence and direct the financial management practices of 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.

The City maintains a multi-year planning approach to the budget process, including a 10-Year Capital Budget Plan, and an annual approved Operating Budget and Two-Year Plan.

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 from the operating budget: 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. The historical cost of these assets is approximately $42B on the City of Toronto's Statement of Financial
Position as at December 31, 2015.

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 and capital budgets 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:

    - 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.
    - Growth-Related —projects that support growth and development across the city.

Financial Control By-Law

The City is undergoing a review of the current Chapter 71, Financial Control By-law. The goal of the review is to update the By-law to reflect the City's organizational and financial maturity as Canada's largest City. The key objectives of the review:

- Establish a principle-based framework that provides accountability and transparency for managing City resources.
- Balance financial accountability with agility and establish clear lines of responsibility.
- Update to current practices (Phase 1) and further strengthen financial governance, planning, management and oversight (Phase 2) arising from Long Term Financial Plan recommendations.
- Eliminate staff confusion and misinterpretation by creating a clear, holistic framework.

Explaining the Basis of Budgeting and Accounting Differences

Budgeting and accounting is not on same basis for the City of Toronto. This section provides supplementary information to discuss the difference between the basis of accounting and budgeting.

Consistent with prior years, the City's 2017 Operating and Capital Budgets have always been prepared on the modified cash basis that excludes the expenses including amortization, post-employment benefits, and Solid Waste landfill closure and post-closure from the 2017 Operating Budget. However, the City's accounting and financial statement reporting changed substantially with the adoption of full accrual accounting, and the requirement to record tangible capital assets since 2009.

Under the City of Toronto Act, 2006, Ontario Regulation 286/09 "Budget Matters – Expenses" requires that the City prepare a report, prior to adoption of its annual budget, detailing the differences related to amortization, post-employment benefits and landfill closure and post-closure expenses, if excluded from the budget. It also requires that the City adopt the report by resolution. At its meeting on February 15, 2017, City Council adopted the report entitled "Additional City of Toronto Act Reporting Requirements" prepared by the Deputy City Manager & Chief Financial Officer, as part of the 2017 Budget process.

For the full adopted report, please refer to the attached link:
http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX22.3

Beginning in 2009, municipal accounting and financial statement reporting changed substantially with the adoption of full accrual accounting, and the requirement to record tangible capital assets.

This accounting change had material impacts on City-reported revenues and expenses, as well as the City's annual surplus or deficit for financial statement purposes, as the City's large capital investments are no longer expensed in the financial statements. Although a new expense – 'amortization' - was recognized, this expense is generally much lower than capital assets purchased. Amortization is based on the historical cost of the City's assets, while the City's annual investments in replacing and expanding assets should exceed this amount for the foreseeable future.

The Province recognized that the former Section 228 in the City of Toronto Act, 2006 with its requirement for balanced budgets, and annual disposition of any surplus or deficit, would need to be amended to reflect these accounting changes. At the same time, the section had not been updated to reflect additional standards imposed by the Public Sector Accounting Board in the prior ten years, specifically the recording of landfill closure and post-closure liabilities, and employee future benefit liabilities. The province has begun a review of the Regulation however there are no indications at this time as to whether the Province will be initiating any changes to the regulation.

The Public Sector Accounting Board (PSAB) is the standard setter for financial statement reporting for all levels of government in Canada. Prior to the creation of PSAB, federal and provincial governments set their own rules for financial reporting and provinces set the rules for their municipalities.

Traditionally, governments reported their financial statements on the same basis as they budgeted. More often than not, governments reported out on a cash basis or "modified cash" basis of accounting (some limited accruals for expenses incurred but paid after year end). Governments budgeted cash coming in through revenues and budgeted cash going out for

operating expenses and debt repayment. The financial statements reported the actual cash in and out compared to the budget. The financial statements, at that time, measured how well the government adhered to their plan.

PSAB recognized that the cash basis of accounting had some major shortcomings. Overall, while the cash basis of accounting recognized how well the government (i.e. those in power) did against their plan, there was no measurement as to whether or not the government entity (i.e. the province or city) was better or worse off because of that plan.

Some decisions that the government may make can have little or no cash impact in the current fiscal year but have a profound cash impact in future years. For example, a government may negotiate a pension or health benefit for current employees that will cost very little in the initial years of its implementation but could have a substantial impact when these employees start aging or retiring.

Alternatively, a government may decide to save money by not replacing its assets on a timely basis. In the short term, this appears to save money, but the government is letting its assets degrade. Since much of a municipality's asset base is underground, this fact is actually hidden from view.

To address these shortcomings, PSAB now requires full accrual accounting for all of the government's assets and liabilities. The change to these balances between the reporting periods, is reported out as a surplus or deficit. In other words, the financial statements now provide 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 following describes the five (5) key areas where there are significant differences between City budgets and City reporting for financial statement purposes.

Capital Assets

For budget purposes, the City outlines a 10 year plan of capital expenditures and funding sources for the assets it plans to build or acquire. The operating budget includes amounts set aside for funding capital (capital from current or CFC), as well as for debt repayment (interest and principal) for past asset purchases. These represent the cash requirements to acquire and pay for capital assets. Funding sources include provincial and federal funding, future debt, CFC, and draws from reserves.

For accounting purposes, capital acquisitions are accounted for as additions to the asset base, not expenses because they generate service benefits beyond one year. There are four (4) ways to fund the acquisition of an asset:

- Use existing cash (reserves) to buy it. As this is seen as simply trading one asset (cash) for another (physical asset), the use of reserves is not considered a revenue for accounting purposes.
- Generate cash from operations (CFC) to buy it. Although CFC is recognized as an expenditure for budget purposes, it is not recognized as an expense for accounting purposes.
- Receive money from others. Grants from other levels of government or contributions from other parties will sometimes fund a portion of certain assets. These monies are generally recorded as revenues once the asset is bought or built.

- Borrow the funds. Debt issuance is not a revenue and the repayment of the principal is not considered an expense for accounting purposes. For budget purposes, debt principal repayment is treated in the same way as CFC as the government must raise funds from operations to repay the debt. Interest on the debt is considered an expense for both accounting and budget purposes.

For accounting purposes, once the asset is acquired and put into service, the cost of the asset is amortized (expensed over its useful life). For example, if the asset cost $1,000,000 and is expected to last 10 years, $100,000 would be expensed each year representing one-tenth of the asset's cost. The City does not budget for amortization as it is an approximation of the asset's consumption and, as such, is a non-cash item.

There is also one other significant difference between the City's modified-cash budget and the City's accrual basis of accounting financial statements: the treatment of large maintenance expenditures. For accounting purposes, many expenditures for maintaining assets are considered as expenses in the year they occur. For budget purposes, large periodic expenditures for maintenance are considered capital works and are budgeted in the capital budget as opposed to operations.

Government Business Enterprises (GBEs)

The City owns three (3) GBEs, Toronto Hydro, Toronto Port Lands Company, and Toronto Parking Authority. GBEs are self-sustaining businesses, which are separate legal entities that carry on a business, and do not need ongoing support from the City. Although the City budgets for certain distributions from GBEs, the budget does not contain accounting adjustments or earnings in excess of distributions.

Post-Employment Benefits Expense

Post-employment benefits represent benefits that employees have earned through their service to-date, which will be paid out in the future. These benefits consist of: vested sick leave, Workplace Safety and Insurance Board entitlements, health, dental, life insurance and long-term disability, and non-OMERS pension benefits.

For budget purposes, the City estimates the amount of cash that will be paid out for these benefits. The cash requirement is fairly predictable and the amount required each year typically grows with the employment base and inflation.

For accounting purposes, however, there is recognition that benefits earned by active employees will be paid out after they leave the City. This is effectively deferred compensation that should be recognized as earned while the employee is working, rather than as paid out, when the employee is retired or disabled. Accordingly, the annual accounting expense will usually be higher than the cash requirement, and there will be a significant liability at each year end, which is only funded for budget purposes to the extent of contributions to reserves and reserve funds.

Landfill closure and post-closure costs

Landfill closure and post-closure costs represent the costs that must be incurred to close active landfills and to monitor and remediate any issue with inactive / closed landfills into perpetuity. The City has 160 closed landfills, and one (1) active landfill.

For budget purposes, the City budgets for the maintenance, monitoring and care of closed landfill sites, on a pay as you go (cash) basis. For the open landfill site at Green Lane, the City

budgets an annual contribution to the reserve set aside to close the landfill site and cover maintenance and monitoring costs in the future.

For accounting purposes, closed landfill sites are seen as a perpetual liability for the City because the City is committed to the cost of their care for decades to come, while no further service is to be provided from those sites. The liability is the net present value of those future estimated costs.

While actual expenditures incurred on maintaining the sites are also considered as expenses for accounting purposes, if the liability changes from year to year, the change can result in an increase or a decrease to the expense reported. The liability also changes if the imputed interest or discount rate changes, or if new information comes to light that a particular site needs more or less work than previously thought.

Liability for Contaminated sites

New PSAB standard PS3260 – Liability for Contaminated Sites was implemented effective for year ending December 31, 2015. This standard required the City to account for and report liabilities associated with remediation cost of contaminated sites.

For budget purposes, the City budgets for the cash cost of remediation, when required for contaminated sites.

For accounting purpose, the City will assess whether there is a liability for each contaminated site, each year end. The expense each year will be the costs of remediation during the year, plus or minus the change in the liability from the previous year-end. At December 31, 2015 this liability amounted to $6.5 million. This is included in Table 1.

Sum of the Accounting Differences

The following estimates the impact of the change in accumulated surplus from these excluded items, and estimates the impact on future infrastructure funding. The forecasted impacts on the consolidated accumulated surplus to the end of 2017 from inclusion of these estimated expenses are as follows:

TABLE 1: Estimated Accumulated Surplus December 31, 2016

	$000's	$000's
Est. accumulated surplus, consolidated Dec 31, 2016 ***1**		22,341,449
Impact of tangible capital assets:		
Estimated non-asset capital expenditures ***2**	(456,020)	
Amortization	(855,000)	
Capital from current and payments to capital reserves	1,440,489	
Monies received from others for assets ***3**	1,086,857	
Debt principal repayments budgeted and SF earnings	395,000	1,611,326
Impact of government business enterprises:		
Est. Earnings from Government Business Enterprises	120,000	120,000
Impact of employee future benefits:		
Estimated increase in employee benefits liability	(150,000)	(150,000)
Impact of landfill closure and post -closure:		
Estimated change in landfill post-closure costs	(2,500)	(2,500)
Impact of contaminated sites	1,500	1,500

Estimated Surplus for Accounting Purposes		1,580,326
Est. accumulated surplus, consolidated Dec 31, 2017		23,921,775

Note:

*1: Includes the City tax and rate based programs, and over 122 agencies and corporations which are consolidated as part of the City's annual financial statements.

*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

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

During the preparation of the above table, the City's accounts were not yet closed for the 2016 fiscal year, as invoices continued to be received and journal entries were to be posted well into February of 2017, as in prior years. In addition, liabilities had not been updated to reflect the impact of any change in discount rates as at December 31, 2016. Estimates in this report included both those amounts as at December 31, 2016, as well as amounts of revenues and expenses in 2017.

As in prior years, the budget information used as comparatives in the audited financial statements is reconciled to the budgets as presented. A reconciliation of accounting surplus to budget surplus is also included each year in the Annual Financial Report.

Analysis

Table 1 demonstrates that the amount of cash raised in the Operating Budget for capital acquisitions (Debt Repayment and Capital from Current) exceeds the amortization expense for accounting purposes. As long as assets are being maintained or replaced on a regular basis, the cash amounts will always be higher than the accounting amortization, as amortization is based on old historical cost that does not reflect the impact of inflation on the cost of replacing assets.

However, Table 1 also shows that the City is not funding an estimated $456 million in "maintenance" projects from operations. Ideally these amounts should be funded on an annual basis, but given their large and periodic nature, the City finances them through the Capital Budget.

The table also shows 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 table shows that on a full accrual basis of accounting, the tangible capital asset adjustments to the financial statements will add an estimated $1,611 billion to the City's accounting "surplus" for the year.

As in the past, there may be earnings in excess of distributions, as well as accounting adjustments in the GBEs. This has been estimated at $120 million.

The estimated increase in the employee future benefit reflects the fact that the liability has been growing. The accounting expense does not specifically recognize if any of the City's operational

surplus will be set aside to fund the liability increases. This information is reported out in the annual variance report on the reserves and reserve funds.

Steps continue to be taken to manage these liabilities. For example, the City took action to replace the sick leave gratuity with an illness or injury plan for new employees which has reduced the growth of the City's liability in this area. For the Green Lane landfill site funds are being set aside to pay for its closure and perpetual care.

Staff are not recommending that Council move to a full accrual basis of budgeting, as the existing process for capital and operating budgets provides for a more transparent process to commit funds for the current and future years. Budget reports, the annual financial report, reports of progress against the City's Long-Term Fiscal Plan, and additional reports on various initiatives provide detailed information about the City's financial performance.

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2017 Operating Budget and 2017-2026 Capital Budget and Plan

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2017 Operating Budget

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2017 Council Approved Tax and Rate Supported Operating Budget

SUMMARY

The City of Toronto's Council approved the 2017 Rate Supported Operating Budget on December 13, 2016 and the 2017 Tax Supported Operating Budget on February 15, 2017. This report presents the 2017 Council Approved Tax and Rate Supported Operating Budget with service spending plans, service budgets and associated service levels, and staffing detailed therein.

The 2017 Council Approved Tax Supported Operating Budget is $10.544 billion gross and $3.987 billion net (excluding the Scarborough Subway Extension Special Levy and City Building Fund) or $10.599 billion gross and $4.101 billion net (including the Scarborough Subway Extension Special Levy and City Building Fund).

The 2017 Council Approved Rate Supported Operating Budget is $1.723 billion which is comprised of Toronto Water Services, Solid Waste Management Services and Toronto Parking Authority.

The City of Toronto's Long-Term Financial Direction report considered by Council in June 2016, among other things, outlined a series of principles and directions to guide the development of new strategies to manage expenses and expand revenues noting that decisions being made in the 2017 Budget process needed to be consistent with the City's long term strategies for fiscal sustainability. Also, in December 2016, City Council referred a variety of revenue options to Budget Committee for its consideration as part of the 2017 Budget process.

In preparation for the 2017 Budget process, it was assumed that City Council would only consider an inflationary increase of 2% for residential property tax. As a result of this assumption, constraining expenses and considering new revenues measures were explored as part of the 2017 Budget Process.

The 2017 Budget process focused on finding sustainable savings across City Programs and Agencies, in response to a budget reduction target of -2.6% below the 2016 Council Approved Net Operating Budget. City Programs, Agencies and Accountability Offices were directed to explore all services for efficiency saving opportunities, review the impact of vacant positions on service levels delivered, and review service levels and outcomes for relevance, value and impact with a focus on non-public facing services first.

Operating budget submissions identified an opening budget pressure of $731 million (from $516 million identified in June 2016) primarily arising from the City's 3 largest Agencies (TTC, TCHC, and Toronto Police Services), compensation costs, capital and

corporate costs and measures that were phased-in from prior years such as the loss of pooling compensation grants for housing and the use of one-time bridging strategies in 2016 which continue to exert pressure in 2017.

A number of budget reduction and revenue balancing strategies were employed to mitigate the opening budget pressure given the inflation-level property tax increase guideline of 2% (excluding 0.5% property tax levy for the City Building Fund) while maintaining service levels. On the revenue side, these measures generated $362 million and included:

- Increasing the Municipal Land Transfer Tax (MLTT) revenue to 2016 levels;
- Maximizing all user fees, including a transit fare increase;
- Benefiting from the upload of social services and court security costs to the Province; and
- Realizing moderate assessment growth, and assuming a 2% residential tax rate increase.

These actions combined $177 million in additional base budget reductions, efficiency savings and service adjustments as well as $100 million in the use of bridging strategies primarily recommended by City Agencies, resulted in a 2017 Preliminary Operating Budget that left a residual budget pressure or gap of $90.570 million. Only new and enhanced service investments which are funded from within existing budgets, have a net zero funding impact, or generate additional revenues were included in the 2017 Preliminary Operating Budget.

City Programs largely achieved the reduction target which helped reduce the remaining pressures being driven by Toronto Transit Commission and Toronto Community Housing Corporation. The Toronto Police Service minimized its pressure, resulting in a 2017 Operating Budget that is 0% increase over its 2016 Net Operating Budget.

A series of revenue measures were considered with several incorporated into the 2017 Council Approved Tax Supported Operating Budget to achieve a balanced budget as follows:

- Reversal of certain Service Adjustments and a new User Fee proposal ($8.336 million net);
- Reduction in Bridging Strategies ($2.852 million net);
- Additional Service Changes ($2.351 million net);
- Additional New and / or Enhanced Services Priorities ($20.458 million net); and
- Increase revenues ($107.7 million net and base expenditure adjustments ($12.8 million net).

The 2017 Council Approved Tax Supported Operating Budget keeps the costs of City services affordable with a residential tax rate increase of 2%, an inflation-level increase. However, the 2017 Council Approved Tax Supported Operating Budget continues to contain fiscal risks including the following:

- Increased dependence on the Municipal Land Transfer Tax (growth from $532 million in 2016 to $716 million in 2017),
- Escalating expense pressures from City Agencies namely Toronto Community Housing Corporation (TCHC) and Toronto Transit Commission (TTC), and
- One-time bridging strategies included within the 2017 Council Approved Tax Supported Operating Budget of $91.0 million that will result in an operating budget pressure in 2018.

2018 and 2019 Plan

The projected pressure for the 2018 and 2019 Plan is $373.3 million (net) and $82.5 million (net) respectively. The Plans assumes inflationary increases for residential property taxes (2%), moderate assessment growth, and no growth in Municipal Land Transfer Tax (MLTT). The expenditure pressures are primarily driven by:

- Agency expenses predominantly Toronto Community Housing Corporation (TCHC) and Toronto Transit Commission (TTC);
- Reversal of one-time bridging strategies used to balance 2017 Operating Budget,
- Inflationary compensation and contract to provide 2017 services and service levels; and
- Annualization of costs for 2017 new and enhanced service investments.

While expenditure management will continue to play a vital role in addressing future budget pressures, these strategies alone will not solve the City's financial challenges. Further revenue measures are required to increase stable revenue sources through policy change (e.g. raise existing revenue sources or implement new revenue options). As many of these new revenues measures have been utilized, there will a continued reliance on existing revenue sources. In addition, the City's reliance and exposure to the MLTT will need to be closely monitored.

FINANCIAL IMPACT

2017 Operating Budget Overview

The 2017 Council Approved Tax Supported Operating Budget is $10.544 billion gross and $4.046 billion net, resulting in a $445.7 million or 4.41% increase in gross expenditures and a $115.2 million or 2.9% increase in net expenditures over the 2016 Approved Operating Budget.

The $115.2 million or 2.9% increase in net expenditures has been funded by a total overall tax rate increase of 1.4% after assessment growth which is well below the rate of inflation, as outlined in Table 1 below. This translate to an equivalent residential tax rate increase of 2% for 2017 for budgetary purposes.

Table 1: 2017 Council Approved Tax Supported Operating Budget

($ Millions)	2016 Gross	2016 Net	2017 Gross	2017 Net	Change Gross $	Change Gross %	Change Net $	Change Net %
City Operations	5,108.7	2,101.3	5,281.0	2,141.3	172.3	3.37%	39.9	1.9%
Agencies	3,608.0	1,882.6	3,712.4	1,965.5	104.4	2.89%	82.9	4.4%
Corporate Accounts	1,381.9	(52.7)	1,550.9	(60.3)	169.0	12.23%	(7.6)	(14.5%)
Net Operating Budget	**10,098.7**	**3,931.2**	**10,544.3**	**4,046.4**	**445.7**	**4.41%**	**115.2**	**2.9%**
Assessment Change				(59.0)			(59.0)	
Total Tax Supported	**10,098.7**	**3,931.2**	**10,544.3**	**3,987.4**	**445.7**	**4.41%**	**56.2**	**1.4%**
Total Rate Supported	**1,632.4**		**1,722.7**		**90.3**	**5.53%**		
Total Tax & Rate Supported	**11,731.1**	**3,931.2**	**12,267.0**	**3,987.4**	**535.9**	**4.57%**	**56.2**	**1.4%**

Note: Above table excludes the Scarborough Subway Extension and City Building Fund

The 2017 Council Approved Tax Supported Budget includes key new and enhanced service investments that total $43.540 million gross and $20.458 million net and a staff complement of 51,543.1 positions (48,167.0 operating positions and 3,376.1 capital positions). This represents an overall net decrease of -338.1 positions (a reduction of -517.5 base positions and 179.4 position increases to support new and enhanced service investments) or the equivalent of a -0.7% reduction when compared to the 2016 Council Approved Complement.

2017 Council Approved Budget Changes

The 2017 Preliminary Operating Budget presented by the City Manager and the Chief Financial Officer on December 6, 2016 reduced the beginning pressure from $731 to $90.570 million, based on current policy and service levels. The 2017 Council Approved Tax Supported Operating Budget reflects changes made by City Council to the 2017 Preliminary Operating Budget to balance the budget are summarized in Table 2 below.

Table 2: Council Approved Changes

($000s)	2017 Council Approved Changes Gross	Net	Position
Beginning Budget Pressures		**90,570.0**	
Council Approved Reversals:			
Service Adjustments	6,300.9	6,335.6	15.7
New User Fee for Film Industry		2,000.0	
Bridging Strategies	1,517.3	2,851.6	6.6
Total Council Approved Reversals	**7,818.2**	**11,187.2**	**22.3**
Council Approved Additions:			
Service Changes	(2,776.4)	(2,351.0)	(7.0)
Additional New/Enhanced Service Priorities	26,787.4	20,868.4	51.5
Additional Base Changes	1,716.6	225.4	13.0
Total Council Approved Additions	**25,727.6**	**18,742.8**	**57.5**
Budget Pressures after Council Approved Reversals & Additions	**33,545.8**	**29,930.0**	**79.8**
Total Budget Pressures	**33,545.8**	**120,500.0**	**79.8**
Council Approved Balancing Strategies:			
Commercial Property Tax Shift		(3,800.0)	
MLTT Harmonization with Ontario		(77,000.0)	
Increase MLTT Rebate for First Time Homebuyers		9,000.0	
MLTT Based on 2016 Actual Experience		(15,000.0)	
Toronto Hydro Dividends		(10,000.0)	
Hotel and Lodging Tax		(5,000.0)	
Increase Income Sharing with Toronto Parking Authority		(6,300.0)	
Vacancy Rebate Program	(5,500.0)	(5,500.0)	
Solid Waste Rebate Program	(7,300.0)	(7,300.0)	
Assessment Growth		2,500.0	
Provincial Funding Increase for Toronto Police Service		(2,100.0)	
Total Council Approved Balancing Strategies	**(12,800.0)**	**(120,500.0)**	**0.0**
Remaining Budget Pressure	**20,745.8**	**0.0**	**79.8**

After consideration of all included and available service adjustments, City Council approved the reversal of several service adjustments that were included in the 2017 Preliminary Operating Budget. City Council also reversed a proposed new user rental fee for commercial film productions, as well as eliminated the use of certain one-time bridging strategies largely related to one-time reserve draws to fund regular operations. The use of reserve funds for Children's Services, and Information and Technology will be fully replaced with tax funding and the TTC Commission recommended use of $14.4 million will be reduced by $0.4 million. These changes will help mitigate pressures arising from 2017 bridging strategies into 2018.

The above changes resulted in additional net costs of $29.930 million net bringing the total net pressure to $120.500 million. To close this gap, City Council approved a combination of cost savings, adjustments to existing revenues and new revenue measures totalling $120.500 million as follows:

Expenditure Reductions ($12.8 million gross and net)

- Reduce allowable rebate percentage for vacant commercial and industrial properties in the Vacancy Rebate Program subject to receiving the necessary regulation.
- Reduce the rebate for medium and large bins by the equivalent of a $1 per bag per month in the Solid Waste Rebate Program.

Increase Existing Revenues ($24.6 million)

- The Municipal Land Transfer Tax (MLTT) budget was increased to reflect actual 2016 experience bringing the base MLTT budget by $116 million over 2016.
- Toronto Hydro annual dividend was also increased by $10 million based on 2016 actual experience.
- Other revenues included confirmation of funding from the Province for Toronto Police Service offset by a revised assessment growth estimate.

New Revenues that Require Policy Changes ($83.1 million)

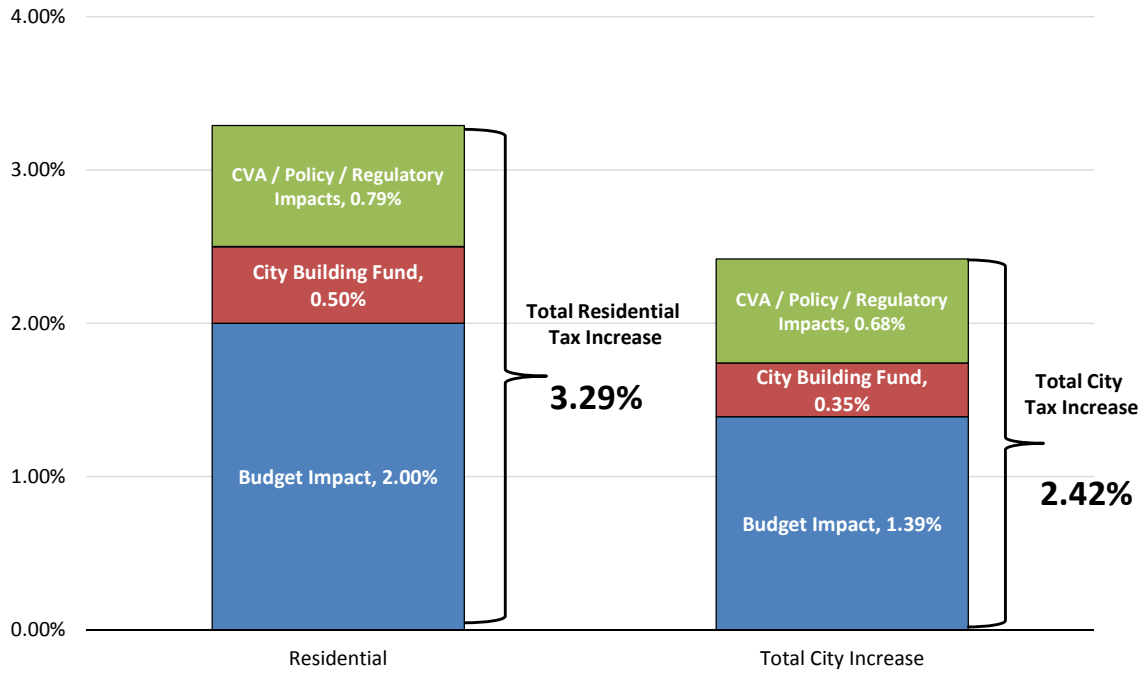
- A change to the income sharing agreement with Toronto Parking Authority to increase the income sharing formula from 75% to 85%.
- An increase in the 2017 commercial property tax rates from the current one third to the maximum allowed 50% of the residential property tax rate increase.
- Harmonization of the City's Municipal Land Transfer Tax (MLTT) with Ontario based on the new graduated rate and 2016 actual performance, offset by change of the first-time homebuyer rebate eligibility threshold from $3,725 to $4,475.
- Introduction of a Hotel and Lodging Tax at 4% will be introduced for hotels and 10% for short-term rentals subject to receiving the necessary legislative authority.

Drivers of the 2017 Budget Tax Increase

The 2017 Council Approved Tax Supported Operating Budget keeps the costs of City services affordable with a residential tax rate increase of 2%, reflective of an inflation-level adjustment. City Council also approved a 0.5% property tax levy which will contribute to the City's Building Fund commencing in 2017 to be dedicated 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.

When one takes into account Council tax policy, current value assessment and regulatory impacts, the total residential tax rate increase will be 3.29% and the total City of Toronto tax rate increase will be 2.42% as shown in Chart 1 below.

Chart 1: Budget Tax Increase Including City Building Fund and Current Value Assessment (CVA) Policy Shift



2018 and 2019 Plan

The City of Toronto will be challenged with ongoing budgetary pressures for 2018 and beyond. It is projected that the budget pressure for the 2018 and 2019 will be at least $373.3 million (net) and $82.5 million (net) respectively. The pressures are primarily driven by:

- Agency expenses predominantly Toronto Community Housing Corporation (TCHC) and Toronto Transit Commission (TTC);
- Reversal of one-time bridging strategies used to balance the 2017 Operating Budget;
- Inflationary cost increases to maintain and provide prior year services and service levels including cost of living adjustments;
- The annualized costs of 2017 new and enhanced service investments; and finally
- Ongoing debt servicing costs for the City's capital works program.

In addition, the City's exposure and reliance on the MLTT will need to be monitored closely.

COMMENTS

2016 Budget Implications for 2017

Budget pressures are partly due to decisions made in prior years that have a direct financial impact on the following year's budget pressures such as:

- The full year financial impact resulting from the approval of part-year funding for new/enhanced service investments;
- Approval of capital projects in the Capital Budget that will have incremental operating costs to operate facilities, systems and assets once the projects are completed;
- Balancing strategies that are on-time in nature must be reversed in the following year as they are not available on a sustainable basis;
- Deferral of unavoidable expenses such as Toronto Pooling Compensation loss that must be addressed; and
- Full year impact of service efficiencies, service adjustments and revenue changes with part year implementation resulting in additional savings or revenues.

These 2016 decisions alone resulted in a $163 million pressure for 2017. When combined with inflationary costs for compensation, contracts, and significant cost increases projected for the City's largest Agencies – Toronto Transit Commission (TC) and Toronto Police base operating pressures and Toronto Community Housing Corporation (TCHC) operating funding gap - expenditure pressures were projected to total $582 million. A review of available revenue sources that assumed a 2% residential property tax increase as well as moderate assessment growth resulted in a planned pressure of $516 million going into the 2017 Budget process.

As a result, City Council was presented with options for setting 2017 budget reduction targets and guidelines to address these anticipated pressures. At its meeting on July 12, 13, 14 and 15, 2016, City Council adopted recommendations related to the report entitled "*EX16.37 2017 Budget Process: Budget Directions and Schedule*" which established a budget reduction target of -2.6% below the 2016 Approved Net Operating Budget for all City Programs, Agencies and Accountability Offices, as well as directions to achieve those targets.

City Programs, Agencies and Accountability Officers were directed to explore all services for efficiency saving opportunities, review the impact of vacancies on service levels delivered, and adjust service levels and outcomes for relevance, value and impact with a focus on non-public facing services. In addition, City Programs and Agencies were directed by City Council to ensure that any new and enhanced service requests were funded from within existing budgets or a "net zero" funding impact. City Council also directed that thorough justification be provided for any new positions.

In fact, the 2017 Budget submissions had an opening budget pressure of $731 million primarily arising from the City's 3 Agencies (TTC, TCHC and Toronto Police Service), together with compensation costs, capital and corporate costs and measures that were

phased-in from prior years such as the loss of pooling compensation grants for social housing and the use of 2016 one-time bridging strategies which exerted pressures for 2017, namely:

- Toronto Transit Commission (TTC) expenditure pressures and the annualization of costs including contractual payments for Presto fee ($175 million);
- Increased debt servicing, Capital from Current funding for capital projects, and the impact of Toronto Pooling Compensation loss ($126 million),
- Toronto Community Housing Corporation's (TCHC) operating gap ($103 million and later revised to $108 million);
- Contractually obligated increases in compensation and benefits, including Toronto Police Service ($90 million);
- Increased provision for tax deficiencies in anticipation of higher write-offs during the first year of a reassessment cycle consistent with past experience ($55 million); and
- The reversal of a number of one-time revenue measures implemented in 2016, transit ridership change and revenue mix, potential loss of Toronto Hydro annual dividend to the City of Toronto, and other interest income ($120 million).

2017 Preliminary Operating Budget

Through the administrative review process and through Agency decisions, the opening budget pressure was reduced to $90.570 million between expenses and revenues. Through the strategies and measures identified in the 2017 Budget Directions Report, staff explored all services for efficiency saving opportunities through business process reengineering, streamlining of operations, transformation and innovation in service delivery, as well as reviewing vacancies on service levels delivered. In addition, City Programs and Agencies reviewed and if appropriate adjusted services, service levels and outcomes based on relevance, value and impact, looking to non-public facing services first.

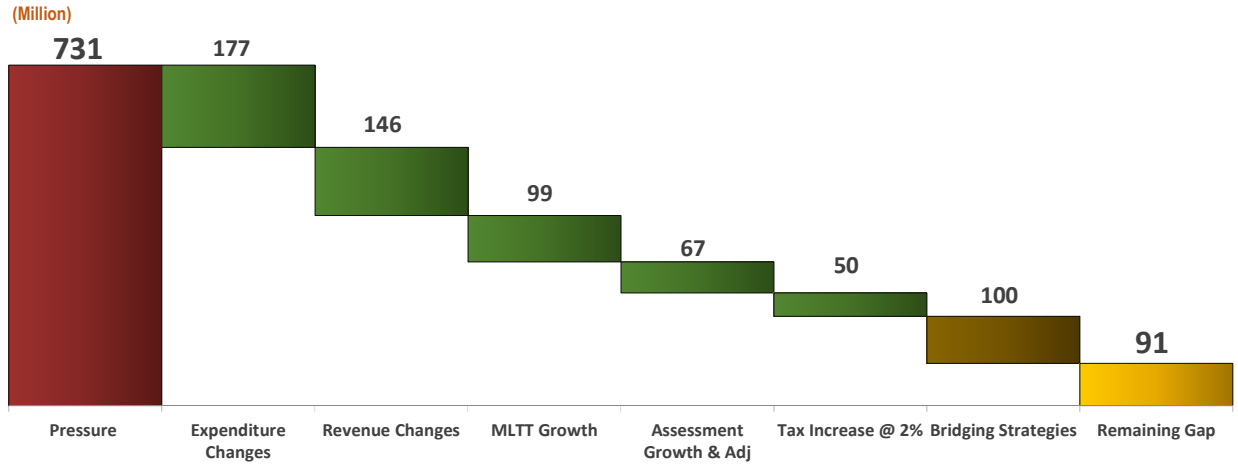
The overall pressure of $731 million was reduced to $90.570 million as a result of the following:

- $177 million in expenditure reductions arising from efficiency savings, base budget reductions and estimates and service adjustments;
- $362 million in revenue increases, maximizing user fee revenues, and increases in Municipal Land Transfer Tax and assessment growth revenues to reflect actual experience; and
- $100.5 million in bridging strategies that reflect the one-time deferral of expenses and use of reserve contributions to reduce the budget, with the most significant coming from TCHC's deferral of $72 million in expenses.

The 2017 Preliminary Operating Budget incorporated all Agency budget decisions with the exception of the TTC Commission's recommended treatment of depreciation and hybrid batteries. City Programs largely achieved the reduction target while Agencies

mainly TTC, and TCHC did not. City Divisions achieved an overall reduction budget reduction of 0.7% from its collective 2016 Approved Budget. In contrast, TTC and TCHC Operating Budget is 12.7% and 15.3% respectively over their 2016 Approved Operating Budget. Although, Toronto Police Service did not fully achieve the reduction target, significant progress was made to minimize the pressure that resulted in only a 0.2% (net expenditures) increase over the 2016 Operating Budget. Chart 2 below highlights these changes.

Chart 2: Balancing Actions Taken To Reducing Budget Pressure to $91 Million



City Programs and Agencies collectively identified $177 million in expenditure reductions that included $143 million in base budget reductions as part of ongoing expense management, combined with $24 million in efficiency savings through business modernization and continuous improvement and $10 million in service adjustments based on reviewing service levels for relevance, value and outcomes.

Revenue changes of $146 million include the following:

- maximization of user fees to reflect inflationary increases and full cost-recovery where appropriate and applicable, sustainable reserve draws,
- additional revenues from Toronto Parking Authority based on existing income sharing agreement, and Provincial funding for the ongoing costs of OW,
- further Supplementary Taxes as well as transit fare increases of 10-cent on all non-cash single fares, followed by a reinstatement of annual dividend from Toronto Hydro to remain at the same level as 2016.

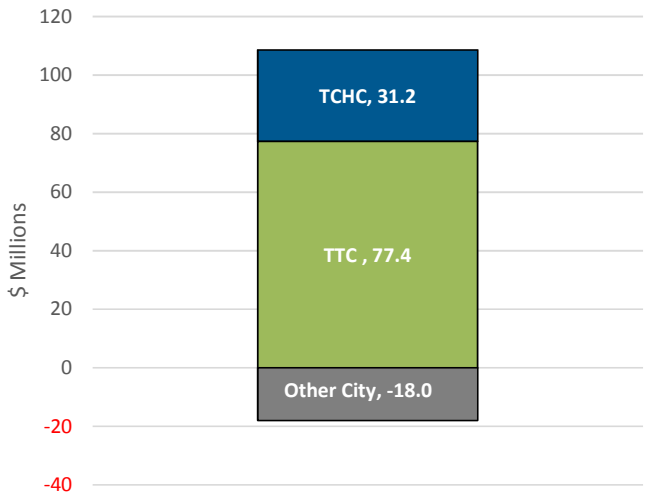
It is important to highlight that the City of Toronto has become increasingly dependent on the Municipal Land Transfer Tax (MLTT) as one of its major revenue sources. Additional MLTT revenue of $99 million was included in the 2017 Preliminary Operating Budget based on 2016 activity, and assumes the real estate market in Toronto will continue to grow as experienced in 2016.

A net tax supported revenue increase of approximately $117 million reflected moderate year-over-year assessment growth of $67 million plus an assumed 2% residential inflation-level property tax rate increase equivalent to $50 million.

It is noted that the 2017 Preliminary Operating Budget included bridging strategies including use one-time reserve draws of $19.7 million, deferring expenses of $72 million for Toronto Community Housing Corporation (TCHC), unconfirmed Provincial revenues of $6.4 million for Toronto Police Service, and $2.4 million expense deferrals for various City Programs, for a total of $100.5 million.

Nevertheless, a $90.570 million budget shortfall remained despite substantial savings associated with the -2.6% budget reduction target. Of the remaining $90.750 residual pressure, TCHC and TTC comprise $108.6 million that is offset by Other City Programs as presented in Chart 3 below.

Chart 3 – Remaining Budget Residual Pressure totaling $90.570 million



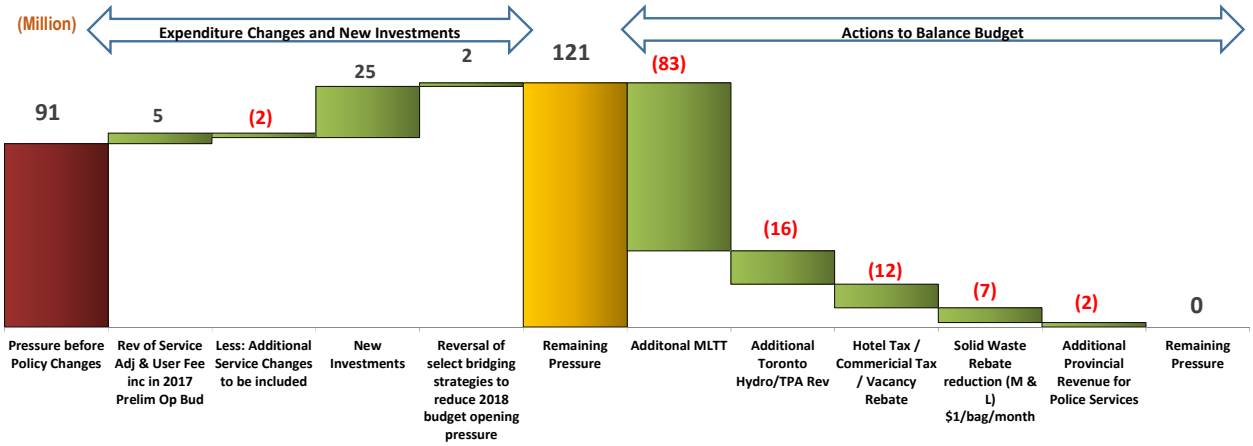
2017 Council Approved Changes

The 2017 Preliminary Operating Budget presented by the City Manager and the Chief Financial Officer on December 6, 2016 reduced the beginning pressure from $731 to $90.570 million, based on current policy and service levels. Budget Committee, Executive Commitee and City Council were provided with both expenditure and revenues options for consideration to eliminate the gap.

Detailed reviews of additional service changes, new / enhanced services and revenue options were completed and public deputation sessions were held 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 in early January 2017.

As a result of these deliberations, City Council approved a number of changes to the 2017 Preliminary Operating Budget and to address the remaining budget shortfall of $90.570 million as outlined in Chart as summarized in Chart 4 below.

Chart 4: Council Approved Changes to Reducing Budget Pressure to $0



City Council reprioritized some of the service and service levels, reversed selected service changes and one-time reserve contributions (bridging strategies) and a new user fee increase that were originally included in the 2017 Preliminary Operating Budget. City Council also approved new and enhanced service investments. With these changes, the net pressure increased by $29.930 million to $120.500 million.

To close this gap of $120.500 million, further revenue measures were recommended. These measures included an increase in Municipal Land Transfer Tax (MLTT) revenues by $83 million. The increase is mainly a result of harmonizing the rate with the Province. Also approved is a new hotel tax that will generate an additional $5 million revenue, subject to necessary legislative authority.

The following measures also contributed to offsetting the residual pressure:

- Additional dividends from Toronto Hydro and greater contribution from Toronto Parking Authority through income sharing to the City of Toronto;
- Additional savings generated through the reduced allowable rebate percentage given to owners of vacant commercial and industrial properties in the Vacancy Rebate;
- A reduced rebate for medium and large bins by $1 per bag per month in the Solid Waste Rebate Program; and
- An increase in the commercial property tax rate to the maximum allowed 50% of the residential rate from the current City policy of 33%.

Financial Sustainability Issues and Risks

Bridging Strategies

The 2017 Preliminary Operating Budget incorporated bridging strategies of $100.5 million that included the deferrals of expenses and one-time use of reserve funding sources that would result in an equivalent 2018 pressures.

The most significant use of these bridging strategies arise from TCHC, TTC and the Toronto Public Library, including:

- TTC's recommended use of its Stabilization Reserve to reduce its budget pressure by $14.4 million;
- TCHC's deferral of $72 million expenses for capital repairs ($54 million) and establishing a fund to repay debt ($18 million); and
- Toronto Public Library Board's recommended reserve draws of $1.6 million to reduce its budget pressure.

Many of these budget strategies incorporated into the 2017 Preliminary Operating Budget reflected Agencies recommended strategies to reduce their respective budgets.

In order to help mitigate the 2018 pressure that would result from these strategies, City Council replaced tax funding with the use of one-time reserve draws. As a result, the impact of one-time bridging strategies to help balance the 2017 Council Approved Tax Supported Operating Budget has been reduced to $91.0 million from the initial $100.5 million. The total of $9.5 million has been allocated as follows:

- Reducing the withdrawal from the TTC Stabilization Reserve by $0.4 million, thereby lowering the 2017 contribution and 2018 pressure from $14.4 million to $14.0 million.
- Eliminating the one-time withdrawal from the Tax Stabilization Reserve of $1.005 million that was previously used to fund the leasing and maintenance costs of the City's Data Centre until it is completely decommissioned in 2019.
- Replacing the use of the Child Care Expansion Reserve Fund of $2.62 million, historically used as a bridging strategy to balance annual operating budget shortfall for the provision of child care subsidies. This tax funding permanently eliminates the need for the 5-year Child Care funding strategy previously approved by City Council in 2015 as the base budget is now fully tax funded.
- The Toronto Police Services Budget initially included $6.4 million in unconfirmed funding from the Province as a bridging strategy. Consequently, the Provincial revenue has been secured at a higher amount of $8.5 million. As a result, the Toronto Police Services Budget was reduced by $2.1 million and eliminated this unsecured revenue risk of $6.4 million and potential pressure in 2018.

Although reduced, there still remains one-time bridging strategies embedded within the 2017 Council Approved Tax Supported Operating Budget of $91.0 million that will result in a pressure in 2018. These one-time solutions must be funded on a sustainable basis to provide permanent relief.

Increased Reliance on Municipal Land Transfer Tax

The rise in the Municipal Land Transfer Tax (MLTT) has become essential and critical to City Council's ability to maintain below or at inflation-level property tax rate increases. To a great extent, the annual Operating Budget increasingly relies on revenue gains from a buoyant real estate market in Toronto.

The 2017 Council Approved Tax Supported Operating Budget includes $716 million in MLTT revenue which represents an increase of $184 million or 35% when compared to the 2016 Budget due to:

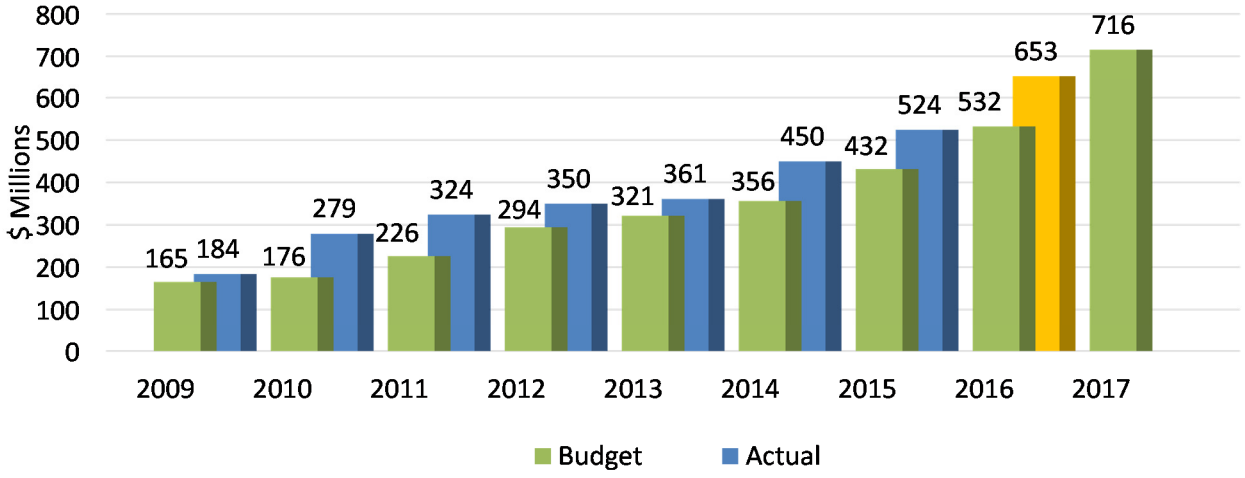
- volume increase based on the latest 2016 year-end projections which far exceed the budget ($116 million),
- rate impact resulting from the harmonization with current Ontario Land Transfer Tax ($77 million),
- offset by an estimated cost of increasing maximum Municipal Land Transfer Tax rebate to first-time homebuyers ($9 million).

The gross MLTT revenue is $40 million higher and is budgeted as 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. The $40 million buffer now only represents 5.6% of budgeted revenue of $716 million for 2017, leaving little room for market fluctuation.

There are a number of circumstances that could cause the City of Toronto to miss this aggressive budget target including market correction and changes in interest rates and regulations. As indicated in the report "*The City of Toronto's Immediate and Longer-term Revenue Strategy Direction*", a prudent capital allocation of up to 20% of MLTT revenue budget (i.e. approximately $143 million) would be a reasonable hedge against a potential market downturn.

Chart 5 below illustrates the revenue budget increase in MLTT from 2009 to 2017. During this period of time, revenue from the MLTT has grown by over 40% per annum on average, at a faster rate than property tax increases as well as assessment growth.

Chart 5: Growth in Municipal Land Transfer Tax



The City has become increasingly reliant on the Municipal Land Transfer Tax (MLTT) as a source of revenue to balance operating budget pressures. Its degree of reliance on this single revenue source is disproportionate to the City of Toronto's municipal property tax rate increases. That is to say that the fiscal future of the City of Toronto is tremendously dependent upon the performance of the Toronto real estate market.

Expense Management and Governance of Agencies

Fiscal challenges from City Agencies are a primary contributing factor to the City of Toronto's long-term financial pressures. The increase in the 2017 Council Approved Tax Supported Operating Budget for City Operations as a whole, totals $2.7 million or 0.1%. In contrast, Toronto Community Housing Corporation (TCHC) and the Toronto Transit Commission (TTC) have a combined increase of $116.4 million or 14.3%.

As identified in the *Long-Term Financial Direction Update* report presented to City Council at its December 2016 meeting, the long-term financial stability of TCHC will entirely depend upon resolution of key TCHC capital requirements and future City Council decisions with respect to TCHC operating gap and needs. The report also identified a $103 million operating deficit in TCHC's 2017 Budget, later revised to $108 million.

Staff will report back in Q1 2017 on an implementation plan to transform TCHC including financial implications for the City of Toronto awaiting for the level of support from the other orders of government. The 2017 Council Approved Tax Supported Operating Budget included a deferral of $72 million (capital and sinking fund contribution as recommended by the TCHC's Board) as one-time bridging strategy to reduce the pressure to $31.2 million. The 2017 Council Approved Tax Supported

Operating Budget maintains this base funding which will close the gap between TCHC's expenses and revenues. City Council subsequently added $6 million in new funding to complete Phase 3 of Regent Park Revitalization. Thus, TCHC operating subsidy funding in the 2017 City Council Approved Tax Supported Operating Budget will increase by $37.2 million or 18.2%.

With respect to the Toronto Transit Commission, the 2017 Council Approved Tax Supported Operating Budget funds an increase of approximately $80 million net or 13% above the 2016 Council Approved Operating Budget for combined TTC and Wheel-Trans Services. The budget increase is mainly a result of the following:

- 2017 salary settlement;
- Timing of incremental operating costs associated with Presto implementation;
- Growth in Conventional and Wheel Trans ridership demand;
- New light rail operations and the opening of the Toronto-York Spadina subway extension (TYSSE); and
- A flattening trend in ridership growth and a loss in revenue associated with the decline in ridership.

The 2017 Council Approved Tax Supported Operating Budget for TTC is higher by than the Board recommended treatment of depreciation expenses and capitalization of hybrid batteries that would have transferred $37.5 million in expenses to its Capital Budget and reduced the TTC operating pressures. As these are not eligible capital expenses, these reductions were not accepted.

In the case of the Toronto Police Service, through a hiring moratorium and alternative staffing strategies, the Agency was able to offset $36.7 million in operating budget pressures arising mainly from grant funding losses and the impacts of the 2017 salary settlement to achieve a 0% net increase over the 2016 Council Approved Operating Budget. Steps have been taken to establish more sustainable financial management for Toronto Police Service. Through the work of the Transformational Task Force and internal initiatives, the Agency has defined a transformation strategy and outlined a clear future fiscal direction. This work will serve as an input into annual budget process in future years.

Where the 2017 Operating Budget Will Be Spent

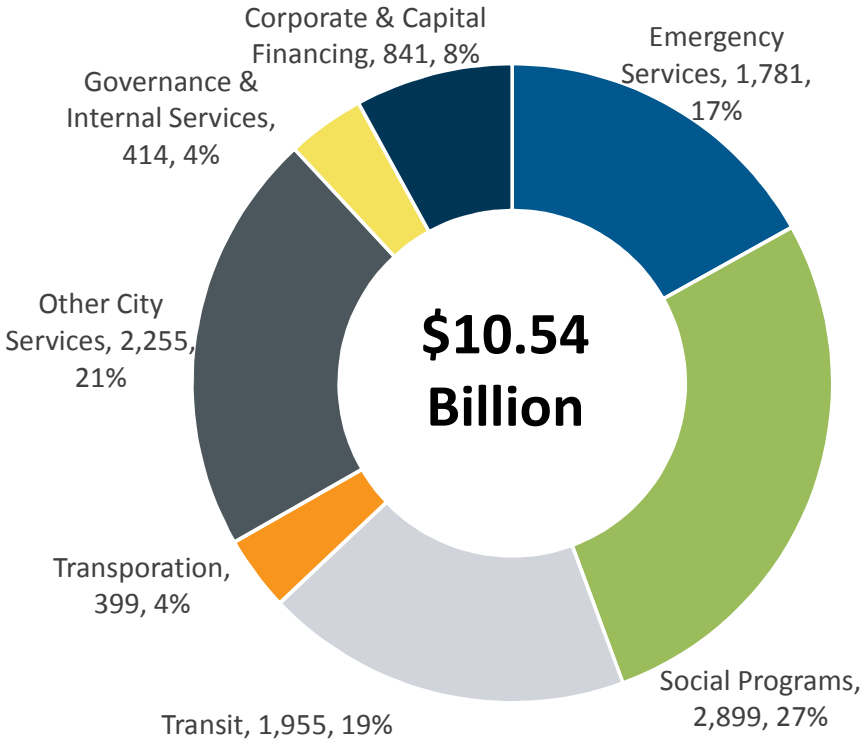
As outlined in Chart 6 on the following page, the 2017 Council Approved Tax Supported Operating Budget is $10.544 billion gross of which 27% will be spent on services that the City of Toronto has no direct control over as they are mandated and/or cost-shared with the Province. These services consists of Children's Services, Toronto Public Health, Long-Term Care Homes and Services, Toronto Employment and Social Services, and Shelter, Support and Housing Administration which includes the City's funding for the City's Toronto Community Housing Corporation.

The next largest segment is Transportation and Transit Services which together account for 23% while Emergency Services, which include the Toronto Police Service, Toronto

Fire Services, and Toronto Paramedic Services, represent 17% of the City's total expenditures. Altogether, these services plus the 8% funding allocation to the repayment of debt and other capital costs represent 75% of the City of Toronto's total spending for 2017. 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's services.

The remaining 25% represents all other service expenditures directly managed and delivered by the City of Toronto.

Chart 6: Where the 2017 Operating Budget Will Be Spent



When translated into the an average tax bill, Chart 7 below shows how the 2017 property taxes of $2,835 for the average value of a home assessed at $587,471 will be spent based on the 2% residential property tax rate increase.

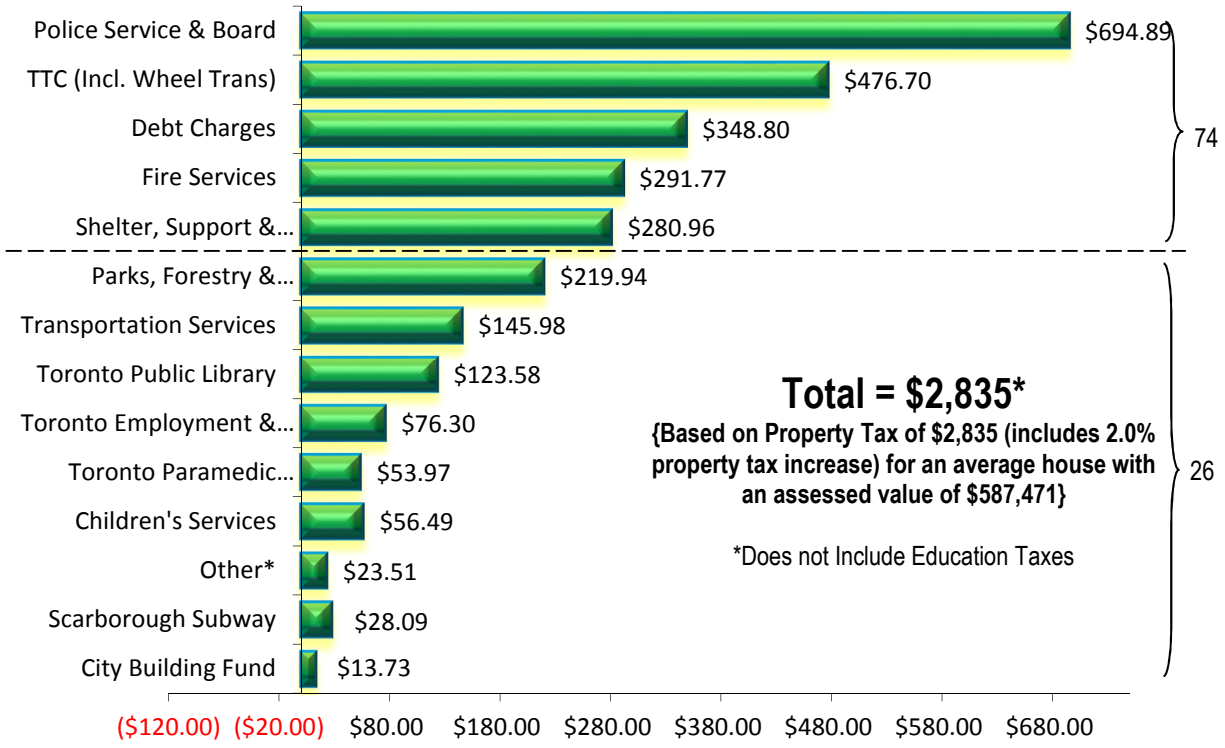
Approximately 74% or $2,107 will be spent on Toronto Police Service, Toronto Transit Commission (including Wheel-Trans), repayment of the principal and interest costs for debt borrowing (debt servicing for capital works), Toronto Fire Services and Shelter, Support and Housing Administration.

The remaining $728 or 26% of the property tax bill funds all other services delivered by the City of Toronto including Parks, Forestry and Recreation, Transportation Services, Toronto Public Library, Toronto Employment and Social Services, Toronto Paramedic Services, and Children's Services, just to name a few.

It should be noted that TTC and Emergency Services, including Toronto Police Service, Toronto Fire Services and Toronto Paramedic Services, account for $1,528 or more than half of the average taxes paid by households.

In addition, approximately $28 is being dedicated to covering the City of Toronto's debt servicing costs for its proportion of funding for the Scarborough Subway Extension project and $13.7 towards the City Building Fund for capital transit and housing projects.

Chart 7: Where the 2017 Property Taxes are Spent



New and Enhanced Service Investments

The 2017 Council Approved Tax Supported Operating Budget provides funding of $43.540 million gross which will require tax funding of $20.458 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 2017 Budget but also include necessary investments to support continuous improvement in City operations. Approval of these new and enhanced service investments will widen the budget gap for 2018 as these investments will require incremental funding of $9.054 million net in 2018 to reflect their full year cost.

New and Enhanced Investments included in 2017 Council Approved Tax Supported Operating Budget enable the City of Toronto to:

New and Enhanced Service Category ($000s)	Gross	Net
Investing in Arts & Culture	868	813
Investing in Poverty Reduction	8,930	8,431
Expanding Tree Canopy	4,736	2,235
Promoting Community Wellness	2,285	181
Improving Access to Child Care	3,458	3,458
Investing in Safe Transportation	3,113	1,528
Advancing Environment Sustainability	592	333
Investing in Transformation & Modernization	6,131	894
Strengthening City Building Support	6,207	118
Strengthening Financial Management, Oversight & Support	7,220	2,467
Total New and Enhanced Service Investments	**43,540**	**20,458**

It is noted that the investment of $8.930 million gross and $8.431 million net in Poverty Reduction is incremental to the poverty reduction initiatives already included in the 2017 base budget of $31 million net.

Staff Complement

The City's services and service levels funded by the 2017 Council Approved Tax Supported Operating Budget require a staff complement of 51,543.1 positions (48,167.0 operating and 3,376.1 capital). This represents an overall net decrease of 338.1 positions (a reduction of 517.5 base positions and 179.4 new positions for new and enhanced service investments), representing an equivalent 0.7% reduction when compared to the 2016 Council Approved Staff Complement. Table 3 below summarizes the overall complement changes as a result of this recommended budget:

Table 3: Summary of 2017 Complement Changes

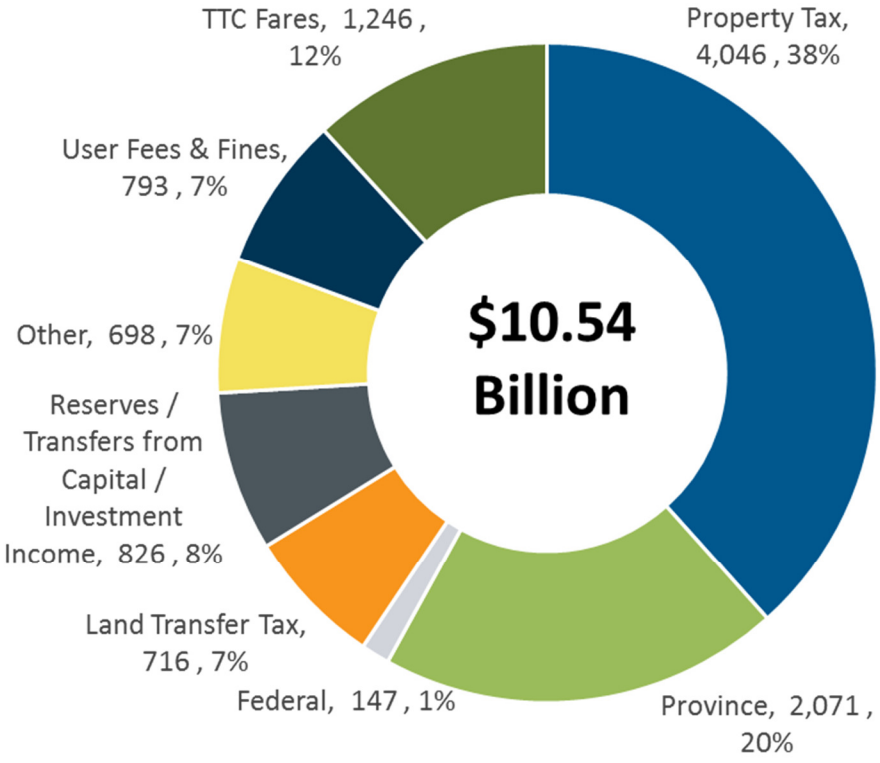
	2016 Approved Staff Complement	2017 Complement Changes									
		Prior Year Impact	Operating Impacts of Capital Proj.	Capital Project Delivery	Base Changes	Efficiencies	Service Changes	Total Base Change	New/Enh Service Priorities	Total 2017 CN Approved Budget	Change from 2016 Approved
Citizen Centred Services "A"	13,096.3	(61.3)	19.4	71.2	(284.4)	(87.2)	(21.1)	**(363.5)**	27.4	12,760.3	**(336.0)**
Citizen Centred Services "B"	6,364.8	(5.0)				(30.5)		**(35.5)**	62.0	6,391.3	**26.5**
Internal Services	3,069.0		17.0	(59.2)	(6.5)	(45.0)	(15.0)	**(108.7)**	18.0	2,978.2	**(90.7)**
City Manager	429.0	(1.0)			12.0	(3.0)	(11.0)	**(3.0)**	6.0	432.0	**3.0**
Other City Programs	924.3	(12.9)	2.0	16.2	7.3	(19.0)	(2.0)	**(8.3)**	45.5	961.5	**37.2**
Accountability Offices	54.8					0.5		**0.5**		55.2	**0.5**
TOTAL - CITY OPERATIONS	**23,938.0**	**(80.2)**	**38.4**	**28.2**	**(271.6)**	**(184.2)**	**(49.1)**	**(518.5)**	**158.9**	**23,578.5**	**(359.6)**
Agencies											
TTC (incl. Wheel-Trans)	14,540.0		(287.0)		323.0			**36.0**	5.0	14,581.0	**41.0**
Police Services & Board	7,888.0									7,888.0	
Toronto Public Library	1,741.0					(8.7)		**(8.7)**	2.0	1,734.3	**(6.7)**
Toronto Public Health	1,864.6		3.0	(6.5)	(9.7)	(23.9)	(2.0)	**(39.1)**	12.5	1,838.0	**(26.6)**
Other Agencies	1,512.6		(0.0)		14.8	(2.0)		**12.8**	1.0	1,526.4	**13.8**
TOTAL - AGENCIES	**27,546.2**		**(284.0)**	**(6.5)**	**328.2**	**(34.6)**	**(2.0)**	**1.0**	**20.5**	**27,567.7**	**21.5**
Corporate Accounts (Inc Parkign Tags)	397.0									397.0	
TOTAL LEVY OPERATING BUDGET	**51,881.2**	**(80.2)**	**(245.6)**	**21.7**	**56.6**	**(218.9)**	**(51.1)**	**(517.5)**	**179.4**	**51,543.1**	**(338.1)**

Where the Money Comes From

As shown in Chart 8 below, the 2017 Council Approved Tax Supported Operating Budget of $10.544 billion gross is funded from various revenue sources. 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. Funding is comprised of the following:

- Provincial ($2.071 billion) and Federal ($0.147 billion) transfers, which represent 21% of the total revenues, is $87 million higher than 2016 primarily due to increased provincial upload funds as well as the $66 million in Social Infrastructure Fund for housing.
- User fees, charges and fines total $2.039 billion or 19% and reflects a Toronto Transit Commission cash fare increase of 10-cents on all non-cash single fares.
- Municipal Land Transfer Tax Gross revenues amount to $0.716 billion or 7% of total revenues. It should be noted that, in the absence of the MLTT, the proportion of property tax revenues would have increased by an equal value to 45%.
- Other revenues including investment income and reserve draws amount to $1.524 billion or 15%; and
- Property tax revenue totals $4.046 billion and represents 38% of all City funding, based on a recommended 2% residential property tax rate increase.

Chart 8: Where the Money Comes From



User Fees and Other Changes

The City of Toronto Act (2006) enables the City of Toronto and its Local Boards to charge user fees to recover the cost of services. At its special meeting of September 26 and 27, 2011, Council approved a User Fee Policy, which provides the framework for managing the City of Toronto's user fee program. This policy applies to all City Programs and Local Boards.

With the exception of annual inflationary increases, TTC fares as well as certain market-based fees charged by Local Boards, City Council must authorize new fees and changes to existing user fees for services provided to the general public for all City Programs and Local Boards. Annual inflationary adjustments are automatic and effective January 1 each year. Authority is delegated to the Deputy City Manager & Chief Financial Officer to determine the annual inflation rate for user fees.

The inflationary adjustment applied to each user fee service is based on a blended rate or the specific inflation for each component cost represented in the basket of goods utilized to provide the service. This method reflects more accurately the overall inflation for the services provided, in some cases resulting in a rate increase greater than 2.0%. Fees are also adjusted to reflect market prices, where applicable, and/or to recover an incremental amount of the full cost of providing the related user fee services.

In total, price changes to existing user fees and new user fees will generate incremental gross revenues of $38.466 million for 2017. Of this amount to be generated:

- $5.523 million will be from rate changes based on inflationary adjustments;
- $5.800 million will be from adjustments to current market prices and/or to recover full costs of providing the related user fee services;
- $12.480 million will maintain cost recovery of services provided for the review of development applications; and
- $14.663 million will be raised from the introduction of new fees.

An explanation of all user fee changes are detailed in the Budget Briefing Note # 3 entitled "*Changes to Existing User Fees and New User Fees in the 2017 Preliminary Operating Budget*" that was provided to Budget Committee for consideration at its meeting of January 5, 2017.

http://www1.toronto.ca/City%20Of%20Toronto/Strategic%20Communications/City%20Budget/2017/Briefing%20Notes/BN03%20OP%20Corporate%202017%20User%20Fees.pdf

Table 4 below summarizes, by City Program and Agency, the incremental revenues from changes to existing user fees including the full cost recovery review of the development application and new user fees, approved by City Council.

Table 4: 2017 Council Approved User Fee Change and New User Fees Incremental Revenue Impact Summary

Division / Agency	Development Application Fee Revenue 2017 Incremental Revenue $	Inflationary Adjustments Base Fees 2017 Incremental Revenue $	Other Adjustments Base Fees 2017 Incremental Revenue $	New Fees 2017 Incremental Revenue $	Total 2017 Incremental Revenue Total $
AOCC - Swansea Town Hall Community Centre			23,000		23,000
City Clerk's Office		1,907	1,297		3,204
City Planning	544,477	572,176			1,116,653
Courts Services				10,590	10,590
Economic Development & Culture	398,176		26,000		424,176
Engineering & Construction Services	3,640,248	46,088			3,686,336
Facilities, Real Estate & Energy		26,700			26,700
Fire Services	419,839	11,700		1,014,760	1,446,299
Information & Technology		2,624			2,624
Legal Services	1,877,309	89,680			1,966,989
Municipal Licensing & Standards		147,000	213,000	1,333,000	1,693,000
Parks, Forestry & Recreation	316,107	1,973,300	359,200	473,300	3,121,907
Office of the Treasurer		196,105	(700,000)		(503,895)
Toronto Building	1,174,404	1,416,076			2,590,480
Toronto Paramedic Services		5,947	(285,658)	-	(279,711)
Toronto Public Health		20,116	54,000		74,116
Toronto Zoo			576,500		576,500
Transportation Services	294,179	979,597	322,300	5,719,664	7,315,740
Non-Program Revenue - Administrative Penalty System (Other / New)	3,815,421	34,097	5,210,000	6,112,000	15,171,517
TOTAL	**12,480,161**	**5,523,112**	**5,799,639**	**14,663,314**	**38,466,226**

Municipal Land Transfer Tax

Revenues from the Municipal Land Transfer Tax have increased by $184 million to $716 million in 2017, comprised of the following:

- A volume increase of $116 million based on the latest 2016 year-end projections which far exceed the 2016 Budget.

- Rate harmonization with the current Ontario Land Transfer Tax thereby increasing MLTT revenue by $77 million based on the following rates:

<table>
<tr><th rowspan="2">Value of Consideration</th><th colspan="2">Residential (SFR)*</th><th colspan="2">All other properties (non-SFR)</th></tr>
<tr><th>Current</th><th>Proposed</th><th>Current</th><th>Proposed</th></tr>
<tr><td>$0-$55,000.00</td><td>0.50%</td><td>0.50%</td><td>0.50%</td><td>0.50%</td></tr>
<tr><td>$55,000.01 - $250,000.00</td><td>1.00%</td><td>1.00%</td><td>1.00%</td><td>1.00%</td></tr>
<tr><td>$250,000.01 - $400,000.00</td><td>1.00%</td><td>1.50%</td><td>1.00%</td><td>1.50%</td></tr>
<tr><td>>$400,000.00</td><td rowspan="3">2.00%</td><td>2.00%</td><td rowspan="2">1.50%</td><td rowspan="3">2.00%</td></tr>
<tr><td>>$2 million</td><td rowspan="2">2.50%</td></tr>
<tr><td>>$40 million</td><td>1.00%</td></tr>
</table>

* Residential = properties with not more than 2 single-family residences (SFR).
All other properties = non-SFR

- An increase in the maximum MLTT rebate for first-time homebuyers from $3,725 to $4,475 so as to provide a rebate for transactions with values of consideration up to $400,000 for eligible first time homebuyers, with an estimated cost of $9 million.

2017 Property Tax Changes Impact on Average Household (Municipal Taxes)

The 2017 Council Approved Tax Supported Operating Budget keeps the costs of City services affordable with an inflation-level residential property tax rate increase of 2% and an overall total tax rate increase of 1.39% for budgetary purposes. This represents an increase of $55 for an average household with a home value assessed at $587,471 for 2017. However, it is important to note that the 2% residential property tax rate increase does not include the City Council approved 0.5% property tax levy or $14 increase to be a dedicated contribution to the City Building Fund commencing in 2017 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.

When combining the impact of the City Council approved change to City's policy to shift 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 3.29% or $90 for an average value of home assessed at $587,471 for 2017, as shown in Chart 9 below.

Chart 9: 2017 Property Tax Increase Including City Building Fund and Current Value Assessment (CVA) Policy Shift.

	$	%	
2016 Tax	**2,745**		**2016 Average CVA $548,943**
Reassessment Impact	(3)	-0.12%	
Policy / Regulation Impact	25	0.91%	
	2,766	**0.79%**	
Budget Increase	55	2.0%	
City Building Fund	14	0.5%	
	69	**2.50%**	
Total Impact	**90**	**3.29%**	
2017 Tax	**2,835**		**2017 Average CVA $587,471**

2018 and 2019 Operating Plan

The City of Toronto will continue to face budgetary pressures. It is projected that the expenditure budget pressure is estimated to be at least $535.8 million gross in 2018 and $246.6 million gross in 2019, as shown in Table 5. The pressure is primarily driven by the following key drivers:

- The one-time bridging solutions used to balance the 2017 Council Approved Tax Supported Operating Budget including use of the TTC Stabilization Reserve funding of $12.9 million and expense deferrals for Toronto Community Housing Corporation (TCHC) of $72 million which must be addressed in 2018. The City of Toronto will need to replace $91.0 million in unsustainable bridging strategies with permanent funding for 2018.

- Toronto Transit Commission (TTC)'s operating costs continue to grow including the full implementation costs of Presto, the full year impact of operating the extension for Toronto-York Spadina Subway Extension (TYSSE), as well as the planned Station Transformation and transit fare equity implementation projected for 2018. Together, these pressures are estimated to be approximately $180.2 million.

- Increased debt servicing costs and Capital from Current funding of $127.4 million to finance additional capital works approved in the 2017 - 2026 Council Approved Capital Budget and Plan. This does not take into any further account progress to be made on the City's unfunded capital needs.

- Escalating service costs due to inflationary labour, contractual, and other expenditures to provide prior year services and service levels as well as the incremental costs to reflect the full year implementation for 2017 new and enhanced service investments.

On a net expenditure basis, these pressures will be reduced to $373.3 million net for 2018 and $82.5 million net for 2019, due in large part to an assumed property tax rate increase maintained at the rate of inflation and continued moderate assessment growth. No additional Municipal Land Transfer Tax (MLTT) is assumed given the sizeable increase in 2017. Residual revenues generated from Council approved harmonization of the Land Transfer Tax rates and a new hotel tax will provide an additional $22 million in 2018. In addition, 2018 will be the final year the City of Toronto benefits from the provincial upload associated with Ontario Works.

Table 5: 2018 and 2019 Incremental Operating Budget Plan

Reversal of 2017 Bridging Strategies (In $ Millions)	**2018**	**2019**
Reversal of 2017 Bridging Strategies: TCHC	72.0	
Reversal of 2017 Bridging Strategies: Other (Inc TTC Reserve)	19.0	0.7
Reversal of 2017 Bridging Strategies Total	**91.0**	**0.7**
Expenditure Pressures		
TTC	180.2	74.3
Capital & Corporate Costs	127.4	84.8
Comp & Benefits (Excl TTC & Police)	64.9	64.4
Tax Deficiencies	27.2	(9.5)
Operating Impact of Capital Projects	11.2	4.5
Non-labour Inflationary Impact	9.0	8.4
Employee Liability	5.0	5.0
Insurance	6.0	
Other Base Pressures	13.9	21.5
Expenditure Pressures Total	**444.8**	**253.5**
Revenue Changes		
User Fee Change	(5.9)	(5.4)
OW Benefit Upload	(22.0)	
Interest / Dividend Income	3.6	(15.8)
TTC Base User Fee Change	(8.9)	(22.0)
TTC Fare Change		(20.0)
Hotel and Lodging Tax	(15.0)	0.0
Municipal Land Transfer Tax	(7.0)	
Assessment Growth	(50.0)	(50.0)
2% Tax Increase	(57.3)	(58.5)
Revenue Changes Total	**(162.5)**	**(171.6)**
Pressure	**373.3**	**82.5**

With most revenue sources having been utilized, expense management will be a major focus. As such, City Council requested that the City Manager report on a 3-year plan that restrains spending and reforms programs for City Divisions and Agencies that would include a 10% reduction of management positions through attrition similar to 2017, beginning in 2018. The intent is that this plan will build on the Mayor's 4 point plan to save money and improve service to residents through innovation, modern technology and improved efficiency and will be based on the City's Long Term Financial Plan's financial targets required to achieve fiscal sustainability. The City Manager will report back to the Executive Committee in the spring of 2017.

Furthermore, new and enhanced funding was added to the Auditor General's Office, over three years commencing in 2017 to conduct value for money audits subject to approved work plans. Funding was also added to:

- Internal Audit within the City Manager's Office to provide additional internal audit capacity to improve operation controls, and risk management practices in the City.
- Financial Planning Division to undertake the City's long-term financial planning, analytics, and performance reporting initiatives.

The absence of integrated financial planning - across budgets, program areas and annual cycles - is a longstanding challenge for City governance and Council decision making. It has contributed to the emergence of significant gaps between City Council's current fiscal framework and long-term aspirations.

The City of Toronto's Long-Term Financial Plan is currently under development and will provide scenarios for a sustainable financial framework for the City of Toronto. Key pieces of outstanding work are underway to finalize the Long-Term Financial Plan:

- Strategies and processes to strengthen strategic decision-making that will support:

    - City Council setting priorities and outcomes in order to deliver its strategic agenda;
    - Integrated financial and budget processes in a multi-year perspective;
    - Detailed financial analysis and modelling in order to improve outcome measurement;
    - Integrated service planning through City Programs and Agencies with the City's financial planning and budgeting to achieve the strategic allocation of resources to meet intended outcomes; and
    - Increased financial management and oversight of City Programs and Agencies.

- A multi-year expense and revenue forecast together with expenditure management plans that will include short-term and long-term strategies to deliver a business transformation program that:

    - Modernizes processes,
    - Improves productivities,
    - Embeds efficiencies to achieve excellence in service delivery, and

- Maximizes the use of City assets in support of service delivery in order to provide the best value for the public.

Expenditure management alone will not solve the City's financial challenges. Revenue measures are required to increase stable revenue sources through policy change (e.g. raise existing revenue sources or implement new revenue options).

The 2017 Budget process is a crucial first step in addressing major expense pressures faced by the City of Toronto. Any residual or incremental pressures that are not addressed through the budget decisions will be considered through the Long-Term Financial Plan.

A final Long-Term Financial Plan will be presented to Committee and City Council in the second quarter 2017 well in advance of the 2018 Budget Process. It will present options and create a roadmap to achieve long-term financial sustainability through multi-year expenditure and revenue strategies. The primary fiscal challenges that must be addressed in the report include long term expense management, particularly with regard to City agencies and long term revenue management.

Changes will be required to the City of Toronto's annual budget process to achieve integrated, multi-year business and financial planning and strengthen the City of Toronto's strategic decision-making and financial governance and oversight.

CITY OF TORONTO
2017 CITY COUNCIL APPROVED OPERATING BUDGET
GROSS EXPENDITURE

($000's)	2016 Council Approved Operating Budget		2017 Base Budget	Change from 2016 Council Approved Budget		2017 New / Enh. Budget	2017 Council Approved Operating Budget	Change from 2016 Council Approved Budget	
	Budget	Actual		$ Incr / (Dcr)	%			$ Incr / (Dcr)	%
Citizen Centred Services "A"									
Affordable Housing Office	3,020	2,745	3,474	454	15.0%		3,474	454	15.0%
Children's Services	473,539	455,558	480,216	6,677	1.4%	3,458	483,674	10,135	2.1%
Court Services	50,002	46,611	51,104	1,103	2.2%	855	51,959	1,958	3.9%
Economic Development & Culture	78,163	77,850	79,419	1,257	1.6%	1,635	81,054	2,892	3.7%
Toronto Paramedic Services	204,913	204,456	210,484	5,571	2.7%		210,484	5,571	2.7%
Long-Term Care Homes & Services	254,570	236,435	255,639	1,069	0.4%	1,342	256,981	2,411	0.9%
Parks, Forestry & Recreation	451,957	433,260	452,327	369	0.1%	5,002	457,328	5,371	1.2%
Shelter, Support & Housing Administration	697,737	644,206	823,484	125,747	18.0%	6,100	829,583	131,847	18.9%
Social Development, Finance & Administration	54,159	43,101	49,212	(4,947)	(9.1%)	396	49,608	(4,551)	(8.4%)
Toronto Employment & Social Services	1,100,880	1,052,404	1,083,234	(17,646)	(1.6%)		1,083,234	(17,646)	(1.6%)
Sub-Total Citizen Centred Services "A"	3,368,939	3,196,626	3,488,592	119,654	3.6%	18,787	3,507,379	138,441	4.1%
Citizen Centred Services "B"									
City Planning	45,752	45,861	46,808	1,055	2.3%	1,267	48,075	2,323	5.1%
Fire Services	433,981	443,647	439,160	5,179	1.2%	665	439,826	5,844	1.3%
Municipal Licensing & Standards	50,735	47,658	51,865	1,130	2.2%	1,257	53,122	2,387	4.7%
Policy, Planning, Finance & Administration	22,208	20,324	23,071	864	3.9%	229	23,301	1,093	4.9%
Engineering & Construction Services	71,416	64,411	72,634	1,219	1.7%	612	73,247	1,831	2.6%
Toronto Building	53,825	50,689	54,852	1,027	1.9%	1,185	56,037	2,211	4.1%
Transportation Services	388,902	353,195	396,181	7,279	1.9%	3,258	399,439	10,537	2.7%
Sub-Total Citizen Centred Services "B"	1,066,819	1,025,784	1,084,572	17,753	1.7%	8,474	1,093,046	26,227	2.5%
Internal Services									
Office of the Chief Financial Officer	16,731	15,445	16,673	(58)	(0.3%)	318	16,991	260	1.6%
Office of the Treasurer	76,796	69,725	71,171	(5,626)	(7.3%)	1,931	73,102	(3,694)	(4.8%)
Facilities, Real Estate, Environment & Energy	194,264	187,333	194,646	382	0.2%	333	194,979	715	0.4%
Fleet Services	52,088	54,116	53,907	1,819	3.5%		53,907	1,819	3.5%
311 Toronto	18,975	16,788	17,624	(1,351)	(7.1%)		17,624	(1,351)	(7.1%)
Information & Technology	125,833	110,054	127,805	1,972	1.6%	10	127,815	1,982	1.6%
Sub-Total Internal Services	484,689	453,460	481,826	(2,862)	(0.6%)	2,593	484,419	(269)	(0.1%)
City Manager									
City Manager's Office	55,309	58,063	54,131	(1,177)	(2.1%)	1,399	55,531	222	0.4%
Sub-Total City Manager	55,309	58,063	54,131	(1,177)	(2.1%)	1,399	55,531	222	0.4%
Other City Programs									
City Clerk's Office	50,279	51,567	50,438	159	0.3%	150	50,588	309	0.6%
Legal Services	50,921	51,586	52,847	1,926	3.8%	4,936	57,783	6,862	13.5%
Mayor's Office	2,311	2,197	2,251	(60)	(2.6%)		2,251	(60)	(2.6%)
City Council	20,938	20,116	20,627	(311)	(1.5%)		20,627	(311)	(1.5%)
Sub-Total Other City Programs	124,449	125,467	126,163	1,713	1.4%	5,086	131,248	6,799	5.5%
Accountability Offices									
Auditor General's Office	5,033	5,049	4,902	(131)	(2.6%)	1,000	5,902	869	17.3%
Integrity Commissioner's Office	485	472	507	22	4.5%		507	22	4.5%
Office of the Lobbyist Registrar	1,156	1,024	1,154	(2)	(0.2%)		1,154	(2)	(0.2%)
Office of the Ombudsman	1,834	1,770	1,810	(24)	(1.3%)		1,810	(24)	(1.3%)
Sub-Total Council Appointed Programs	8,508	8,314	8,373	(135)	(1.6%)	1,000	9,373	865	10.2%
TOTAL - CITY OPERATIONS	5,108,713	4,867,713	5,243,658	134,945	2.6%	37,339	5,280,997	172,284	3.4%
Agencies									
Toronto Public Health	244,079	235,676	242,017	(2,061)	(0.8%)	3,054	245,071	993	0.4%
Toronto Public Library	194,767	197,249	198,371	3,603	1.9%	676	199,047	4,280	2.2%
Association of Community Centres	7,970	8,033	8,105	135	1.7%		8,105	135	1.7%
Exhibition Place	36,575	35,152	37,282	707	1.9%		37,282	707	1.9%
Heritage Toronto	766	731	795	29	3.8%		795	29	3.8%
Theatres	23,123	24,077	28,425	5,302	22.9%	633	29,058	5,935	25.7%
Toronto Zoo	51,065	51,864	52,086	1,021	2.0%		52,086	1,021	2.0%
Arena Boards of Management	8,642	8,681	9,013	371	4.3%		9,013	371	4.3%
Yonge-Dundas Square	2,332	2,912	2,352	20	0.9%		2,352	20	0.9%
Toronto & Region Conservation Authority	43,044	44,404	43,532	488	1.1%		43,532	488	1.1%
Toronto Transit Commission - Conventional	1,736,756	1,682,182	1,802,885	66,128	3.8%	1,398	1,804,282	67,526	3.9%
Toronto Transit Commission - Wheel Trans	123,666	125,567	151,169	27,503	22.2%		151,169	27,503	22.2%
Toronto Police Service	1,132,208	1,123,841	1,127,817	(4,391)	(0.4%)		1,127,817	(4,391)	(0.4%)
Toronto Police Services Board	3,052	2,543	2,809	(243)	(8.0%)		2,809	(243)	(8.0%)
TOTAL - AGENCIES	3,608,046	3,542,912	3,706,659	98,613	2.7%	5,761	3,712,420	104,374	2.9%

CITY OF TORONTO
2017 CITY COUNCIL APPROVED OPERATING BUDGET
GROSS EXPENDITURE

($000's)	2016 Council Approved Operating Budget		2017 Base Budget	Change from 2016 Council Approved Budget		2017 New / Enh. Budget	2017 Council Approved Operating Budget	Change from 2016 Council Approved Budget	
	Budget	Actual		$ Incr / (Dcr)	%			$ Incr / (Dcr)	%
Corporate Accounts									
Capital & Corporate Financing									
Capital from Current	212,607	212,607	293,902	81,295	38.2%		293,902	81,295	38.2%
Technology Sustainment	17,912	17,912	17,912				17,912		
Debt Charges	486,679	482,105	529,529	42,850	8.8%		529,529	42,850	8.8%
Capital & Corporate Financing	717,198	712,623	841,343	124,145	17.3%		841,343	124,145	17.3%
Non Program Expenditures									
Tax Deficiencies/Write offs	61,420	83,050	105,395	43,975	71.6%		105,395	43,975	71.6%
Assessment Function (MPAC)	40,670	40,699	42,270	1,600	3.9%		42,270	1,600	3.9%
Temporary Borrowing					n/a				n/a
Funding of Employee Related Liabilities	65,875	65,825	70,829	4,953	7.5%		70,829	4,953	7.5%
Tax Rebates for Registered Charities	7,157	7,265	5,918	(1,239)	(17.3%)		5,918	(1,239)	(17.3%)
Programs Funded from Reserve Funds	130,435	132,417	140,881	10,447	8.0%		140,881	10,447	8.0%
Other Corporate Expenditures	53,632	46,699	50,763	(2,869)	(5.3%)		50,763	(2,869)	(5.3%)
Insurance Premiums & Claims	300	300	4,300	4,000	1333.3%		4,300	4,000	1333.3%
Parking Tag Enforcement & Operations Exp	65,580	62,726	69,183	3,604	5.5%	440	69,623	4,044	6.2%
Vacancy Rebate Program	23,000	22,475	17,500	(5,500)	(23.9%)		17,500	(5,500)	(23.9%)
Heritage Property Taxes Rebate	2,000	1,283	1,750	(250)	(12.5%)		1,750	(250)	(12.5%)
Street & Expressway Lighting Services					n/a				n/a
Pandemic Influenza Stockpiling		926	500	500	n/a		500	500	n/a
Solid Waste Management Services Rebate	153,802	152,192	144,302	(9,500)	(6.2%)		144,302	(9,500)	(6.2%)
Non-Program Expenditures	603,870	615,856	653,591	49,720	8.2%	440	654,031	50,160	8.3%
Non Program Revenues									
Tax Stabilization Reserve (Prior Year Surplus)					n/a				n/a
Payments in Lieu of Taxes					n/a				n/a
Supplementary Taxes					n/a				n/a
Tax Penalty Revenue					n/a				n/a
Municipal Land Transfer Tax	46,428	49,302	47,810	1,381	3.0%		47,810	1,381	3.0%
Third Party Sign Tax	1,116	1,034	1,116				1,116		
Interest/Investment Earnings	1,132	1,170	1,151	19	1.6%		1,151	19	1.6%
Other Corporate Revenues	2,092	4,764	4,762	2,670	127.7%		4,762	2,670	127.7%
Dividend Income					n/a				n/a
Provincial Gas Tax					n/a				n/a
Parking Authority Revenues	9,380			(9,380)	(100.0%)			(9,380)	(100.0%)
Administrative Support Recoveries - Water					n/a				n/a
Administrative Support Recoveries - Health & EMS					n/a				n/a
Parking Tag Enforcement & Operations Rev					n/a				n/a
Other Tax Revenues		470			n/a				n/a
Woodbine Slots Revenues					n/a				n/a
Gaming & Registry Revenues	709	712	709				709		
Court Services Fine Revenue					n/a				n/a
Non-Program Revenues	60,857	57,452	55,548	(5,310)	(8.7%)		55,548	(5,310)	(8.7%)
TOTAL - CORPORATE ACCOUNTS	1,381,925	1,385,932	1,550,481	168,556	12.2%	440	1,550,921	168,996	12.2%
					n/a				
TAX SUPPORTED PROGRAMS	10,098,684	9,796,556	10,500,798	402,114	4.0%	43,540	10,544,338	445,654	4.4%
Special Levy for Scarborough Subway	40,699	40,699	40,699				40,699		
City Building Fund							14,046		
TAX SUPPORTED PROGRAMS INCLUDING SCARBOROUGH SUBWAY EXTENSION LEVY	10,139,383	9,837,255	10,541,496	402,114	4.0%	43,540	10,599,082	459,700	4.5%
NON LEVY OPERATION									
Solid Waste Management Services	388,938	376,917	398,006	9,068	2.3%	117	398,124	9,185	2.4%
Toronto Parking Authority	84,743	87,129	92,637	7,894	9.3%		92,637	7,894	9.3%
Toronto Water	1,158,713	1,126,182	1,231,928	73,216	6.3%		1,231,928	73,216	6.3%
RATE SUPORTED PROGRAMS	1,632,394	1,590,228	1,722,572	90,178	5.5%	117	1,722,689	90,295	5.5%
GRAND TOTAL	11,771,777	11,427,483	12,264,069	492,292	4.2%	43,657	12,321,772	549,995	4.7%

TORONTO

CITY OF TORONTO
2017 CITY COUNCIL APPROVED OPERATING BUDGET
REVENUE

(In $000's)	2016 Council Approved Operating Budget		2017 Base Budget	Change from 2016 Council Approved Budget		2017 New / Enh. Budget	2017 Council Approved Operating Budget	Change from 2016 Council Approved Budget	
	Budget	Actual		$ Incr / (Dcr)	%			$ Incr / (Dcr)	%
Citizen Centred Services "A"									
Affordable Housing Office	1,819	1,544	2,304	485	26.7%		2,304	485	26.7%
Children's Services	395,417	381,207	400,693	5,277	1.3%		400,693	5,277	1.3%
Court Services	41,457	41,817	41,858	401	1.0%	866	42,724	1,267	3.1%
Economic Development & Culture	19,221	18,730	18,099	(1,122)	(5.8%)	1,455	19,554	333	1.7%
Toronto Paramedic Services	125,991	127,130	132,295	6,303	5.0%		132,295	6,303	5.0%
Long-Term Care Homes & Services	206,077	190,604	208,316	2,239	1.1%	1,342	209,658	3,581	1.7%
Parks, Forestry & Recreation	135,872	119,339	135,665	(207)	(0.2%)	3,009	138,674	2,802	2.1%
Shelter, Support & Housing Administration	349,322	296,095	422,422	73,100	20.9%	100	422,521	73,199	21.0%
Social Development, Finance & Administration	22,136	11,140	17,018	(5,119)	(23.1%)	396	17,413	(4,723)	(21.3%)
Toronto Employment & Social Services	963,137	918,489	972,683	9,546	1.0%		972,683	9,546	1.0%
Sub-Total Citizen Centred Services "A"	2,260,449	2,106,095	2,351,352	90,903	4.0%	7,167	2,358,519	98,070	4.3%
Citizen Centred Services "B"									
City Planning	30,058	36,909	31,516	1,457	4.8%	1,267	32,783	2,725	9.1%
Fire Services	15,329	17,454	16,087	758	4.9%	1,015	17,101	1,773	11.6%
Municipal Licensing & Standards	30,842	31,080	31,339	497	1.6%	2,407	33,746	2,905	9.4%
Policy, Planning, Finance & Administration	12,448	11,402	13,963	1,515	12.2%	229	14,192	1,744	14.0%
Engineering & Construction Services	63,799	60,065	68,697	4,898	7.7%	494	69,191	5,392	8.5%
Toronto Building	64,580	76,791	65,607	1,027	1.6%	1,185	66,791	2,211	3.4%
Transportation Services	181,260	143,472	181,036	(223)	(0.1%)	6,905	187,941	6,682	3.7%
Sub-Total Citizen Centred Services "B"	398,315	377,174	408,244	9,929	2.5%	13,502	421,747	23,431	5.9%
Internal Services									
Office of the Chief Financial Officer	6,904	6,185	7,102	198	2.9%	178	7,280	376	5.4%
Office of the Treasurer	47,813	43,434	43,312	(4,502)	(9.4%)	1,103	44,414	(3,399)	(7.1%)
Facilities, Real Estate, Environment & Energy	124,939	122,262	127,090	2,151	1.7%		127,090	2,151	1.7%
Fleet Services	52,088	54,170	54,079	1,991	3.8%		54,079	1,991	3.8%
311 Toronto	9,080	7,584	7,986	(1,094)	(12.0%)		7,986	(1,094)	(12.0%)
Information & Technology	51,584	36,268	53,126	1,542	3.0%		53,126	1,542	3.0%
Sub-Total Internal Services	292,408	269,903	292,694	286	0.1%	1,281	293,975	1,567	0.5%
City Manager									
City Manager's Office	7,754	10,885	7,685	(69)	(0.9%)	899	8,584	830	10.7%
Sub-Total City Manager	7,754	10,885	7,685	(69)	(0.9%)	899	8,584	830	10.7%
Other City Programs									
City Clerk's Office	17,813	19,414	18,000	187	1.0%	150	18,150	337	1.9%
Legal Services	30,587	32,580	33,549	2,962	9.7%	4,936	38,485	7,898	25.8%
Mayor's Office					n/a				n/a
City Council	40	123	272	232	580.0%		272	232	580.0%
Sub-Total Other City Programs	48,440	52,117	51,821	3,381	7.0%	5,086	56,907	8,467	17.5%
Accountability Offices									
Auditor General's Office		37			n/a				n/a
Integrity Commissioner's Office					n/a				n/a
Office of the Lobbyist Registrar					n/a				n/a
Office of the Ombudsman					n/a				n/a
Sub-Total Council Appointed Programs		37			n/a				n/a
TOTAL - CITY OPERATIONS	3,007,366	2,816,211	3,111,796	104,430	3.5%	27,935	3,139,731	132,365	4.4%
Agencies									
Toronto Public Health	185,156	178,989	183,544	(1,612)	(0.9%)	730	184,274	(881)	(0.5%)
Toronto Public Library	17,593	20,321	19,608	2,016	11.5%	387	19,995	2,403	13.7%
Association of Community Centres	273	311	296	23	8.4%		296	23	8.4%
Exhibition Place	36,732	37,015	37,445	713	1.9%		37,445	713	1.9%
Heritage Toronto	460	422	497	37	8.1%		497	37	8.1%
Theatres	17,627	18,191	23,172	5,546	31.5%		23,172	5,546	31.5%
Toronto Zoo	39,180	40,350	40,512	1,332	3.4%		40,512	1,332	3.4%
Arena Boards of Management	8,652	8,560	9,033	381	4.4%		9,033	381	4.4%
Yonge-Dundas Square	1,945	2,529	1,975	30	1.5%		1,975	30	1.5%
Toronto & Region Conservation Authority	39,570	40,930	39,971	401	1.0%		39,971	401	1.0%
Toronto Transit Commission - Conventional	1,243,130	1,196,277	1,257,436	14,307	1.2%		1,257,436	14,307	1.2%
Toronto Transit Commission - Wheel Trans	6,954	7,119	8,492	1,538	22.1%		8,492	1,538	22.1%
Toronto Police Service	127,464	128,643	123,352	(4,112)	(3.2%)		123,352	(4,112)	(3.2%)
Toronto Police Services Board	750	351	500	(250)	(33.3%)		500	(250)	(33.3%)
TOTAL - AGENCIES	1,725,484	1,680,009	1,745,834	20,350	1.2%	1,117	1,746,951	21,467	1.2%

TORONTO

CITY OF TORONTO
2017 CITY COUNCIL APPROVED OPERATING BUDGET
REVENUE

(In $000's)	2016 Council Approved Operating Budget		2017 Base Budget	Change from 2016 Council Approved Budget		2017 New / Enh. Budget	2017 Council Approved Operating Budget	Change from 2016 Council Approved Budget	
	Budget	Actual		$ Incr / (Dcr)	%			$ Incr / (Dcr)	%
Corporate Accounts									
Capital & Corporate Financing									
Capital from Current					n/a				n/a
Technology Sustainment					n/a				n/a
Debt Charges	23,306	28,037	24,180	874	3.7%		24,180	874	3.7%
Capital & Corporate Financing	23,306	28,037	24,180	874	3.7%		24,180	874	3.7%
Non Program Expenditures									
Tax Deficiencies/Write offs	32,204	32,204	28,895	(3,309)	(10.3%)		28,895	(3,309)	(10.3%)
Assessment Function (MPAC)					n/a				n/a
Temporary Borrowing					n/a				n/a
Funding of Employee Related Liabilities					n/a				n/a
Tax Rebates for Registered Charities	7,157	7,265	5,918	(1,239)	(17.3%)		5,918	(1,239)	(17.3%)
Programs Funded from Reserve Funds	130,435	132,405	140,881	10,447	8.0%		140,881	10,447	8.0%
Other Corporate Expenditures	9,346	5,240	6,264	(3,082)	(33.0%)		6,264	(3,082)	(33.0%)
Insurance Premiums & Claims					n/a				n/a
Parking Tag Enforcement & Operations Exp					n/a				n/a
Vacancy Rebate Program					n/a				n/a
Heritage Property Taxes Rebate					n/a				n/a
Street & Expressway Lighting Services					n/a				n/a
Pandemic Influenza Stockpiling					n/a				n/a
Solid Waste Management Services Rebate					n/a				n/a
Non-Program Expenditures	179,142	177,114	181,959	2,817	1.6%		181,959	2,817	1.6%
Non Program Revenues									
Tax Stabilization Reserve (Prior Year Surplus)					n/a				n/a
Payments in Lieu of Taxes	102,830	110,692	100,523	(2,307)	(2.2%)		100,523	(2,307)	(2.2%)
Supplementary Taxes	40,700	52,043	35,000	(5,700)	(14.0%)		35,000	(5,700)	(14.0%)
Tax Penalty Revenue	29,000	31,313	29,000				29,000		
Municipal Land Transfer Tax	532,028	649,092	715,810	183,781	34.5%		715,810	183,781	34.5%
Third Party Sign Tax	11,952	12,236	12,152	200	1.7%		12,152	200	1.7%
Interest/Investment Earnings	117,995	116,494	101,557	(16,438)	(13.9%)		101,557	(16,438)	(13.9%)
Other Corporate Revenues	11,221	24,205	13,921	2,700	24.1%		13,921	2,700	24.1%
Dividend Income	67,500	63,350	75,000	7,500	11.1%		75,000	7,500	11.1%
Provincial Gas Tax	91,600	91,600	91,600				91,600		
Parking Authority Revenues	56,327	47,407	49,034	(7,292)	(12.9%)		49,034	(7,292)	(12.9%)
Administrative Support Recoveries - Water	18,973	18,973	18,973				18,973		
Administrative Support Recoveries - Health & EMS	16,327	16,327	16,327				16,327		
Parking Tag Enforcement & Operations Rev	102,414	108,862	106,455	4,042	3.9%	6,112	112,567	10,154	9.9%
Other Tax Revenues	13,499	13,868	13,095	(405)	(3.0%)		13,095	(405)	(3.0%)
Woodbine Slots Revenues	15,500	16,009	16,000	500	3.2%		16,000	500	3.2%
Gaming & Registry Revenues	4,297	4,402	4,530	234	5.4%		4,530	234	5.4%
Court Services Fine Revenue					n/a				n/a
Non-Program Revenues	1,232,163	1,376,870	1,398,978	166,815	13.5%	6,112	1,405,089	172,927	14.0%
TOTAL - CORPORATE ACCOUNTS	1,434,611	1,582,021	1,605,117	170,505	11.9%	6,112	1,611,228	176,617	12.3%
					n/a				
TOTAL LEVY OPERATING BUDGET BEFORE ASSESSMENT GROWTH AND TAX INCREASE	6,167,461	6,078,241	6,462,747	295,285	4.8%	35,165	6,497,911	330,450	5.4%
Special Levy for Scarborough Subway									
City Building Fund									
TOTAL LEVY INCLUDING SCARBOROUGH SUBWAY EXTENSION LEVY	6,167,461	6,078,241	6,462,747	295,285	4.8%	35,165	6,497,911	330,450	5.4%
NON LEVY OPERATION									
Solid Waste Management Services	388,938	385,435	398,124	9,185	2.4%		398,124	9,185	2.4%
Toronto Parking Authority	136,988	145,754	156,051	19,063	13.9%		156,051	19,063	13.9%
Toronto Water	1,158,713	1,216,906	1,231,928	73,215	6.3%		1,231,928	73,215	6.3%
TOTAL NON LEVY OPERATING BUDGET	1,684,640	1,748,096	1,786,103	101,463	6.0%		1,786,103	101,463	6.0%

TORONTO

CITY OF TORONTO
2017 CITY COUNCIL APPROVED OPERATING BUDGET
NET EXPENDITURE

(In $000's)	2016 Council Approved Operating Budget		2017 Base Budget	Change from 2016 Council Approved Budget		2017 New / Enh. Budget	2017 Council Approved Operating Budget	Change from 2016 Council Approved Budget	
	Budget	Actual		$ Incr / (Dcr)	%			$ Incr / (Dcr)	%
Citizen Centred Services "A"									
Affordable Housing Office	1,201	1,201	1,170	(31)	(2.6%)		1,170	(31)	(2.6%)
Children's Services	78,122	74,351	79,523	1,400	1.8%	3,458	82,981	4,859	6.2%
Court Services	8,545	4,794	9,246	701	8.2%	(11)	9,235	691	8.1%
Economic Development & Culture	58,941	59,120	61,321	2,379	4.0%	180	61,501	2,559	4.3%
Toronto Paramedic Services	78,922	77,327	78,189	(732)	(0.9%)		78,189	(732)	(0.9%)
Long-Term Care Homes & Services	48,493	45,831	47,323	(1,170)	(2.4%)		47,323	(1,170)	(2.4%)
Parks, Forestry & Recreation	316,085	313,921	316,662	577	0.2%	1,993	318,654	2,569	0.8%
Shelter, Support & Housing Administration	348,415	348,111	401,062	52,647	15.1%	6,000	407,062	58,647	16.8%
Social Development, Finance & Administration	32,023	31,961	32,194	172	0.5%		32,194	172	0.5%
Toronto Employment & Social Services	137,743	133,915	110,551	(27,192)	(19.7%)		110,551	(27,192)	(19.7%)
Sub-Total Citizen Centred Services "A"	1,108,490	1,090,530	1,137,240	28,750	2.6%	11,620	1,148,860	40,371	3.6%
Citizen Centred Services "B"									
City Planning	15,694	8,951	15,292	(402)	(2.6%)		15,292	(402)	(2.6%)
Fire Services	418,653	426,193	423,074	4,421	1.1%	(349)	422,725	4,072	1.0%
Municipal Licensing & Standards	19,893	16,578	20,526	633	3.2%	(1,150)	19,376	(517)	(2.6%)
Policy, Planning, Finance & Administration	9,759	8,922	9,108	(651)	(6.7%)		9,108	(651)	(6.7%)
Engineering & Construction Services	7,617	4,345	3,937	(3,680)	(48.3%)	118	4,056	(3,561)	(46.8%)
Toronto Building	(10,755)	(26,102)	(10,755)	(0)	0.0%		(10,755)	(0)	0.0%
Transportation Services	207,642	209,723	215,145	7,503	3.6%	(3,647)	211,498	3,855	1.9%
Sub-Total Citizen Centred Services "B"	668,504	648,610	676,328	7,824	1.2%	(5,029)	671,299	2,795	0.4%
Internal Services									
Office of the Chief Financial Officer	9,828	9,259	9,571	(256)	(2.6%)	140	9,711	(117)	(1.2%)
Office of the Treasurer	28,983	26,291	27,859	(1,124)	(3.9%)	829	28,688	(295)	(1.0%)
Facilities, Real Estate, Environment & Energy	69,326	65,071	67,556	(1,769)	(2.6%)	333	67,890	(1,436)	(2.1%)
Fleet Services			(172)	(172)	n/a		(172)	(172)	n/a
311 Toronto	9,895	9,204	9,638	(257)	(2.6%)		9,638	(257)	(2.6%)
Information & Technology	74,249	73,787	74,679	430	0.6%	10	74,689	440	0.6%
Sub-Total Internal Services	192,280	183,611	189,132	(3,148)	(1.6%)	1,312	190,444	(1,836)	(1.0%)
City Manager									
City Manager's Office	47,555	47,178	46,447	(1,108)	(2.3%)	500	46,947	(608)	(1.3%)
Sub-Total City Manager	47,555	47,178	46,447	(1,108)	(2.3%)	500	46,947	(608)	(1.3%)
Other City Programs									
City Clerk's Office	32,466	32,153	32,438	(28)	(0.1%)		32,438	(28)	(0.1%)
Legal Services	20,334	19,006	19,298	(1,036)	(5.1%)	(0)	19,298	(1,036)	(5.1%)
Mayor's Office	2,311	2,197	2,251	(60)	(2.6%)		2,251	(60)	(2.6%)
City Council	20,898	19,993	20,355	(543)	(2.6%)		20,355	(543)	(2.6%)
Sub-Total Other City Programs	76,009	73,349	74,342	(1,667)	(2.2%)	(0)	74,342	(1,667)	(2.2%)
Accountability Offices									
Auditor General's Office	5,033	5,012	4,902	(131)	(2.6%)	1,000	5,902	869	17.3%
Integrity Commissioner's Office	485	472	507	22	4.5%		507	22	4.5%
Office of the Lobbyist Registrar	1,156	1,024	1,154	(2)	(0.2%)		1,154	(2)	(0.2%)
Office of the Ombudsman	1,834	1,770	1,810	(24)	(1.3%)		1,810	(24)	(1.3%)
Sub-Total Council Appointed Programs	8,508	8,277	8,373	(135)	(1.6%)	1,000	9,373	865	10.2%
TOTAL - CITY OPERATIONS	2,101,347	2,051,556	2,131,862	30,515	1.5%	9,404	2,141,265	39,919	1.9%
Agencies									
Toronto Public Health	58,923	56,687	58,473	(450)	(0.8%)	2,324	60,797	1,874	3.2%
Toronto Public Library	177,175	176,928	178,762	1,588	0.9%	289	179,052	1,877	1.1%
Association of Community Centres	7,696	7,722	7,808	112	1.5%		7,808	112	1.5%
Exhibition Place	(157)	(1,863)	(163)	(6)	3.7%		(163)	(6)	3.7%
Heritage Toronto	306	309	298	(8)	(2.6%)		298	(8)	(2.6%)
Theatres	5,497	5,886	5,253	(244)	(4.4%)	633	5,886	389	7.1%
Toronto Zoo	11,885	11,514	11,574	(311)	(2.6%)		11,574	(311)	(2.6%)
Arena Boards of Management	(10)	120	(20)	(10)	99.7%		(20)	(10)	99.7%
Yonge-Dundas Square	387	383	377	(10)	(2.6%)		377	(10)	(2.6%)
Toronto & Region Conservation Authority	3,474	3,474	3,561	87	2.5%		3,561	87	2.5%
Toronto Transit Commission - Conventional	493,627	485,905	545,448	51,822	10.5%	1,398	546,846	53,219	10.8%
Toronto Transit Commission - Wheel Trans	116,712	118,447	142,678	25,965	22.2%		142,678	25,965	22.2%
Toronto Police Service	1,004,744	995,198	1,004,465	(280)	(0.0%)		1,004,465	(280)	(0.0%)
Toronto Police Services Board	2,302	2,192	2,309	7	0.3%		2,309	7	0.3%
TOTAL - AGENCIES	1,882,562	1,862,902	1,960,825	78,263	4.2%	4,644	1,965,469	82,907	4.4%

TORONTO

CITY OF TORONTO
2017 CITY COUNCIL APPROVED OPERATING BUDGET
NET EXPENDITURE

(In $000's)	2016 Council Approved Operating Budget		2017 Base Budget	Change from 2016 Council Approved Budget		2017 New / Enh. Budget	2017 Council Approved Operating Budget	Change from 2016 Council Approved Budget	
	Budget	Actual		$ Incr / (Dcr)	%			$ Incr / (Dcr)	%
Corporate Accounts									
Capital & Corporate Financing									
Capital from Current	212,607	212,607	293,902	81,295	38.2%		293,902	81,295	38.2%
Technology Sustainment	17,912	17,912	17,912				17,912		
Debt Charges	463,373	454,067	505,349	41,976	9.1%		505,349	41,976	9.1%
Capital & Corporate Financing	693,891	684,586	817,163	123,271	17.8%		817,163	123,271	17.8%
Non Program Expenditures									
Tax Deficiencies/Write offs	29,216	50,846	76,499	47,284	161.8%		76,499	47,284	161.8%
Assessment Function (MPAC)	40,670	40,699	42,270	1,600	3.9%		42,270	1,600	3.9%
Temporary Borrowing					n/a				n/a
Funding of Employee Related Liabilities	65,875	65,825	70,829	4,953	7.5%		70,829	4,953	7.5%
Tax Rebates for Registered Charities					n/a				n/a
Programs Funded from Reserve Funds	0	13		(0)	(100.0%)			(0)	(100.0%)
Other Corporate Expenditures	44,286	41,459	44,498	213	0.5%		44,498	213	0.5%
Insurance Premiums & Claims	300	300	4,300	4,000	1333.3%		4,300	4,000	1333.3%
Parking Tag Enforcement & Operations Exp	65,580	62,726	69,183	3,604	5.5%	440	69,623	4,044	6.2%
Vacancy Rebate Program	23,000	22,475	17,500	(5,500)	(23.9%)		17,500	(5,500)	(23.9%)
Heritage Property Taxes Rebate	2,000	1,283	1,750	(250)	(12.5%)		1,750	(250)	(12.5%)
Street & Expressway Lighting Services					n/a				n/a
Pandemic Influenza Stockpiling		926	500	500	n/a		500	500	n/a
Solid Waste Management Services Rebate	153,802	152,192	144,302	(9,500)	(6.2%)		144,302	(9,500)	(6.2%)
Non-Program Expenditures	424,728	438,742	471,632	46,903	11.0%	440	472,072	47,343	11.1%
Non Program Revenues									
Tax Stabilization Reserve (Prior Year Surplus)					n/a				n/a
Payments in Lieu of Taxes	(102,830)	(110,692)	(100,523)	2,307	(2.2%)		(100,523)	2,307	(2.2%)
Supplementary Taxes	(40,700)	(52,043)	(35,000)	5,700	(14.0%)		(35,000)	5,700	(14.0%)
Tax Penalty Revenue	(29,000)	(31,313)	(29,000)				(29,000)		
Municipal Land Transfer Tax	(485,600)	(599,790)	(668,000)	(182,400)	37.6%		(668,000)	(182,400)	37.6%
Third Party Sign Tax	(10,836)	(11,202)	(11,036)	(200)	1.8%		(11,036)	(200)	1.8%
Interest/Investment Earnings	(116,863)	(115,323)	(100,406)	16,457	(14.1%)		(100,406)	16,457	(14.1%)
Other Corporate Revenues	(9,130)	(19,441)	(9,160)	(30)	0.3%		(9,160)	(30)	0.3%
Dividend Income	(67,500)	(63,350)	(75,000)	(7,500)	11.1%		(75,000)	(7,500)	11.1%
Provincial Gas Tax	(91,600)	(91,600)	(91,600)				(91,600)		
Parking Authority Revenues	(46,947)	(47,407)	(49,034)	(2,088)	4.4%		(49,034)	(2,088)	4.4%
Administrative Support Recoveries - Water	(18,973)	(18,973)	(18,973)				(18,973)		
Administrative Support Recoveries - Health & EMS	(16,327)	(16,327)	(16,327)				(16,327)		
Parking Tag Enforcement & Operations Rev	(102,414)	(108,862)	(106,455)	(4,042)	3.9%	(6,112)	(112,567)	(10,154)	9.9%
Other Tax Revenues	(13,499)	(13,397)	(13,095)	405	(3.0%)		(13,095)	405	(3.0%)
Woodbine Slots Revenues	(15,500)	(16,009)	(16,000)	(500)	3.2%		(16,000)	(500)	3.2%
Gaming & Registry Revenues	(3,588)	(3,690)	(3,822)	(234)	6.5%		(3,822)	(234)	6.5%
Court Services Fine Revenue					n/a				n/a
Non-Program Revenues	(1,171,305)	(1,319,417)	(1,343,430)	(172,125)	14.7%	(6,112)	(1,349,542)	(178,236)	15.2%
TOTAL - CORPORATE ACCOUNTS	(52,686)	(196,089)	(54,636)	(1,950)	3.7%	(5,672)	(60,307)	(7,622)	14.5%
					n/a				
TOTAL LEVY OPERATING BUDGET BEFORE ASSESSMENT GROWTH AND TAX INCREASE	3,931,223	3,718,369	4,038,051	106,828	2.7%	8,375	4,046,427	115,204	2.9%
Assessment Growth							(52,150)	(52,150)	
Assessment Adjustments Per New Regulation							(6,872)	(6,872)	
TOTAL LEVY OPERATING BUDGET	3,931,223	3,718,369	4,038,051	106,828	2.7%	8,375	3,987,405	56,182	1.4%
Special Levy for Scarborough Subway	40,699	40,699	40,699				40,699		
City Building Fund							14,046		
TOTAL LEVY INCLUDING SCARBOROUGH SUBWAY EXTENSION LEVY	3,971,921	3,759,067	4,078,750	106,828	2.7%	8,375	4,101,171	129,250	3.3%
NON LEVY OPERATION									
Solid Waste Management Services			(117)	(117)	n/a	117	0	0	n/a
Toronto Parking Authority	(52,245)	(58,626)	(63,414)	(11,169)	21.4%		(63,414)	(11,169)	21.4%
Toronto Water		(90,724)	0	0	n/a		0	0	n/a
TOTAL NON LEVY OPERATING BUDGET	(52,245)	(149,350)	(63,531)	(11,286)	21.6%	117	(63,414)	(11,168)	21.4%

CITY OF TORONTO
2017 COUNCIL APPROVED OPERATING BUDGET
TOTAL POSITIONS

Division/Program	2015 Council Approved Positions			2016 Council Approved Positions			2017 Council Approved Positions			Change from 2017 to 2016		
	Permanent	Temporary	Total	Permanent	Temporary	Total	Permanent	Temporary	Total	Permanent	Temporary	Total
Citizen Centred Services "A"												
Affordable Housing Office	15.0	4.0	19.0	15.0	4.0	19.0	23.0		23.0	8.0	(4.0)	4.0
Children's Services	917.6	65.0	982.6	951.3	39.5	990.8	946.5	36.0	982.5	(4.8)	(3.5)	(8.3)
Court Services	282.0		282.0	282.0		282.0	252.0		252.0	(30.0)		(30.0)
Economic Development & Culture	240.0	69.6	309.6	249.0	58.5	307.5	244.0	56.5	300.5	(5.0)	(2.0)	(7.0)
Toronto Paramedic Services	1,378.8	15.5	1,394.3	1,438.8	6.5	1,445.3	1,443.0	3.3	1,446.3	4.2	(3.2)	1.0
Long Term Care Homes & Services	2,225.9		2,225.9	2,372.0		2,372.0	2,373.9		2,373.9	1.9		1.9
Parks, Forestry & Recreation	1,937.0	2,560.1	4,497.1	1,959.1	2,648.1	4,607.2	1,994.2	2,438.8	4,433.0	35.1	(209.3)	(174.2)
Shelter, Support & Housing Administration	615.0	142.3	757.3	615.2	142.3	757.5	598.0	191.1	789.1	(17.1)	48.8	31.7
Social Development, Finance & Administration	121.5	9.0	130.5	127.5	10.0	137.5	133.0	15.0	148.0	5.5	5.0	10.5
Toronto Employment & Social Services	2,009.0	82.0	2,091.0	2,007.0	113.0	2,120.0	1,967.0	45.0	2,012.0	(40.0)	(68.0)	(108.0)
Sub-Total Citizen Centred Services "A"	**9,741.8**	**2,947.5**	**12,689.3**	**10,016.8**	**3,021.9**	**13,038.7**	**9,974.5**	**2,785.7**	**12,760.3**	**(42.3)**	**(236.1)**	**(278.5)**
Cluster B												
City Planning	351.0	22.0	373.0	353.0	19.0	372.0	353.0	33.0	386.0	(0.0)	14.0	14.0
Fire Services	3,148.0	8.3	3,156.3	3,165.0	3.3	3,168.3	3,174.0	2.3	3,176.3	9.0	(1.0)	8.0
Municipal Licensing & Standards	459.0	1.0	460.0	459.0	1.0	460.0	475.0	4.5	479.5	16.0	3.5	19.5
Policy, Planning, Finance & Administration	189.0	7.4	196.4	189.0	7.4	196.4	181.0	8.4	189.4	(8.0)	1.0	(7.0)
Engineering & Construction Services	526.0	14.1	540.1	534.0	32.1	566.1	553.0	21.1	574.1	19.0	(11.0)	8.0
Toronto Building	436.0	12.0	448.0	444.0	12.0	456.0	455.0	13.0	468.0	11.0	1.0	12.0
Transportation Services	1,068.6	44.7	1,113.3	1,071.6	51.4	1,123.0	1,058.0	60.0	1,118.0	(13.6)	8.6	(5.0)
Sub-Total Citizen Centred Services "B"	**6,177.6**	**109.5**	**6,287.1**	**6,215.6**	**126.2**	**6,341.8**	**6,249.0**	**142.3**	**6,391.3**	**33.4**	**16.1**	**49.5**
Internal Services												
Office of the Chief Financial Officer	103.0	12.0	115.0	102.0	13.0	115.0	105.0	12.0	117.0	3.0	(1.0)	2.0
Office of the Treasurer	663.0	72.0	735.0	656.0	68.2	724.2	623.0	32.2	655.2	(33.0)	(36.0)	(69.0)
Facilities, Real Estate, Environment & Energy	953.2	63.1	1,016.3	955.2	67.3	1,022.5	941.7	64.3	1,006.0	(13.5)	(3.0)	(16.5)
Fleet Services	175.0	1.0	176.0	175.0	9.0	184.0	167.0	14.0	181.0	(8.0)	5.0	(3.0)
Information & Technology	618.0	220.0	838.0	635.0	215.0	850.0	641.0	205.0	846.0	6.0	(10.0)	(4.0)
311 Toronto	126.0	41.3	167.3	125.0	41.3	166.3	141.0	32.0	173.0	16.0	(9.2)	6.8
Sub-Total Internal Services	**2,638.2**	**409.3**	**3,047.5**	**2,648.2**	**413.8**	**3,062.0**	**2,618.7**	**359.5**	**2,978.2**	**(29.5)**	**(54.3)**	**(83.8)**
City Manager												
City Manager's Office	414.5	31.0	445.5	403.0	29.0	432.0	389.0	43.0	432.0	(14.0)	14.0	
Sub-Total City Manager	**414.5**	**31.0**	**445.5**	**403.0**	**29.0**	**432.0**	**389.0**	**43.0**	**432.0**	**(14.0)**	**14.0**	
Other City Programs												
City Clerk's Office	396.3	19.1	415.4	399.1	14.9	413.9	378.0	24.6	402.6	(21.0)	9.8	(11.3)
Legal Services	269.0	32.4	301.4	274.0	32.4	306.4	319.5	39.4	358.9	45.5	7.0	52.5
Mayor's Office	1.0	19.0	20.0	1.0	19.0	20.0	1.0	19.0	20.0			
City Council	44.0	132.0	176.0	44.0	136.0	180.0	44.0	136.0	180.0			
Auditor General's Office	29.5		29.5	31.5		31.5	32.0		32.0	0.5		0.5
Office of the Lobbyist Registrar	8.0	0.3	8.3	8.0	0.3	8.3	8.0	0.3	8.3			
Integrity Commissioner's Office	3.0		3.0	3.0		3.0	3.0		3.0			
Office of the Ombudsman	12.0		12.0	12.0		12.0	12.0		12.0			
Corporate Accounts							3.0		3.0	3.0		3.0
Sub-Total Other City Programs	**762.8**	**202.8**	**965.6**	**772.6**	**202.5**	**975.1**	**800.5**	**219.3**	**1,019.8**	**28.0**	**16.8**	**44.7**
TOTAL - CITY OPERATIONS	**19,734.9**	**3,700.1**	**23,435.0**	**10,039.4**	**3,793.4**	**23,849.6**	**10,057.2**	**3,549.8**	**23,581.5**	**17.9**	**(243.6)**	**(268.1)**
Agencies												
Toronto Public Health	1,818.0	57.3	1,875.3	1,822.0	50.0	1,872.0	1,798.0	40.0	1,838.0	(24.0)	(10.0)	(34.0)
Toronto Public Library	1,739.9		1,739.9	1,741.0		1,741.0	1,734.3		1,734.3	(6.7)		(6.7)
Association of Community Centres	77.9		77.9	77.9		77.9	77.9		77.9			
Exhibition Place	190.0	194.0	384.0	190.0	171.0	361.0	120.0	239.0	359.0	(70.0)	68.0	(2.0)
Heritage Toronto	7.0		7.0	7.0		7.0	7.0		7.0			
Theatres	87.1	76.0	163.1	87.1	84.8	171.9	93.4	94.3	187.7	6.3	9.5	15.8
Toronto Zoo	277.7	124.8	402.5	277.7	116.3	394.0	278.8	115.2	394.0	1.1	(1.1)	
Arena Boards of Management	44.3	22.2	66.6	44.3	23.4	67.7	43.0	24.7	67.7	(1.3)	1.3	
Yonge-Dundas Square	6.0	0.5	6.5	6.0	0.5	6.5	6.0	0.5	6.5			
Parking Tag Enforcement & Operations	394.0		394.0	394.0		394.0	394.0		394.0			
Toronto & Region Conservation Authority	334.0	85.6	419.6	334.0	85.6	419.6	285.9	140.7	426.6	(48.1)	55.1	7.0
Toronto Atmospheric Fund	8.0		8.0	8.0		8.0	10.0		10.0	2.0		2.0
Toronto Transit Commission - Conventional	13,612.0	100.0	13,712.0	13,858.0	117.0	13,975.0	13,866.0	144.0	14,010.0	8.0	27.0	35.0
Toronto Transit Commission - Wheel Trans	562.0		562.0	565.0		565.0	568.0	3.0	571.0	3.0	3.0	6.0
Toronto Police Service	7,883.0		7,883.0	7,881.0		7,881.0	7,881.0		7,881.0			
Toronto Police Services Board	7.0		7.0	7.0		7.0	7.0		7.0			
Sub-Total Agencies	**27,047.9**	**660.5**	**27,708.4**	**27,300.0**	**648.6**	**27,948.5**	**27,170.2**	**801.5**	**27,971.7**	**(129.8)**	**152.9**	**23.2**
Total Tax Supported Operations	**46,782.8**	**4,360.6**	**51,143.4**	**37,339.3**	**4,441.9**	**51,798.1**	**37,227.4**	**4,351.2**	**51,553.2**	**(111.9)**	**(90.7)**	**(244.9)**
Rate Supported Operations												
Solid Waste Management Services	994.9	114.2	1,109.1	988.5	120.2	1,108.7	1,656.0	96.7	1,752.7	667.5	(23.6)	644.0
Toronto Water	1,649.0	112.7	1,761.7	1,653.0	103.7	1,756.7	993.0	120.8	1,113.8	(660.0)	17.1	(642.9)
Toronto Parking Authority	246.1	53.3	299.4	249.1	53.3	302.4	309.0		309.0	59.9	(53.3)	6.6
TOTAL - RATE SUPPORTED	**2,889.9**	**280.2**	**3,170.1**	**2,890.5**	**277.2**	**3,167.7**	**2,958.0**	**217.4**	**3,175.4**	**67.5**	**(59.8)**	**7.7**
TOTAL	**49,672.7**	**4,640.8**	**54,313.5**	**40,229.9**	**4,719.1**	**54,965.8**	**40,185.4**	**4,568.6**	**54,728.6**	**(44.4)**	**(150.5)**	**(237.3)**

2017-2026 Capital Budget and Plan

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2017 Council Approved Tax & Rate Supported Capital Budget

SUMMARY

The City of Toronto's Council Approved 2017 to 2026 Tax and Rate Supported Capital Budget and Plan totals $39.746 billion. The Tax Supported Programs comprises 66% or $26.479 billion over the 10 years with the remaining attributable to the Rate Supported Programs in the amount of $13.266 billion as illustrated in Table 1 below.

Table 1
2017 – 2026 Capital Budget and Plan

Programs ($000)	2017				2017 - 2021				2017 - 2026			
	Gross	Debt/ CFC	Debt Target	Over/ (Under)	Gross	Debt/ CFC	Debt Target	Over/ (Under)	Gross	Debt/ CFC	Debt Target	Over/ (Under)
Tax Supported Programs	2,776,046	1,058,607	1,272,013	(213,406)	14,282,506	5,951,551	4,711,856	1,239,695	26,479,446	11,793,905	8,594,376	3,199,529
Total Rate Supported Programs	932,391				6,521,603				13,266,345			
Total - All Programs	3,708,437	1,058,607	1,272,013	(213,406)	20,804,109	5,951,551	4,711,856	1,239,695	39,745,791	11,793,905	8,594,376	3,199,529

This report presents the City of Toronto's 2017 - 2026 Council Approved Recommended Tax Supported Capital Budget and Plan and recommends approval of the 2017 Capital Budget and future year cash flow commitments for new projects. The 2017 Council Approved Capital Budget totals $3.828 billion (including 2016 carry forward funding of $1.052 million) requiring $842 million in debt funding and future year cash flow commitments of $7.586 billion. Furthermore, this report requests approval of the 2018 - 2026 Capital Plan of $16.117 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.

The 2017 - 2026 Council Approved Tax 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 proposed capital budget and plan also stabilizes the state of good repair backlog in many areas, but not all.

The 2017 - 2026 Council Approved Tax Supported Capital Budget and Plan delivers $5.8 billion in added investment for priority unfunded projects with $3.3 billion in increased debt funding. The $3.3 billion in additional debt room was created through the following actions:

- Annual cash flow funding estimates were examined and adjusted to more realistically match cash flow spending to project activities and timing, resulting in $134 million in released debt room, predominately within the first 5 years of the Capital Plan.

- Maximizing the City's debt cost ratio over the 10 year planning horizon to an average of 14.75% of annual property tax revenue further increased the debt room by $2.2 billion.

- Adding $1.0 billion in debt capacity supported from the creation of a City Building Fund, which draws from a special dedicated property tax levy increase of 0.5% in 2017 that increases by an additional 0.5% in each year from 2018 to 2021.

While actions available to the City have been taken to add $5.8 billion in capital investments, the City does not yet have the fiscal capacity to fully achieve its ambitious city-building agenda. Critical state of good repair, service improvement and transportation projects remain unfunded. The net cost of unmet needs are currently estimated at approximately $30 billion over the 15 year planning period, subject to any future federal or provincial partnership funding.

To make further advancements on the remaining long-term capital overhand, options for the use of road tolls were proposed, providing a stable, significant revenue source that could be used for transit and transportation priorities.

Following consideration of these options on January 24, 2017, Budget Committee recommended that an additional $5.6 billion in available capital funding be included in the 2017 - 2026 Capital Plan based on a $2 toll revenue assumption for roads under the jurisdictional ownership of the City.

On January 27, 2017, the Government of Ontario made an announcement that it will not facilitate a regulation under the City of Toronto Act to provide tolling of roads under the jurisdictional ownership of the City; and that the Provincial Gas Tax program rate for municipalities will be doubled over a phased in approach by 2022.

While additional Provincial Gas Tax funding is welcomed, this provides a challenging situation for the City whereby the Capital Program can no longer incorporate a stable and significant revenue source in tolling. In addition, Gas Tax sharing is limited by future uncertainties such as possible declining fuel consumption, and changes to future provincial policy. Accordingly, staff cannot recommend using Gas Tax sharing as a revenue stream from which to guarantee future debt leverage and repayments.

FINANCIAL IMPACT

The 2017 Council Approved Capital Budget of $3.828 billion is comprised of $2.776 billion in new cash flow funding and $1.052 billion in funding carried forward from 2016. The 2017 Council Approved Capital Budget also provides project cost authority totaling $3.860 billion and spending authority for $7.586 billion in future year commitments. In addition, the proposed Capital Budget and Plan includes capital estimates of $16.117 billion that form the base for future capital project; bringing the City's 10 year budget and forecast to total of $27.531 billion, as outlined in Table 2:

Table 2
2017 - 2026 Council Approved Capital Budget and Plan

(Millions)	New Project Cost	2017 Budget	2018-2026	Total 2017 - 2026
2017 New / Change in Scope Projects and Future Year Commitments	3,860	839	3,022	3,860
Previously Approved Projects and Future Year Commitments		1,870	4,564	6,435
Capital Plan Estimates			16,117	16,117
2 year Carry Forward for Preapproval		67		67
Sub-Total	3,860	2,776	23,703	26,479
1 Year Carry Forward to 2016		1,052		1,052
Total	3,860	3,828	23,703	27,531

DECISION HISTORY

At its meeting on January 24, 2017 Budget Committee requested that the Deputy City Manager and Chief Financial Officer submit to Executive Committee as its meeting of February 7, 2017 a corporate report outlining the 2017-2026 Capital Budget, as recommended by the Budget Committee.
http://www.toronto.ca/legdocs/mmis/2017/bu/bgrd/backgroundfile-100506.pdf

At its meeting on December 13, 14 and 15, 2016, a staff report entitled "*EX20.1 City of Toronto Long-Term Financial Direction Update*" was adopted by City Council to provide an update on the City of Toronto's Long-Term Financial Plan which is currently under development and will provide scenarios for a sustainable financial framework for municipal services and city-building investments, involving both expense and revenue measures.
http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX20.1

During the same City Council meeting on December 13, 14 and 15, 2016, a staff report entitled "*EX20.2 The City of Toronto's Immediate and Longer-term Revenue Strategy Direction*" was adopted and City Council referred various revenue options to Budget Committee for consideration as part of the 2017 Budget Process.
http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX20.2

At its meeting on July 12, 13, 14 and 15, 2016, City Council adopted recommendations related to the report entitled 2017 Budget Process - Budget Directions and Schedule including among other matters, that annual cash flow funding estimates be examined to more realistically match cash flow spending to project activities and timing, especially in the first 5 years of the Capital Plan's timeframe and unfunded capital project estimates and timing be refined and submitted for prioritization.
http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX16.37

At its meeting on June 7, 8, and 9, 2016, City Council adopted recommendations related to the report, "The City of Toronto's Long-Term Financial Direction" including a

request to report back to Executive Committee in the fall of 2016 on multi-year financial and budget process, strengthening the City's strategic decision-making and financial oversight, a multi-year expenditure management plan, a multi-year revenue strategy, and an asset optimization study.
http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX15.1

At its meeting on February 17, 2016, City Council directed the City Manager and the Deputy City Manager & Chief Financial Officer to develop the 2017 to 2026 tax supported capital plan incorporating the revenues to be generated by the special dedicated property tax levy for priority transit and housing projects.
http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX12.2

COMMENTS

Council Approved Recommended Changes

At its meeting on February 15, 2017 Council adopted changes to the 2017 - 2026 Executive Committee Recommended Capital Budget and Plan as outlined in the Table 3 below. The recommended 2017 cash flow funding was increased by $4.138 million while the total 10-Year Capital Budget and Plan was increased by $5.702 million with no incremental impact on debt funding.

Table 3
City Council Recommended Changes

	2017		2018 to 2026		2017 to 2026	
($000's)	Gross Exp.	Debt/ CFC	Gross Exp.	Debt/ CFC	Gross Exp.	Debt/ CFC
2017 Preliminary Capital Budget & 2018 - 2026 Capital Plan (excluding carry forward funding)	**2,772,475**	**1,061,676**	**23,701,836**	**10,735,298**	**26,474,311**	**11,796,974**
2017 - 2026 Preliminary Capital Budget & Plan as at December 20, 2016	**2,772,475**	**1,061,676**	**23,701,836**	**10,735,298**	**26,474,311**	**11,796,974**
2017 - 2026 Preliminary Capital Budget & Plan as at January 12, 2017	**2,773,205**	**1,061,676**	**23,701,836**	**10,735,298**	**26,475,041**	**11,796,974**
2017 - 2026 BC Recommended Capital Budget & Plan as at January 24, 2017	**2,776,613**	**1,061,676**	**23,703,400**	**10,735,298**	**26,480,013**	**11,796,974**
2017 - 2026 Ex. Committee Recommended Capital Budget & Plan as at February 7, 2017	**2,775,128**	**1,058,607**	**23,703,400**	**10,735,298**	**26,478,528**	**11,793,905**
City Council – February 15, 2017						
Economic Development and Culture To create a new capital project named "2017 PAR Queen Street West" with total project costs of $917,353, fully funded by Section 37 funds.	917				917	0
2017 - 2026 Council Approved Capital Budget & Plan as at February 15, 2017	**2,776,045**	**1,058,607**	**23,703,400**	**10,735,298**	**26,479,445**	**11,793,905**

Strategies to Address Unmet Needs

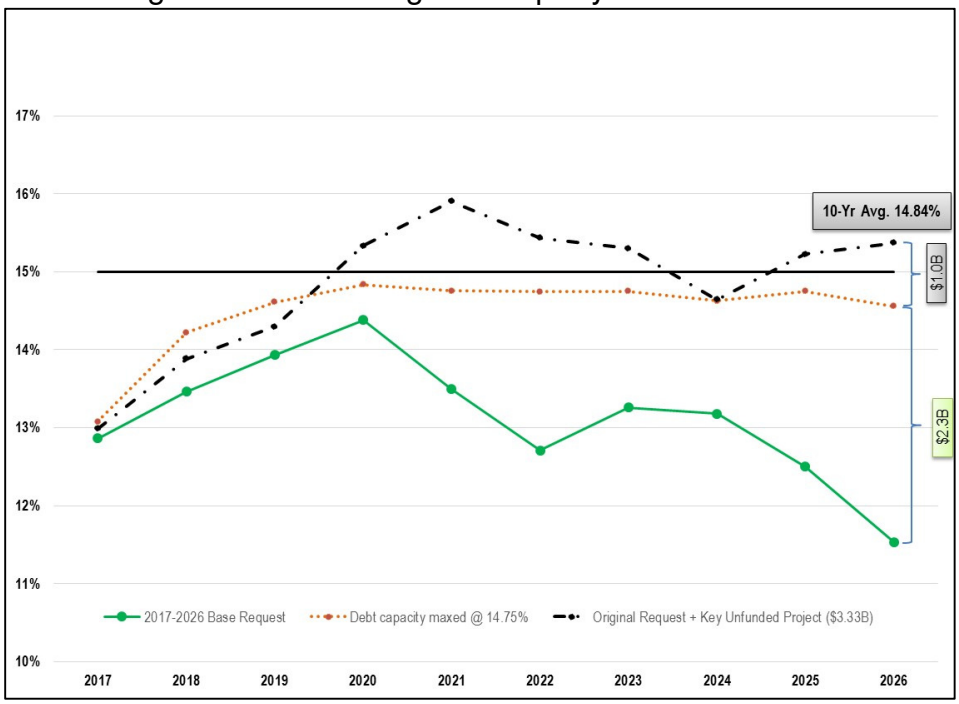
Balancing the extensive capital maintenance needs of the City's massive and aging infrastructure against demands for new investments to satisfy the service requirements of a growing population and emerging priorities continues to be a challenge for the City. Unmet capital needs are estimated in excess of $30 billion over the 15 year planning period.

As part of the 2017 - 2026 Council Approved Capital Budget and Plan various strategies were implemented to provide additional investment capacity to address critical unmet needs. These strategies are summarized below:

Step 1 - Realigning project timelines in the first 5 years released debt room of $134 million. Annual cash flow funding estimates were examined and "smoothed" to more realistically match the cash flow of project timelines.

Step 2 - Maximizing the City's debt cost ratio over the 10 year planning horizon to a ceiling of 14.75% further increased the debt room by $2.2 billion, as set out in Chart 1 below.

Chart 1
Debt Charges as a Percentage of Property Tax



Step 3 - Applying Council's direction to develop the 2017 - 2026 Capital Plan incorporating the revenues to be generated by the special dedicated property tax levy for priority transit and housing projects, equal to an increase of 0.5% per year for 5 years (City Building Fund) increased debt room by a further $1.0 billion.

The total debt room of $3.3 billion that was created through these steps provides for an additional $5.8 billion in capital investments, when leveraging associated non-debt funding sources.

The additional debt room funds strategic investments in the state of good repair backlog, service improvement initiatives and future transit expansion projects that are included in the 2017 - 2026 Council Approved Capital Budget and Plan. The key projects are outlined below in Table 4:

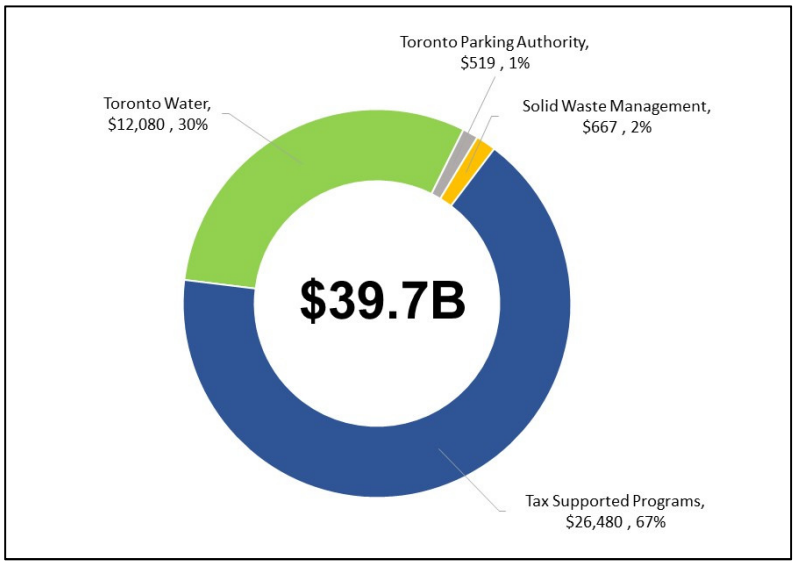
Table 4
Key Projects Funded from Additional Investment Room

In Millions	10-Year Gross	10-Year Debt
SmartTrack	3,842	1,840
F.G. Gardiner	14	863
TTC & Non-TTC PTIF Projects	709	513
Port Lands Flood Protection	1,192	47
Modernization & Transformation	36	36
Toronto Public Library - SOGR:		
North York Central Renovation Phase II	11	10
MB Renovation Accessibility Retrofit 2017-2026	5	5
Multi-Branch - SOGR	5	5
Administrative Penalty System	6	6
Other	10	10
Grand Total	5,830	3,335

Rate and Tax Supported 2017 - 2026 Capital Budget and Plan

The Council Approved Rate Supported 2017 - 2026 Capital Budget and Plan amounts to $13.266 billion, while the Council Approved Tax Supported 2017 - 2026 Capital Budget and Plan amounts to $26.480 billion. The total capital programming for the City is estimated at $39.746 billion over the 10 year planning horizon.

Chart 2
Rate and Tax Supported 2017 - 2026 Capital Budget and Plan

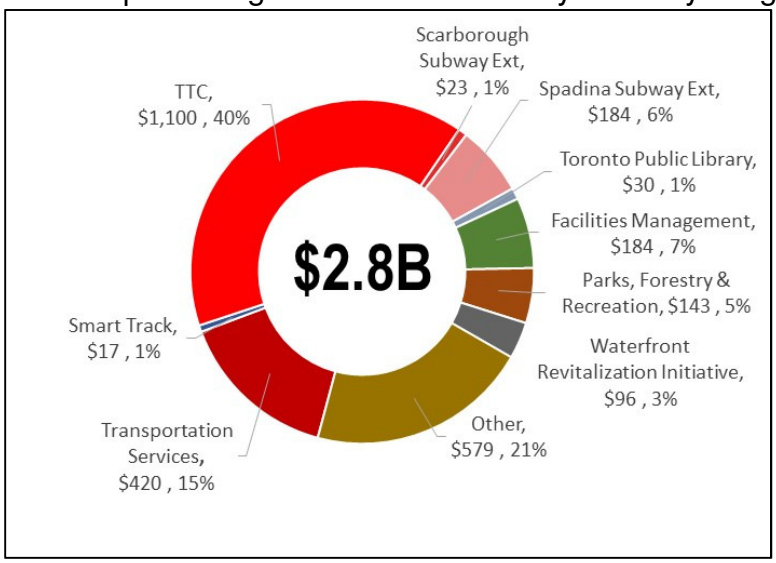


2017 - 2026 Council Approved Tax Supported Capital Budget and Plan

Where the Money Goes

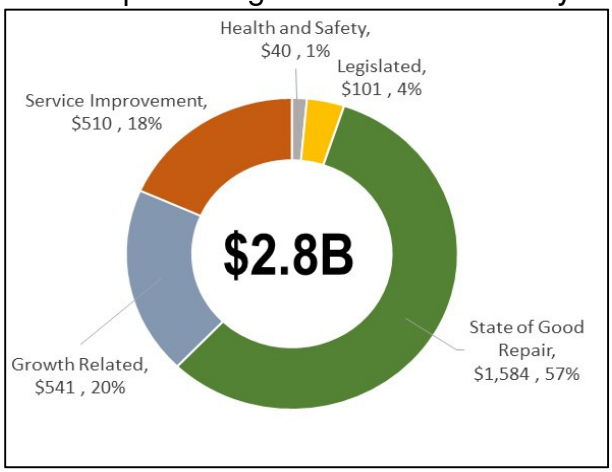
The 2017 Council Approved Capital Budget totals $2.776 billion (excluding 2016 funding carried forward into 2017). The majority of funding, $1.744 billion or 63% is allocated to Transit and Transportation Services. The City's shares of capital investment, are outlined in Chart 3 below.

Chart 3
2017 Capital Budget - Where the Money Goes by Program



Managing the accumulated state of good repair backlog is a key capital strategic priority for the City. As set out in Chart 4 below, the 2017 Council Approved Capital Budget allocates $1.584 billion or 57% of funding to capital works to ensure the City's infrastructure required to deliver services to the public are maintained in a state of good repair. In addition, $1.051 billion or 38% of capital expenditures will address service improvement and growth related projects in order to meet service needs arising from the City's growth.

Chart 4
2017 Capital Budget - Where the Money Goes by Category

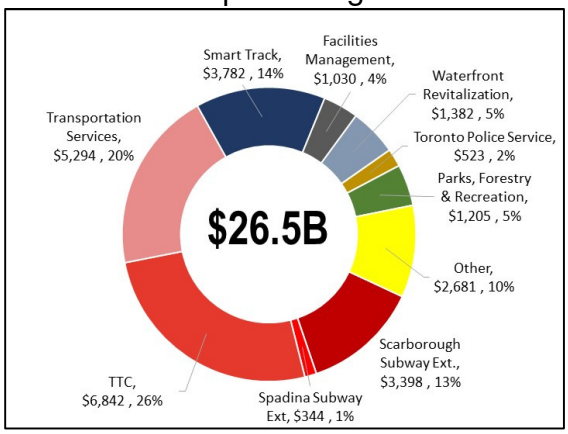


The 2017 - 2026 Council Approved Tax Supported Capital Budget and Plan totals $26.480 billion (excluding 2016 funding carried forward into 2017). Chart 5 below provides a detailed breakdown of the capital investment by City Program and Agency. The 2017 - 2026 Council Approved Capital Budget and Plan earmarks the majority of

funding to Transit and Transportation Services ($19.660 billion or 74%), with the balance of the 10 year funding allocated as follows:

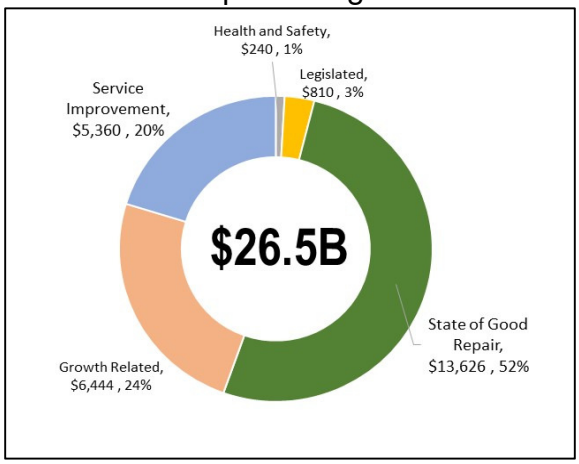
- Parks, Forestry and Recreation - $1.205 billion (5%).
- Waterfront Revitalization - $1.382 billion (5%).
- Facilities Management, Real Estate and Environment - $1.030 billion (4%).
- Toronto Police Service - $0.523 billion (2%).
- Other - $2.681 billion (10%).

Chart 5
2017 - 2026 Capital Budget and Plan - Where the Money Goes to by Program



Similarly, the City 10 year capital budget and plan also focuses on rehabilitation. The majority of funding, $13.626 billion or 52% is allocated to state of good repair needs. In addition, $11.804 billion or 44% of capital expenditures will address service improvement and growth related projects.

Chart 6
2017 - 2026 Capital Budget and Plan - Where the Money Goes to by Category

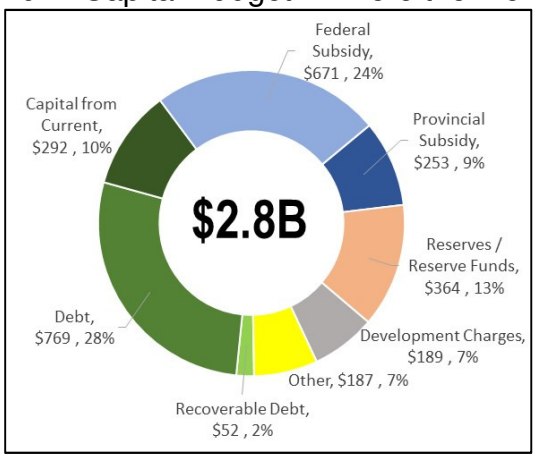


Where the Money Comes From

Capital funding for the 2017 Council Approved Capital Budget is comprised of:

- Federal and Provincial subsidies $924 million (33%);
- Reserve and reserve funds $364 million (13%);
- Debt $769 million (28%);
- Capital from Current (CFC) $292 million (10%); and,
- Other funding (including donations, third party funding, development charges, recoverable debt) $428 million (16%).

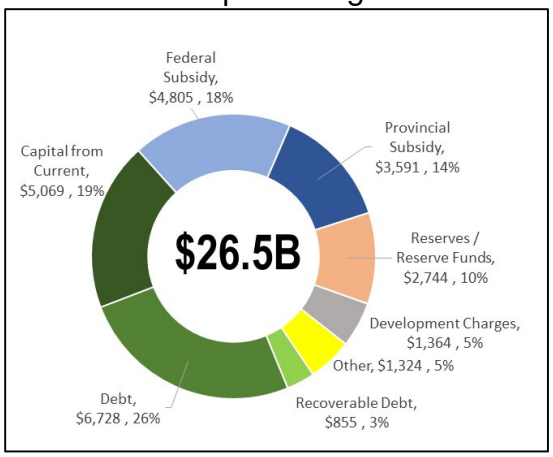
Chart 7
2017 Capital Budget - Where the Money Comes From



The primary financing sources for the 2017 - 2026 Council Approved Capital Budget and Plan include:

- Federal and Provincial subsidies $8.396 billion (32%) predominately allocated to the Toronto Transit Commission;
- Debt $6.728 billion (26%);
- CFC $5.069 billion (19%);
- Reserve and reserve funds $2.744 billion (10%) that reflects funding from the Capital Financing Reserve funded from the non-debt capital financing strategy; and,
- Other funding (including recoverable debt, development charges, donations, third party funding) of $3.543 billion (13%).

Chart 8
2017 - 2026 Capital Budget and Plan - Where the Money Comes From



10 Year Capital Plan by Category and Funding Source

The City's capital works during the 2017 - 2026 Capital Plan is focused on state of good repair projects, while satisfying the City's need to improve services and address growth within current funding constrains, as noted in Table 5 below. This table also provides details of capital funding by funding source in each of the 10 years.

Table 5
2017 - 2026 Tax Supported Capital Budget and Plan - by Category and Financing Source

	2017 - 2021							2022 - 2026		2017 - 2026	
Expenditures ($m) (Tax)	**2017**	**2018**	**2019**	**2020**	**2021**	**Total**	**%**	**Total**	**%**	**Total**	**%**
Health and Safety	40	25	19	23	17	124	0.9%	116	1.0%	240	0.9%
Legislated	101	112	108	116	105	544	3.8%	266	2.2%	810	3.1%
State of Good Repair	1,585	1,868	1,645	1,389	1,166	7,654	53.6%	5,973	49.0%	13,627	51.5%
Service Improvement and Enhancement	506	438	192	116	95	1,348	9.4%	4,009	32.9%	5,356	20.2%
Growth Related	543	1,272	988	978	834	4,616	32.3%	1,830	15.0%	6,446	24.3%
Total Expenditures	**2,776**	**3,715**	**2,953**	**2,623**	**2,218**	**14,285**	100%	**12,194**	100%	**26,479**	100%
Funded Source ($m)											
Provincial	253	686	386	391	389	2,104	14.7%	1,486	12.2%	3,591	13.6%
Federal	672	627	473	415	365	2,551	17.9%	2,256	18.5%	4,806	18.2%
Reserves	263	283	334	233	147	1,260	8.8%	1,109	9.1%	2,370	9.0%
Reserve Funds	101	101	44	31	19	296	2.1%	78	0.6%	374	1.4%
Debt - Rec	51	122	115	96	69	452	3.2%	401	3.3%	854	3.2%
Development Charges	189	233	217	214	180	1,033	7.2%	331	2.7%	1,364	5.2%
Other	189	241	90	68	49	637	4.5%	689	5.7%	1,327	5.0%
Capital from Current	292	352	387	426	468	1,925	13.5%	3,145	25.8%	5,069	19.1%
Debt	766	1,071	908	750	531	4,027	28.2%	2,698	22.1%	6,725	25.4%
Total Funding	**2,776**	**3,715**	**2,953**	**2,623**	**2,218**	**14,285**	100%	**12,194**	100%	**26,479**	100%

Note: "Reserves" primarily reflects funding from the Capital Financing Reserve funded by future operating budget surpluses; a portion of MLTT revenues and a combination of one-time and ongoing dividends. "Other" includes cash donations and third party contributions.

The 2017 - 2026 Council Approved Capital Budget and Plan includes $13.626 billion or 51% of funding devoted to state of good repair projects. The two main Programs with the highest state of good repair needs are the Toronto Transit Commission and Transportation Services.

Over the 10 year period, 44% of capital funding is dedicated to service improvement and growth related capital projects. The majority of funding is allocated to programs such as:

- Corporate initiatives for SmartTrack and Grade Separation projects.
- Transportation and Toronto Transit Commission for the Scarborough Subway Extension (SSE) and Public Transit Infrastructure Fund supported projects.
- Waterfront Revitalization Initiative for the Port Lands Flood Protection project.
- Parks, Forestry and Recreation for projects related to community centres.

Provincial and Federal funding represent 32% of capital financing in the 10 year forecast period mainly distributed to Facilities Management, Waterfront Revitalization Initiatives, Toronto Transit Commission and Transportation for cost sharing expenditures.

Reserve / Reserve Funds represent 10% of capital funding, mainly contributed from the Capital Financing Reserve owing to the City's non-debt financing strategy.

Over the 10 year period, the 2017 - 2026 Council Approved Capital Budget and Plan achieves the City's goal for 50% debt and "pay-as-you-go" or CFC funding as part of its non-debt strategy.

- CFC is an allocation 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.
- CFC funding reduces reliance on debt issuance and in turn creates a greater capital funding capacity while still aligning to debt constraints resulting from the Council affirmed maximum limit of debt servicing cost at 15% of the property tax levy.

Incremental Operating Impacts

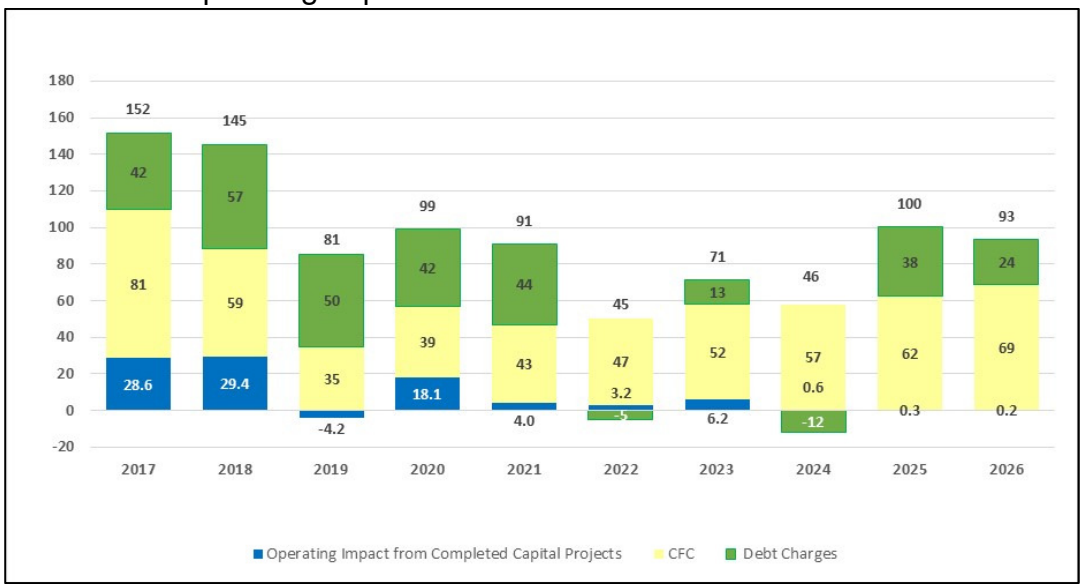
As part of the annual Capital Budget process, the incremental cost impact on the Operating Budget from completed capital projects over their useful life is estimated and evaluated. The objective of this evaluation is to ensure that all operating cost increases associated with the completion of capital projects are planned, accurate and affordable. Similarly, incremental operating savings or revenues arising from the completion of capital projects are also captured. Capital projects will impact the Operating Budget in the following ways:

- Principal repayment and interest payments on debt issued to finance the capital plan (i.e. debt service costs);
- Direct contributions from the operating fund to finance pay-as-you-go capital projects thereby reducing the annual borrowing requirements;

- Increased operating costs including on-going maintenance and programming costs for new infrastructure and rehabilitated or expanded facilities; cost to sustain new technology; and / or,

- Efficiency savings from capital investments that reduce operating costs.

Chart 9
Incremental Operating Impacts



The incremental operating impact arising from the approval of the 2017 - 2026 Council Approved Capital Budget and Plan on the City's 2017 and future years operating budgets, totals $923 million over the 10 year period. It is comprised of:

- Impact on program operating costs $86 million.

- Debt service charges $293 million.

- CFC for capital works $544 million.

Table 6
Incremental Impact on Operating Budget

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10 Year Total
Operating Impact from Completed Capital Projects	28.6	29.4	-4.2	18.1	4.0	3.2	6.2	0.6	0.3	0.2	86
CFC	81	59	35	39	43	47	52	57	62	69	544
Debt Charges	42	57	50	42	44	-5	13	-12	38	24	293
Total	152	145	81	99	91	45	71	46	100	93	923

2017 Council Approved Capital Budget and Future Year Commitments

Approval of the 2017 Council Approved Capital Budget of $2.777 billion (excluding 2016 funding carried forward into 2017) will commit the City to future year cash flow funding for new capital projects, approved capital projects with change in scope and for previously approved projects currently under way as outlined in the Table 7 below.

Table 7
2017 Council Approved Capital Budget and Future Year Commitments

(Millions)	2017	2018	2019	2020	2021	2022 - 2026	Total 10 Years
2017 Budget Committee Recommended Capital Budget & Future Year Commitments	2,776	2,760	1,743	1,233	791	1,059	10,362

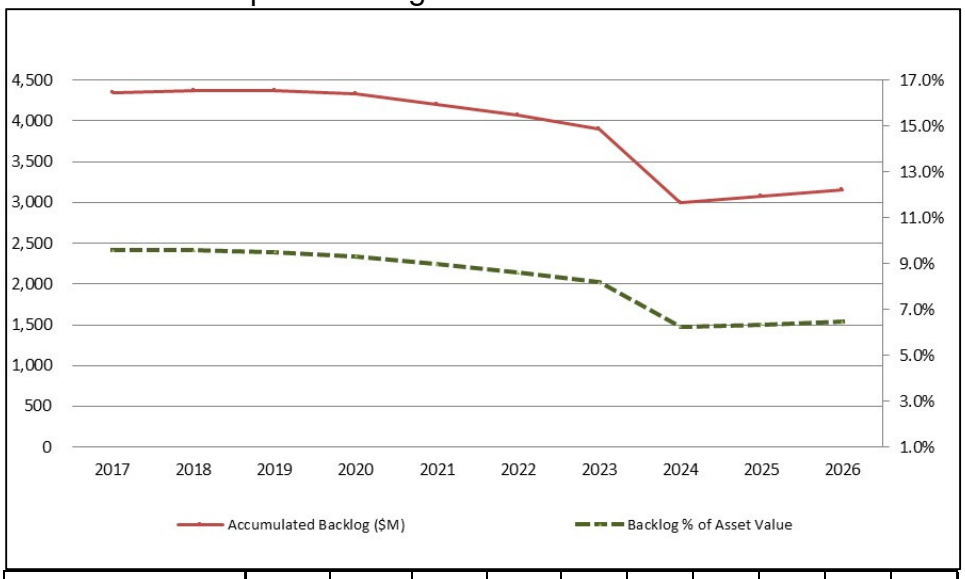
The future year commitments are primarily attributable to transit, transportation and waterfront revitalization initiatives for road and bridge rehabilitation, transit fleet, subway extension and Port Lands Flood Protection projects. Facilities Management, Park, Forestry and Recreation and corporate initiatives are also the major contributors to the future year commitments, as they have many multi-year, multi-phased facility projects.

State of Good Repair Backlog

The 2017 - 2026 Council Approved Tax Supported Capital Budget and Plan includes $13.626 billion or 51% funding devoted to state of good repair (SOGR) projects. This capital investment will reduce SOGR backlog over the 10 year planning horizon, from 9.6% as a percentage of total asset value in 2017 to 6.5% of total asset value in 2026.

However, the SOGR backlog will increase for certain Programs as the City completes more building condition assessments as part of an effort to improve asset lifecycle management and more accurately identify the City's SOGR needs. The results from the condition assessments more precisely identify accumulated SOGR backlog estimates.

Chart 10
State of Good Repair Backlog



	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, Toronto Public Library, and Parks, Forestry and Recreation. Together, they 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 with SOGR backlog make up $2.948 billion or 93.4% of the $3.156 billion SOGR backlog by the end of 2026, summarized in Table 7 below.

The increasing SOGR backlog is primarily driven by FREEE, TTC and Toronto Public Library based on revised data from completed condition assessments that more precisely recognize SOGR needs. Another contributing factor is the City's capacity to spend analyses that adjusted estimates to better match actual spending to project activities, thereby, increasing capital work that will not be addressed. These increases are slightly offset by a decrease in TRCA, Parks, Forestry and Recreation and other Programs' SOGR backlogs.

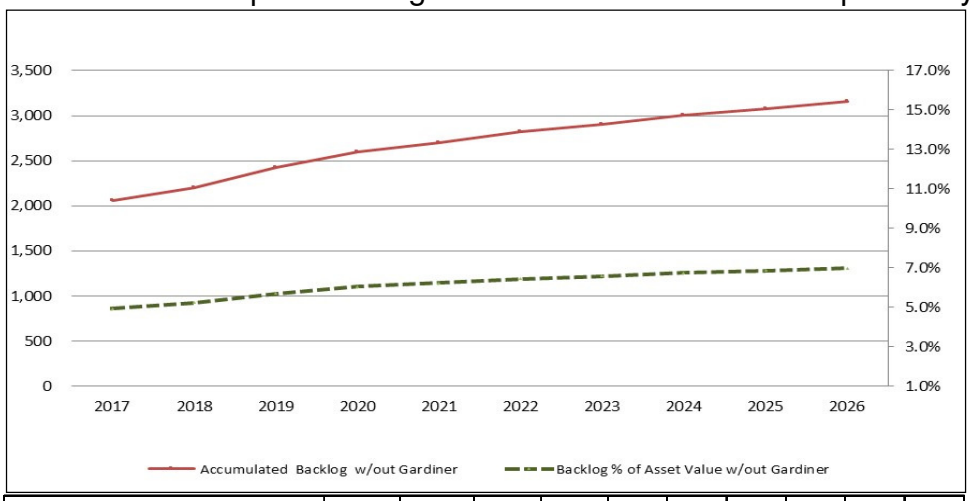
Table 7
State of Good Repair Backlog by Program - Summary

Program ($M)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Trend
Transportation Services	2,869	2,924	2,881	2,774	2,651	2,510	2,349	2,166	1,242	1,300	1,350	▼
Facilities Management, Real Estate & Environment	360	356	376	460	469	494	526	538	554	572	616	▲
Toronto Transit Commission		23	65	126	196	241	281	331	381	428	482	▲
Parks, Forestry & Recreation	442	454	479	460	468	432	404	367	327	284	222	▼
Toronto & Region Conservation Authority	228	228	222	213	203	192	182	171	163	150	139	▼
Toronto Public Library	53	60	66	71	83	86	94	99	112	129	137	▲
Other	311	299	286	272	260	249	240	232	226	218	210	▼
Total SOGR Backlog	**4,262**	**4,345**	**4,376**	**4,377**	**4,331**	**4,205**	**4,076**	**3,905**	**3,005**	**3,082**	**3,155**	
Total Asset Value (end of year)	**44,995**	**45,392**	**45,705**	**46,053**	**46,484**	**46,905**	**47,349**	**47,724**	**48,104**	**48,468**	**48,845**	
SOGR as % Asset Value	**9.47%**	**9.57%**	**9.57%**	**9.50%**	**9.32%**	**8.97%**	**8.61%**	**8.18%**	**6.25%**	**6.36%**	**6.46%**	

Overall, the current accumulated Tax Supported SOGR backlog estimates has been impacted by changes in Transportation Service's backlog caused by the revised cost schedule of the F.G. Gardiner Expressway Rehabilitation project. Transportation's total asset value also increased from $13.9 billion to $17.9 billion over the period of 10 years. The total SOGR backlog as a percentage of asset value is trending down over the 10 year period from 9.6% in 2017 to 6.5% in 2026.

However, when the F.G. Gardiner Expressway Rehabilitation project is excluded from these estimates, the SOGR backlog over the next 10 years shows an increase in the total City's accumulated SOGR requirement as outlined in Chart 11 below. The SOGR backlog in this scenario will increase from 4.9% to 7% as a percentage of asset value over the 10 year period.

Chart 11
State of Good Repair Backlog without the F.G. Gardiner Expressway Rehabilitation



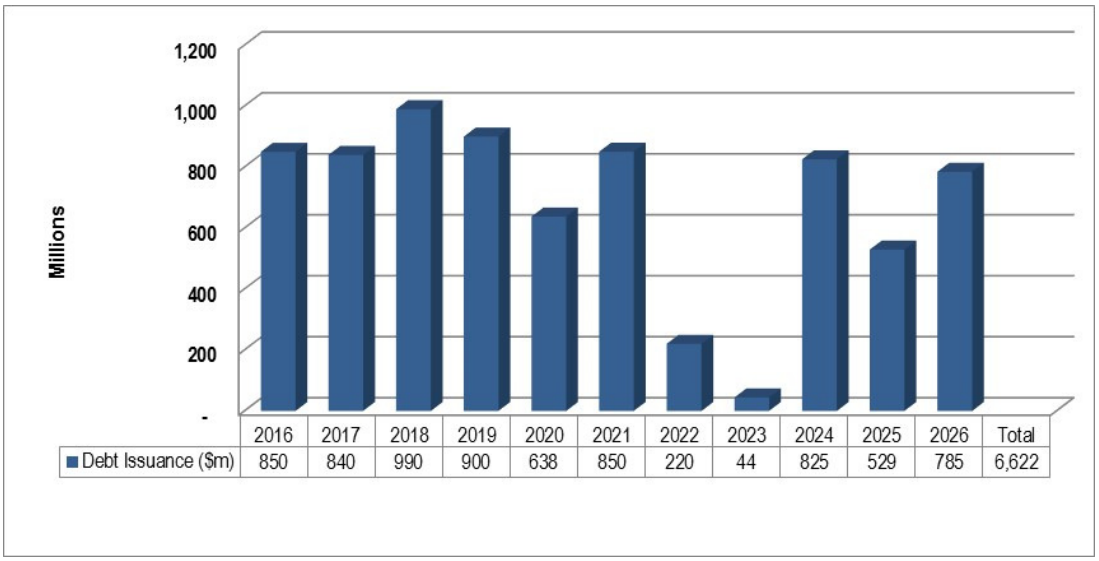
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Total Asset Value w/out Gardiner	41,769	42,082	42,430	42,861	43,282	43,726	44,101	44,481	44,845	45,222
Accumulated Backlog w/out Gardiner	2,061	2,207	2,423	2,598	2,701	2,821	2,907	3,005	3,082	3,155
Backlog % of Asset Value w/out Gardiner	4.9%	5.2%	5.7%	6.1%	6.2%	6.5%	6.6%	6.8%	6.9%	7.0%

Capital Financing

Debt Issuance

To accommodate the capital investments set out in the 2017 - 2026 Council Approved Capital Budget and Plan, the City will need to issue $6.622 billion in debt that will be repaid through the property tax levy and special dedicated property tax levies for the Scarborough Subway Extension and the City Building Fund. Chart 12 below shows debt issuance annually during the 10 year period.

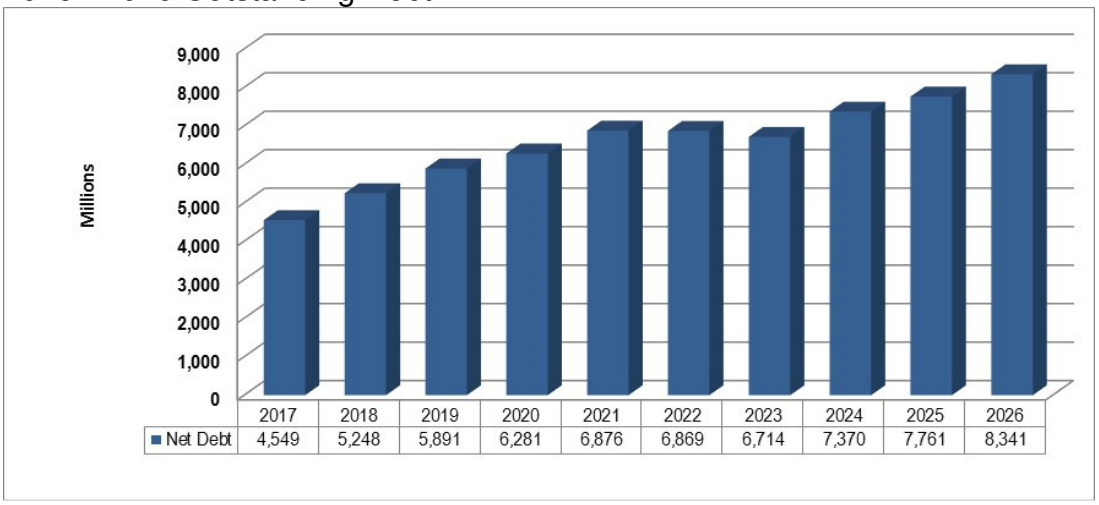
Chart 12
2016 - 2026 Debt Issuance



	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Debt Issuance ($m)	850	840	990	900	638	850	220	44	825	529	785	6,622

As a result of the debt issuance, the City's outstanding debt will total $8.341 billion at the end of 2026 as outlined in Chart 13 below:

Chart 13
2016 - 2026 Outstanding Debt

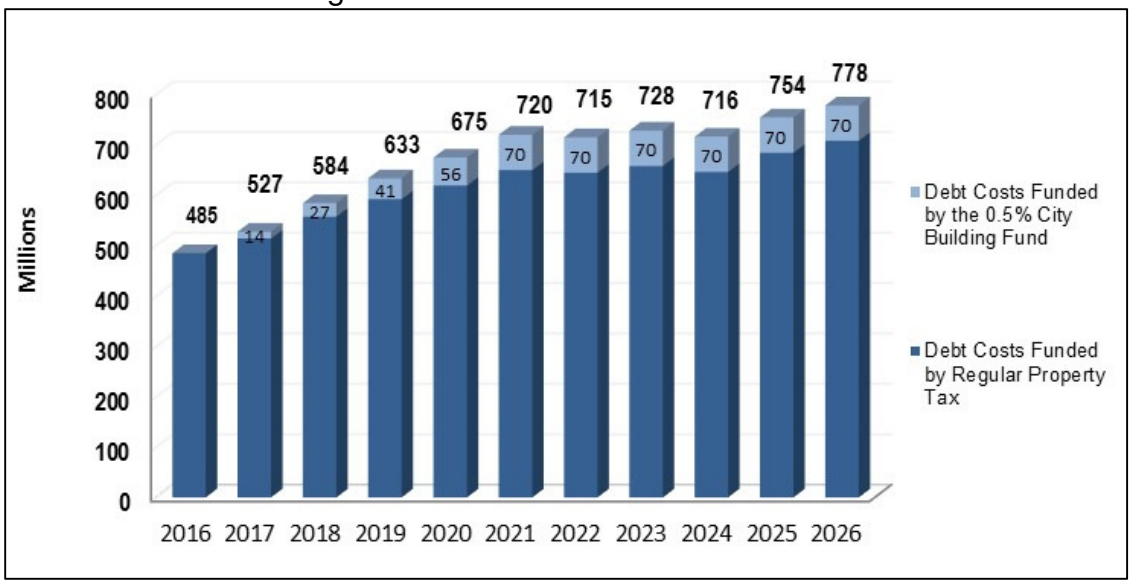


	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Net Debt	4,549	5,248	5,891	6,281	6,876	6,869	6,714	7,370	7,761	8,341

Debt Service Charges

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 2017, the debt service charge is budgeted at $527 million, and planned to increase to $778 million in 2026 as shown in Chart 14 below, based on the 2017 – 2026 Council Approved Capital Budget and Plan. Also shown in Chart 14, the portion of the debt service charge that will be funded by the Council approved 0.5% City Building Fund.

Chart 14
2016 - 2026 Debt Charges



At its meeting of February 23 and 24, 2011, Council adopted a maximum limit of 15% of debt service charges as a percentage of property taxes (debt service ratio). This budget has been prepared based on the limit which was established by Council in 2006.

The debt service charge ratio rises above the 15% limit as a result of including the special dedicated property tax levy for the City Building Fund to pay the debt servicing charge. As a result, the 2017 – 2026 Council Approved Capital Budget and Plan will be set at 12.99% in 2017 and gradually increase to a peak level of 15.90% in 2021 before declining to 14.64% in 2024 and rising to 15.37% in 2026. The 10 year average of 14.84% will remain under the 15% ratio. This represents a relaxation of the City's debt ratio policy. City staff will be reviewing and modelling other revenue options to determine how the City can make progress on funding the unmet capital needs as part of the Long Term Financial Plan. The debt service ratio policy will be addressed as part of this work.

Non-Debt Capital Financing

In 2012, the City established a capital financing strategy to be applied against capital needs to mitigate City-wide debt requirements. These funds are to be applied in a

strategic manner against capital projects that meet prescribed criteria such as useful life or type of capital asset. This strategy ensures that the capital projects are properly funded, the City's debt is minimized, and that the City is protected from adverse economic risks.

A major funding source of this strategy is the operating surplus. The Surplus Management policy approved by Council in 2004 states that the 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.

75% of operating surplus, proceeds from the monetization of the City assets, dividends from Build Toronto and other City Agencies and a budgeted amount of the Municipal Land Transfer Tax revenue beyond the base revenue taken into the City's Operating will go into the Capital Financing Reserve to fund capital projects.

As indicated in Table 9 below, it is projected that from 2012 to 2026, an estimated $2.239 billion will be generated from this strategy and used to fund $2.205 billion in capital projects including $1.076 billion for the TTC, $929 million for Transportation Services and $200 million for other Programs. It should be noted that at the end of 2016, the City has secured $1.238 billion.

Table 9
Capital Financing Strategy

Capital Financing Strategy - Reserve XQ0011

	2012 - 2015 Secured 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	86	50	50	50	50	50	50	50	50	50	**1,315**
MLTT (Above Operating Budget)				40	40	40	40									**160**
DC Increases								25	25	25	25	25				**125**
Future Years BT Dividend	20		10	15	15	25	25	25	25	25	25	25	25	25	25	**310**
Future Years Fed/Prov																**0**
TPA One-Time				67		9										**77**
Other	1	3														**4**
Bank Tower Surplus		30														**30**
Total:	**453**	**219**	**136**	**277**	**153**	**160**	**115**	**100**	**100**	**100**	**100**	**100**	**75**	**75**	**75**	**2,239**

Past, Current & Future Year Funding Requirements																
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	75							**982**
TTC TYSSE					39	27	24									**90**
Transportation Capital		15	61	61	48	47	63	44	42	42	42	269	137	30	30	**929**
FREEE Capital (St. Lawrence N.)						8	8								29	**44**
Waterfront Revitalization Initiative						0.3	5	7	7	4	2	1				**27**
Eglinton East LRT					2	2										**4**
Other Program Draws			**37**	13	28	6	13	1	1	0.4				0.6		**99**
Loss of Pooling Compensation (2014 Surplus)				**30**												**30**
Total	**45**	**75**	**350**	**331**	**163**	**140**	**184**	**208**	**124**	**46**	**44**	**270**	**137**	**31**	**59**	**2,205**

Available Capital Financing Strategy Funding (Based on Current Capital Requirements & Future Year Revenue Estimates)																
Description ($ Millions)	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**Total**
Estimated Reserve Opening Balance	$27	$435	$579	$367	$314	$304	$325	$256	$148	$124	$178	$234	$64	$2	$47	
Annual Funding Requirements	($45)	($75)	($350)	($331)	($163)	($140)	($184)	($208)	($124)	($46)	($44)	($270)	($137)	($31)	($59)	($2,205)
Annual Revenue Estimates	$453	$219	$136	$277	$153	$160	$115	$100	$100	$100	$100	$100	$75	$75	$75	$2,239
Estimated Reserve Closing Balance	**$435**	**$579**	**$366**	**$314**	**$304**	**$325**	**$256**	**$148**	**$124**	**$178**	**$234**	**$64**	**$2**	**$47**	**$63**	
Advance Financing Requirements																**0**

Authority to Issue Debentures During 2017

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 $900 million in 2017 has been authorized under By-law No. 75-2015.

Issuance Activity During 2016

Due to favourable capital market conditions and timing considerations, debenture issuance in the amount of $700 was completed during 2016 to finance the City's capital requirements.

Table 9
Details of Debenture Issuance Approved by the Debenture Committee in 2016

Issue Date	March 29th	June 10th	June 10th	Sept. 13th	Sept. 13th
Settlement Date	April 8th	June 23rd	June 23rd	Sept. 23rd	Sept. 23rd
Size	$200,000,000	$200,000,000	$100,000,000	$100,000,000	$100,000,000
Coupon	3.50%	2.40%	3.25%	2.40%	3.25%
Maturity Date	June 2, 2036	June 24, 2026	June 24, 2046	June 24, 2026	June 24, 2046
Tern	20 years	10 years	30 years	10 years	30 years
Issue Yield	3.529%	2.410%	3.292%	2.348%	3.253%

Approval of the 2017 Sinking Fund Levies

The City of Toronto Act 2006, 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."

The report requests Council's approval for the 2017 sinking fund levies of $273.793 million for the City and $2.294 million for the Toronto District School Board (TDSB). Sinking fund levies related to TDSB's sinking fund debt are fully recovered from the Board.

More Investment Room from Additional Revenue Sources

As noted in the report EX20.1 City of Toronto Long-Term Financial Direction Update, which was adopted by Council during their meeting of December 13, 2016, Council has

identified priorities and/or advanced planning for approximately $33 billion in major capital projects that were not yet funded through the 2016 Capital Budget and Plan.

As part of the 2017 Budget process, strategies available within existing City authorities were applied to increase investment in capital infrastructure by $5.8 billion ($3.3 billion in added debt) or a 28% increase in the Capital Program. As a result of the actions, the net cost of current unmet capital needs was reduced to approximately $30 billion over the 15 year planning period, subject to any future Federal or Provincial partnership funding.

Budget Committee at its meeting of January 24, 2017, considered additional revenue options that could be utilized to make further advancements on unfunded capital priorities. In doing so, Budget Committee directed the City Manager & Chief Financial Officer to include an additional $5.6 billion in available capital funding within the City's tax supported Capital Program based on a $2 toll revenue assumption for the Gardiner and the DVP. Staff were also requested to report to the Executive Committee in the second quarter of 2017 with a list of priority unfunded capital projects to be considered for addition to the 10 year capital forecast.

- The City of Toronto Act includes a provision with respect to tolling that has been in the legislation since its inception in 2006. While a provision is included in the City of Toronto Act, a provincial regulation is required to ultimately provide the City of Toronto authority to enact tolling.

On January 27, 2017, the Government of Ontario made an announcement, which indicates to City staff that Ontario will not facilitate a regulation under the City of Toronto Act to provide tolling of roads under the jurisdictional ownership of the City.

- During this announcement, the Province also indicated that the Provincial Gas Tax program rate for municipalities will be doubled over a phased in approach by 2022.

- The City expects the enhanced Provincial Gas Tax program will generate an additional $158 million in 2022. Gas tax revenues must be used to support municipal public transportation expenditures above the City's baseline spending.

While additional Provincial Gas Tax funding is welcome, additional gas tax revenue does not offer the same stable and significant revenue source that tolling would have provided to the City of Toronto. Furthermore, unlike tolling revenue, additional gas tax revenue cannot be used to support incremental borrowing as it does not meet the standards associated for allocations against recoverable debt due to the following:

- Not a stable source of revenue as it will fluctuate with gas consumption, with significant fluctuation possible over a longer term period due to conservation efforts;

- The amount of future gas tax revenues are not guaranteed and are subject to future provincial policy; and,

- City Council does not have control over these revenues that will not respond to inflation or economic growth.

It is anticipated that over the 10 year planning period, this decision will reduce the City's ability to further advance on unfunded capital priorities by $4.6 billion as indicated in the table below:

Table 10
Impact of Announcement on Available Capital Funding in the 2017 - 2026 Capital Plan

Description ($Millions)	2019	2020	2021	2022	2023	2024	2025	2026	10-Year
Tolling						1,867	1,867	1,867	5,600
Added Prov. Gas Tax	40	79	119	158	158	158	158	158	1,027
Net Impact	40	79	119	158	158	(1,709)	(1,709)	(1,709)	(4,573)

Conclusions

The 2017 - 2026 Council Approved Tax Supported Capital Budget and Plan addresses the increasing demand in capital needs for state of good repair, service improvement and growth related projects and stabilizes increases in state of good repair backlog in many areas but not all.

The 2017 - 2026 Council Approved Tax Supported Capital Budget and Plan delivers $5.8 in added investment for priority unfunded projects with $3.3 billion in additional debt room created through options available within existing City authorities.

Despite added investment, critical state of good repair, service improvement and transportation projects remain unfunded. This report recommends that staff not bring forward the $5.6 billion in available capital funding for consideration in the Capital Plan, as recommended by Budget Committee, following the Provincial announcement on January 27, 2017.

The net cost of unmet capital needs are currently estimated at approximately $30 billion over the 15 year planning period. Additional gas tax funding will partially address unmet needs, however additional revenue strategies to fund infrastructure will need to be considered with the Long Term Financial Plan and the 2018 Budget process to make critical investments in capital infrastructure in the City.

CITY OF TORONTO

2017 - 2026 COUNCIL APPROVED CAPITAL BUDGET & PLAN

($000)	2016 Year-End (inc. in-year adjustments)		2017 Council Approved		2017 - 2026 Council Approved	
	Budget	Acual	Gross	Debt/ CFC	Gross	Debt/ CFC
Citizen Centred Services - A						
Children's Services	17,562	3,010	26,386	2,469	69,131	16,002
Court Services	1,577	19				
Economic Development and Culture	32,605	17,303	18,557	10,437	168,171	97,699
Long Term Care Homes Services	30,195	22,530	10,298	7,565	84,789	68,299
Parks, Forestry & Recreation	242,295	114,872	143,411	48,979	1,204,807	684,211
Shelter, Support & Housing Administration	31,076	13,076	36,525	21,032	100,674	77,047
Toronto Employment & Social Services	2,500	12	2,850		2,850	
Toronto Paramedic Services	19,502	15,840	11,680	8,954	65,617	32,686
Citizen Centred Services - A	377,312	186,662	249,707	99,436	1,696,039	975,944
Citizen Centred Services - B						
City Planning	10,332	5,741	7,098	4,355	62,432	40,274
Fire Services	21,741	10,672	9,802	5,278	45,987	16,273
Transportation Services	456,341	252,815	418,468	270,087	5,291,968	4,156,611
Waterfront Revitalization Initiative	36,823	23,738	95,942	4,968	1,381,662	77,236
Citizen Centred Services - B	525,236	292,966	531,310	284,688	6,782,049	4,290,394
Internal Services						
311 Toronto	5,605	2,739	1,201	1,201	20,331	20,331
Facilities Management, Real Estate & Environm	295,041	160,553	184,649	75,090	1,030,831	677,072
Financial Services	28,284	10,628	15,193	12,287	52,552	39,406
Fleet Services	48,223	46,307	48,050		576,594	
Information & Technology	98,687	53,506	54,992	29,448	437,660	195,156
Internal Services	475,840	273,734	304,085	118,026	2,117,968	931,965
Other City Programs						
Accountability Offices	1,688	691			1,400	1,400
City Clerk's Office	8,092	3,965	7,447	5,248	52,604	41,393
Pan Am Games	5,352	797				
Radio Replacement Project	3,578	1,438				
Corporate Initiatives	3,682	3,565	208,066	39,433	4,019,250	1,817,010
IT Related Projects	(3,544)	(3,544)	(3,544)	(3,544)	(10,636)	(10,636)
Other City Programs	18,848	6,912	211,969	41,137	4,062,618	1,849,167
Total - City Operations	**1,397,236**	**760,274**	**1,297,071**	**543,287**	**14,658,674**	**8,047,470**
Agencies						
Exhibition Place	7,145	3,826	4,390	4,390	97,263	97,263
GO Transit			60,000	60,000	60,000	60,000
Sony Centre (Hummingbird)	7,836	3,997	5,884	5,209	8,634	7,959
Toronto & Region Conservation Authority	14,171	14,171	15,275	3,000	183,897	38,000
Toronto Police Service	71,716	34,403	46,811	17,511	522,984	224,254
Toronto Public Health	4,583	4,060	3,981	2,217	27,787	26,023
Toronto Public Library	27,766	26,612	29,525	19,967	275,367	182,312
Toronto Zoo	12,889	11,856	6,500	6,000	61,000	60,000
Yonge-Dundas Square					450	450
Agencies	146,107	98,925	172,366	118,294	1,237,382	696,261
Tax Supported before TTC	**1,543,343**	**859,199**	**1,469,437**	**661,581**	**15,896,056**	**8,743,731**
Toronto Transit Commission						
Toronto Transit Commission	2,165,227	1,221,924	1,100,258	376,563	6,841,741	2,576,745
Scarborough Subway Extension			22,807		3,397,850	439,004
Spadina Subway Extension			183,543	20,463	343,798	34,425
Toronto Transit Commission	2,165,227	1,221,924	1,306,608	397,026	10,583,389	3,050,174
Tax Supported Programs	**3,708,570**	**2,081,123**	**2,776,046**	**1,058,607**	**26,479,446**	**11,793,905**
Rate Supported Programs						
Solid Waste Management	96,669	64,519	103,777		667,096	
Toronto Parking Authority	86,043	26,623	99,049		519,094	
Toronto Water	851,652	679,598	729,565		12,080,155	
Rate Supported Programs	1,034,364	770,740	932,391		13,266,345	
Total - All Programs	**4,742,934**	**2,851,864**	**3,708,437**	**1,058,607**	**39,745,791**	**11,793,905**

TORONTO

2017 Council Approved Capital Budget & Future Year Commitments - Excluding 2016 Carry Forward
- by Program and Funding Source

($000s)	Total Cash Flow 2017 - 2026	Budget and Commitment						Funding Sources								
		2017	2018	2019	2020	2021	2022 to 2026	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt/CFC	Capital from Current	Debt - Recoverable
Citizen Centred Services "A"																
Children's Services	45,116	26,386	14,703	3,347	680				17,073		22,010		3,123	441	2,469	
Economic Development and Culture	22,205	18,557	3,648	-							1,768	111	8,043	4,837	7,446	
Long Term Care Homes Services	13,736	10,298	3,438								3,542			8,569	1,625	
Parks, Forestry & Recreation	390,471	143,411	162,093	58,601	25,616	675	75		101,033	7,178	74,330	1,536	119,926	37,902	48,566	
Shelter, Support & Housing Administration	88,074	36,525	38,751	3,360	3,146	3,146	3,146			17,057	6,570			63,547	900	
Toronto Employment & Social Services	2,850	2,850								2,500			350			
Toronto Paramedic Services	13,030	11,680	1,350						1,256	1,870				9,454	450	
Total Citizen Centred Services "A"	**575,482**	**249,707**	**223,983**	**65,308**	**29,442**	**3,821**	**3,221**		**119,362**	**28,605**	**108,220**	**1,647**	**131,442**	**124,750**	**61,456**	
Citizen Centred Services "B"																
City Planning	9,497	7,098	1,999	400					3,548					3,583	2,366	
Fire Services	15,416	9,802	5,414	200					5,892	3,576				5,148	800	
Transportation Services	1,738,212	418,468	318,073	288,600	259,221	244,886	208,964		94,970	290,983	6,485	48,211	60,498	1,161,022	56,479	19,564
Waterfront Revitalization Initiative	1,342,467	95,942	278,714	312,786	290,588	207,776	156,661	411,250	53,550	37,825	2,470	427,500	4,836	77,236		327,800
Total Citizen Centred Services "B"	**3,105,592**	**531,310**	**604,200**	**601,986**	**549,809**	**452,662**	**365,625**	**411,250**	**157,960**	**332,384**	**8,955**	**475,711**	**65,334**	**1,246,989**	**59,645**	**347,364**
Internal Services																
311 Toronto	1,201	1,201													1,201	
Facilities Management, Real Estate & Environment	368,025	184,649	128,970	34,653	9,163	8,090	2,500	25,137	7,500	18,700	13,036	22,762	19,531	148,632	35,936	76,792
Financial Services	34,435	15,193	13,819	5,423					515		4,632		1,234	28,054		
Fleet Services	108,035	48,050	35,289	24,696						107,810			225			
Information & Technology	92,182	54,992	30,734	5,032	1,424					48,056				15,286	28,840	
Total Internal Services	**603,878**	**304,085**	**208,812**	**69,804**	**10,587**	**8,090**	**2,500**	**25,137**	**8,015**	**174,566**	**17,668**	**22,762**	**20,990**	**191,972**	**65,977**	**76,792**
Other City Programs																
Accountability Offices																
City Clerk's Office	13,821	7,447	5,007	1,267	50	50				634	3,777			4,262	5,148	
Corporate Initiatives	308,050	208,066	99,984					122,750		2,000		98,832	8,358	50,477	25,633	
IT Related Projects	(10,636)	(3,544)	(3,546)	(3,546)										(10,636)		
Total Other City Programs	**311,235**	**211,969**	**101,445**	**(2,279)**	**50**	**50**		**122,750**		**2,634**	**3,777**	**98,832**	**8,358**	**44,103**	**30,781**	
Total City Operations	**4,596,187**	**1,297,071**	**1,138,440**	**734,819**	**589,888**	**464,623**	**371,346**	**559,137**	**285,337**	**538,189**	**138,620**	**598,952**	**226,124**	**1,607,814**	**217,859**	**424,156**

TORONTO

2017 Council Approved Capital Budget & Future Year Commitments - Excluding 2016 Carry Forward
- by Program and Funding Source

($000s)	Total Cash Flow 2017 - 2026	Budget and Commitment						Funding Sources								
		2017	2018	2019	2020	2021	2022 to 2026	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt/CFC	Capital from Current	Debt - Recoverable
Agencies																
Exhibition Place	5,470	4,390	1,080											5,470		
Sony Centre (Hummingbird)	6,608	5,884	724								175	500		5,933		
Toronto & Region Conservation Authority	15,275	15,275											12,275	3,000		
Toronto Police Service	63,070	46,811	10,859	5,000	400				9,931	22,300				30,839		
Toronto Public Health	7,561	3,981	2,671	909				799	568		397			5,797		
Toronto Public Library	75,240	29,525	25,713	16,408	3,594				20,485	580		623	7,359	46,193		
Toronto Zoo	8,680	6,500	2,180										1,000	7,680		
Yonge-Dundas Square																
Total Other City Programs	**241,904**	**172,366**	**43,227**	**22,317**	**3,994**			**799**	**30,984**	**22,880**	**572**	**1,123**	**20,634**	**104,912**	**60,000**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	**4,838,091**	**1,469,437**	**1,181,667**	**757,136**	**593,882**	**464,623**	**371,346**	**559,936**	**316,321**	**561,069**	**139,192**	**600,075**	**246,758**	**1,712,726**	**277,859**	**424,156**
Toronto Transit Commission (TTC)																
Toronto Transit Commission	5,147,659	1,100,258	1,408,871	985,856	639,083	326,399	687,192	614,389	522,420	290,114		1,503,062	124,629	2,080,700	12,345	
Scarborough Subway Extension	32,479	22,807	9,672						6,066				16,741	9,672		
Spadina Subway Extension	343,798	183,543	160,255					52,532		51,017	56,214	83,114	66,496	34,425		
Total TTC	**5,523,936**	**1,306,608**	**1,578,798**	**985,856**	**639,083**	**326,399**	**687,192**	**666,921**	**528,486**	**341,131**	**56,214**	**1,586,176**	**207,866**	**2,124,797**	**12,345**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	**10,362,028**	**2,776,046**	**2,760,465**	**1,742,992**	**1,232,965**	**791,022**	**1,058,538**	**1,226,857**	**844,807**	**902,200**	**195,406**	**2,186,251**	**454,624**	**3,837,523**	**290,204**	**424,156**
RATE SUPPORTED PROGRAM																
Solid Waste Management	290,639	105,291	84,285	47,445	18,022	12,580	23,016				207,933					82,706
Toronto Parking Authority	128,335	128,335											128,335			
Toronto Water	5,039,483	859,144	1,012,017	811,796	616,290	442,761	1,297,475	3,759	206,383		4,793,831	7,518	27,992			
TOTAL RATE SUPPORTED PROGRAM	**5,458,457**	**1,092,770**	**1,096,302**	**859,241**	**634,312**	**455,341**	**1,320,491**	**3,759**	**206,383**		**5,001,764**	**7,518**	**156,327**			**82,706**
TOTAL CAPITAL PROGRAM	**15,820,485**	**3,868,816**	**3,856,767**	**2,602,233**	**1,867,277**	**1,246,363**	**2,379,029**	**1,230,616**	**1,051,190**	**902,200**	**5,197,170**	**2,193,769**	**610,951**	**3,837,523**	**290,204**	**506,862**

TORONTO

2017 Council Approved Capital Budget and Future Year Commitments - New and Change in Scope

- by Program and Funding Source

($000s)	Total Cash Flow 2017 - 2026	Budget and Commitment						Funding Sources								
		2017	2018	2019	2020	2021	2022 to 2026	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
Citizen Centred Services "A"																
Children's Services	5,369	1,969	1,500	1,220	680				3,510		349			41	1,469	
Economic Development and Culture	20,338	16,690	3,648								1,224	111	7,991	3,916	7,096	
Long Term Care Homes Services	10,936	7,498	3,438								2,542			6,769	1,625	
Parks, Forestry & Recreation	161,123	74,234	65,757	20,507	275	275	75		30,764	27	42,466	776	13,465	29,457	44,168	
Shelter, Support & Housing Administration	77,104	32,125	32,181	3,360	3,146	3,146	3,146			17,057				59,147	900	
Toronto Employment & Social Services	350	350											350			
Toronto Paramedic Services	5,880	4,530	1,350						1,006	1,870				2,704	300	
Total Citizen Centred Services "A"	**281,100**	**137,396**	**107,874**	**25,087**	**4,101**	**3,421**	**3,221**		**35,280**	**18,954**	**46,581**	**887**	**21,806**	**102,034**	**55,558**	
Citizen Centred Services "B"																
City Planning	7,560	5,161	1,999	400					2,886					2,666	2,008	
Fire Services	6,650	6,150	300	200						2,625				3,225	800	
Transportation Services	778,365	136,934	86,193	81,221	94,815	203,831	175,371		23,349	90,000	3,185	48,211	60,242	518,079	33,315	1,984
Waterfront Revitalization Initiative	1,184,679	29,199	230,764	302,484	286,410	193,423	142,399	395,000	1	27,100	270	395,000	(1,500)	41,008		327,800
Total Citizen Centred Services "B"	**1,977,254**	**177,444**	**319,256**	**384,305**	**381,225**	**397,254**	**317,770**	**395,000**	**26,236**	**119,725**	**3,455**	**443,211**	**58,742**	**564,978**	**36,123**	**329,784**
Internal Services																
311 Toronto	441	441													441	
Facilities Management, Real Estate & Environment	73,731	36,016	17,833	6,779	3,598	7,005	2,500				150	1,697		50,974	12,569	8,341
Financial Services	4,736	2,180	2,556								(148)		132	4,752		
Fleet Services	58,302	17,637	23,969	16,696						58,302						
Information & Technology	36,062	24,454	9,588	2,020						6,947				7,718	21,397	
Total Internal Services	**173,272**	**80,728**	**53,946**	**25,495**	**3,598**	**7,005**	**2,500**			**65,249**	**2**	**1,697**	**132**	**63,444**	**34,407**	**8,341**
Other City Programs																
Accountability Offices																
City Clerk's Office	1,703	464	1,192	447	(450)	50				634	382			1,047	(360)	
Corporate Initiatives	304,050	204,066	99,984					122,750				96,832	8,358	50,477	25,633	
Total Other City Programs	**305,753**	**204,530**	**101,176**	**447**	**(450)**	**50**		**122,750**		**634**	**382**	**96,832**	**8,358**	**51,524**	**25,273**	
Total City Operations	**2,737,379**	**600,098**	**582,252**	**435,334**	**388,474**	**407,730**	**323,491**	**517,750**	**61,516**	**204,562**	**50,420**	**542,627**	**89,038**	**781,980**	**151,361**	**338,125**

TORONTO

2017 Council Approved Capital Budget and Future Year Commitments - New and Change in Scope

- by Program and Funding Source

($000s)	Total Cash Flow 2017 - 2026	Budget and Commitment						Funding Sources								
		2017	2018	2019	2020	2021	2022 to 2026	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
Agencies																
Exhibition Place	5,470	4,390	1,080											5,470		
Sony Centre (Hummingbird)	5,008	4,284	724								175	500		4,333		
Toronto & Region Conservation Authority	15,275	15,275											12,275	3,000		
Toronto Police Service	55,737	42,500	7,837	5,000	400				9,931	22,300				23,506		
Toronto Public Health	5,380	1,800	2,671	909				465						4,915		
Toronto Public Library	22,136	7,441	8,595	6,100					5,501				3,106	13,529		
Toronto Zoo	3,000	3,000												3,000		
Yonge-Dundas Square																
Total Agencies	**172,006**	**138,690**	**20,907**	**12,009**	**400**			**465**	**15,432**	**22,300**	**175**	**500**	**15,381**	**57,753**	**60,000**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	**2,909,385**	**738,788**	**603,159**	**447,343**	**388,874**	**407,730**	**323,491**	**518,215**	**76,948**	**226,862**	**50,595**	**543,127**	**104,419**	**839,733**	**211,361**	**338,125**
Toronto Transit Commission (TTC)																
Toronto Transit Commission	928,100	77,152	201,985	184,694	151,674	81,740	230,855	85,322	99,934	4,251		366,952	35,008	336,633		
Scarborough Subway Extension	22,807	22,807							6,066				16,741			
Spadina Subway Extension																
Total TTC	**950,907**	**99,959**	**201,985**	**184,694**	**151,674**	**81,740**	**230,855**	**85,322**	**106,000**	**4,251**		**366,952**	**51,749**	**336,633**		
TOTAL TAX SUPPORTED CAPITAL PROGRAM	**3,860,292**	**838,747**	**805,144**	**632,037**	**540,548**	**489,470**	**554,346**	**603,537**	**182,948**	**231,113**	**50,595**	**910,079**	**156,168**	**1,176,366**	**211,361**	**338,125**
RATE SUPPORTED PROGRAM																
Solid Waste Management	29,393	(8,923)	35,346	9,186	(10,672)	(870)	5,326				22,538					6,855
Toronto Parking Authority	128,335	128,335											128,335			
Toronto Water	2,119,009	(13,759)	413,187	365,790	334,438	197,786	821,567	3,759	67,665		2,031,991	7,518	8,076			
TOTAL RATE SUPPORTED PROGRAM	**2,276,737**	**105,653**	**448,533**	**374,976**	**323,766**	**196,916**	**826,893**	**3,759**	**67,665**		**2,054,529**	**7,518**	**136,411**			**6,855**
TOTAL CAPITAL PROGRAM	**6,137,029**	**944,400**	**1,253,677**	**1,007,013**	**864,314**	**686,386**	**1,381,239**	**607,296**	**250,613**	**231,113**	**2,105,124**	**917,597**	**292,579**	**1,176,366**	**211,361**	**344,980**

TORONTO

2017 Council Approved Capital Budget and Future Year Commitments - Previously Approved

- by Program and Funding Source

($000s)	Total Cash Flow 2017 - 2026	Budget and Commitment						Funding Sources								
		2017	2018	2019	2020	2021	2022 to 2026	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other1 (Internal)	Debt	Capital from Current	Debt - Recoverable
Citizen Centred Services "A"																
Children's Services	39,747	24,417	13,203	2,127					13,563		21,661		3,123	400	1,000	
Economic Development and Culture	1,867	1,867									544		52	921	350	
Long Term Care Homes Services	2,800	2,800									1,000			1,800		
Parks, Forestry & Recreation	229,348	69,177	96,336	38,094	25,341	400			70,269	7,151	31,864	760	106,461	8,445	4,398	
Shelter, Support & Housing Administration	10,970	4,400	6,570								6,570			4,400		
Toronto Paramedic Services	7,150	7,150							250					6,750	150	
Total Citizen Centred Services "A"	**294,382**	**112,311**	**116,109**	**40,221**	**25,341**	**400**			**84,082**	**9,651**	**61,639**	**760**	**109,636**	**22,716**	**5,898**	
Citizen Centred Services "B"																
City Planning	1,937	1,937							662					917	358	
Fire Services	8,766	3,652	5,114						5,892	951				1,923		
Transportation Services	959,847	281,534	231,880	207,379	164,406	41,055	33,593		71,621	200,983	3,300		256	642,943	23,164	17,580
Waterfront Revitalization Initiative	157,788	66,743	47,950	10,302	4,178	14,353	14,262	16,250	53,549	10,725	2,200	32,500	6,336	36,228		
Total Citizen Centred Services "B"	**1,128,338**	**353,866**	**284,944**	**217,681**	**168,584**	**55,408**	**47,855**	**16,250**	**131,724**	**212,659**	**5,500**	**32,500**	**6,592**	**682,011**	**23,522**	**17,580**
Internal Services																
311 Toronto	760	760													760	
Facilities Management, Real Estate & Environment	294,294	148,633	111,137	27,874	5,565	1,085		25,137	7,500	18,700	12,886	21,065	19,531	97,658	23,367	68,451
Financial Services	29,699	13,013	11,263	5,423					515		4,780		1,102	23,302		
Fleet Services	49,733	30,413	11,320	8,000						49,508			225			
Information & Technology	56,120	30,538	21,146	3,012	1,424					41,109				7,568	7,443	
Total Internal Services	**430,606**	**223,357**	**154,866**	**44,309**	**6,989**	**1,085**		**25,137**	**8,015**	**109,317**	**17,666**	**21,065**	**20,858**	**128,528**	**31,570**	**68,451**
Other City Programs																
Accountability Offices																
City Clerk's Office	12,118	6,983	3,815	820	500						3,395			3,215	5,508	
IT Related Projects	(10,636)	(3,544)	(3,546)	(3,546)										(10,636)		
Total Other City Programs	**5,482**	**7,439**	**269**	**(2,726)**	**500**					**2,000**	**3,395**	**2,000**		**(7,421)**	**5,508**	
Total City Operations	**1,858,808**	**696,973**	**556,188**	**299,485**	**201,414**	**56,893**	**47,855**	**41,387**	**223,821**	**333,627**	**88,200**	**56,325**	**137,086**	**825,834**	**66,498**	**86,031**

TORONTO

2017 Council Approved Capital Budget and Future Year Commitments - Previously Approved

- by Program and Funding Source

($000s)	Total Cash Flow 2017 - 2026	Budget and Commitment						Funding Sources								
		2017	2018	2019	2020	2021	2022 to 2026	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other1 (Internal)	Debt	Capital from Current	Debt - Recoverable
Agencies																
Exhibition Place																
Toronto Police Service	7,333	4,311	3,022											7,333		
Toronto Public Health	2,181	2,181						334	568		397			882		
Toronto Public Library	53,104	22,084	17,118	10,308	3,594				14,984	580		623	4,253	32,664		
Toronto Zoo	5,680	3,500	2,180										1,000	4,680		
Yonge-Dundas Square																
Total Other City Programs	**69,898**	**33,676**	**22,320**	**10,308**	**3,594**			**334**	**15,552**	**580**	**397**	**623**	**5,253**	**47,159**		
TOTAL TAX SUPPORTED CAPITAL PROGRAM	**1,928,706**	**730,649**	**578,508**	**309,793**	**205,008**	**56,893**	**47,855**	**41,721**	**239,373**	**334,207**	**88,597**	**56,948**	**142,339**	**872,993**	**66,498**	**86,031**
Toronto Transit Commission (TTC)																
Toronto Transit Commission	4,219,559	1,023,106	1,206,886	801,162	487,409	244,659	456,337	529,067	422,486	285,863		1,136,110	89,621	1,744,067	12,345	
Scarborough Subway Extension	9,672		9,672											9,672		
Spadina Subway Extension	343,798	183,543	160,255					52,532		51,017	56,214	83,114	66,496	34,425		
Total TTC	**4,573,029**	**1,206,649**	**1,376,813**	**801,162**	**487,409**	**244,659**	**456,337**	**581,599**	**422,486**	**336,880**	**56,214**	**1,219,224**	**156,117**	**1,788,164**	**12,345**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	**6,501,736**	**1,937,299**	**1,955,321**	**1,110,955**	**692,417**	**301,552**	**504,192**	**623,320**	**661,859**	**671,087**	**144,811**	**1,276,172**	**298,456**	**2,661,157**	**78,843**	**86,031**
RATE SUPPORTED PROGRAM																
Solid Waste Management	261,246	114,214	48,939	38,259	28,694	13,450	17,690				185,395					75,851
Toronto Parking Authority																
Toronto Water	2,920,474	872,903	598,830	446,006	281,852	244,975	475,908		138,718		2,761,840		19,916			
TOTAL RATE SUPPORTED PROGRAM	**3,181,720**	**987,117**	**647,769**	**484,265**	**310,546**	**258,425**	**493,598**		**138,718**		**2,947,235**		**19,916**			**75,851**
TOTAL CAPITAL PROGRAM	**9,683,456**	**2,924,416**	**2,603,090**	**1,595,220**	**1,002,963**	**559,977**	**997,790**	**623,320**	**800,577**	**671,087**	**3,092,046**	**1,276,172**	**318,372**	**2,661,157**	**78,843**	**161,882**

TORONTO

2017 Council Approved Capital Budget – Including 2016 Carry Forward

- by Program and Funding Source

($000s)	2017 Cash Flow	Funding Sources								
		Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
Citizen Centred Services "A"										
Children's Services	33,100		9,720		19,865		893	153	2,469	
Economic Development and Culture	27,687			292	2,114	369	9,153	4,670	11,089	
Long Term Care Homes Services	14,254				2,863			9,641	1,750	
Parks, Forestry & Recreation	219,774		40,512	570	52,684	2,365	40,872	3,733	79,038	
Shelter, Support & Housing Administration	50,802			15,493	730		1,738	31,941	900	
Toronto Employment & Social Services	5,250			4,900			350			
Toronto Paramedic Services	14,812		1,256	1,970				10,886	700	
Total Citizen Centred Services "A"	**365,679**		**51,488**	**23,225**	**78,256**	**2,734**	**53,006**	**61,024**	**95,946**	
Citizen Centred Services "B"										
City Planning	7,098		2,743					1,989	2,366	
Fire Services	16,868		5,993	3,394				5,716	1,765	
Transportation Services	526,173		30,425	64,555	16,860	38,269	41,388	265,166	59,408	10,102
Waterfront Revitalization Initiative	103,442	22,150	17,968	9,050	1,870	30,900	5,336	4,968		11,200
Total Citizen Centred Services "B"	**653,581**	**22,150**	**57,129**	**76,999**	**18,730**	**69,169**	**46,724**	**277,839**	**63,539**	**21,302**
Internal Services										
311 Toronto	3,654							2,453	1,201	
Facilities Management, Real Estate & Environment	289,870	38,555	2,500	7,675	30,818	24,238	11,225	66,081	48,480	60,299
Financial Services	26,904		778		2,173		1,575	22,378		
Fleet Services	57,040			56,971			69			
Information & Technology	83,674			31,657	554		369	9,606	41,488	
Total Internal Services	**461,142**	**38,555**	**3,278**	**96,303**	**33,545**	**24,238**	**13,238**	**100,518**	**91,169**	**60,299**
Other City Programs										
Accountability Offices	541								541	
City Clerk's Office	10,379			424	2,415			2,392	5,148	
Corporate Initiatives	208,066	98,200		2,000		66,233	2,200	13,800	25,633	
IT Related Projects	(3,544)							(3,544)		
Total Other City Programs	**215,442**	**98,200**		**2,424**	**2,415**	**66,233**	**2,200**	**12,648**	**31,322**	
Total City Operations	**1,695,844**	**158,905**	**111,895**	**198,951**	**132,946**	**162,374**	**115,169**	**452,029**	**281,976**	**81,601**

TORONTO

2017 Council Approved Capital Budget – Including 2016 Carry Forward

- by Program and Funding Source

($000s)	2017 Cash Flow	Funding Sources								
		Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
Agencies										
Exhibition Place	7,910							4,390	3,520	
Sony Centre (Hummingbird)	7,019		300		175	500	835	5,209		
Toronto & Region Conservation Authority	15,275						12,275	3,000		
Toronto Police Service	67,375		8,000	25,204				34,171		
Toronto Public Health	4,367	799	568		499			2,480	21	
Toronto Public Library	30,001		6,826	580		558	1,983	19,967	87	
Toronto Zoo	6,500						500	6,000		
Yonge-Dundas Square										
Total Agencies	**198,447**	**799**	**15,694**	**25,784**	**674**	**1,058**	**15,593**	**75,217**	**63,628**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	**1,894,291**	**159,704**	**127,589**	**224,735**	**133,620**	**163,432**	**130,762**	**527,246**	**345,604**	**81,601**
Toronto Transit Commission (TTC)										
Toronto Transit Commission	1,263,810	119,627	95,479	50,139		467,141	31,634	487,446	12,345	
Scarborough Subway Extension	125,194		6,066				16,741	102,387		
Spadina Subway Extension	545,057	27,691		26,893	29,632	43,812	35,052	381,977		
Total TTC	**1,934,061**	**147,318**	**101,545**	**77,032**	**29,632**	**510,953**	**83,427**	**971,810**	**12,345**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	**3,828,352**	**307,021**	**229,134**	**301,767**	**163,252**	**674,385**	**214,189**	**1,499,056**	**357,949**	**81,601**
RATE SUPPORTED PROGRAM										
Solid Waste Management	146,503				64,399				41,052	41,052
Toronto Parking Authority	128,335						128,335			
Toronto Water	1,020,584	3,759	49,512		921,895	7,518	35,778		1,061	1,061
TOTAL RATE SUPPORTED PROGRAM	**1,295,422**	**3,759**	**49,512**		**986,294**	**7,518**	**164,113**		**42,113**	**42,113**
TOTAL CAPITAL PROGRAM	**5,123,774**	**310,780**	**278,646**	**301,767**	**1,149,546**	**681,903**	**378,302**	**1,499,056**	**400,062**	**123,714**

TORONTO

2017 Council Approved Capital Budget – Excluding 2016 Carry Forward

- by Program and Funding Source

($000s)	2017 Cash Flow	Funding Sources								
		Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
Citizen Centred Services "A"										
Children's Services	26,386		7,664		15,360		893		2,469	
Court Services										
Economic Development and Culture	18,557				1,768	111	6,241	2,991	7,446	
Long Term Care Homes Services	10,298				2,733			5,940	1,625	
Parks, Forestry & Recreation	143,411		28,261	570	29,970	1,536	34,095	413	48,566	
Shelter, Support & Housing Administration	36,525			15,493				20,132	900	
Toronto Employment & Social Services	2,850			2,500			350			
Toronto Paramedic Services	11,680		1,256	1,470				8,504	450	
Total Citizen Centred Services "A"	**249,707**		**37,181**	**20,033**	**49,831**	**1,647**	**41,579**	**37,980**	**61,456**	
Citizen Centred Services "B"										
City Planning	7,098		2,743					1,989	2,366	
Fire Services	9,802		1,380	3,144				4,478	800	
Transportation Services	418,468		15,146	47,379	3,185	38,269	34,300	213,608	56,479	10,102
Waterfront Revitalization Initiative	95,942	22,150	13,968	9,050	1,870	30,900	1,836	4,968		11,200
Total Citizen Centred Services "B"	**531,310**	**22,150**	**33,237**	**59,573**	**5,055**	**69,169**	**36,136**	**225,043**	**59,645**	**21,302**
Internal Services										
311 Toronto	1,201								1,201	
Facilities Management, Real Estate & Environment	184,649	24,694	2,500	7,675	12,449	22,762	10,225	39,154	35,936	29,255
Financial Services	15,193		515		1,334		1,057	12,287		
Fleet Services	48,050			47,981			69			
Information & Technology	54,992			25,544				608	28,840	
Total Internal Services	**304,085**	**24,694**	**3,015**	**81,200**	**13,783**	**22,762**	**11,351**	**52,049**	**65,977**	**29,255**
Other City Programs										
Accountability Offices										
City Clerk's Office	7,447			424	1,775			100	5,148	
Pan Am Games										
Radio Replacement Project										
Corporate Initiatives	208,066	98,200		2,000		66,233	2,200	13,800	25,633	
Sustainable Energy Plan										
IT Related Projects	(3,544)							(3,544)		
Total Other City Programs	**211,969**	**98,200**		**2,424**	**1,775**	**66,233**	**2,200**	**10,356**	**30,781**	
Total City Operations	**1,297,071**	**145,044**	**73,433**	**163,230**	**70,444**	**159,811**	**91,266**	**325,428**	**217,859**	**50,557**

TORONTO

2017 Council Approved Capital Budget – Excluding 2016 Carry Forward

- by Program and Funding Source

($000s)	2017 Cash Flow	Funding Sources								
		Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
Agencies										
Exhibition Place	4,390							4,390		
GO Transit	60,000								60,000	
Sony Centre (Hummingbird)	5,884				175	500		5,209		
Toronto & Region Conservation Authority	15,275						12,275	3,000		
Toronto Police Service	46,811		7,000	22,300				17,511		
Toronto Port Authority										
Toronto Public Health	3,981	799	568		397			2,217		
Toronto Public Library	29,525		6,437	580		558	1,983	19,967		
Toronto Zoo	6,500						500	6,000		
Yonge-Dundas Square										
Total Agencies	**172,366**	**799**	**14,005**	**22,880**	**572**	**1,058**	**14,758**	**58,294**	**60,000**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	**1,469,437**	**145,843**	**87,438**	**186,110**	**71,016**	**160,869**	**106,024**	**383,722**	**277,859**	**50,557**
Toronto Transit Commission (TTC)										
Toronto Transit Commission	1,100,258	79,303	95,479	50,139		467,141	31,634	364,218	12,345	
Scarborough Subway Extension	22,807		6,066				16,741			
Spadina Subway Extension	183,543	27,691		26,893	29,632	43,812	35,052	20,463		
Total TTC	**1,306,608**	**106,994**	**101,545**	**77,032**	**29,632**	**510,953**	**83,427**	**384,681**	**12,345**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	**2,776,046**	**252,836**	**188,983**	**263,142**	**100,648**	**671,822**	**189,451**	**768,403**	**290,204**	**50,557**
RATE SUPPORTED PROGRAM										
Solid Waste Management	103,777				63,898					39,879
Toronto Parking Authority	99,049						99,049			
Toronto Water	889,944	3,759	44,269		798,294	7,518	35,043			1,061
TOTAL RATE SUPPORTED PROGRAM	**1,092,770**	**3,759**	**44,269**		**862,192**	**7,518**	**134,092**			**40,940**
TOTAL CAPITAL PROGRAM	**3,868,816**	**256,595**	**233,252**	**263,142**	**962,840**	**679,340**	**323,543**	**768,403**	**290,204**	**91,497**

TORONTO

2017 Council Approved Capital Budget - 2016 Carry Forward
- by Program and Funding Source

($000s)	2017 Carry-forward	Funding Sources								
		Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
Citizen Centred Services "A"										
Children's Services	6,714		2,056		4,505			153		
Economic Development and Culture	9,130			292	346	258	2,912	1,679	3,643	
Long Term Care Homes Services	3,956				130			3,701	125	
Parks, Forestry & Recreation	76,363		12,251		22,714	829	6,777	3,320	30,472	
Shelter, Support & Housing Administration	14,277				730		1,738	11,809		
Toronto Employment & Social Services	2,400			2,400						
Toronto Paramedic Services	3,132			500				2,382	250	
Total Citizen Centred Services "A"	**115,972.00**		**14,307**	**3,192**	**28,425**	**1,087**	**11,427**	**23,044**	**34,490**	
Citizen Centred Services "B"										
City Planning										
Fire Services	7,066		4,613	250				1,238	965	
Transportation Services	107,705		15,279	17,176	13,675		7,088	51,558	2,929	
Waterfront Revitalization Initiative	7,500		4,000				3,500			
Total Citizen Centred Services "B"	**122,270.95**		**23,892**	**17,426**	**13,675**		**10,588**	**52,796**	**3,894**	
Internal Services										
311 Toronto	2,453							2,453		
Facilities Management, Real Estate & Environment	105,221	13,861			18,369	1,476	1,000	26,927	12,544	31,044
Financial Services	11,711		263		839		518	10,091		
Fleet Services	8,990			8,990						
Information & Technology	28,682			6,113	554		369	8,998	12,648	
Total Internal Services	**157,057.00**	**13,861**	**263**	**15,103**	**19,762**	**1,476**	**1,887**	**48,469**	**25,192**	**31,044**
Other City Programs										
Accountability Offices	541								541	
City Clerk's Office	2,932				640			2,292		
Corporate Initiatives										
IT Related Projects										
Total Other City Programs	**3,473.40**				**640**			**2,292**	**541**	
Total City Operations	**398,773**	**13,861**	**38,462**	**35,721**	**62,502**	**2,563**	**23,902**	**126,601**	**64,117**	**31,044**

TORONTO

2017 Council Approved Capital Budget - 2016 Carry Forward
- by Program and Funding Source

($000s)	2017 Carry-forward	Funding Sources								
		Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
Agencies										
Exhibition Place	3,520								3,520	
Sony Centre (Hummingbird)	1,135		300				835			
Toronto & Region Conservation Authority										
Toronto Police Service	20,564		1,000	2,904				16,660		
Toronto Public Health	386				102			263	21	
Toronto Public Library	476		389						87	
Toronto Zoo										
Yonge-Dundas Square										
Total Other City Programs	**26,080.94**		**1,689**	**2,904**	**102**		**835**	**16,923**	**3,628**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	**424,854**	**13,861**	**40,151**	**38,625**	**62,604**	**2,563**	**24,737**	**143,524**	**67,745**	**31,044**
Toronto Transit Commission (TTC)										
Toronto Transit Commission	163,552	40,324						123,228		
Scarborough Subway Extension	102,387							102,387		
Spadina Subway Extension	361,514							361,514		
Total TTC	**627,453**	**40,324**						**587,129**		
TOTAL TAX SUPPORTED CAPITAL PROGRAM	**1,052,307**	**54,185**	**40,151**	**38,625**	**62,604**	**2,563**	**24,737**	**730,653**	**67,745**	**31,044**
RATE SUPPORTED PROGRAM										
Solid Waste Management	1,674				501					1,173
Toronto Parking Authority	29,286						29,286			
Toronto Water	129,579		5,243		123,601		735			
TOTAL RATE SUPPORTED PROGRAM	**160,539**		**5,243**		**124,102**		**30,021**			**1,173**
TOTAL CAPITAL PROGRAM	**1,212,846**	**54,185**	**45,394**	**38,625**	**186,706**	**2,563**	**54,758**	**730,653**	**67,745**	**32,217**

TORONTO

2017 Council Approved Capital Budget and Future Year Commitments - Including 2016 Carry Forward

- by Program and Funding Source

($000s)	Total Cash Flow 2017 - 2026	Budget and Commitment						Funding Sources								
		2017	2018	2019	2020	2021	2022 to 2026	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
Citizen Centred Services "A"																
Children's Services	51,830	33,100	14,703	3,347	680				19,129		26,515		3,123	594	2,469	
Economic Development and Culture	31,335	27,687	3,648							292	2,114	369	10,955	6,516	11,089	
Long Term Care Homes Services	17,692	14,254	3,438								3,672			12,270	1,750	
Parks, Forestry & Recreation	466,834	219,774	162,093	58,601	25,616	675	75		113,284	7,178	97,044	2,365	126,703	41,222	79,038	
Shelter, Support & Housing Administration	102,351	50,802	38,751	3,360	3,146	3,146	3,146			17,057	7,300		1,738	75,356	900	
Toronto Employment & Social Services	5,250	5,250								4,900			350			
Toronto Paramedic Services	16,162	14,812	1,350						1,256	2,370				11,836	700	
Total Citizen Centred Services "A"	**691,454**	**365,679**	**223,983**	**65,308**	**29,442**	**3,821**	**3,221**		**133,669**	**31,797**	**136,645**	**2,734**	**142,869**	**147,794**	**95,946**	
Citizen Centred Services "B"																
City Planning	9,497	7,098	1,999	400					3,548					3,583	2,366	
Fire Services	22,482	16,868	5,414	200					10,505	3,826				6,386	1,765	
Transportation Services	1,845,917	526,173	318,073	288,600	259,221	244,886	208,964		110,249	308,159	20,160	48,211	67,586	1,212,580	59,408	19,564
Waterfront Revitalization Initiative	1,349,967	103,442	278,714	312,786	290,588	207,776	156,661	411,250	57,550	37,825	2,470	427,500	8,336	77,236		327,800
Total Citizen Centred Services "B"	**3,227,863**	**653,581**	**604,200**	**601,986**	**549,809**	**452,662**	**365,625**	**411,250**	**181,852**	**349,810**	**22,630**	**475,711**	**75,922**	**1,299,785**	**63,539**	**347,364**
Internal Services																
311 Toronto	3,654	3,654												2,453	1,201	
Facilities Management, Real Estate & Environment	473,246	289,870	128,970	34,653	9,163	8,090	2,500	38,998	7,500	18,700	31,405	24,238	20,531	175,559	48,480	107,836
Financial Services	46,146	26,904	13,819	5,423					778		5,471		1,752	38,145		
Fleet Services	117,025	57,040	35,289	24,696						116,800			225			
Information & Technology	120,864	83,674	30,734	5,032	1,424					54,169	554		369	24,284	41,488	
Total Internal Services	**760,935**	**461,142**	**208,812**	**69,804**	**10,587**	**8,090**	**2,500**	**38,998**	**8,278**	**189,669**	**37,430**	**24,238**	**22,877**	**240,441**	**91,169**	**107,836**
Other City Programs																
Accountability Offices	541	541													541	
City Clerk's Office	16,754	10,379	5,007	1,267	50	50				634	4,417			6,555	5,148	
Radio Replacement Project																
Corporate Initiatives	308,050	208,066	99,984					122,750		2,000		98,832	8,358	50,477	25,633	
IT Related Projects	(10,636)	(3,544)	(3,546)	(3,546)										(10,636)		
Total Other City Programs	**314,709**	**215,442**	**101,445**	**(2,279)**	**50**	**50**		**122,750**		**2,634**	**4,417**	**98,832**	**8,358**	**46,396**	**31,322**	
Total City Operations	**4,994,961**	**1,695,844**	**1,138,440**	**734,819**	**589,888**	**464,623**	**371,346**	**572,998**	**323,799**	**573,910**	**201,122**	**601,515**	**250,027**	**1,734,415**	**281,976**	**455,200**

TORONTO

2017 Council Approved Capital Budget and Future Year Commitments - Including 2016 Carry Forward

- by Program and Funding Source

($000s)	Total Cash Flow 2017 - 2026	Budget and Commitment						Funding Sources								
		2017	2018	2019	2020	2021	2022 to 2026	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
Agencies																
Exhibition Place	8,990	7,910	1,080											5,470	3,520	
Sony Centre (Hummingbird)	7,743	7,019	724						300		175	500	835	5,933		
Toronto & Region Conservation Authority	15,275	15,275											12,275	3,000		
Toronto Police Service	83,634	67,375	10,859	5,000	400				10,931	25,204				47,499		
Toronto Public Health	7,947	4,367	2,671	909				799	568		499			6,060	21	
Toronto Public Library	75,716	30,001	25,713	16,408	3,594				20,874	580		623	7,359	46,193	87	
Toronto Zoo	8,680	6,500	2,180										1,000	7,680		
Yonge-Dundas Square																
Total Other City Programs	**267,985**	**198,447**	**43,227**	**22,317**	**3,994**			**799**	**32,673**	**25,784**	**674**	**1,123**	**21,469**	**121,835**	**63,628**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	**5,262,946**	**1,894,291**	**1,181,667**	**757,136**	**593,882**	**464,623**	**371,346**	**573,797**	**356,472**	**599,694**	**201,796**	**602,638**	**271,496**	**1,856,250**	**345,604**	**455,200**
Toronto Transit Commission (TTC)																
Toronto Transit Commission	5,311,211	1,263,810	1,408,871	985,856	639,083	326,399	687,192	654,713	522,420	290,114		1,503,062	124,629	2,203,928	12,345	
Scarborough Subway Extension	134,866	125,194	9,672						6,066				16,741	112,059		
Spadina Subway Extension	705,312	545,057	160,255					52,532		51,017	56,214	83,114	66,496	395,939		
Total TTC	**6,151,389**	**1,934,061**	**1,578,798**	**985,856**	**639,083**	**326,399**	**687,192**	**707,245**	**528,486**	**341,131**	**56,214**	**1,586,176**	**207,866**	**2,711,926**	**12,345**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	**11,414,335**	**3,828,352**	**2,760,465**	**1,742,992**	**1,232,965**	**791,022**	**1,058,538**	**1,281,042**	**884,958**	**940,825**	**258,010**	**2,188,814**	**479,362**	**4,568,176**	**357,949**	**455,200**
RATE SUPPORTED PROGRAM																
Solid Waste Management	292,313	106,965	84,285	47,445	18,022	12,580	23,016				208,434					83,879
Toronto Parking Authority	157,621	157,621											157,621			
Toronto Water	5,169,062	988,723	1,012,017	811,796	616,290	442,761	1,297,475	3,759	211,626		4,917,432	7,518	28,727			
TOTAL RATE SUPPORTED PROGRAM	**5,618,996**	**1,253,309**	**1,096,302**	**859,241**	**634,312**	**455,341**	**1,320,491**	**3,759**	**211,626**		**5,125,866**	**7,518**	**186,348**			**83,879**
TOTAL CAPITAL PROGRAM	**17,033,331**	**5,081,661**	**3,856,767**	**2,602,233**	**1,867,277**	**1,246,363**	**2,379,029**	**1,284,801**	**1,096,584**	**940,825**	**5,383,876**	**2,196,332**	**665,710**	**4,568,176**	**357,949**	**539,079**
	OK =(i)+(vi)	OK =(iv)						OK =(i)+(vi)	OK =(i)+(vi)	OK =(i)+(vi)	OK =(i)+(vi)	OK =(i)+(vi)	OK =(i)+(vi)	OK =(i)+(vi) 357948.81	OK =(i)+(vi)	OK =(i)+(vi)

TORONTO

2017 Council Approved Capital Budget and 2018 to 2026 Capital Plan - Excluding 2016 Carry Forward
- by Program & Category

($000s)	2017 - 2026 Budget & Plan	Category				
		Health and Safety	Legislated	State of Good Repair	Service Improvement	Growth Related
Citizen Centred Services "A"						
Children's Services	69,131			13,784	55,347	
Economic Development and Culture	168,171	23,340	2,554	114,363	27,862	52
Long Term Care Homes Services	84,789	33,873		48,670	2,246	
Parks, Forestry & Recreation	1,204,807		2,049	631,536	310,762	260,460
Shelter, Support & Housing Administration	100,674			13,500	87,174	
Toronto Employment & Social Services	2,850				2,850	
Toronto Paramedic Services	65,617	20,670		9,875		35,072
Total Citizen Centred Services "A"	**1,696,039**	**77,883**	**4,603**	**831,728**	**486,241**	**295,584**
Citizen Centred Services "B"						
City Planning	62,432		6,145			56,287
Fire Services	45,987	21,960	500	2,850		20,677
Transportation Services	5,291,968	92,944		4,417,959	263,946	517,119
Waterfront Revitalization Initiative	1,381,662					1,381,662
Total Citizen Centred Services "B"	**6,782,049**	**114,904**	**6,645**	**4,420,809**	**263,946**	**1,975,745**
Internal Services						
311 Toronto	20,331			19,071	1,260	
Facilities Management, Real Estate & Environment	1,030,831	40,366	27,801	531,255	431,409	
Financial Services	52,552		6,835	36,328	9,389	
Fleet Services	576,594		1,550	570,794	4,250	
Information & Technology	437,660			258,300	60,865	118,495
Total Internal Services	**2,117,968**	**40,366**	**36,186**	**1,415,748**	**507,173**	**118,495**
Other City Programs						
Accountability Offices	1,400			1,400		
City Clerk's Office	52,604	590	44,444	7,570		
Corporate Initiatives	4,019,250			226,830	3,790,920	1,500
IT Related Projects	(10,636)			(5,318)	(5,318)	
Total Other City Programs	**4,062,618**	**590**	**44,444**	**230,482**	**3,785,602**	**1,500**
Total City Operations	**14,658,674**	**233,743**	**91,878**	**6,898,767**	**5,042,962**	**2,391,324**

TORONTO

2017 Council Approved Capital Budget and 2018 to 2026 Capital Plan - Excluding 2016 Carry Forward
- by Program & Category

($000s)	2017 - 2026 Budget & Plan	Category				
		Health and Safety	Legislated	State of Good Repair	Service Improvement	Growth Related
Agencies						
Exhibition Place	97,263	553		86,385	10,325	
Sony Centre (Hummingbird)	8,634	5,958	210	2,466		
Toronto & Region Conservation Authority	183,897			174,637	1,320	7,940
Toronto Police Service	522,984			512,405	9,539	1,040
Toronto Public Health	27,787		334	10,317	17,136	
Toronto Public Library	275,367			232,756		42,611
Toronto Zoo	61,000			48,786	12,214	
Yonge-Dundas Square	450			450		
Total Agencies	**1,237,382**	**6,511**	**544**	**1,068,202**	**50,534**	**111,591**
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	**15,896,056**	**240,254**	**92,422**	**7,966,969**	**5,093,496**	**2,502,915**
Toronto Transit Commission (TTC)						
Toronto Transit Commission	6,841,741		717,496	5,660,286	262,600	201,359
Scarborough Subway Extension	3,397,850					3,397,850
Spadina Subway Extension	343,798					343,798
Total TTC	**10,583,389**		**717,496**	**5,660,286**	**262,600**	**3,943,007**
TOTAL TAX SUPPORTED CAPITAL PROGRAM	**26,479,446**	**240,254**	**809,918**	**13,627,255**	**5,356,096**	**6,445,922**
RATE SUPPORTED PROGRAM						
Solid Waste Management	667,096		212,377	118,200	256,290	80,229
Toronto Parking Authority	519,094			56,645	462,449	
Toronto Water	12,080,155	21,028	1,230,511	5,958,892	3,762,046	1,107,678
TOTAL RATE SUPPORTED PROGRAM	**13,266,345**	**21,028**	**1,442,888**	**6,133,737**	**4,480,785**	**1,187,907**
TOTAL CAPITAL PROGRAM	**39,745,791**	**261,282**	**2,252,806**	**19,760,992**	**9,836,881**	**7,633,829**

TORONTO

2017 Council Approved Capital Budget and 2018 to 2026 Capital Plan (Tax Supported Programs Excluding CFWD) - by Category and Funding Source

	2017 - 2021							2022 - 2026							2017 - 2026	
Expenditures ($m) (Tax)	**2017**	**2018**	**2019**	**2020**	**2021**	**Total**	**%**	**2022**	**2023**	**2024**	**2025**	**2026**	**Total**	**%**	**Total**	**%**
Health and Safety	40	25	19	23	17	124	0.9%	22	30	25	19	20	116	1.0%	240	0.9%
Legislated	101	112	108	116	105	544	3.8%	76	68	69	43	11	266	2.2%	810	3.1%
State of Good Repair	1,585	1,868	1,645	1,389	1,166	7,654	53.6%	1,090	1,155	1,892	877	959	5,973	49.0%	13,627	51.5%
Service Improvement and Enhancement	506	438	192	116	95	1,348	9.4%	79	80	61	1,324	2,464	4,009	32.9%	5,356	20.2%
Growth Related	543	1,272	988	978	834	4,616	32.3%	739	565	293	191	43	1,830	15.0%	6,446	24.3%
Total Expenditures	**2,776**	**3,715**	**2,953**	**2,623**	**2,218**	**14,285**	100%	**2,006**	**1,898**	**2,340**	**2,453**	**3,497**	**12,194**	100%	**26,479**	100%
Funded Source ($m)																
Provincial	253	686	386	391	389	2,104	14.7%	497	477	275	161	77	1,486	12.2%	3,591	13.6%
Federal	672	627	473	415	365	2,551	17.9%	297	231	174	575	980	2,256	18.5%	4,806	18.2%
Reserves	263	283	334	233	147	1,260	8.8%	146	380	266	146	172	1,109	9.1%	2,370	9.0%
Reserve Funds	101	101	44	31	19	296	2.1%	18	15	13	13	20	78	0.6%	374	1.4%
Debt - Rec	51	122	115	96	69	452	3.2%	39	28	14	114	206	401	3.3%	854	3.2%
Development Charges	189	233	217	214	180	1,033	7.2%	115	87	66	47	17	331	2.7%	1,364	5.2%
Other	189	241	90	68	49	637	4.5%	47	49	40	204	349	689	5.7%	1,327	5.0%
Capital from Current	292	352	387	426	468	1,925	13.5%	515	567	623	686	754	3,145	25.8%	5,069	19.1%
Debt	766	1,071	908	750	531	4,027	28.2%	333	65	868	509	923	2,698	22.1%	6,725	25.4%
Total Funding	**2,776**	**3,715**	**2,953**	**2,623**	**2,218**	**14,285**	100%	**2,006**	**1,898**	**2,340**	**2,453**	**3,497**	**12,194**	100%	**26,479**	100%

Debt/CFC	**1,059**	**1,423**	**1,295**	**1,175**	**1,000**	**5,952**	100%	**848**	**631**	**1,491**	**1,195**	**1,677**	**5,842**	100%	**11,794**	100%
CFC	292	352	387	426	468	**1,925**	32%	515	567	623	686	754	3,145	54%	**5,069**	43%
Debt net of CFC	766	1,071	908	750	531	**4,027**	68%	333	65	868	509	923	2,698	46%	**6,725**	57%

	2017 - 2021							2022 - 2026							2017 - 2026	
Expenditures ($m) (Tax & Rate):	**2017**	**2018**	**2019**	**2020**	**2021**	**Total**	**%**	**2022**	**2023**	**2024**	**2025**	**2026**	**Total**	**%**	**Total**	**%**
Health and Safety	44	33	24	24	18	143	1.0%	23	30	25	19	20	118	1.0%	261	1.0%
Legislated	179	301	329	340	259	1,407	9.8%	229	207	186	149	75	846	6.9%	2,253	8.5%
State of Good Repair	2,087	2,565	2,344	2,038	1,784	10,819	75.7%	1,656	1,704	2,475	1,504	1,605	8,942	73.3%	19,761	74.6%
Service Improvement and Enhancement	751	764	618	598	557	3,288	23.0%	552	598	570	1,891	2,937	6,549	53.7%	9,837	37.1%
Growth Related	647	1,410	1,101	1,074	919	5,150	36.1%	841	682	443	339	178	2,484	20.4%	7,634	28.8%
Total Expenditures	**3,708**	**5,074**	**4,416**	**4,073**	**3,536**	**20,807**	146%	**3,300**	**3,222**	**3,700**	**3,902**	**4,816**	**18,939**	155%	**39,746**	150%
Funding Source ($m):																
Provincial	257	686	386	391	389	2,108	14.8%	497	477	275	161	77	1,486	12.2%	3,595	13.6%
Federal	679	627	473	415	365	2,558	17.9%	297	231	174	575	980	2,256	18.5%	4,814	18.2%
Reserves	263	283	334	233	147	1,260	8.8%	146	380	266	146	172	1,109	9.1%	2,370	9.0%
Reserve Funds	839	1,263	1,350	1,317	1,237	6,007	42.0%	1,209	1,222	1,247	1,336	1,234	6,248	51.2%	12,255	46.3%
Debt - Rec	90	167	115	96	69	537	3.8%	39	28	14	114	206	401	3.3%	938	3.5%
Development Charges	228	306	293	284	233	1,345	9.4%	172	154	149	131	87	692	5.7%	2,037	7.7%
Other	294	320	170	161	97	1,040	7.3%	91	100	82	245	384	903	7.4%	1,943	7.3%
Capital from Current	292	352	387	426	468	1,925	13.5%	515	567	623	686	754	3,145	25.8%	5,069	19.1%
Debt	766	1,071	908	750	531	4,027	28.2%	333	65	868	509	923	2,698	22.1%	6,725	25.4%
Total Funding	**3,708**	**5,074**	**4,416**	**4,073**	**3,536**	**20,807**	146%	**3,300**	**3,222**	**3,700**	**3,902**	**4,816**	**18,939**	155%	**39,746**	150%

TORONTO

2017 Council Approved Capital Budget and 2018 to 2026 Capital Plan - Excluding 2016 Carry Forward

- by Program

($000s)	Budget & Plan	Budget	Plan								
	2017 -2026	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Citizen Centred Services "A"											
Children's Services	69,131	26,386	16,676	6,332	4,106	2,867	2,587	2,547	3,037	3,097	1,496
Economic Development and Culture	168,171	18,557	16,337	17,377	15,600	15,350	15,850	19,500	16,450	16,515	16,635
Long Term Care Homes Services	84,789	10,298	9,328	8,690	7,977	7,977	8,150	8,150	8,073	8,073	8,073
Parks, Forestry & Recreation	1,204,807	143,411	227,283	161,673	135,884	107,148	95,983	80,020	81,355	80,875	91,175
Shelter, Support & Housing Administration	100,674	36,525	39,651	4,260	4,046	4,046	4,046	2,400	1,900	1,900	1,900
Toronto Employment & Social Services	2,850	2,850									
Toronto Paramedic Services	65,617	11,680	2,752	2,610	7,630	7,598	5,622	5,090	3,430	7,620	11,585
Total Citizen Centred Services "A"	**1,696,039**	**249,707**	**312,027**	**200,942**	**175,243**	**144,986**	**132,238**	**117,707**	**114,245**	**118,080**	**130,864**
Citizen Centred Services "B"											
City Planning	62,432	7,098	6,781	6,358	6,234	5,813	5,768	5,768	6,216	6,216	6,180
Fire Services	45,987	9,802	7,164	1,350	4,650	150	150	9,286	9,118	2,717	1,600
Transportation Services	5,291,968	418,468	450,186	541,852	514,316	515,208	529,251	531,295	1,261,183	263,073	267,136
Waterfront Revitalization Initiative	1,381,662	95,942	283,184	329,403	299,648	214,343	105,237	53,905			
Total Citizen Centred Services "B"	**6,782,049**	**531,310**	**747,315**	**878,963**	**824,848**	**735,514**	**640,406**	**600,254**	**1,276,517**	**272,006**	**274,916**
Internal Services											
311 Toronto	20,331	1,201	2,770	3,522	2,179	2,179	1,696	1,696	1,696	1,696	1,696
Facilities Management, Real Estate & Environment	1,030,831	184,649	165,669	85,344	67,646	72,593	86,304	110,243	85,671	85,920	86,792
Financial Services	52,552	15,193	13,819	5,623	2,939	1,611	1,230	1,000	3,550	4,889	2,698
Fleet Services	576,594	48,050	50,212	69,916	57,048	52,013	48,638	58,008	66,630	64,937	61,142
Information & Technology	437,660	54,992	58,408	42,311	38,286	41,980	40,343	39,514	37,754	40,619	43,453
Total Internal Services	**2,117,968**	**304,085**	**290,878**	**206,716**	**168,098**	**170,376**	**178,211**	**210,461**	**195,301**	**198,061**	**195,781**
Other City Programs											
Accountability Offices	1,400							1,400			
City Clerk's Office	52,604	7,447	5,732	3,185	3,915	4,125	2,650	2,700	14,700	5,150	3,000
Corporate Initiatives	4,019,250	208,066	99,984	5,000	5,000	5,000	5,000	5,000	5,000	1,273,900	2,407,300
IT Related Projects	(10,636)	(3,544)	(3,546)	(3,546)							
Total Other City Programs	**4,062,618**	**211,969**	**102,170**	**4,639**	**8,915**	**9,125**	**7,650**	**9,100**	**19,700**	**1,279,050**	**2,410,300**
Total City Operations	**14,658,674**	**1,297,071**	**1,452,390**	**1,291,260**	**1,177,104**	**1,060,001**	**958,505**	**937,522**	**1,605,763**	**1,867,197**	**3,011,861**

TORONTO

2017 Council Approved Capital Budget and 2018 to 2026 Capital Plan - Excluding 2016 Carry Forward
- by Program

($000s)	Budget & Plan	Budget	Plan								
	2017 -2026	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Agencies											
Exhibition Place	97,263	4,390	4,965	5,345	11,820	11,538	11,415	11,985	11,935	11,935	11,935
Sony Centre (Hummingbird)	8,634	5,884	2,750								
Toronto & Region Conservation Authority	183,897	15,275	15,382	16,992	17,104	17,219	17,337	20,958	21,082	21,209	21,339
Toronto Police Service	522,984	46,811	44,764	76,738	71,261	54,435	50,117	43,820	56,726	38,206	40,106
Toronto Public Health	27,787	3,981	4,233	3,373	3,400	3,000	2,500	2,200	1,700	1,700	1,700
Toronto Public Library	275,367	29,525	32,913	37,282	38,870	30,993	23,463	20,152	22,488	20,614	19,067
Toronto Zoo	61,000	6,500	6,500	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Yonge-Dundas Square	450		50	50	50	50	50	50	50	50	50
Total Agencies	**1,237,382**	**172,366**	**111,557**	**145,780**	**148,505**	**123,235**	**110,882**	**105,165**	**119,981**	**99,714**	**100,197**
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	**15,896,056**	**1,469,437**	**1,563,947**	**1,437,040**	**1,325,609**	**1,183,236**	**1,069,387**	**1,042,687**	**1,725,744**	**1,966,911**	**3,112,058**
Toronto Transit Commission (TTC)											
Toronto Transit Commission	6,841,741	1,100,258	1,413,290	1,098,985	812,067	556,117	374,396	396,414	366,586	338,725	384,903
Scarborough Subway Extension	3,397,850	22,807	577,963	417,160	485,175	478,466	562,384	458,681	247,581	147,633	
Spadina Subway Extension	343,798	183,543	160,255								
Total TTC	**10,583,389**	**1,306,608**	**2,151,508**	**1,516,145**	**1,297,242**	**1,034,583**	**936,780**	**855,095**	**614,167**	**486,358**	**384,903**
TOTAL TAX SUPPORTED CAPITAL PROGRAM	**26,479,446**	**2,776,046**	**3,715,455**	**2,953,185**	**2,622,851**	**2,217,819**	**2,006,167**	**1,897,782**	**2,339,911**	**2,453,269**	**3,496,961**
RATE SUPPORTED PROGRAM											
Solid Waste Management	667,096	103,777	106,768	85,487	58,487	53,949	54,433	56,319	48,302	49,152	50,422
Toronto Parking Authority	519,094	99,049	64,857	65,139	81,118	40,297	35,327	36,659	33,992	29,856	32,800
Toronto Water	12,080,155	729,565	1,187,154	1,311,882	1,310,274	1,223,800	1,203,849	1,230,785	1,277,576	1,369,783	1,235,487
TOTAL RATE SUPPORTED PROGRAM	**13,266,345**	**932,391**	**1,358,779**	**1,462,508**	**1,449,879**	**1,318,046**	**1,293,609**	**1,323,763**	**1,359,870**	**1,448,791**	**1,318,709**
TOTAL CAPITAL PROGRAM	**39,745,791**	**3,708,437**	**5,074,234**	**4,415,693**	**4,072,730**	**3,535,865**	**3,299,776**	**3,221,545**	**3,699,781**	**3,902,060**	**4,815,670**

TORONTO

2017 Council Approved Capital Budget and 2018 to 2021 Capital Plan – Excluding 2016 Carry Forward

- by Program & Funding Source

($000s)	Total 2017 to 2021	2017 Budget	Plan 2018	Plan 2019	Plan 2020	Plan 2021	Funding Sources: Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
Citizen Centred Services "A"															
Children's Services	56,367	26,386	16,676	6,332	4,106	2,867		19,676		25,090		3,123	6,009	2,469	
Economic Development and Culture	83,221	18,557	16,337	17,377	15,600	15,350				7,538	111	26,173	41,953	7,446	
Long Term Care Homes Services	44,270	10,298	9,328	8,690	7,977	7,977				9,971			32,674	1,625	
Parks, Forestry & Recreation	775,399	143,411	227,283	161,673	135,884	107,148		204,013	7,178	126,057	1,536	131,494	256,555	48,566	
Shelter, Support & Housing Administration	88,528	36,525	39,651	4,260	4,046	4,046			17,057	6,570			64,001	900	
Toronto Employment & Social Services	2,850	2,850							2,500			350			
Toronto Paramedic Services	32,270	11,680	2,752	2,610	7,630	7,598		7,588	3,190				21,042	450	
Total Citizen Centred Services "A"	**1,082,905**	**249,707**	**312,027**	**200,942**	**175,243**	**144,986**		**231,277**	**29,925**	**175,226**	**1,647**	**161,140**	**422,234**	**61,456**	
Citizen Centred Services "B"															
City Planning	32,284	7,098	6,781	6,358	6,234	5,813		11,628					18,290	2,366	
Fire Services	23,116	9,802	7,164	1,350	4,650	150		5,892	9,076				7,348	800	
Transportation Services	2,440,030	418,468	450,186	541,852	514,316	515,208		157,797	237,883	18,791	48,211	57,500	1,843,805	56,479	19,564
Waterfront Revitalization Initiative	1,222,520	95,942	283,184	329,403	299,648	214,343	363,750	44,122	34,425	19,561	380,000	24,459	67,703		288,500
Total Citizen Centred Services "B"	**3,717,950**	**531,310**	**747,315**	**878,963**	**824,848**	**735,514**	**363,750**	**219,439**	**281,384**	**38,352**	**428,211**	**81,959**	**1,937,146**	**59,645**	**308,064**
Internal Services															
311 Toronto	11,851	1,201	2,770	3,522	2,179	2,179							10,650	1,201	
Facilities Management, Real Estate & Environment	575,901	184,649	165,669	85,344	67,646	72,593	26,612	7,500	18,700	13,036	22,762	19,531	287,633	35,936	144,192
Financial Services	39,185	15,193	13,819	5,623	2,939	1,611		640	500	4,757		1,234	32,054		
Fleet Services	277,239	48,050	50,212	69,916	57,048	52,013			277,014			225			
Information & Technology	235,977	54,992	58,408	42,311	38,286	41,980			123,521				83,616	28,840	
Total Internal Services	**1,140,153**	**304,085**	**290,878**	**206,716**	**168,098**	**170,376**	**26,612**	**8,140**	**419,735**	**17,793**	**22,762**	**20,990**	**413,953**	**65,977**	**144,192**
Other City Programs															
Accountability Offices															
City Clerk's Office	24,404	7,447	5,732	3,185	3,915	4,125			2,134	6,677			10,445	5,148	
Corporate Initiatives	323,050	208,066	99,984	5,000	5,000	5,000	122,750		2,000		98,832	8,358	65,477	25,633	
IT Related Projects	(10,636)	(3,544)	(3,546)	(3,546)									(10,636)		
Total Other City Programs	**336,818**	**211,969**	**102,170**	**4,639**	**8,915**	**9,125**	**122,750**		**4,134**	**6,677**	**98,832**	**8,358**	**65,286**	**30,781**	
Total City Operations	**6,277,826**	**1,297,071**	**1,452,390**	**1,291,260**	**1,177,104**	**1,060,001**	**513,112**	**458,856**	**735,178**	**238,048**	**551,452**	**272,447**	**2,838,619**	**217,859**	**452,256**

TORONTO

2017 Council Approved Capital Budget and 2018 to 2021 Capital Plan – Excluding 2016 Carry Forward

- by Program & Funding Source

($000s)	Total 2017 to 2021	2017 Budget	Plan 2018	Plan 2019	Plan 2020	Plan 2021	Funding Sources: Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
Agencies															
Exhibition Place	38,058	4,390	4,965	5,345	11,820	11,538							38,058		
Sony Centre (Hummingbird)	8,634	5,884	2,750							175	500		7,959		
Toronto & Region Conservation Authority	81,972	15,275	15,382	16,992	17,104	17,219						66,972	15,000		
Toronto Police Service	294,009	46,811	44,764	76,738	71,261	54,435		31,391	122,156				140,462		
Toronto Public Health	17,987	3,981	4,233	3,373	3,400	3,000	799	568		397			16,223		
Toronto Public Library	169,583	29,525	32,913	37,282	38,870	30,993		48,473	580	1,100	623	13,215	105,592		
Toronto Zoo	31,000	6,500	6,500	6,000	6,000	6,000						1,000	30,000		
Yonge-Dundas Square	200		50	50	50	50							200		
Total Agencies	**701,443**	**172,366**	**111,557**	**145,780**	**148,505**	**123,235**	**799**	**80,432**	**122,736**	**1,672**	**1,123**	**81,187**	**353,494**	**60,000**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	**6,979,269**	**1,469,437**	**1,563,947**	**1,437,040**	**1,325,609**	**1,183,236**	**513,911**	**539,288**	**857,914**	**239,720**	**552,575**	**353,634**	**3,192,113**	**277,859**	**452,256**
Toronto Transit Commission (TTC)															
Toronto Transit Commission	4,980,717	1,100,258	1,413,290	1,098,985	812,067	556,117	597,139	407,737	351,523		1,409,743	95,922	2,106,308	12,345	
Scarborough Subway Extension	1,981,571	22,807	577,963	417,160	485,175	478,466	940,878	86,066			505,119	121,007	328,501		
Spadina Subway Extension	343,798	183,543	160,255				52,532		51,017	56,214	83,114	66,496	34,425		
Total TTC	**7,306,086**	**1,306,608**	**2,151,508**	**1,516,145**	**1,297,242**	**1,034,583**	**1,590,549**	**493,803**	**402,540**	**56,214**	**1,997,976**	**283,425**	**2,469,234**	**12,345**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	**14,285,356**	**2,776,046**	**3,715,455**	**2,953,185**	**2,622,851**	**2,217,819**	**2,104,460**	**1,033,091**	**1,260,454**	**295,934**	**2,550,551**	**637,059**	**5,661,347**	**290,204**	**452,256**
RATE SUPPORTED PROGRAM															
Solid Waste Management	408,468	103,777	106,768	85,487	58,487	53,949				323,795					84,673
Toronto Parking Authority	350,460	99,049	64,857	65,139	81,118	40,297				4,500		345,960			
Toronto Water	5,762,675	729,565	1,187,154	1,311,882	1,310,274	1,223,800	3,759	311,426		5,382,600	7,518	57,372			
TOTAL RATE SUPPORTED PROGRAM	**6,521,603**	**932,391**	**1,358,779**	**1,462,508**	**1,449,879**	**1,318,046**	**3,759**	**311,426**	**-**	**5,710,895**	**7,518**	**403,332**	**-**	**-**	**84,673**
TOTAL CAPITAL PROGRAM	**20,806,959**	**3,708,437**	**5,074,234**	**4,415,693**	**4,072,730**	**3,535,865**	**2,108,219**	**1,344,517**	**1,260,454**	**6,006,829**	**2,558,069**	**1,040,391**	**5,661,347**	**290,204**	**536,929**

TORONTO

2022 to 2026 Council Approved Capital Plan – Excluding 2016 Carry Forward

- by Program & Funding Source

($000s)	Total	Plan					Funding Sources								
	2022 to 2026	2022	2023	2024	2025	2026	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
Citizen Centred Services "A"															
Children's Services	12,764	2,587	2,547	3,037	3,097	1,496		5,240					7,524		
Economic Development and Culture	84,950	15,850	19,500	16,450	16,515	16,635				14,300		22,350	48,300		
Long Term Care Homes Services	40,519	8,150	8,150	8,073	8,073	8,073				6,519			34,000		
Parks, Forestry & Recreation	429,408	95,983	80,020	81,355	80,875	91,175		10,989		34,869		4,460	379,090		
Shelter, Support & Housing Administration	12,146	4,046	2,400	1,900	1,900	1,900							12,146		
Toronto Employment & Social Services															
Toronto Paramedic Services	33,347	5,622	5,090	3,430	7,620	11,585		7,048	15,105				11,194		
Total Citizen Centred Services "A"	**613,134**	**132,238**	**117,707**	**114,245**	**118,080**	**130,864**		**23,277**	**15,105**	**55,688**		**26,810**	**492,254**		
Citizen Centred Services "B"															
City Planning	30,148	5,768	5,768	6,216	6,216	6,180		10,530					19,618		
Fire Services	22,871	150	9,286	9,118	2,717	1,600		8,308	6,438				8,125		
Transportation Services	2,851,938	529,251	531,295	1,261,183	263,073	267,136	11,250	39,909	506,850	16,102		21,500	2,256,327		
Waterfront Revitalization Initiative	159,142	105,237	53,905				47,500	9,428	3,400		47,500	2,481	9,533		39,300
Total Citizen Centred Services "B"	**3,064,099**	**640,406**	**600,254**	**1,276,517**	**272,006**	**274,916**	**58,750**	**68,175**	**516,688**	**16,102**	**47,500**	**23,981**	**2,293,603**		**39,300**
Internal Services															
311 Toronto	8,480	1,696	1,696	1,696	1,696	1,696							8,480		
Facilities Management, Real Estate & Environmen	454,930	86,304	110,243	85,671	85,920	86,792	2,427		29,000				353,504		70,000
Financial Services	13,367	1,230	1,000	3,550	4,889	2,698		1,050	600	4,365			7,352		
Fleet Services	299,355	48,638	58,008	66,630	64,937	61,142			299,355						
Information & Technology	201,683	40,343	39,514	37,754	40,619	43,453			118,983				82,700		
Total Internal Services	**977,815**	**178,211**	**210,461**	**195,301**	**198,061**	**195,781**	**2,427**	**1,050**	**447,938**	**4,365**			**452,036**		**70,000**
Other City Programs															
Accountability Offices	1,400		1,400										1,400		
City Clerk's Office	28,200	2,650	2,700	14,700	5,150	3,000			250	2,150			25,800		
Corporate Initiatives	3,696,200	5,000	5,000	5,000	1,273,900	2,407,300					1,216,400	461,900	1,725,900		292,000
IT Related Projects															
Total Other City Programs	**3,725,800**	**7,650**	**9,100**	**19,700**	**1,279,050**	**2,410,300**			**250**	**2,150**	**1,216,400**	**461,900**	**1,753,100**		**292,000**
Total City Operations	**8,380,848**	**958,505**	**937,522**	**1,605,763**	**1,867,197**	**3,011,861**	**61,177**	**92,502**	**979,981**	**78,305**	**1,263,900**	**512,691**	**4,990,993**		**401,300**

TORONTO

2022 to 2026 Council Approved Capital Plan – Excluding 2016 Carry Forward

- by Program & Funding Source

($000s)	Total	Plan					Funding Sources								
	2022 to 2026	2022	2023	2024	2025	2026	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
Agencies															
Exhibition Place	59,205	11,415	11,985	11,935	11,935	11,935							59,205		
Sony Centre (Hummingbird)															
Toronto & Region Conservation Authority	101,925	17,337	20,958	21,082	21,209	21,339						78,925	23,000		
Toronto Police Service	228,975	50,117	43,820	56,726	38,206	40,106		15,690	129,493				83,792		
Toronto Public Health	9,800	2,500	2,200	1,700	1,700	1,700							9,800		
Toronto Public Library	105,784	23,463	20,152	22,488	20,614	19,067		18,524				10,540	76,720		
Toronto Zoo	30,000	6,000	6,000	6,000	6,000	6,000							30,000		
Yonge-Dundas Square	250	50	50	50	50	50							250		
Total Agencies	**535,939**	**110,882**	**105,165**	**119,981**	**99,714**	**100,197**		**34,214**	**129,493**			**89,465**	**282,767**		
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	**8,916,787**	**1,069,387**	**1,042,687**	**1,725,744**	**1,966,911**	**3,112,058**	**61,177**	**126,716**	**1,109,474**	**78,305**	**1,263,900**	**602,156**	**5,273,760**		**401,300**
Toronto Transit Commission (TTC)															
Toronto Transit Commission	1,861,024	374,396	396,414	366,586	338,725	384,903	376,121	125,243			837,105	64,464	458,092		
Scarborough Subway Extension	1,416,279	562,384	458,681	247,581	147,633		1,049,119	78,934			154,880	22,843	110,503		
Spadina Subway Extension															
Total TTC	**3,277,303**	**936,780**	**855,095**	**614,167**	**486,358**	**384,903**	**1,425,240**	**204,177**			**991,985**	**87,307**	**568,595**		
TOTAL TAX SUPPORTED CAPITAL PROGRAM	**12,194,090**	**2,006,167**	**1,897,782**	**2,339,911**	**2,453,269**	**3,496,961**	**1,486,416**	**330,893**	**1,109,474**	**78,305**	**2,255,885**	**689,463**	**5,842,354**		**401,300**
RATE SUPPORTED PROGRAM															
Solid Waste Management	258,628	54,433	56,319	48,302	49,152	50,422				258,628					
Toronto Parking Authority	168,634	35,327	36,659	33,992	29,856	32,800				9,800		158,834			
Toronto Water	6,317,480	1,203,849	1,230,785	1,277,576	1,369,783	1,235,487		361,593		5,901,502		54,385			
TOTAL RATE SUPPORTED PROGRAM	**6,744,742**	**1,293,609**	**1,323,763**	**1,359,870**	**1,448,791**	**1,318,709**	**-**	**361,593**	**-**	**6,169,930**	**-**	**213,219**	**-**	**-**	**-**
TOTAL CAPITAL PROGRAM	**18,938,832**	**3,299,776**	**3,221,545**	**3,699,781**	**3,902,060**	**4,815,670**	**1,486,416**	**692,486**	**1,109,474**	**6,248,235**	**2,255,885**	**902,682**	**5,842,354**		**401,300**

TORONTO

2017 Council Approved Capital Budget and 2018 to 2026 Capital Plan - Excluding 2016 Carry Forward
- by Program & Funding Source

($000s)	2017 - 2026 Budget & Plan	Funding Sources								
		Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
Citizen Centred Services "A"										
Children's Services	69,131		24,916		25,090		3,123	13,533	2,469	
Economic Development and Culture	168,171				21,838	111	48,523	90,253	7,446	
Long Term Care Homes Services	84,789				16,490			66,674	1,625	
Parks, Forestry & Recreation	1,204,807		215,002	7,178	160,926	1,536	135,954	635,645	48,566	
Shelter, Support & Housing Administration	100,674			17,057	6,570			76,147	900	
Toronto Employment & Social Services	2,850			2,500			350			
Toronto Paramedic Services	65,617		14,636	18,295				32,236	450	
Total Citizen Centred Services "A"	**1,696,039**		**254,554**	**45,030**	**230,914**	**1,647**	**187,950**	**914,488**	**61,456**	
Citizen Centred Services "B"										
City Planning	62,432		22,158					37,908	2,366	
Fire Services	45,987		14,200	15,514				15,473	800	
Transportation Services	5,291,968	11,250	197,706	744,733	34,893	48,211	79,000	4,100,132	56,479	19,564
Waterfront Revitalization Initiative	1,381,662	411,250	53,550	37,825	19,561	427,500	26,940	77,236		327,800
Total Citizen Centred Services "B"	**6,782,049**	**422,500**	**287,614**	**798,072**	**54,454**	**475,711**	**105,940**	**4,230,749**	**59,645**	**347,364**
Internal Services										
311 Toronto	20,331							19,130	1,201	
Facilities Management, Real Estate & Environment	1,030,831	29,039	7,500	47,700	13,036	22,762	19,531	641,136	35,936	214,192
Financial Services	52,552		1,690	1,100	9,122		1,234	39,406		
Fleet Services	576,594			576,369			225			
Information & Technology	437,660			242,504				166,316	28,840	
Total Internal Services	**2,117,968**	**29,039**	**9,190**	**867,673**	**22,158**	**22,762**	**20,990**	**865,988**	**65,977**	**214,192**
Other City Programs										
Accountability Offices	1,400							1,400		
City Clerk's Office	52,604			2,384	8,827			36,245	5,148	
Corporate Initiatives	4,019,250	122,750		2,000		1,315,232	470,258	1,791,377	25,633	292,000
IT Related Projects	(10,636)							(10,636)		
Total Other City Programs	**4,062,618**	**122,750**		**4,384**	**8,827**	**1,315,232**	**470,258**	**1,818,386**	**30,781**	**292,000**
Total City Operations	**14,658,674**	**574,289**	**551,358**	**1,715,159**	**316,353**	**1,815,352**	**785,138**	**7,829,611**	**217,859**	**853,556**

TORONTO

2017 Council Approved Capital Budget and 2018 to 2026 Capital Plan - Excluding 2016 Carry Forward
- by Program & Funding Source

($000s)	2017 - 2026 Budget & Plan	Funding Sources								
		Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
Agencies										
Exhibition Place	97,263							97,263		
Sony Centre (Hummingbird)	8,634				175	500		7,959		
Toronto & Region Conservation Authority	183,897						145,897	38,000		
Toronto Police Service	522,984		47,081	251,649				224,254		
Toronto Public Health	27,787	799	568		397			26,023		
Toronto Public Library	275,367		66,997	580	1,100	623	23,755	182,312		
Toronto Zoo	61,000						1,000	60,000		
Yonge-Dundas Square	450							450		
Total Agencies	**1,237,382**	**799**	**114,646**	**252,229**	**1,672**	**1,123**	**170,652**	**636,261**	**60,000**	
(Excl.TTC)	**15,896,056**	**575,088**	**666,004**	**1,967,388**	**318,025**	**1,816,475**	**955,790**	**8,465,872**	**277,859**	**853,556**
Toronto Transit Commission (TTC)										
Toronto Transit Commission	6,841,741	973,260	532,980	351,523		2,246,848	160,386	2,564,400	12,345	
Scarborough Subway Extension	3,397,850	1,989,997	165,000			659,999	143,850	439,004		
Spadina Subway Extension	343,798	52,532		51,017	56,214	83,114	66,496	34,425		
Total TTC	**10,583,389**	**3,015,789**	**697,980**	**402,540**	**56,214**	**2,989,961**	**370,732**	**3,037,829**	**12,345**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	**26,479,446**	**3,590,876**	**1,363,984**	**2,369,928**	**374,239**	**4,806,436**	**1,326,522**	**11,503,701**	**290,204**	**853,556**
RATE SUPPORTED PROGRAM										
Solid Waste Management	667,096				582,423					84,673
Toronto Parking Authority	519,094				14,300		504,794			
Toronto Water	12,080,155	3,759	673,019		11,284,102	7,518	111,757			
TOTAL RATE SUPPORTED PROGRAM	**13,266,345**	**3,759**	**673,019**		**11,880,825**	**7,518**	**616,551**			**84,673**
TOTAL CAPITAL PROGRAM	**39,745,791**	**3,594,635**	**2,037,003**	**2,369,928**	**12,255,064**	**4,813,954**	**1,943,073**	**11,503,701**	**290,204**	**938,229**

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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

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Affordable Housing Office

2017 OPERATING BUDGET OVERVIEW

The Affordable Housing Office (AHO) is responsible for the stewardship of federal, provincial and City investments and incentives to create and maintain safe, affordable housing for lower-income residents, and to develop innovative housing solutions through policy and partnerships, supporting *Housing Opportunities Toronto, An Affordable Housing Action Plan 2010-2020.*

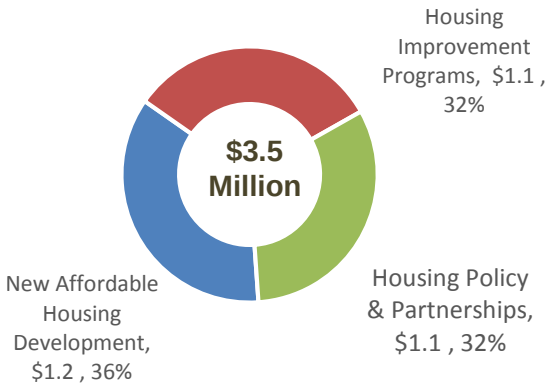
2017 Operating Budget Highlights

The 2017 Operating Budget for the Affordable Housing Office of $3.474 million in gross expenditures provides funding for three services; New Affordable Housing Development, Housing Improvement Programs and Housing Policy and Partnerships. The total cost to deliver these services to Toronto residents is summarized below:

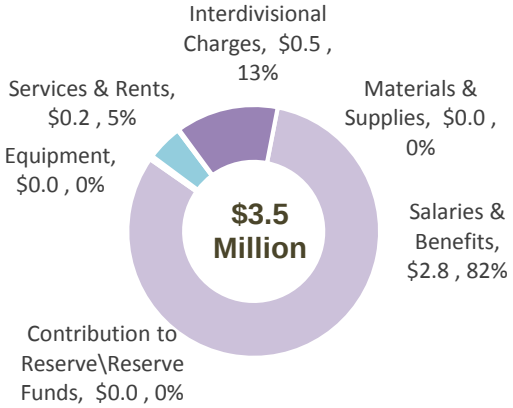
(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	3,019.8	3,473.8	454.0	15.0%
Revenues	1,819.0	2,304.2	485.2	26.7%
Net Expenditures	**1,200.8**	**1,169.6**	**(31.2)**	**(2.6%)**

2017 Operating Budget

Where the money goes: By Service

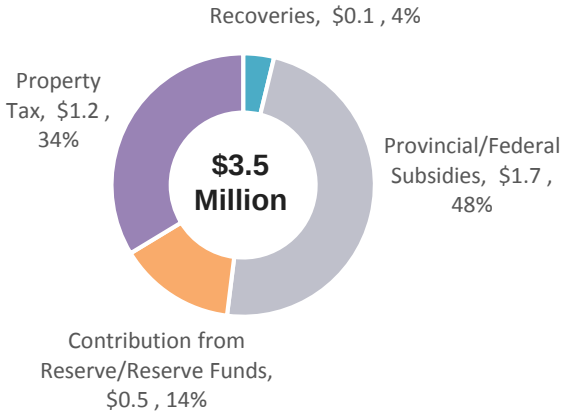


By Expenditure Source



Where The Money comes from:

2017 By Funding Source



Fast Facts

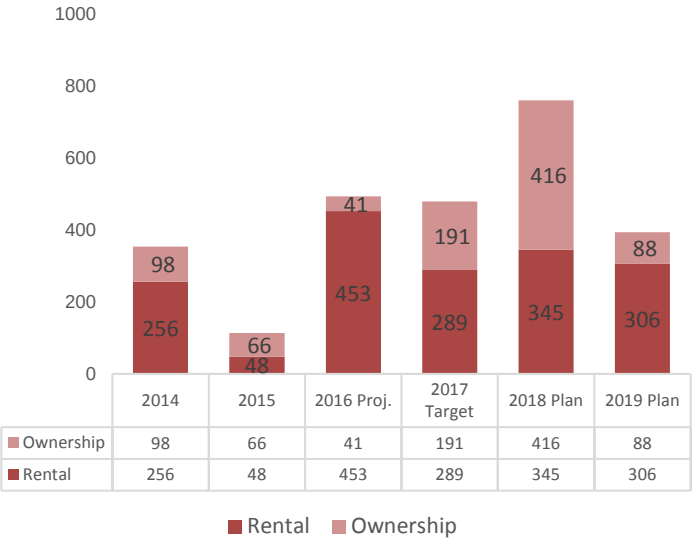
- City Council adopted *Housing Opportunities Toronto: An Affordable Housing action Plan 2010-2020* in 2009.
- Since 2010, some 4,163 new affordable rental and ownership homes have been completed, 494 of those in 2016.
- Council adopted the Open Door program in 2015/ 2016 to accelerate affordable housing creation.

  In 2016, AHO had oversight for $663.6 million in affordable housing investments: $217.5 in government investments leveraging some $446.1 million from public, private, non-profit partnerships and creating some 5,733 jobs.

Trends

- AHO has financial stewardship for affordable housing projects throughout the 3-5 year lifecycle of their development process. The following chart shows annual completions.
- In 2017, 191 affordable ownership and 289 affordable rental homes are expected to be completed in partnership with non-profit and private housing developers.
- The number of new homes is expected to increase in future years due to new initiatives such as the City's Open Door Program and the new federal-provincial Social Infrastructure Fund.

New Affordable Rental & Ownership Homes Completed (Government Investments Administered by AHO)



	2014	2015	2016 Proj.	2017 Target	2018 Plan	2019 Plan
Ownership	98	66	41	191	416	88
Rental	256	48	453	289	345	306

Our Key Issues & Priority Actions

- **Meeting Housing Opportunities Toronto (HOT) targets** of 10,000 affordable rental and 2,800 ownership homes by 2020**.**
- The following new opportunities and initiatives will allow the City to scale up creation of new affordable housing to help meet these targets over the remaining years of HOT:
  - ✓ New federal-provincial Social Infrastructure Fund;
  - ✓ City's Open Door Affordable Housing Program; and
  - ✓ Canada's first National Housing Strategy.
  - ✓ AHO will finalize and launch the Open Door Guidelines and application package to streamline access to the City's affordable housing incentives.
  - ✓ AHO will continue to work with Build Toronto to deliver new affordable housing in mixed-income communities.

Key Service Deliverables for 2017

The 2017 Operating Budget will enable the Program to:

- ✓ New federal-provincial Social Infrastructure Fund;
- ✓ City's Open Door Affordable Housing Program; and
- ✓ Canada's first National Housing Strategy.
- ✓ AHO will finalize and launch the Open Door Guidelines and application package to streamline access to the City's affordable housing incentives.
- ✓ AHO will continue to work with Build Toronto to deliver new affordable housing in mixed-income communities.

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 advice on housing issues.*

New Affordable Housing Development

Purpose:

- To facilitate the development of new affordable, supportive and transitional housing for lower-income 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.

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.

Legend:

Program | Activity | Service

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

Table 1
2017 Operating Budget and Plan by Service

	2016		2017 Operating Budget					Incremental Change			
(In $000s)	Budget	Projected Actual	2017 Base	New/ Enhanced	Total Budget	2017 Budget vs. 2016 Budget Change		2018 Plan		2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
New Affordable Housing Development											
Gross Expenditures	1,090.4	1,048.9	1,244.7		1,244.7	154.3	14.2%	30.9	2.5%	26.2	2.1%
Revenue	691.7	650.9	855.6		855.6	163.9	23.7%	2.5	0.3%	23.8	2.8%
Net Expenditures	398.8	398.0	389.2		389.2	(9.6)	(2.4%)	28.5	7.3%	2.4	0.6%
Housing Improvement Programs											
Gross Expenditures	964.8	932.4	1,114.6		1,114.6	149.8	15.5%	28.5	2.6%	23.8	2.1%
Revenue	563.1	531.0	723.8		723.8	160.6	28.5%				
Net Expenditures	401.6	401.4	390.8		390.8	(10.8)	(2.7%)	28.5	7.3%	23.8	5.7%
Housing Policy and Partnerships											
Gross Expenditures	964.6	932.4	1,114.4		1,114.4	149.8	15.5%	28.5	2.6%	23.8	2.1%
Revenue	564.2	531.0	724.8		724.8	160.6	28.5%				
Net Expenditures	400.4	401.4	389.6		389.6	(10.8)	(2.7%)	28.5	7.3%	23.8	5.7%
Total											
Gross Expenditures	3,019.8	2,913.6	3,473.8		3,473.8	454.0	15.0%	87.8	2.5%	73.9	2.1%
Revenue	1,819.0	1,712.9	2,304.2		2,304.2	485.2	26.7%	2.5	0.1%	23.8	1.0%
Total Net Expenditures	1,200.8	1,200.7	1,169.6		1,169.6	(31.2)	(2.6%)	85.4	7.3%	50.0	4.0%
Approved Positions							-				

The Affordable Housing Office's 2017 Operating Budget is $3.474 million gross and $1.170 million net, representing a 2.6% decrease from the 2016 Approved Net Operating Budget and meets the budget reduction target as set out in the 2017 Operating Budget Directions approved by Council.

- Base pressures are mainly attributable to known salary and benefit adjustments, cost of living adjustments (COLA) and progression pay.
- To help mitigate the above pressures, the Program was able to achieve base budget savings through a line-by-line review as well as a discretionary revenue increase to administration fees provided through the federal/provincial IAH Program Extension 2015-2020.
- The 2018 and 2019 Plan increases are attributable to cost pressures for COLA, progression pay, step and fringe benefits.

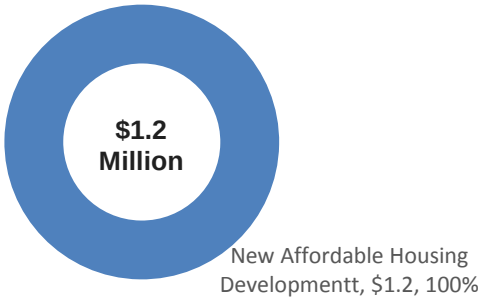
New Affordable Housing Development

New Affordable Housing Development

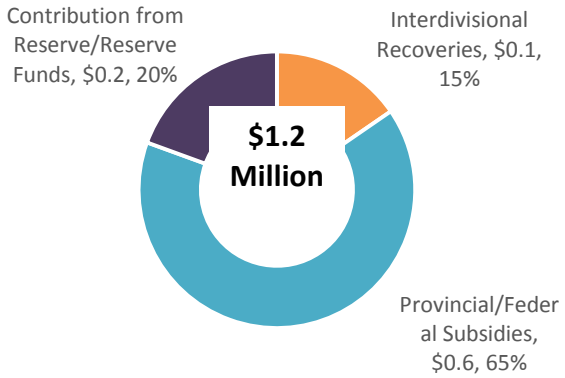
What We Do

- Facilitate the development of new affordable, supportive and transitional rental 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.
- Create affordable housing by delivering city, provincial and federal funding and incentives, pursuing innovative strategies and providing advisory services.

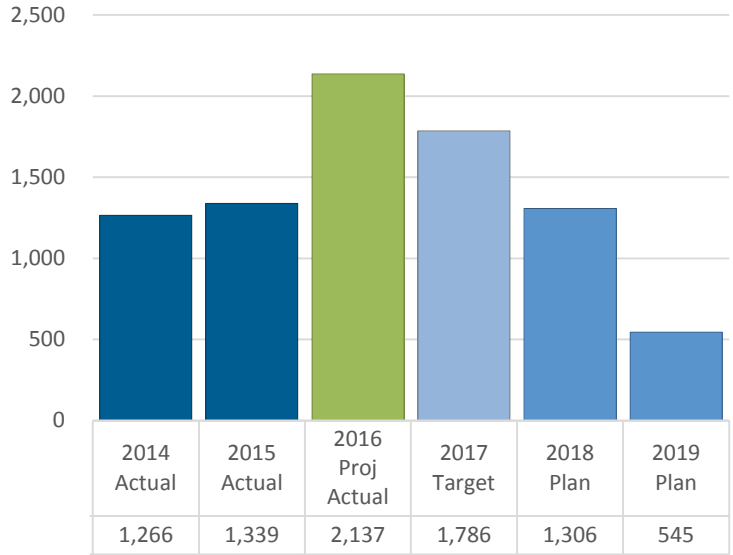
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Number of New Affordable Rental &Ownership Homes under Development



- The AHO has financial stewardship for affordable housing projects during their 3-5 year development lifecycle. The numbers do not represent annual completions which are shown in the chart on Page 2.
- With many completions expected by the end of 2016, future year projections are lower reflecting current funding levels. Actual completion will likely increase based on expected new federal/provincial social infrastructure funding and implementation of the Open Door Program.

2017 Service Levels

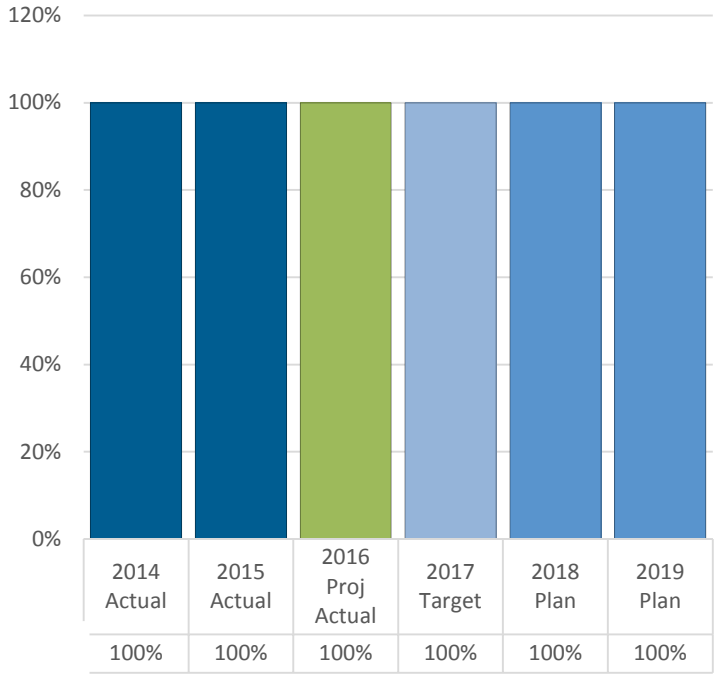
New Affordable Housing

Activity Type	Status	Approved			
		2014	2015	2016	2017 Approved
Development of New Affordable Housing through Construction, Conversion and Intensification	Approved	100% of Federal, Provincial & City funding for new affordable rental and ownership homes under development disbursed according to prescribed requirements, Council approvals, sound financial stewardship and service excellence.	100% of Federal, Provincial & City funding for new affordable rental and ownership homes under development disbursed according to prescribed requirements, Council approvals, sound financial stewardship and service excellence.	100% of Federal, Provincial & City funding for new affordable rental and ownership homes under development disbursed according to prescribed requirements, Council approvals, sound financial stewardship and service excellence.	100% of Federal, Provincial & City funding for new affordable rental and ownership homes under development disbursed according to prescribed requirements, Council approvals, sound financial stewardship and service excellence.
Housing Advisory & Consultation Services, Sometimes Fee-based, to Other Orders of Government and Other Partners	Approved	Federal/Provincial funding is provided through the Investment in Affordable Housing (IAH) Program.	Federal/Provincial funding is provided through the Investment in Affordable Housing (IAH) Program which has been renewed 2014-2020.	Federal/Provincial funding is provided through the Investment in Affordable Housing (IAH) Program.	Federal/Provincial funding is provided through the Investment in Affordable Housing (IAH) Program.
Implementation of Special Council & Committee Directives					**Additional federal/provincial funding is provided through the Social Infrastructure Fund/IAH 2016-2018.**

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels.

Service Performance Measures

Percentage of Funding Delivered and Administered to Prescribed Requirements



- The AHO ensures that 100% of available, approved federal, provincial and City funding is delivered to prescribed requirements.
- For 2017 and future years, it is expected to remain consistent at 100%.

Table 2
2017 Service Budget by Activity

	2016	2017 Operating Budget							2017 Budget vs. 2016 Budget		Incremental Change			
	Budget	Base Budget	Service Changes	2017 Base	2017 Base Budget vs. 2016 Budget	% Change	New/ Enhanced	2017 Budget			2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
New Affordable Housing Development	1,090.4	1,244.7		1,244.7	154.3	14.2%		**1,244.7**	154.3	14.2%	30.9	2.5%	26.2	2.1%
Total Gross Exp.	1,090.4	1,244.7		1,244.7	154.3	14.2%		**1,244.7**	154.3	14.2%	30.9	2.5%	26.2	2.0%
REVENUE														
New Affordable Housing Development	691.7	855.6		855.6	163.9	23.7%		**855.6**	163.9	23.7%	2.5	0.3%	23.8	2.8%
Total Revenues	691.7	855.6		855.6	163.9	23.7%		**855.6**	163.9	23.7%	2.5	0.3%	23.8	2.7%
NET EXP.														
New Affordable Housing Development	398.8	389.2		389.2	(9.6)	(2.4%)		**389.2**	(9.6)	(2.4%)	28.5	7.3%	2.4	0.6%
Total Net Exp.	398.8	389.2		389.2	(9.6)	(2.4%)		**389.2**	(9.6)	(2.4%)	28.5	7.3%	2.4	0.6%
Approved Positions														

The ***New Affordable Housing Development Service*** facilitates the development of new affordable, supportive and transitional rental housing, as well as provides homeownership financial assistance, for lower-income residents. Further, the service helps to create jobs though construction, conversion and community revitalization. This service primarily:

- Delivers Federal, Provincial and City funding and incentives to create affordable rental housing as well as pursuing innovative strategies and providing advisory services; and
- Delivers the City's Home Ownership Assistance Program (HOAP), the City's Open Door Affordable Housing Program and the federal/provincial home ownership component.

The New Affordable Housing Development service's 2017 Operating Budget of $1.245 million gross and $0.389 million net is $0.010 million or 2.4% under the 2016 Approved Net Budget.

- Base budget pressures arising from negotiated cost of living adjustments and progression pay are common across all three services.
- These base pressures have been mitigated by the lower inter-divisional charges, a discretionary increase in IAH funding as well as line-by-line review savings which are to be realized across all of the program's 3 services.

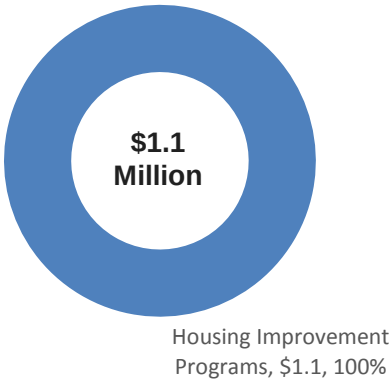
Housing Improvement Programs

Housing Improvement Programs

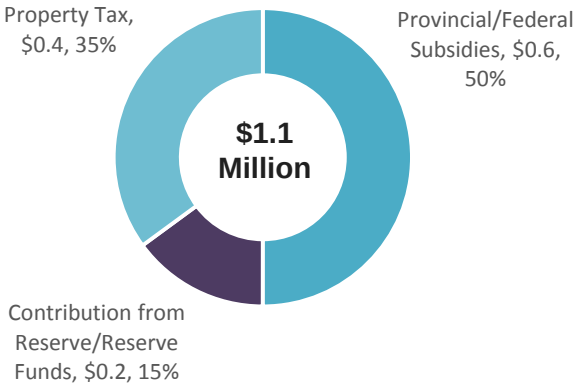
What We Do

- Assist 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.
- Facilitate essential health, safety, accessibility and energy efficiency repairs and modifications by delivering the Toronto Renovates program with federal/provincial funds and the federal Homelessness Partnering Strategy.

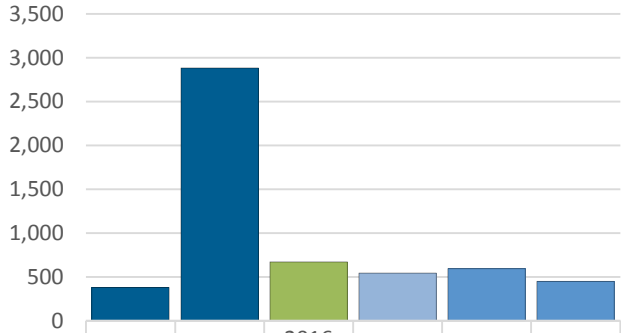
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Number of Essential Health, Safety, Energy Efficiency & Accessibility Repairs/Modifications Completed



	2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
Series1	379	2,885	670	545	596	450

- The AHO provides administrative oversight for essential health, safety, accessibility and energy efficiency repairs and modifications for lower income households.
- The high volume in 2015 of 2,885 repairs and modifications completed was due to one-time funding approved in 2013 for affordable multi-unit apartment buildings.
- Beginning in 2016, projected completions will decrease reflecting the City's shift in priorities to improve rooming house conditions for low-income residents, along with continued support for lower-income homeowners and capital repairs to transitional and supportive housing.
- While the volume of repairs/ modifications completed has decreased, the complexity of administration has increased.

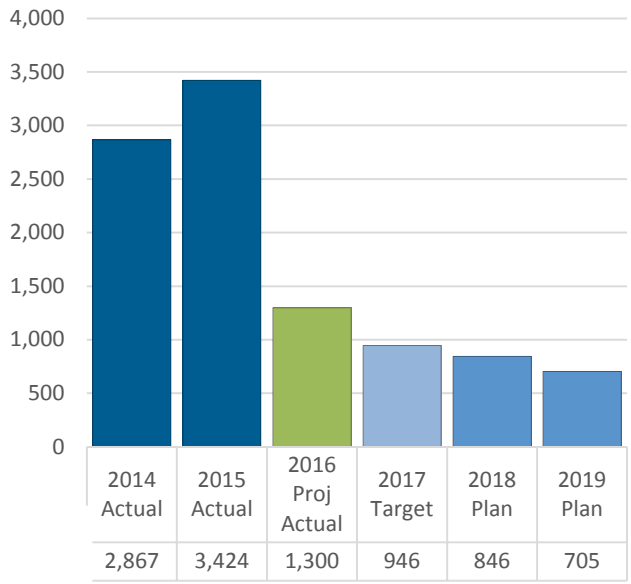
2017 Service Levels

Activity Type	Status	Approved Service Levels 2014	2015	2016	2017 Approved
Loans and grants to private landlords and home owners who are lower income seniors & persons with disabilities	Approved	100% of Federal, Provincial & City funding for housing improvement loans & grants to lower-income private homeowners and tenants, especially seniors & persons with disabilities, disbursed according to prescribed requirements, Council approvals, sound financial stewardship and service excellence.	100% of Federal/Provincial funding for housing improvement loans & grants to lower-income private homeowners and tenants, especially seniors & persons with disabilities, disbursed according to prescribed requirements, Council approvals, sound financial stewardship and service excellence.	100% of Federal/Provincial funding for housing improvement loans & grants to lower-income private homeowners and tenants, especially seniors & persons with disabilities, disbursed according to prescribed requirements, Council approvals, sound financial stewardship and service excellence.	100% of Federal/Provincial funding for essential health, safety and accessibility repairs and modifications to assist lower-income private homeowners and tenants, especially seniors & persons with disabilities, disbursed according to prescribed requirements, Council approvals, sound financial stewardship and service excellence.
Loans for Private Apartments and Rooming Houses Rented at or Below 100% AMR	Approved	Federal/Provincial funding is provided through the Investment in Affordable Housing (IAH) Program.	Federal/Provincial funding is provided through the Investment in Affordable Housing (IAH) Program which has been renewed 2014-2020.	Federal/Provincial funding is provided through the Investment in Affordable Housing (IAH) Program and the federal Homelessness Partnership Strategy (HPS).	Federal/Provincial funding is provided through the Investment in Affordable Housing (IAH) Program and the federal Homelessness Partnership Strategy (HPS).
Accessibility Grants for Low-Income Seniors & Persons with Disabilities					**Additional federal/provincial funding is provided through the Social Infrastructure Fund/IAH 2016-2018.**

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels

Service Performance Measures

Number of Essential Health, Safety, Accessibility & Energy Efficiency Repairs/Modifications Being Administered Year-Over-Year



- The AHO has financial stewardship for federal/provincial housing improvement funding during the 1-2 year lifecycle of the repair/modification process, and 10-15 years for loans until the loan maturity date is reached.
- The number of repairs/modifications included in this chart are not cumulative.
- The high volume in 2014/2015 was due to one-time funding for affordable multi-unit apartment buildings.
- With the huge demand for well-maintained single-room accommodation for students, seniors, new immigrants and low/moderate income individuals, City priorities in 2016 shifted to rooming houses, as well as continued support for low-income homeowners and transitional/supportive housing residents.
- While the volume of repairs/modifications being administered has decreased, the complexity of administration has increased.

Table 3
2017 Service budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	2017 Base	2017 Base Budget vs. 2016 Budget	% Change	New/ Enhanced	2017 Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Housing Improvement Programs	964.8	1,114.6		1,114.6	149.8	15.5%		**1,114.6**	149.8	15.5%	28.5	2.6%	23.8	2.1%
Total Gross Exp.	964.8	1,114.6		1,114.6	149.8	15.5%		**1,114.6**	149.8	15.5%	28.5	2.6%	23.8	2.0%
REVENUE														
Housing Improvement Programs	563.1	723.8		723.8	160.6	28.5%		**723.8**	160.6	28.5%				
Total Revenues	563.1	723.8		723.8	160.6	28.5%		**723.8**	160.6	28.5%				
NET EXP.														
Housing Improvement Programs	401.6	390.8		390.8	(10.8)	(2.7%)		**390.8**	(10.8)	(2.7%)	28.5	7.3%	23.8	5.7%
Total Net Exp.	401.6	390.8		390.8	(10.8)	(2.7%)		**390.8**	(10.8)	(2.7%)	28.5	7.3%	23.8	5.4%
Approved Positions														

The **Housing Improvement Programs Service** supports lower income residents, including seniors and persons with disabilities, to remain safely and affordably in their homes and communities by:

- Providing housing improvement loans and grants; and
- Facilitating essential health, safety, accessibility and energy efficiency repairs and modifications though the Toronto Renovates program with federal/provincial funds and the federal Homelessness Partnering Strategy.

The Housing Improvement Programs Service's 2017 Operating Budget of $1.115 million gross and $0.391 million net is $0.011 million or 2.7% under the 2016 Approved Net Budget.

- Similar to the other two services, the base budget pressures due to salary and benefit adjustments have been more than offset by base budget savings and revenue adjustments.

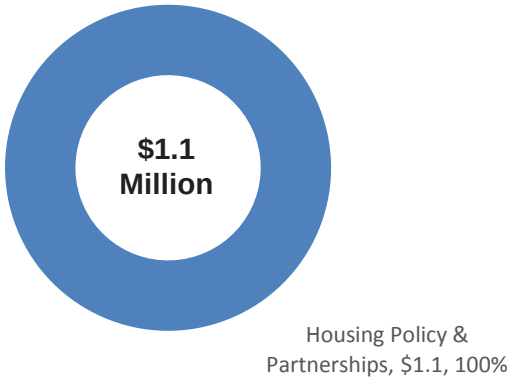
Housing Policy and Partnerships

Housing Policy and Partnerships

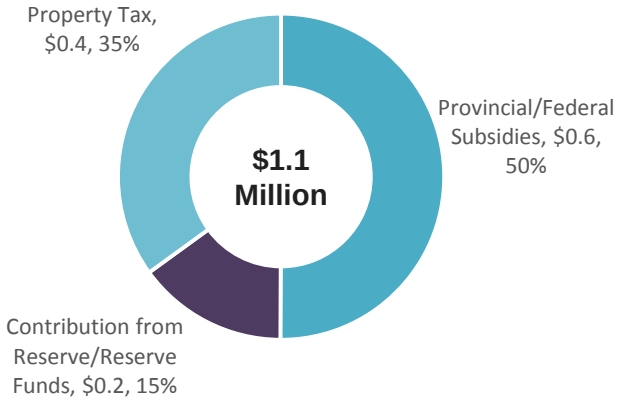
What We Do

- Develop, promote, lead and leverage innovative affordable housing solutions through policies, programs and partnerships with the private and non-profit sectors, e.g., Mayor's Open Door Affordable Housing Program.
- 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*.
- Support the City Manager and Deputy City Managers in providing strategic intergovernmental relations and program advice on affordable housing issues.
- Work with the AHO's Affordable Housing Development and Housing Improvement Programs services to deliver programs.

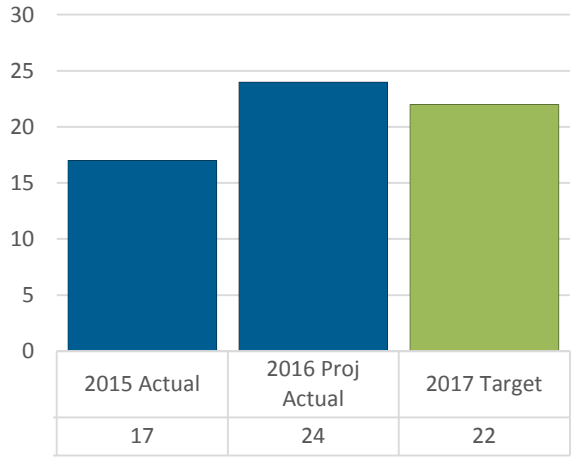
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Number of Major Policy & Partnership Initiatives



- The AHO has increased the number of major policy and partnership initiatives being developed and implemented since 2014.
- Initiatives in 2016 include: development of the Open Door Affordable Housing Program Guidelines and application package, City's submission to the Province's Inclusionary Zoning Consultation Guide, preparation of City's submission to the Federal government's National Housing Strategy, organization and hosting of the Toronto Housing Summit.
- In 2017, there are two fewer key policy, program & partnership initiatives projected overall, with some coming to an end, some ongoing and new initiatives started.

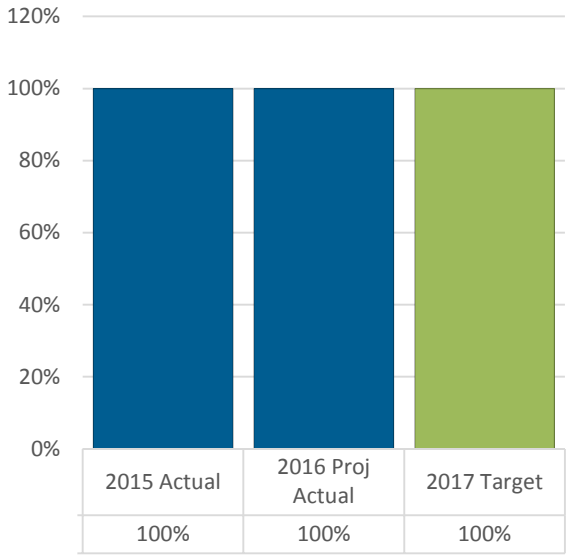
2017 Service Levels

Activity Type	Status	Approved Service Levels 2014	2015	2016	2017 Proposed
Policies, Plans, Programs, Agreements, Partnerships, Funding & Special Council & Committee Directives	Approved	Financial stewardship: 100% of federal, provincial & city funding for new affordable homes and repairs to assist lower-income residents disbursed according to prescribed requirements, Council approvals, sound financial stewardship and service excellence.	Financial stewardship: 100% of federal, provincial & city funding for new affordable homes and repairs to assist lower-income residents disbursed according to prescribed requirements, Council approvals, sound financial stewardship and service excellence.	Financial stewardship: 100% of federal, provincial & city funding for new affordable homes and repairs to assist lower-income residents disbursed according to prescribed requirements, Council approvals, sound financial stewardship and service excellence.	Financial stewardship: 100% of federal, provincial & city funding for new affordable homes and essential health, safety & accessibility repairs and modifications to assist lower-income residents disbursed according to prescribed requirements, Council approvals, sound financial stewardship and service excellence.
Partnerships/Relationships Developed/Maintained	Approved	Major Strategic Policy: 100% of innovative affordable housing strategies and solutions developed & implemented according to prescribed requirements, City Council approvals and service excellence, supporting the implementation of Housing Opportunities Toronto (HOT).	Major Strategic Policy: 100% of innovative affordable housing strategies and solutions developed & implemented according to prescribed requirements, City Council approvals and service excellence, supporting the implementation of Housing Opportunities Toronto (HOT).	Major Strategic Policy: 100% of innovative affordable housing strategies and solutions developed & implemented according to prescribed requirements, City Council approvals and service excellence, supporting the implementation of Housing Opportunities Toronto (HOT).	Major Strategic Policy: 100% of innovative affordable housing strategies and solutions developed & implemented according to prescribed requirements, City Council approvals and service excellence, supporting the implementation of Housing Opportunities Toronto (HOT).
Financial Stewardship of Program Funding	Approved	Federal/Provincial funding is provided through the Investment in Affordable Housing (IAH) Program.	Federal/Provincial funding is provided through the Investment in Affordable Housing (IAH) Program which has been renewed 2014-2020.	Federal/Provincial funding is provided through the Investment in Affordable Housing (IAH) Program and the federal Homelessness Partnership Strategy (HPS).	Federal/Provincial funding is provided through the Investment in Affordable Housing (IAH) Program and the federal Homelessness Partnership Strategy (HPS). **Additional federal/provincial funding is provided through the Social Infrastructure Fund/IAH 2016-2018.**

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels.

Service Performance Measures

Percentage of Major Policy & Partnership Initiatives Administered to Prescribed Requirements



- The AHO has met the requirements every year for the policy and partnership initiatives administered and expects to continue so in the future.
- Open Door will contribute to the City's 10-year HOT targets. This is important given the level of Toronto's core housing need and available federal-provincial funding.

Table 4
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	2017 Base	2017 Base Budget vs. 2016 Budget	% Change	New/ Enhanced	2017 Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Housing Policy and Partnerships	964.6	1,114.4		1,114.4	149.8	15.5%		**1,114.4**	149.8	15.5%	28.5	2.6%	23.8	2.1%
Total Gross Exp.	964.6	1,114.4		1,114.4	149.8	15.5%		**1,114.4**	149.8	15.5%	28.5	2.6%	23.8	2.0%
REVENUE														
Housing Policy and Partnerships	564.2	724.8		724.8	160.6	28.5%		**724.8**	160.6	28.5%				
Total Revenues	564.2	724.8		724.8	160.6	28.5%		**724.8**	160.6	28.5%				
NET EXP.														
Housing Policy and Partnerships	400.4	389.6		389.6	(10.8)	(2.7%)		**389.6**	(10.8)	(2.7%)	28.5	7.3%	23.8	5.7%
Total Net Exp.	400.4	389.6		389.6	(10.8)	(2.7%)		**389.6**	(10.8)	(2.7%)	28.5	7.3%	23.8	5.4%
Approved Positions														

The ***Housing Policy and Partnerships Service*** develops, promotes, leads and leverages innovative affordable housing solutions through policies, programs and partnerships with the private and community sectors while ensuring effective and efficient use of federal, provincial and City affordable housing funding and incentives. The service also supports the City Manager and Deputy City Manager with intergovernmental relations and advice on housing and homelessness issues and supports the AHO's other services.

The Housing Policy and Partnerships Service's 2017 Operating Budget of $1.114 million gross and $0.390 million net is $0.011 million or 2.7% under the 2016 Approved Net Budget.

- Base budget pressures arising from salary and benefit increases were more than offset by base budget reductions and revenue adjustments.

Children's Services

2017 – 2026 CAPITAL BUDGET AND 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.

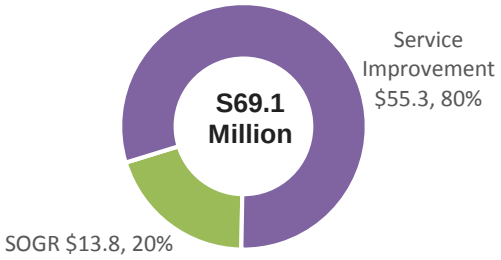
The primary focus of the 10-year Capital Plan is to continue to provide significant funding to add physical capacity in the child care system, modernize systems and technology and maintain City-owned facilities in a state of good repair.

The 2017-2026 Capital Budget and Plan provides $55.3 million in funding for Service Improvement projects, that will establish 20 new child care centres in underserved neighbourhoods, providing 998 new subsidized spaces; IT system upgrades that will result in operational efficiencies and improve customer service; as well as $13.8 million in state of good repair funding required to maintain the City's 25 Early Learning and Child Care Centres (TELCCCs) in a SOGR for the delivery of child care services.

2017-2026 Capital Budget and Plan

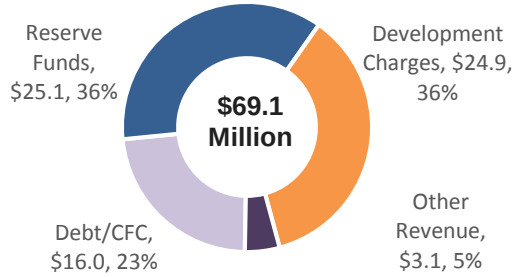
Where the money goes:

By Project Category



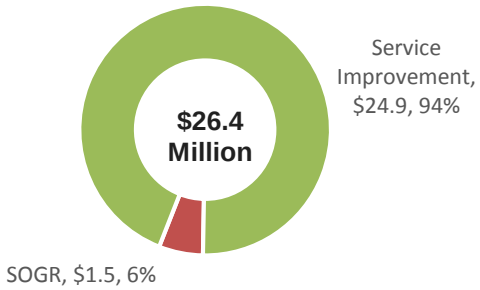
Where the money comes from:

By Funding Source

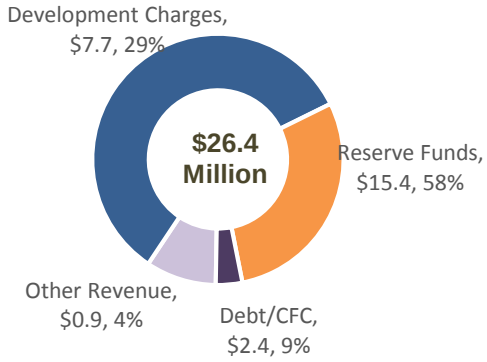


2017 Capital Budget

By Project Category



By Funding Source



Our Key issues & Priority Actions

- **Address growth in high needs** communities as the existing child care system lacks the required infrastructure to meet the needs of underserved communities.
  - ✓ The City is partnering with the Province to expand system capacity, with the Province providing one-time capital funding directly to the school boards to increase licensed child care spaces for children 0-4.
  - ✓ The 10-year Plan provides funding of $53.947 million to add 20 new Child Care Centres with 998 additional spaces, which will increase access to child care in communities that have the least access to service, particularly for younger age children.
- **Registration system for child care subsidies needs modernization** requiring an expansion of service delivery channels in 2017 and 2018 by developing an online-account portal that will provide alternate access for over 40,000 families who may be applying for fee subsidies.
  - ✓ $1.400 million is included for the Customer Service Improvements technology project to facilitate on-line channels for families to access child care subsidies.

Capital Deliverables for 2017

The 2017 Capital Budget for Children's Services of $26.386 million will:

- Deliver capital upgrades in the municipally owned child care centres located in City-owned facilities ($1.469 million).
- Begin the design phase of 1 new child care centre ($0.500 million) that will provide 62 new spaces.

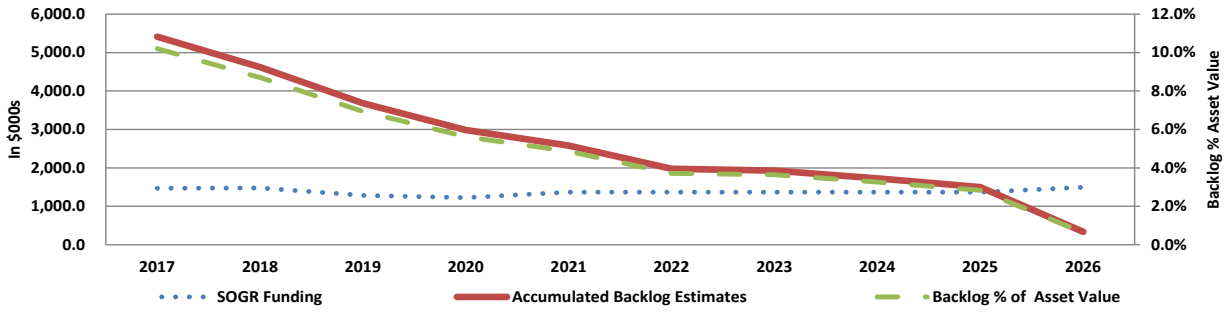
Continue the design and construction of 12 new child care centres across the City that will create 512 new spaces ($16.295 million).

- Continue with the construction of 4 new child care centres that will create 238 new spaces ($7.122 million).
- Continue the development of the Customer Service Improvements technology project ($1.000 million).

State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of $13.784 million for State of Good Repair project to address backlog. The SOGR backlog as a % of asset replacement value will decrease from 10.2% in 2017 to 0.6% by 2026 as a result of these planned investments.

Chart 1
SOGR Funding & Backlog (In $000s)

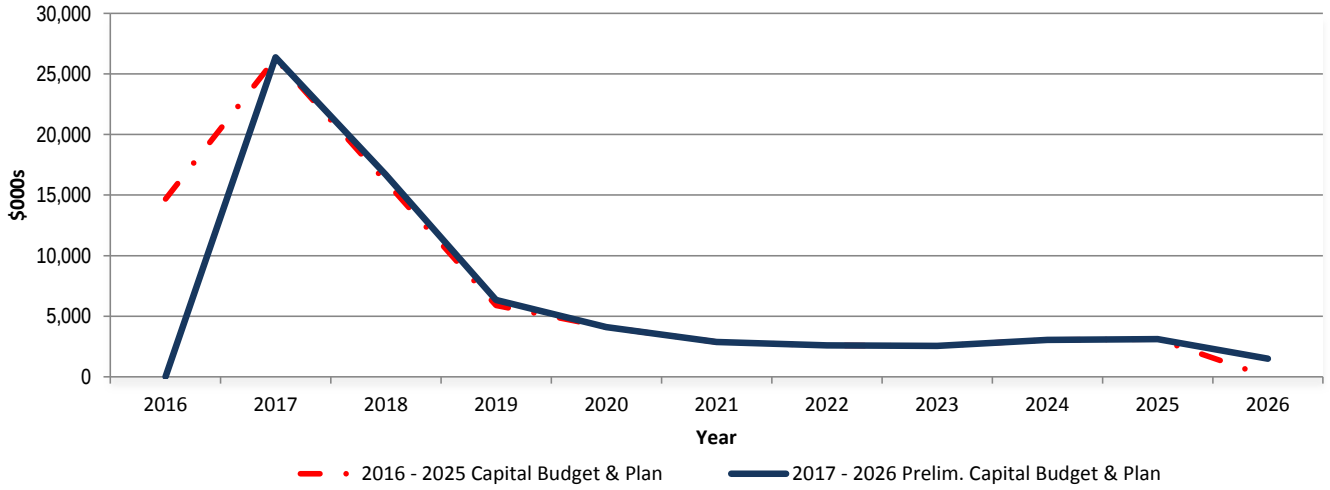


Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Capital Budget and the 2018 – 2026 Capital Plan reflects a decrease of $12.076 million in capital funding from the 2016 - 2025 Approved Capital Plan.

The table and chart below provide a breakdown of the $12.076 million or 14.9% decrease in the Capital Program on an annual basis from 2016 to 2026

Chart 2
Changes to the 2016 - 2025 Approved Capital Plan (In $000s)



($000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025	14,672	26,286	16,126	5,882	4,106	2,867	2,587	2,547	3,037	3,097		81,207
2017 - 2026		26,386	16,676	6,332	4,106	2,867	2,587	2,547	3,037	3,097	1,496	69,131
Change %		0.4%	3.4%	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		(14.9%)
Change $		100	550	450	0	0	0	0	0	0		(12,076)

As made evident in the chart above, the $12.076 million decrease in the Capital Program reflects the completion of the first year funding for 12 new child care centres of $9.865 million and the 2nd year funding for the Avondale Public School project of $2.035 million. Most of the service improvement projects are planned in the first 4 years of the plan, with the focus shifting to State of Good Repair project beyond 2020.

As reflected in Table 2 on the following page, changes to the 2016 – 2025 Approved Capital Plan, specifically the $1.100 million increase in capital funding over the nine common years of the Capital Plans (2016 – 2025) arise from the realignment of cash flows for the revised project timelines for 2 Service Improvement projects.

The following table details the capital projects by category included in the 2017-2026 Capital Budget and Plan for Children's Services:

Table 1
2017 - 2026 Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total	Total Project Cost	Spaces
Total Expenditures by Category														
State of Good Repair														
TELCCS State of Good Repair		1,469	1,473	1,285	1,226	1,367	1,367	1,367	1,367	1,367	1,496	**13,784**		
Sub-Total	-	**1,469**	**1,473**	**1,285**	**1,226**	**1,367**	**1,367**	**1,367**	**1,367**	**1,367**	**1,496**	**13,784**	-	-
Service Improvements														
Stanley P.S	500	1,700	1,700									**3,400**	3,900	62
St Columba C.S.	1,050	350										**350**	1,400	49
St Maurice Catholic School	1,050	350										**350**	1,400	49
St. Barnabas Catholic School	350	1,750	500									**2,250**	2,600	49
St Roch Catholic School	300	1,400	200									**1,600**	1,900	25
St Bartholomew Catholic School	350	1,750	500									**2,250**	2,600	49
St Stephen Catholic School	1,050	350										**350**	1,400	49
North East Scarborough Recreation Centre			500	1,700	1,700							**3,900**	3,900	62
TCH Lawrence Ave Site	500	1,700	1,700									**3,400**	3,900	54
TCH Needle Firway	500	1,700	1,700									**3,400**	3,900	16
George Webster	715	1,685										**1,685**	2,400	25
St John the Evangelist Catholic School	510	1,850	969	571								**3,390**	3,900	36
Block 31 Child Care Centre	181	757	2,264	426								**3,447**	3,628	52
Avondale Public School	2,535	365	550	450								**1,365**	3,900	72
Advent Health Care Child Care Centre	500	1,710	500									**2,210**	2,710	49
Bridletown Community Centre (Child Care Centre 6)	500	1,500	1,220	680								**3,400**	3,900	62
Customer Service Improvements Project	1,775	1,000	400									**1,400**	3,175	
David and Mary Thompson		500	1,500	1,220	680							**3,900**	3,900	62
Mount Dennis Child Care Centre	3,500	4,500	1,000									**5,500**	9,000	52
New Child Care Centre No 8					500	1,500	1,220	680				**3,900**	3,900	62
New Child Care Centre No 9								500	1,670	1,730		**3,900**	3,900	62
Sub-Total	**15,866**	**24,917**	**15,203**	**5,047**	**2,880**	**1,500**						**55,347**	**71,213**	**998**
Total Expenditures by Category (excluding carry forward)	**15,866**	**26,386**	**16,676**	**6,332**	**4,106**	**2,867**	**1,367**	**1,367**	**1,367**	**1,367**	**1,496**	**69,131**	**71,213**	**998**

Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital projects (i.e. TELCCS SOGR)

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

	2017 Budget		2018 Plan		2019 Plan		2020 Plan		2021 Plan		2017 - 2021		2017 - 2026	
Projects	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**
Previously Approved														
Customer Services Improvements					(258.0)	1.0					(258.0)	1.0	(258.0)	1.0

The 10-Year Capital Plan will reduce the future year Operating Budgets by a total of $0.258 million net over the 2017 – 2026 period, as shown in the table above.

- These savings are comprised of the following:
  - Savings of $0.360 million from efficiencies emanating from the reduction in staff time required to manage client information requests and saving in paper and printing costs.
  - These savings are offset by the need for 1 additional position for $0.102 million, required to sustain the *Customer Service Improvements* project.

These future operating impacts will be reviewed each year as part of the annual Budget process

Children's Services

2017 OPERATING BUDGET OVERVIEW

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 2017.

2017 Operating Budget Highlights

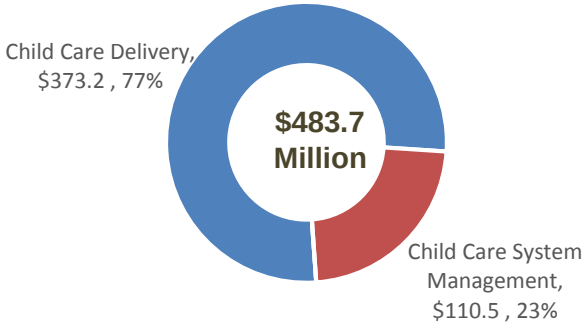
The 2017 Operating Budget for Children's Services of $483.674 million in gross expenditures and $82.981 million net provides funding for 2 services: Child Care Delivery; and Child Care System Management. The total cost to deliver these services to Toronto residents is summarized below:

(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	473,539.1	483,674.4	10,135.3	2.1%
Revenues	395,416.8	400,693.4	5,276.6	1.3%
Net Expenditures	**78,122.3**	**82,981.0**	**4,858.7**	**6.2%**

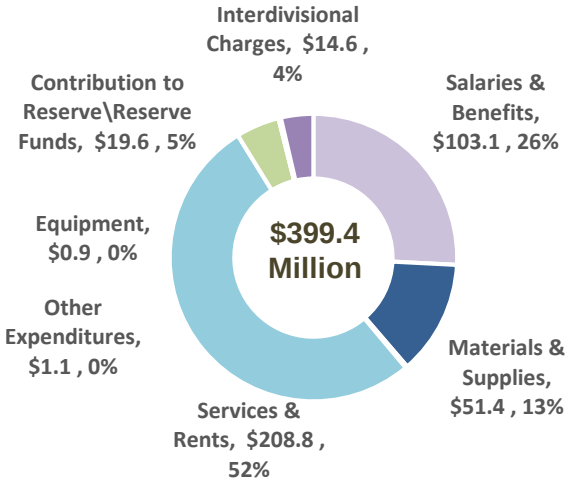
2017 Operating Budget

Where the money goes:

By Service

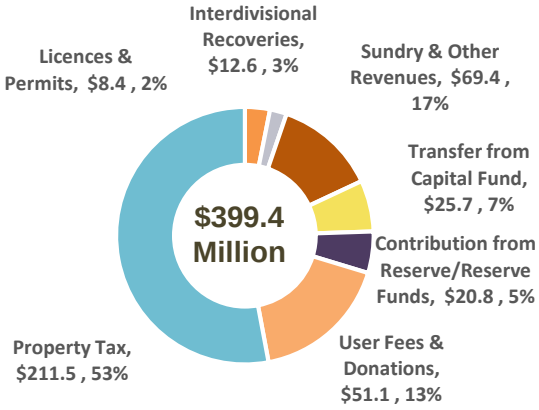


By Expenditure Category



Where the money comes from:

By Funding Source



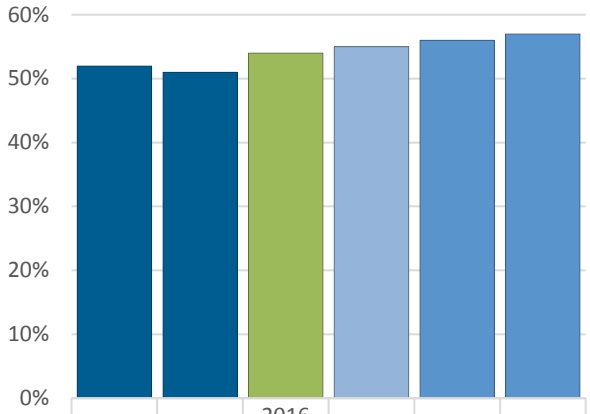
Fast Facts

- The province forecasts that Toronto's child population will grow by approx. 23% over the next 15 years to a total of 344,771 children from birth to age 9.
- Since 2010, Toronto has experienced a 25% growth in licensed child care spaces from 53,000 spaces to 66,170.
- New service agreements for over 125 service providers have been added to the system since 2012.
- Current funding provides 26,059 child care subsidies, which support only 29.7% of Toronto's low-income children age 0-12.

Trends

- One of the goals of the Children's Services 5-year Service Plan is to improve geographic equity in each ward so that each ward is at 10% of the equity target through the provision of child care spaces.
- The Program uses age and geographic equity targets to help manage system growth to ensure eligible families have equitable access to child care subsidies. The wards meeting equity target has increased from 52% in 2014 to 54% projected for 2016 and is expected to further increase to 57% by 2019.
- Ward equity levels will be reviewed in 2017 as new census data becomes available.

of Wards Meeting Equity Target



	2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
% of Wards	52%	51%	54%	55%	56%	57%

Our Key Issues & Priority Actions

- **Managing ongoing programming** with significant increase in demand for service and new and expanded responsibilities due to provincial and regulatory changes
  - ✓ A continued focus on the capital projects that will support growth in licensed child care spaces in under-served neighbourhoods by providing 998 new spaces in the next 10 years through managing the capital delivery by working with district school boards and other third parties.
  - ✓ The 2017 Budget includes $3.003 million for 300 new child care subsidies that will provide additional capacity to under-served neighbourhoods.
  - ✓ The 2017 Budget includes 4 new temporary positions to manage the expanded early-years system and to implement ongoing operational requirements of new provincial policy initiatives, including the development of Child and Family Centres.
  - ✓ The 2017 Budget includes an increase in the current wage grants to child care operators of $0.432 million under the General Operating Grant program. This replaces historic provincial wage related grant programs.

Key Service Deliverables for 2017

The 2017 Budget will fund the delivery of the following:

- Upwards of 26,359 child care subsidies;
- 672 contracted child care centres with contracts for fee subsidy;
- 10 home child care agencies with service contracts for fee subsidy;
- Over 900 centres with agreements for Provincial Wage Enhancement;
- 52 Toronto Early Learning and Child Care Services centres, and 1 home child care agency;
- 21 agencies supporting children with special needs;
- 45 family support programs;
- 34 summer day programs; and
- 51 After School and Recreation Programs (ARC) in partnership with Parks Forestry & Recreation.

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

Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2016 Projected Actual	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 vs. 2016 Budget Change		Incremental Change 2018 Plan		Incremental Change 2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Child Care Delivery											
Gross Expenditures	367,899.6	367,899.6	369,794.0	3,377.7	373,171.7	5,272.1	1.0%	6,567.6	1.8%	5,003.9	1.3%
Revenue	299,364.1	299,364.1	304,406.6		304,406.6	5,042.5	3.0%	4,192.0	0.0%	4,127.6	1.3%
Net Expenditures	68,535.5	68,535.5	65,387.4	3,377.7	68,765.1	229.6	0.3%	2,375.6	3.5%	876.3	1.2%
Child Care System Management											
Gross Expenditures	105,639.5	105,639.5	110,422.1	80.6	110,502.7	4,863.2	3.5%	682.6	1.7%	3,381.1	3.4%
Revenue	96,052.6	96,052.3	96,286.7		96,286.8	234.2	0.3%	9.9	(0.1%)	10.9	0.0%
Net Expenditures	9,586.9	9,587.2	14,135.4	80.6	14,215.9	4,629.0	48.3%	672.7	4.7%	3,370.2	22.6%
Total											
Gross Expenditures	473,539.1	473,539.1	480,216.1	3,458.3	483,674.4	10,135.3	2.1%	7,250.2	1.5%	8,385.0	1.7%
Revenue	395,416.7	395,416.4	400,693.3		400,693.4	5,276.7	1.3%	4,201.9	1.0%	4,138.5	1.0%
Total Net Expenditures	78,122.4	78,122.7	79,522.8	3,458.3	82,981.0	4,858.6	6.2%	3,048.3	3.7%	4,246.5	4.9%
Approved Positions	990.9		978.5	4.0	982.5	(8.4)	(0.8%)	12.5			

The Children's Services' 2017 Operating Budget is $483.674 million gross and $82.981 million net, representing a 6.2% increase from the 2016 Approved Net Operating Budget. The 2017 Approved Budget does not meet the -2.6% reduction target as set out in the 2017 Operating Budget Directions approved by Council and is over by $4.689 million or 9%.

Base pressures are mainly attributable to the following:

- Base pressures of $11.519 million are primarily attributable to the increased cost of purchased child care in the *Child Care Delivery* service, an increase in salary and benefits, including the impact of wage harmonization and new staffing ratios, as well as an increase of $1.250 million to fund the on-going cost of the additional 125 child care subsidies added during the 2016 Budget process.
- Revenue adjustments include a projected increase in Provincial subsidy of $4.8 million (1.5%); and an increase in parental contributions of $5.0 million to the cost of child care, which reflects an actual increase in parental income 2016.
- To help mitigate base pressures, the Program has achieved savings of $1.235 million from base reductions, efficiencies, and service adjustments, including the closure of a TELCC centre as a result of health and safety issues and low enrolment; and phasing out the occupancy agreements to school boards.

New priorities include:

- New funding of $3.003 million is included to provide an additional 300 new child care subsidies to help alleviate system demand, which increases the number of subsidies to 25,359, with the additional spaces to be available in under-served neighbourhoods.
- New funding of $0.455 million is included to add 4 temporary positions to manage the expanded early-years system, administer system growth and transformation and to implement ongoing operational requirements of new provincial policy initiatives fully funded from the Child Care Expansion Reserve Fund.

The Approved 2017 Operating Budget results in Children's Services reducing its total staff complement by 8.4 positions from 990.9 to 982.5 positions.

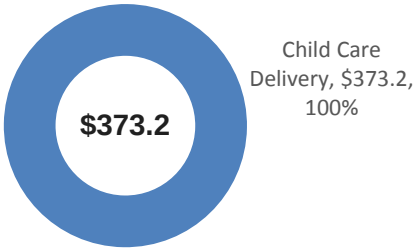
The 2018 and 2019 Plan increases of $3.048 million and $4.246 million respectively are attributable to COLA for purchased child care; an increase in salary and benefits, which are offset by a projected 1.5% increase in provincial funding and the phase-out of occupancy grants to school boards in 2018.

Child Care Delivery

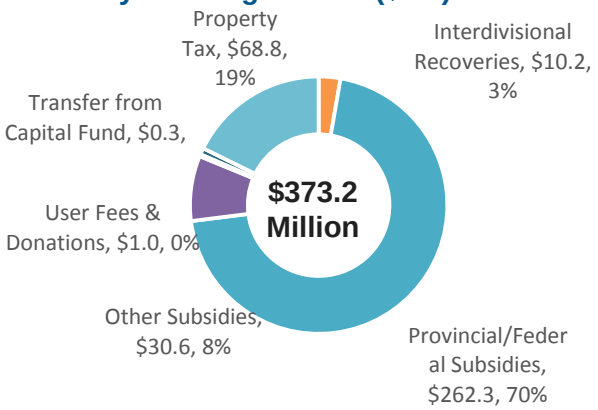
What We Do

- Provide at least 26,059 fee subsidies to help eligible families with the high 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.

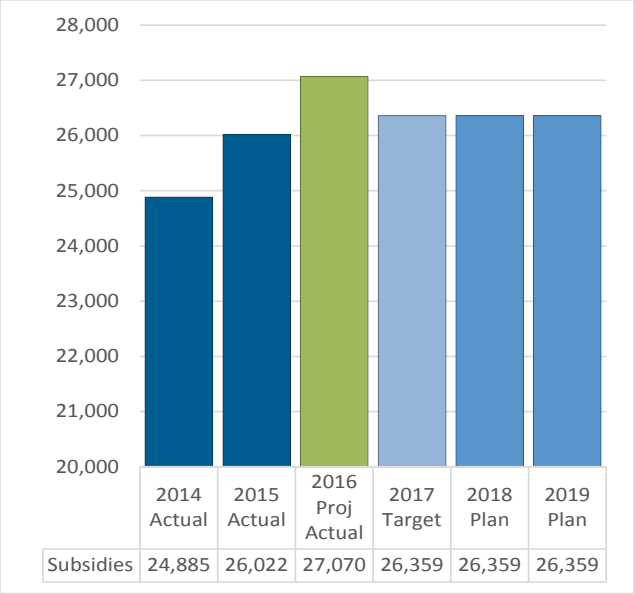
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Number of Early Learning Child Care Subsidies



- Children's Services will deliver 26,359 child care subsidies in 2017 which are allocated across City wards based on the proportion of children in the ward who are living below the low income measure, maintaining the same service level as in 2016.
- 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 64,172 or 10.3%.
- In 2016, Children's Services is projecting to be slightly above target in delivering child care subsidies.

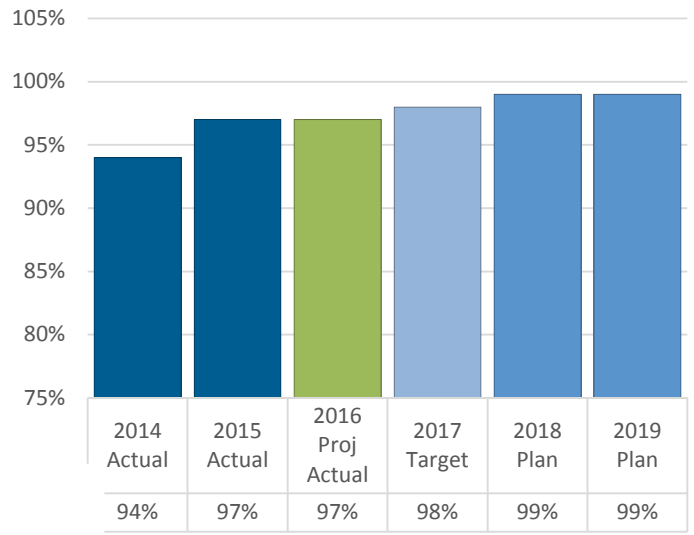
2017 Service Levels
Child Care Delivery

	Sub-Activity/Type	Status	2014	2015	2016	2017
Early Learning and Education		Approved	annual	annual	annual	**annual**
		Actual				
Enriched Early Learning and Care	Infants - % occupancy of children placed through Toronto Early Learning and Child Care Services	Approved	96% of 98% target achieved	96% of 98% target achieved	96% of 98% target achieved	**98% of 98%**
		Actual				
	Toddlers - % occupancy of children placed through Toronto Early Learning and Child Care Services	Approved	96% of 98% target achieved	96% of 98% target achieved	96% of 98% target achieved	**98% of 98%**
		Actual				
	Pre-school Children - % occupancy of children placed through Toronto Early Learning and Child Care Services	Approved	96% of 98% target achieved	96% of 98% target achieved	96% of 98% target achieved	**98% of 98%**
		Actual				
	Kindergarten aged Children - % occupancy of children placed through Toronto Early Learning and Child Care Services	Approved	96% of 98% target achieved	96% of 98% target achieved	96% of 98% target achieved	**98% of 98%**
		Actual				
	School aged Children - % occupancy of children placed through Toronto Early Learning and Child Care Services	Approved	96% of 98% target achieved	96% of 98% target achieved	96% of 98% target achieved	**98% of 98%**
		Actual				
Family Financial Support	Child Care Fee Subsidy	Approved	annual	annual	annual	annual
		Actual				
Family Well-Being Support Care	Special Needs Subsidy	Approved	annual	annual	annual	annual
		Actual				
	Family Resource Centres Subsidy	Approved	annual	annual	annual	annual
		Actual				

The 2017 Service Levels for Child Care Delivery reflect an occupancy target of 98% which may not be feasible without new provincial subsidies.

Service Performance Measures

Percentage of Programs Meeting Assessment for Quality Improvement Requirement



- 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, adult/child interactions and nutrition 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.
- The number of centres meeting operating criteria has increased from 94% in 2014, with projections of 98% in 2017 and in the future years and 99% by 2019.

Table 2

2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	2017 Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	2017 Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Child Care Delivery	367,899.6	370,959.0	(1,165.1)	369,793.9	3,306.9	0.9%	3,377.7	**373,171.6**	5,272.0	1.0%	6,567.6	1.8%	5,003.9	1.3%
Total Gross Exp.	367,899.6	370,959.0	(1,165.1)	369,793.9	3,306.9	0.9%	3,377.7	**373,171.6**	5,272.0	1.4%	6,567.6	1.8%	5,003.9	1.3%
REVENUE														
Child Care Delivery	299,364.1	304,406.6		304,406.6	8,716.6	2.9%		**304,406.6**	5,042.5	3.0%	4,192.0	1.8%	4,127.6	1.3%
Total Revenues	299,364.1	304,406.6		304,406.6	8,716.6	2.9%		**304,406.6**	5,042.5	1.7%	4,192.0	1.4%	4,127.6	1.3%
NET EXP.														
Child Care Delivery	68,535.5	66,552.4	(1,165.1)	65,387.3	(3,148.2)	(4.6%)	3,377.7	**68,765.0**	229.5	0.3%	2,375.6	3.5%	876.3	1.2%
Total Net Exp.	68,535.5	66,552.4	(1,165.1)	65,387.3	(3,148.2)	(4.6%)	3,377.7	**68,765.0**	229.5	0.3%	2,375.6	3.5%	876.3	1.2%
Approved Positions	948.9	931.3	(12.8)	918.5	(30.4)	(3.2%)	3.3	**921.8**	(27.2)	(2.9%)	12.0	0.0%		

The ***Child Care Delivery*** service provides up to 26,359 fee subsidies through the use of contracted child care service delivery and through 52 Toronto Early Learning Child Care (TELCC) centres that help eligible families meet the cost of early learning and care.

The Child Care Delivery Service's 2017 Operating Budget of $373.172 million gross and $68.765 million net is $0.230 million or 0.3% above the 2016 Approved Net Budget.

- In addition to the base budget pressures and revenues changes common across both services, the pressures in the *Child Care Delivery* service includes the inflationary cost of purchased child care, the use of tax funding to maintain the 125 subsidized spaces that were added during the 2016 Budget process with a one-time funding source; reversal of the 2016 Child Care Expansion Fund of $2.360 million; as well as the $0.188 million from the impact of legislated changes in staffing ratios.
- Revenue changes include a projected 1.5% increase of $4.599 million in Provincial subsidy, an increase in the family contribution to the cost of service of $5.0 million.
- To help mitigate the above pressures, $1.165 million in base reductions and efficiencies have been achieved, primarily through line by line savings of $0.400 million; savings of $0.387 million through workload realignment (reduction of 7.5 temporary positions) primarily from the phase out of staff involved in the implementation of the new provincial Funding Mode.l
- Service expansion includes funding of $3.003 million gross and net to support the addition of 300 new child care subsidies to help alleviate system demand, which will increase the number of subsidies to 25,359, with the additional spaces to be available in under-served neighbourhoods.
- New funding of $0.375 million will also provide 4 temporary positions to administer system growth and transformation. Of these new positions, 3.2 are required to manage transformation of directly related to Child Care Delivery, specifically the move to a risk-based assessment of client subsidy eligibility; and the expansion of school age programs and business transformation related to an online client portal for 40,000 + families beginning in 2017. Funding for these positions is provided from the Child Care Expansion Reserve Fund.

Child Care System Management

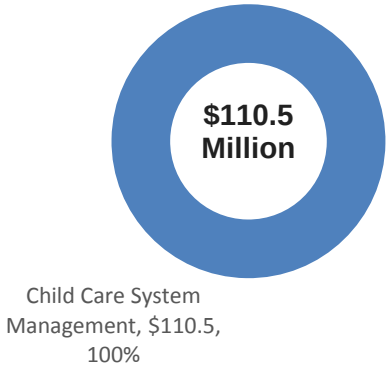
Child Care System Management

What We Do

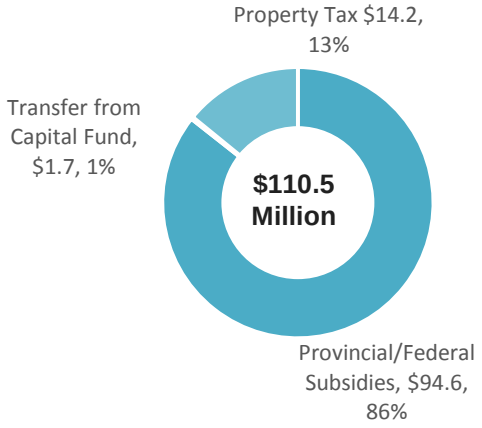
- Plan and manage Toronto's Child Care system in accordance with the Council approved Child Care Service Plan and Provincial guidelines.
- As Consolidated Municipal Service Manager (CMSM) for the City of Toronto, plan and implement policies and programs within the Provincial legislative framework that 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.

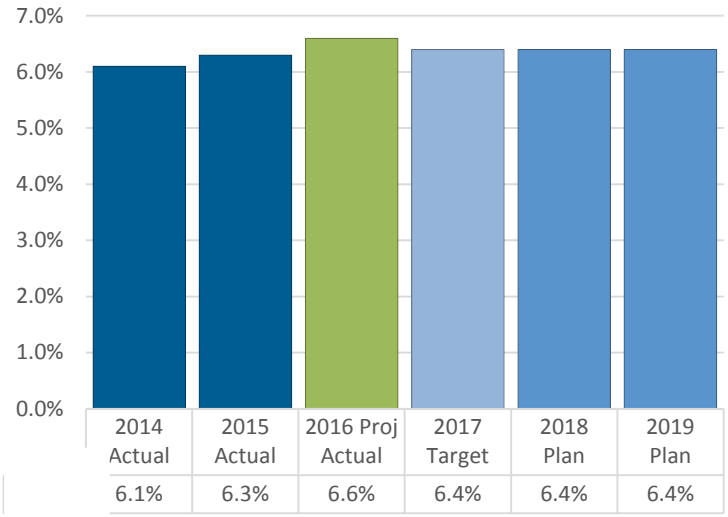
Administration as % of Total Gross Expenditure

2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)





- Historically, the cost of program delivery is between 5% and 6% of the Program's gross expenditures.
- For 2016, administrative costs are projected to temporarily increase to 6.6% reflecting the impact of managing the expanded child care system, responding to additional Provincial requirements and implementation of the new Funding Model across the sector. Administrative costs are projected to drop to 6.4% for outer years.
- Administrative cost ratios have historically been kept significantly below the Provincial guideline of 10%.

2017 Service Levels
Child Care System Management

	Sub-Activity/Type	Status	2014	2015	2016	2017
Integrated Service System Planning	Service Plan	Approved	100%	100%	100%	100%
		Actual				
	Service Plan - Curriculum Development	Approved	100%	100%	100%	100%
		Actual				
	Service Plan - Policy Development	Approved	100%	100%	100%	100%
		Actual				
	Children's Services Report Card	Approved	biannual	biannual	biannual	biannual
		Actual				
Early Learning and Care Capacity		Approved	annual	annual	annual	annual
		Actual				
Research and Innovation		Approved	annual	annual	annual	annual
		Actual				
Service Providers Financial Support	Wage Subsidy	Approved	quarterly	quarterly	quarterly	quarterly
		Actual				
	General Operating Grant	Approved	biannual	biannual	biannual	quarterly
		Actual				

The 2017 Service Levels are consistent with the approved 2016 Service Levels for the Child Care System Management Service.

Table 3
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	2017 Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	2017 Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Child Care System Management	105,639.5	110,492.2	(70.1)	110,422.1	3,649.6	3.5%	80.6	**110,502.7**	4,863.2	3.5%	682.6	1.7%	3,381.1	3.4%
Total Gross Exp.	105,639.5	110,492.2	(70.1)	110,422.1	3,649.6	3.5%	80.6	**110,502.7**	4,863.2	4.6%	682.6	0.6%	3,381.1	3.0%
REVENUE														
Child Care System Management	96,052.6	96,286.7		96,286.7	234.2	0.2%		**96,286.8**	234.2	3.0%	9.9	1.7%	10.9	0.0%
Total Revenues	96,052.6	96,286.7		96,286.7	234.2	0.2%		**96,286.7**	234.2	0.2%	9.9	0.0%	10.9	0.0%
NET EXP.														
Child Care System Management	9,586.9	14,205.5	(70.1)	14,135.4	4,548.5	47.4%	80.6	**14,216.0**	4,629.1	48.3%	672.7	4.7%	3,370.2	22.6%
Total Net Exp.	9,586.9	14,205.5	(70.1)	14,135.4	4,548.5	47.4%	80.6	**14,216.0**	4,629.1	48.3%	672.7	4.7%	3,370.2	18.5%
Approved Positions	42.0	61.1	(1.2)	59.9	17.9	42.6%	0.8	**60.8**	18.7	44.5%	2.0	0.0%		

The ***Child Care System Management*** plans and manages Toronto's child care system in accordance with the Council approved Service Plan and Provincial guidelines

The Child Care System Management's 2017 Operating Budget of $110.503 million gross and $14.216 million net is $4.629 million or 48.3% over the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, $2.364 million is required for salaries and benefits, with positions moved from the Child Care Delivery service to align the positions with the workload distribution based on current needs.
- An allocation of $1.963 million for the inflationary cost of purchased child care is included in 2017.

- The 2017 Budget includes an increase in the current wage grants to child care operators of $0.432 million under the General Operating Grant program. The General Operating Grant replaces historic provincial wage related grant programs and will be distributed to service providers, replacing the existing wage-related grant programs for child care that can be used to support child care workers' salaries, offset operating expenses, which will improve affordability for families.

Court Services

2017 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 the Toronto Licensing Tribunal.

2017 Operating Budget Highlights

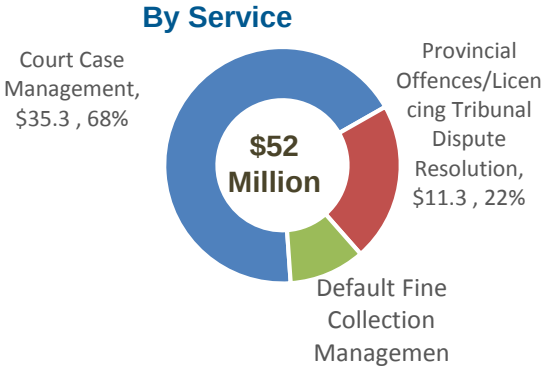
The 2017 Operating Budget for Court Services of $51.959 million in gross expenditures and $9.235 million net provides funding for 3 services: Court Case Management, Provincial Offences/ Licensing Tribunal Dispute Resolution and Default Fine Collection. The total cost to deliver these services to Toronto residents is summarized below:

(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	50,001.5	51,959.0	1,957.5	3.9%
Gross Revenues	41,456.9	42,723.8	1,266.9	3.1%
Net Expenditures	**8,544.6**	**9,235.2**	**690.6**	**8.1%**

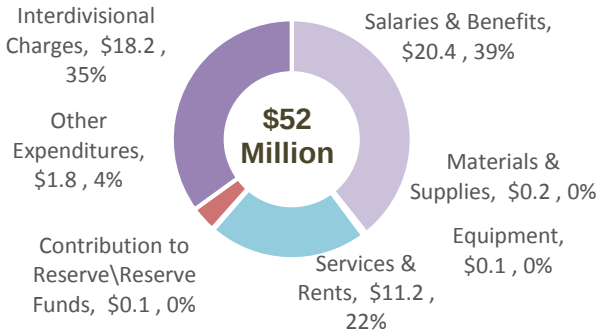
2017 Operating Budget

Where the money goes:

By Service

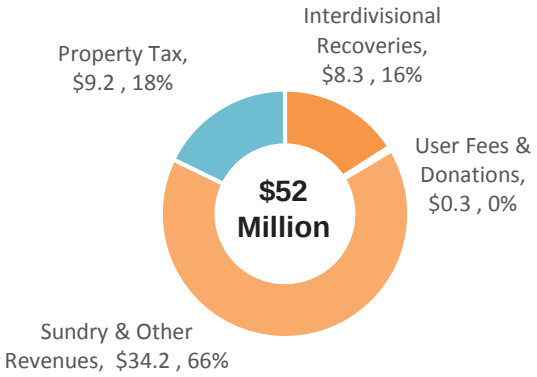


By Expenditure Category



Where the money comes from:

By Funding Source



Fast Facts

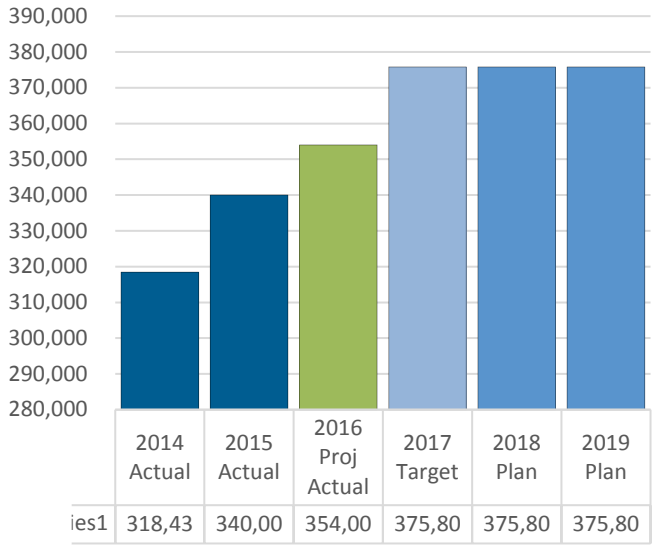
- Court Services provides services through a network of 30 trial courtrooms, 3 early resolution hearing rooms and 34 public service counter stations.
- Court offices serve over 30,000 individuals at public counters and in trial courts each month.
- Provincial offences include a range of offences under Provincial legislation including a large number of traffic offences and City of Toronto bylaws.
- Over 350,000 charges are processed annually requiring the scheduling of over 400,000 trials, including 250,000 parking ticket disputes heard in trial courts

Trends

- The decline in moving violation tickets filed, which began in 2011/2012 and reached the lowest level of 318,431 tickets in 2014, has now stabilized.

  The 2016 projected volume is trending at just over 350,000 tickets with 375,800 charges projected for 2017-2019.

of Charges Managed



Our Key Issues & Priority Actions

- **Shortage of Justices of the Peace in relation to the volume of charges filed** is impacting the Program's ability to process disputes within acceptable timeframe and maintain the service levels.
  - ✓ New Administrative Penalty System planned to be implemented in May, 2017 will provide greater access to dispute resolution outside the courtroom through implementation of new processes and technologies.
  - ✓ Court Services will continue to work with the Province towards implementing streamlined legislative processes that increase public access to courts and assist in reducing cost of delivering the program.
- **Collection of Court Imposed Fines** remain a continuing challenge across municipalities.
  - ✓ Court Services, in collaboration with Legal Services, continues to pursue available sanctions using civil enforcement measures to achieve results within the legislations available.
  - ✓ The 2017 Operating Budget includes one-time funding for 5 Prosecutors to clear outstanding parking items under the Court system.

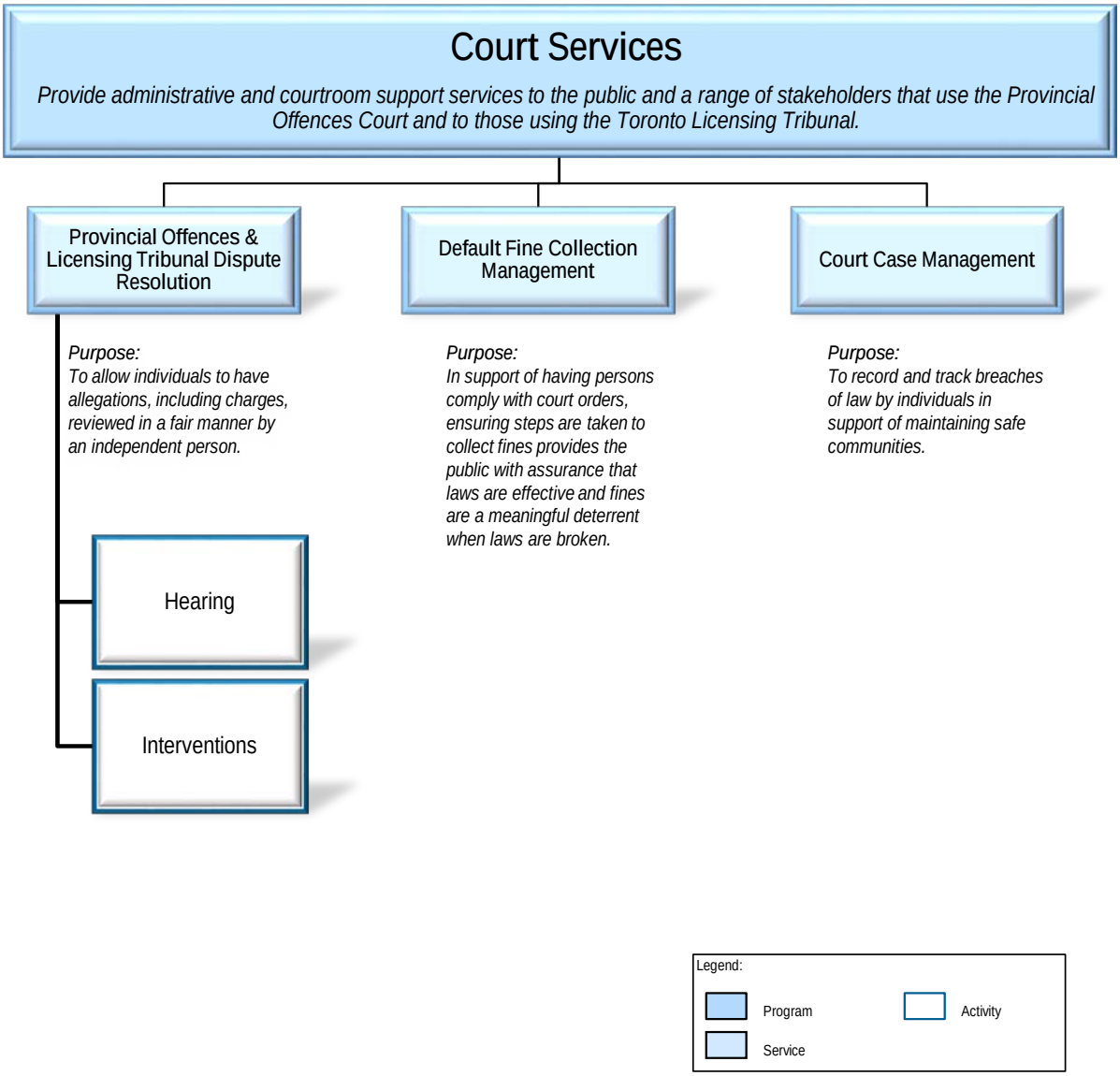
Key Service Deliverables for 2017

Court Services provides administrative and courtroom support services to the public and a range of stakeholders that use the Provincial Offences Court and to those using the City established Tribunals.

The 2017 Operating Budget supports:

- The management of court cases for charges filed by enforcement officers in 2017 in accordance with Provincial legislation.
- Proceeding with the establishment and administration of the Toronto Local Appeal Body.
- The move from the court based system to an administrative system available under the City of Toronto Act to manage parking tickets and penalties
- The administration of the one year mediation pilot program to test the impact of mediation with respect to appeals of Committee of Adjustment decisions.

Program Map



Service Customer

Provincial Offences & Licensing 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

- 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
- Residents

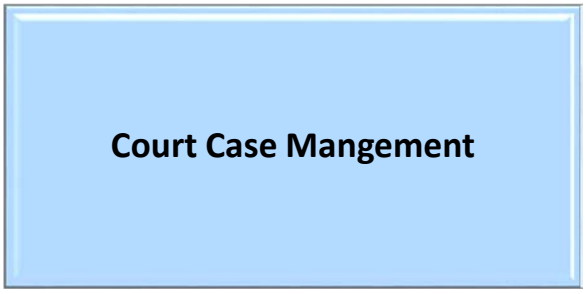
Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2016 Projected Actual	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 vs. 2016 Budget Change		Incremental Change 2018 Plan		Incremental Change 2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Court Case Management											
Gross Expenditures	34,940.3	33,381.4	35,267.4		35,267.4	327.1	0.9%	(4,333.0)	(12.3%)	309.9	1.0%
Revenue	39,389.8	39,417.0	39,666.6		39,666.6	276.8	0.7%	(5,437.2)	(13.7%)		
Net Expenditures	(4,449.5)	(6,035.6)	(4,399.2)		(4,399.2)	50.3	(1.1%)	1,104.2	(25.1%)	309.9	(9.4%)
Provincial Offences/Licencing Tribunal Dispute Resolution											
Gross Expenditures	9,692.8	8,768.3	10,401.9	854.9	11,256.8	1,564.0	16.1%	(1,263.2)	(11.2%)	171.1	1.7%
Revenue	1,198.4	1,198.4	1,289.6	865.5	2,155.1	956.7	79.8%	57.1	2.6%	32.4	1.5%
Net Expenditures	8,494.4	7,569.9	9,112.3	(10.6)	9,101.7	607.3	7.1%	(1,320.3)	(14.5%)	138.7	1.8%
Default Fine Collection Management											
Gross Expenditures	5,368.4	5,323.1	5,434.8		5,434.8	66.4	1.2%	(313.0)	(5.8%)	40.2	0.8%
Revenue	868.8	868.8	902.1		902.1	33.4	3.8%	(655.1)	(72.6%)		
Net Expenditures	4,499.6	4,454.3	4,532.7		4,532.7	33.1	0.7%	342.1	7.5%	40.2	0.8%
Total											
Gross Expenditures	50,001.5	47,472.8	51,104.1	854.9	51,959.0	1,957.5	3.9%	(5,909.2)	(11.4%)	521.2	1.1%
Revenue	41,456.9	41,484.2	41,858.3	865.5	42,723.8	1,266.9	3.1%	(6,035.1)	(14.1%)	32.4	0.1%
Total Net Expenditures	8,544.6	5,988.6	9,245.8	(10.6)	9,235.2	690.6	8.1%	126.0	1.4%	488.8	5.2%
Approved Positions	288.0	226.0	245.0	7.0	252.0	(36.0)	(12.5%)	(31.0)	(12.3%)		

The Court Services' 2017 Operating Budget is $51.959 million gross and $9.235million net, representing a 8.1% increase to the 2016 Approved Net Operating Budget and is above the reduction target as set out in the 2017 Operating Budget Directions approved by Council.

- Base pressures are mainly attributable to inflationary increases in salary and benefits of $0.501 million which were more than offset by base expenditures.
- The above increase from the 2016 Approved Operating Budget is mainly attributable to 2 factors: the one-time costs of establishing LAB ($0.537 million) and Mediation Pilot program and additional costs from Legal Services to clear the backlog of parking tickets issued prior to May 15, 2017 requiring courtrooms for resolution ($0.500 million).
- Excluding these new initiatives, the 2017 Operating Budget for Court Services will be at $8.198 million net which is 4.1% below the 2016 Approved Budget or 1.5% beyond the reduction target of -2.6%. More information on this can be found on page 22.
- Approval of the 2017 Operating Budget will result in Court Services reducing its total staff complement by 36 positions from 288 to 252.
- The 2018 and 2019 Plan increases are attributable to adjustments in salaries and benefits.

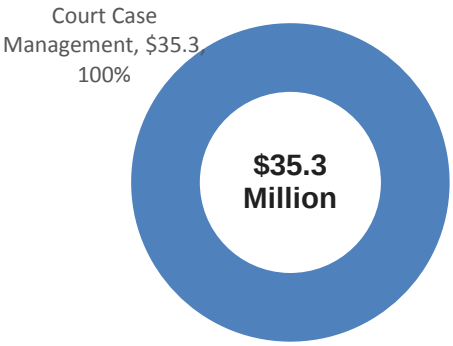
Court Case Management



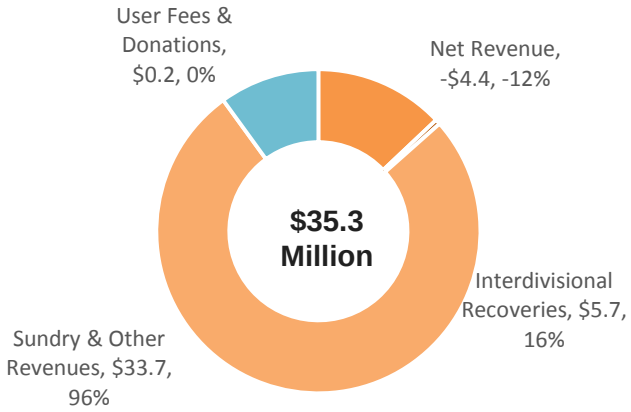
What We Do

- 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.

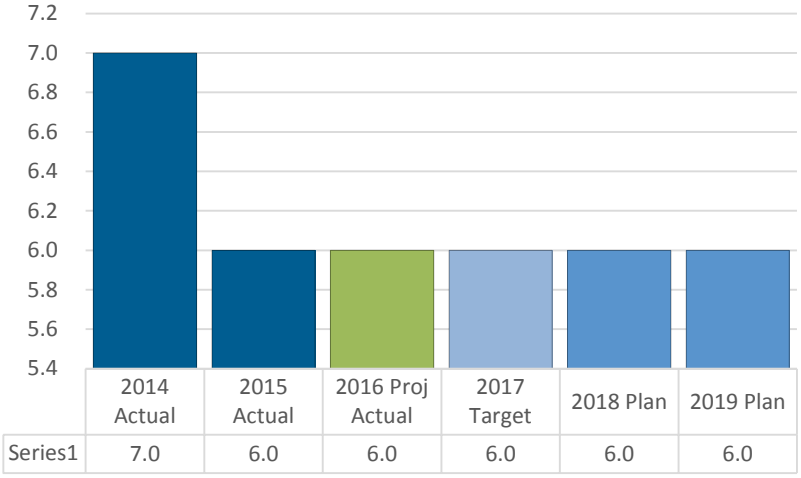
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Time to Trial (Months)



- The implementation of the Early Resolution Initiative continues to maintain number of months to trial same as in 2016.

2017 Service Levels
Court Case Management

Sub-Activity/Type		Status	2014	2015	2016	2017
	Provincial Offences non-parking charges	Approved	Receive incoming charges within 5-7 days	Receive incoming charges within 5-7 days	Receive incoming charges within 5-7 days	Receive incoming charges within 5-7 days
	Provincial Offences parking charges	Approved	Receive incoming charges within 60-75 days	Receive incoming charges within 60-75 days	Receive incoming charges within 60-75 days	Receive incoming charges within 60-75 days

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Court Case Management.

Table 2
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Court Case Management	34,940.3	35,267.4		35,267.4	327.1	0.9%		**35,267.4**	327.1	0.9%	(4,333.0)	(12.3%)	309.9	1.0%
Total Gross Exp.	34,940.3	35,267.4		35,267.4	327.1	0.9%		**35,267.4**	327.1	0.9%	(4,333.0)	(12.3%)	309.9	1.0%
REVENUE														
Court Case Management	39,389.8	39,666.6		39,666.6	276.8	0.7%		**39,666.6**	276.8	0.7%	(5,437.2)	(13.7%)		
Total Revenues	39,389.8	39,666.6		39,666.6	276.8	0.7%		**39,666.6**	276.8	0.7%	(5,437.2)	(13.7%)		
NET EXP.														
Court Case Management	(4,449.5)	(4,399.2)		(4,399.2)	50.3	(1.1%)		**(4,399.2)**	50.3	(1.1%)	1,104.2	(25.1%)	309.9	(9.4%)
Total Net Exp.	(4,449.5)	(4,399.2)		(4,399.2)	50.3	(1.1%)		**(4,399.2)**	50.3	(1.1%)	1,104.2	(25.1%)	309.9	(10.4%)
Approved Positions	178.0	146.2		146.2	(31.8)	(17.8%)		**146.2**	(31.8)	(17.8%)	(15.5)	(10.6%)		

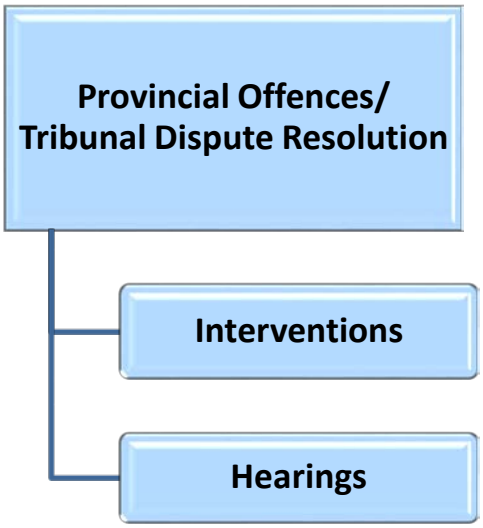
The ***Court Case Management*** service delivers services to record and track breaches of laws by individuals in support of maintaining safe communities.

The Court Case Management Service's 2017 Operating Budget of $35.267 million gross and ($4.399) million net is $0.050 million or 1.1% below the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service is experiencing additional charges for 5 Prosecutors required to clear the Provincial Offences Act (POA) backlog for a total pressure of $0.447 million and facilities rental charges of $0.101 million.

- The 2017 Operating Budget includes Provincial court security upload revenue increase of $0.262 million, user fee increase of $0.015 million, and absorption of inflationary pressures totaling $0.043 million. Together these recoveries partially offset the expenditure pressures.

Provincial Offences/ Tribunal Dispute Resolution

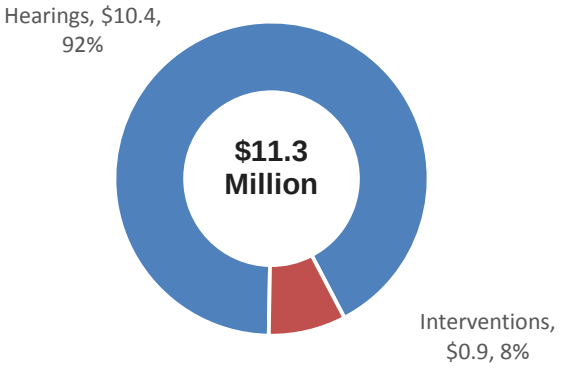


What We Do

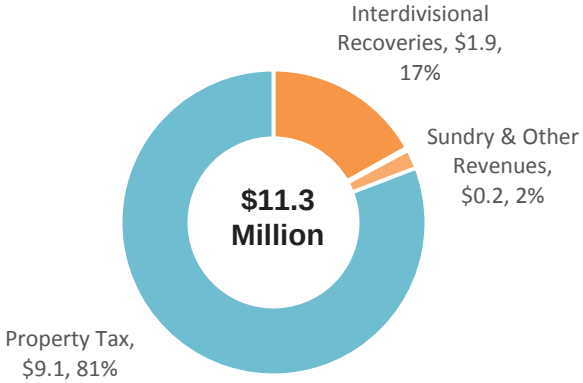
Provide administration and courtroom support for hearings stemming from offences under Provincial Offences Act and City by-laws for 4 types of hearings.

- 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 20,000 hearings per year.
- Local Appeal Tribunal hearings of 400 cases per year for minor variance and consent applications.

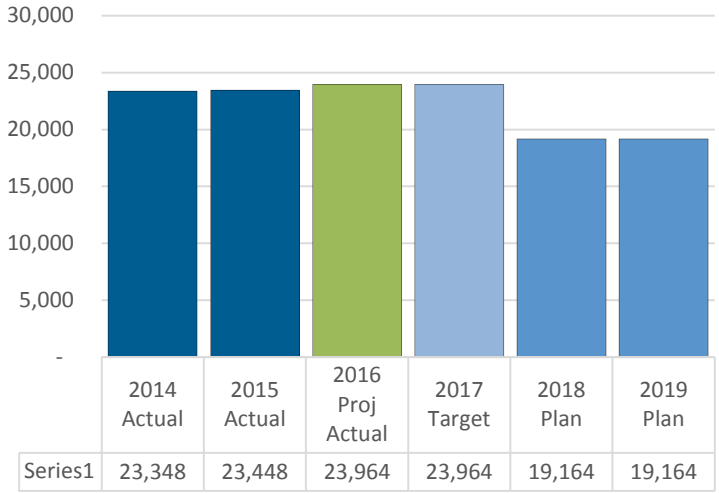
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Number of Sessions Utilized



	2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
Series1	23,348	23,448	23,964	23,964	19,164	19,164

- 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 volume of sessions is flat lined, as the courtroom capacity is fully utilized.

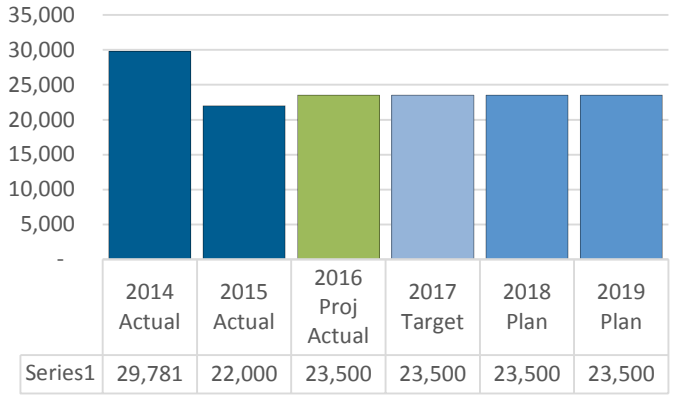
2017 Service Levels
Provincial Offences/ Tribunal Dispute Resolution

Sub-Activity/Type		Status	2014	2015	2016	2017
Hearings	Trial Court	Approved	7 months time to trial	7 months time to trial	6 months time to trial	6 months time to trial
	Local Appeal Body	Approved				**Hearing held within 30 days of request**
Intervention	Intake Court	Approved	1-3 days of receipt of application	1-3 days of receipt of application	1-3 days of receipt of application	1-3 days of receipt of application
	Appeals Court	Approved	60-120 days of appeal notification	60-120 days of appeal notification	60-120 days of appeal notification	60-120 days of appeal notification
	Licensing Tribunal	Approved	Hearing held within 30 days of request	Hearing held within 30 days of request	Hearing held within 30 days of request	Hearing held within 30 days of request
	Administrative Penalty Tribunal	Approved				**Hearing held within 60-120 days of request**

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels except for 2 new sub-activity Service Levels, one for Local Appeal Body and mediation pilot included through an adjustment to 2016 Approved Budget and Administrative Penalty Tribunal included in the 2017 Budget.

Service Performance Measures

Number of Intervention Hearings Held



- Hearings are projected to remain constant in 2017.
- As the Local Appeal Body and Administrative Penalty Tribunal begin operations in 2017, service measures will be established that consider actual volume.

Table 3
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Hearings	8,833.0	9,532.6		9,532.6	699.6	7.9%	854.9	**10,387.5**	1,554.5	17.6%	(1,088.8)	(10.5%)	158.9	1.7%
Interventions	859.8	869.3		869.3	9.5	1.1%		**869.3**	9.5	1.1%	(174.4)	(20.1%)	12.2	1.8%
Total Gross Exp.	9,692.8	10,401.9		10,401.9	709.1	7.3%	854.9	**11,256.8**	1,564.0	16.1%	(1,263.2)	(11.2%)	171.1	1.7%
REVENUE														
Hearings	1,024.6	1,109.2		1,109.2	84.6	8.3%	865.5	**1,974.7**	950.1	92.7%	188.1	9.5%	32.4	1.5%
Interventions	173.8	180.4		180.4	6.7	3.8%		**180.4**	6.7	3.8%	(131.0)	(72.6%)		
Total Revenues	1,198.4	1,289.6		1,289.6	91.2	7.6%	865.5	**2,155.1**	956.8	79.8%	57.1	2.7%	32.4	1.4%
NET EXP.														
Hearings	7,808.4	8,423.4		8,423.4	615.0	7.9%	(10.6)	**8,412.8**	604.4	7.7%	(1,276.9)	(15.2%)	126.5	1.8%
Interventions	686.0	688.9		688.9	2.9	0.4%		**688.9**	2.9	0.4%	(43.4)	(6.3%)	12.2	1.9%
Total Net Exp.	8,494.4	9,112.3		9,112.3	617.9	7.3%	(10.6)	**9,101.7**	607.3	7.1%	(1,320.3)	(14.5%)	138.6	1.8%
Approved Positions	90.5	81.9		81.9	(8.6)	(9.5%)	7.0	**88.9**	(1.6)	(1.8%)	(15.5)	(17.4%)		

The ***Provincial Offences/ Licences Tribunal Dispute Resolutions*** service provides administrative and courtroom support for hearings stemming from offences under the Provincial Offences Act and City By-laws.

The Provincial Offences/ Licences Tribunal Dispute Resolutions Service's 2017 Operating Budget of $11.257 million gross and $9.102 million net is $0.607 million or 7.1% over the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service is mainly experiencing annualized and re-budgeted one-time start-up costs of $0.537 million for Local Appeal Body (LAB) created to remove appeals of Committee of Adjustment decisions on minor variance and consent application from the Ontario Municipal board.

- The 2017 Operating Budget includes a Provincial court security upload revenue increase of $0.022 million and user fee increase of $0.001 million.

- The 2017 Operating Budget includes funding of $0.855 million gross and $0net for new Administrative Penalty System and adds 7 staff complement to establish an administrative penalty and dispute resolution process for parking violations.

- In addition, new user fees for LAB and Toronto Licence Tribunal (TLT) will result in increased revenue of $0.011 million.

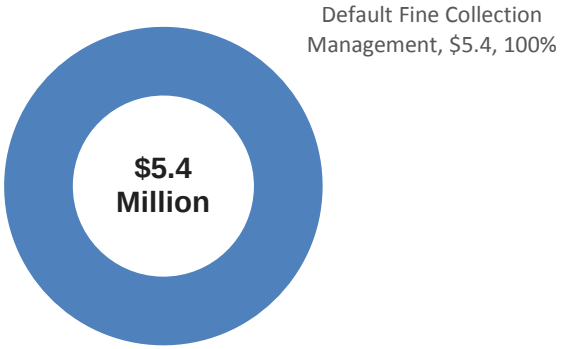
Default Fine Collection Management

Default Fine Collection Management

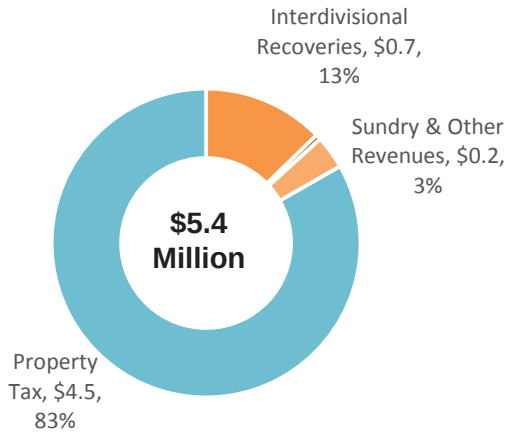
What We Do

- Provides collection management services for the timely collection and processing of outstanding fines ensuring appropriate action is taken on fines in default.

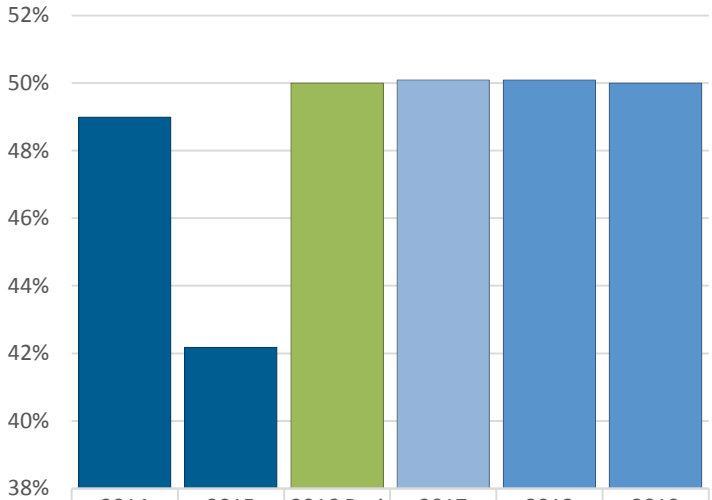
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Number of Fines Collected within 1st Year of Default



	2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
Series1	49%	42%	50%	50%	50%	50%

- Default fine collections are projected to increase from 49% in 2014 to 50% in 2017 and are projected to flat line through 2018 and 2019.
- Current projections reflect improved collection procedures that include increased reliance on collection agencies and improved collection techniques, including electronic phone applications.
- It is anticipated that in 2017 the Province will implement a program to prevent individuals with unpaid traffic fines from purchasing or renewing vehicle plates.

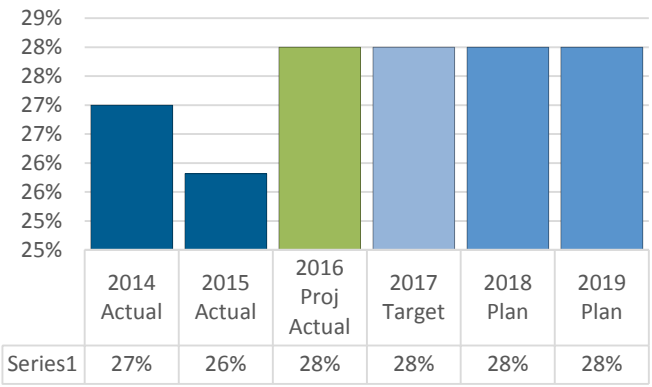
2017 Service Levels
Default Fine Collection Management

Sub-Activity/Type		Status	2014	2015	2016	2017
	Processing Payments	Approved	24 hours of receipt	24 hours of receipt	24 hours of receipt	24 hours of receipt

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Default Collection Service.

Service Performance Measures

% of Default Fine $ Collected within 1st Year of Default



- The 2016 projections for the dollar value of fines collected in the 1st year of default has increased from 27% in 2014 to a projection of 28% in 2016, with 2017 and future years remaining flat at 28%.
- This increase is due in part to a reduction in the charge volumes for 2016 and future years, combined with improved collection operations.

Table 4
2017 Service Budget by Activity

	2016	2017 Operating Budget							2017 Budget vs. 2016 Budget		Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget			2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Default Fine Collection Management	5,368.4	5,434.8		5,434.8	66.4	1.2%		**5,434.8**	66.4	1.2%	(313.0)	(5.8%)	40.2	0.8%
Total Gross Exp.	5,368.4	5,434.8		5,434.8	66.4	1.2%		**5,434.8**	66.4	1.2%	(313.0)	(5.8%)	40.2	0.8%
REVENUE														
Default Fine Collection Management	868.8	902.1		902.1	33.4	3.8%		**902.1**	33.4	3.8%	(655.1)	(72.6%)		
Total Revenues	868.8	902.1		902.1	33.4	3.8%		**902.1**	33.4	3.8%	(655.1)	(72.6%)		
NET EXP.														
Default Fine Collection Management	4,499.6	4,532.7		4,532.7	33.1	0.7%		**4,532.7**	33.1	0.7%	342.1	7.5%	40.2	0.8%
Total Net Exp.	4,499.6	4,532.7		4,532.7	33.1	0.7%		**4,532.7**	33.1	0.7%	342.1	7.5%	40.2	0.8%
Approved Positions	19.5	16.9		16.9	(2.6)	(13.5%)		**16.9**	(2.6)	(13.5%)		0.0%		

The ***Default Fine Collection Management*** service provides collection management services for the timely collection and processing of outstanding fines ensuring appropriate action is taken on fines in default.

The Default Fine Collection Service's 2017 Operating Budget of $5.434 million gross and $4.531 million net is $0.032 million or 0.7% over the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, additional charges related to 5 Prosecutors required to clean up POA backlog for a total pressure of $0.054 million.
- To partially offset the above pressures, the 2017 Operating Budget includes court security upload resulting in revenue increase of $0.032 million and user fee increase of $0.002 million.

Economic Development and Culture

2017 – 2026 CAPITAL BUDGET AND PLAN OVERVIEW

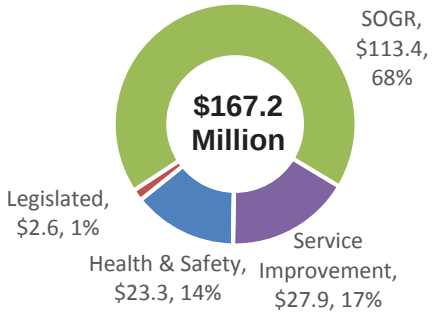
Economic Development and Culture's (EDC) 10-Year Capital Plan supports the Program's mission to advance the City's prosperity, opportunity and liveability by fostering employment and investment, cultural expression and experiences and engaging partners in the planning and development of the City's cultural and economic resources.

The 2017-2026 Capital Budget and Plan of $167.254 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.

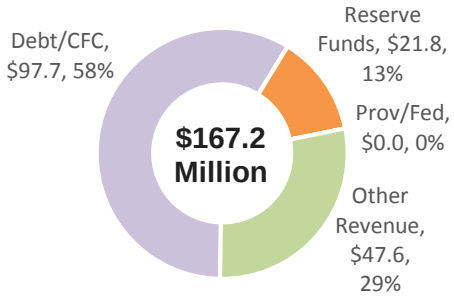
The Economic Development and Culture Division's 10-Year Capital Plan also includes service improvement and growth initiatives such as the Guild Revitalization, Montgomery's Inn, Economic Competitiveness Data Management Systems, and public art development projects at various locations.

2017-2026 Capital Budget and Plan

Where the money goes: By Project Category

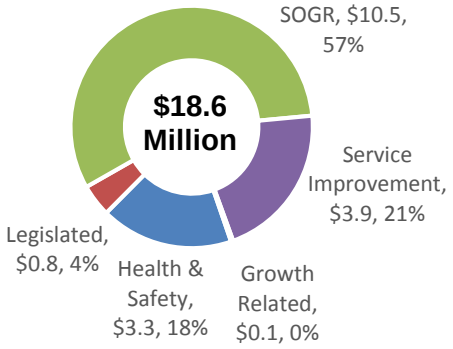


Where the money comes from: By Funding Source

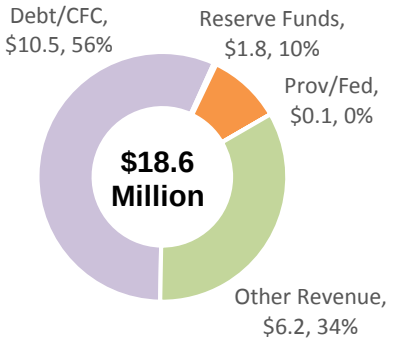


2017 Capital Budget

By Project Category



By Funding Source



Our Key issues & Priority Actions

- **Review of Capital Projects and Spending** resulted in adjustments to EDC's 2017 and 2018 cash flows, arising from its BIA Equal Share Funding project.
  - ✓ To improve the spending rates, the cash flows have been deferred by realigning the expenditures to actual project timelines. It will not affect the overall project cost which will ensure BIAs continue its streetscape improvements without delays.
- **New Capital Projects** were added to the 10-Year Capital Plan which will increase EDC's debt funding requirements but it is necessary to make investments in IT projects for improving efficiency and client relationship management, and replace the roof at the St. Lawrence Centre to address critical health and safety issues.
  - ✓ Debt funding of $20.244 million over the 2-year period in 2017 and 2018 exceeds the debt targets by $1.110 million due to the addition of the above critical sub-projects.

Capital Deliverables for 2017

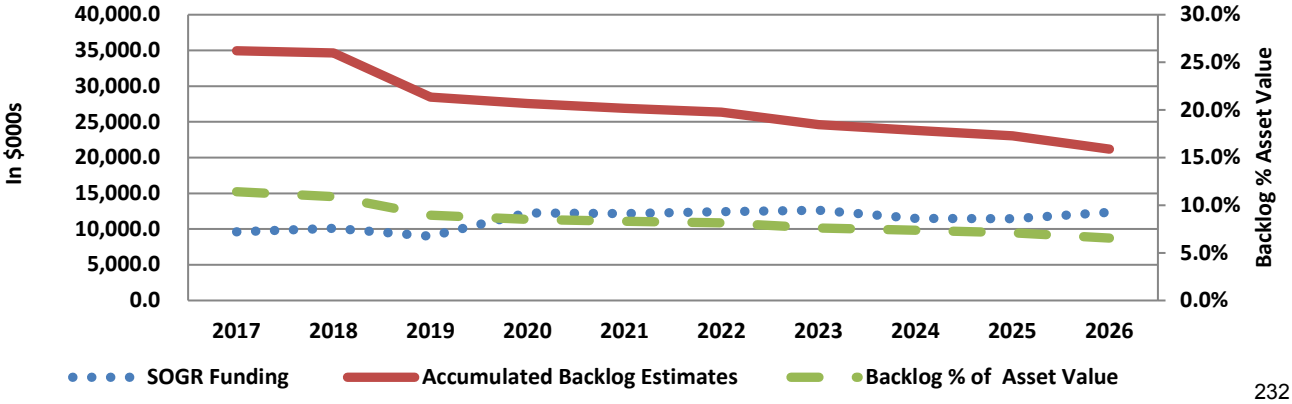
The 2017 Capital Budget for Economic Development and Culture of $18.557 million will:

- Continue the BIA Streetscape, Commercial Façade Improvement and Mural projects to invest in BIAs for $7.310 million.
- Commence the Cultural Infrastructure Development project, including $0.500 million for Public Art Development at 11 Wellesley, and $0.100 for Guild Revitalization.
- Continue the Service Enhancement projects, including $1.270 million for Montgomery's Inn Circulation and $0.406 million for John Street Roundhouse Machine Shop for $2.114 million.
- Restore and preserve heritage elements, including $2.190 million for Casa Loma exterior restoration and $0.380 million for Fort York restoration for the total of $4.377 million.
- Continue Major Maintenance projects, providing maintenance for the St. Lawrence Centre Roof replacement of $1.100 million, and the Berkeley Theatre of $0.500 million.
- Commence IT initiatives including $0.550 for a new Film Online Permitting system, and $0.500 million for a new Customer Relationship Management solution.

State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of $114.363 million for State of Good Repair to address SOGR backlog. The SOGR backlog as a % of asset replacement value will decrease from 11.4% in 2017 to 6.6% in 2026.

Chart 1
SOGR Funding & Backlog (In $000s)

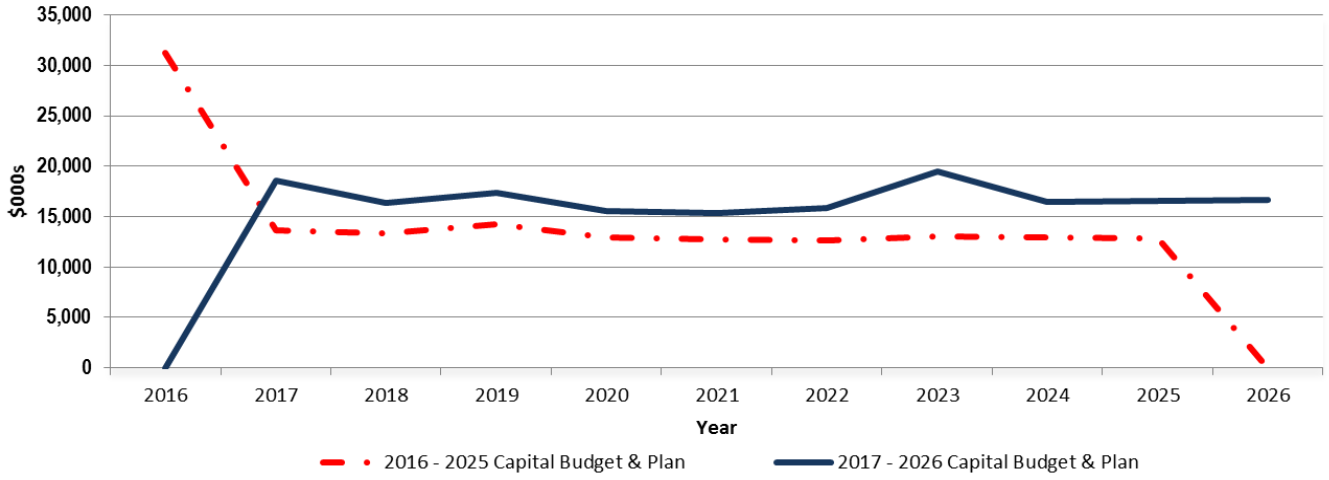


Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Capital Budget and the 2018 – 2026 Capital Plan reflects an increase of $18.542 million in capital funding from the 2016 - 2025 Approved Capital Plan.

The chart and table below provide a breakdown of the $18.542 million or 12.4% increase in the capital program on an annual basis from 2016 to 2026.

Chart 2
Changes to the 2016 - 2025 Approved Capital Plan (In $000s)



($000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025	31,219	13,633	13,385	14,242	12,950	12,700	12,650	13,050	12,950	12,850		149,629
2017 - 2026		18,557	16,337	17,377	15,600	15,350	15,850	19,500	16,450	16,515	16,635	168,171
Change %		36.1%	22.1%	22.0%	20.5%	20.9%	25.3%	49.4%	27.0%	28.5%		12.4%
Change $		4,924	2,952	3,135	2,650	2,650	3,200	6,450	3,500	3,665		18,542

As made evident in the chart above, the capital program has increased by $18.542 million to provide additional funds for the Cultural Infrastructure Development of $1.020 million which includes the Guild Revitalization Project with no impact to debt and public art development, increased funding for the Casa Loma Exterior Restoration project over the 10-year period of $16.644 million, increased funds for BIA financed funding projects, and three new sub-projects totalling $1.950 million which includes two IT initiatives and the St. Lawrence Centre Roof replacement.

Changes to the 2016 – 2025 Approved Capital Plan, specifically the $33.126 million increase in capital funding over the nine common years of the Capital Plan (2017 – 2025) arise from the reprioritization of Economic Development and Culture's capital projects based on the following factors:

- Adjustment of the cash flow for various projects such as the BIA Equal Share Funding project based on actual experience, availability and readiness of work sites.
- An expanded scope of work for Casa Loma's Rehabilitation of Exterior.
- Increased funding for BIA Financed Funding projects.
- Three new sub-projects added from the unmet needs list: St. Lawrence Roof Replacement, and two IT initiatives based on critical needs and as part of the City's modernization agenda.

The following table details, by project category, the capital projects in the 2017 – 2026 Capital Budget and Plan for Economic Development and Culture:

Table 1
2017 - 2026 Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total
Total Expenditures by Category												
Health & Safety												
Restoration/Preservation of Heritage Elements	567	2,190	1,500	1,350	1,500	1,500	2,000	5,250	2,250	2,315	2,385	**22,240**
Major Maintenance		1,100										**1,100**
Sub-Total	**567**	**3,290**	**1,500**	**1,350**	**1,500**	**1,500**	**2,000**	**5,250**	**2,250**	**2,315**	**2,385**	**23,340**
Legislated												
Cultural Infrastructure Development		500	1,000									**1,500**
Restoration/Preservation of Heritage Elements		150										**150**
Major Maintenance		150	104		100	100	50	100	100	100	100	**904**
Sub-Total		**800**	**1,104**	**-**	**100**	**100**	**50**	**100**	**100**	**100**	**100**	**2,554**
State of Good Repair												
Restoration/Preservation of Heritage Elements		2,037	1,718	1,237	3,110	2,250	1,800	2,900	2,000	1,800	2,500	**21,352**
Refurbishment and Rehabilitation	154	50	100	300		800	1,350		200		200	**3,000**
Collections Care		88	346		200		150	200	100	250	400	**1,734**
Major Maintenance		699	977	430	1,730	1,700	1,700	1,700	1,350	1,550	1,400	**13,236**
BIA Equal Share Funding		2,783	4,505	4,581	4,781	4,981	4,981	5,381	5,381	5,381	5,381	**48,136**
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**
2017 PAR St. Lawrence Market Neighbourhood		1,000										**1,000**
2017 PAR Hillcrest Village		50										**50**
2017 PAR Bloor by the Park		438										**438**
2017 PAR Village of Islington		20										**20**
2017 PAR Queen Street West		917										**917**
Sub-Total	**154**	**10,530**	**10,094**	**8,996**	**12,269**	**12,179**	**12,429**	**12,629**	**11,479**	**11,429**	**12,329**	**114,363**
Service Improvements												
Cultural Infrastructure Development		100	1,100	3,750							300	**5,250**
Service Enhancement	116	2,114	1,468	2,210	660	900	500	950	1,850	2,000	650	**13,302**
Refurbishment and Rehabilitation		50				100			200		300	**650**
Collections Care							300			100		**400**
Economic Competitiveness Data Mgnt System		1,050	500	500	500							**2,550**
Commercial Façade Improvement Program	221	521	521	521	521	521	521	521	521	521	521	**5,210**
Mural Program		50	50	50	50	50	50	50	50	50	50	**500**
Sub-Total	**337**	**3,885**	**3,639**	**7,031**	**1,731**	**1,571**	**1,371**	**1,521**	**2,621**	**2,671**	**1,821**	**27,862**
Growth Related												
Cultural Infrastructure Development		52										**52**
Sub-Total		**52**										**52**
Total Expenditures by Category (excluding carry forward)	**1,058**	**18,557**	**16,337**	**17,377**	**15,600**	**15,350**	**15,850**	**19,500**	**16,450**	**16,515**	**16,635**	**168,171**

Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital projects (i.e. Civic Improvement projects)

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

	2017 Budget		2018 Plan		2019 Plan		2020 Plan		2021 Plan		2017 - 2021		2017 - 2026	
Projects	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**
New Projects - Future Years														
Cultural Infrastructure Development			5.0		212.0		125.0		(8.0)		334.0		334.0	
Economic Competitiveness Data Mgnt System			100.0								100.0		100.0	
Total (Net)			**105.0**		**212.0**		**125.0**		**(8.0)**		**434.0**		**434.0**	

The 10-Year Capital Plan will increase future year Operating Budgets by a total of $0.434 million net over the 2017 – 2026 period, as shown in the table above.

This is comprised of funding to sustain the following capital projects:

- *Cultural Infrastructure Development* – Includes operating impacts of $0.005 million in 2018, $0.212 million in 2019, $0.125 million in 2020, and ($0.008) million in 2021, arising from the Guild Revitalization Project to pay for salaries and benefits, equipment rental fees, and service and rent fees.
- *Economic Competitive Data Management System* – The new customer relationship management tool will result in an operating impact of $0.100 million in 2018 for licences.
    - These future operating impacts will be reviewed each year as part of the annual Budget process.

Economic Development & Culture

2017 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.

2017 Operating Budget Highlights

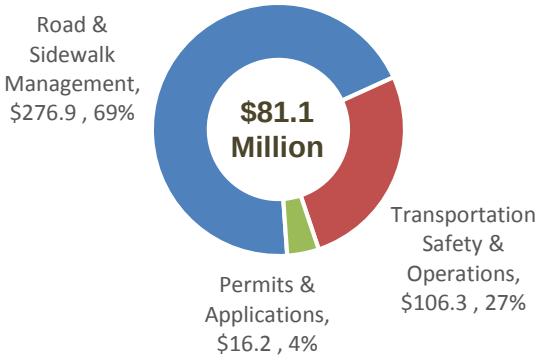
The 2017 Operating Budget for Economic Development and Culture of $81.054 million in gross expenditures and $61.501 million net provides funding for four services: Arts Services, Business Services, Entertainment Industries Services, and Museum & Heritage Services. The total cost to deliver these services to Toronto residents is summarized below:

(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	78,162.6	81,054.3	2,891.7	3.7%
Revenue	19,221.1	19,553.8	332.6	1.7%
Net Expenditures	**58,941.5**	**61,500.5**	**2,559.0**	**4.3%**

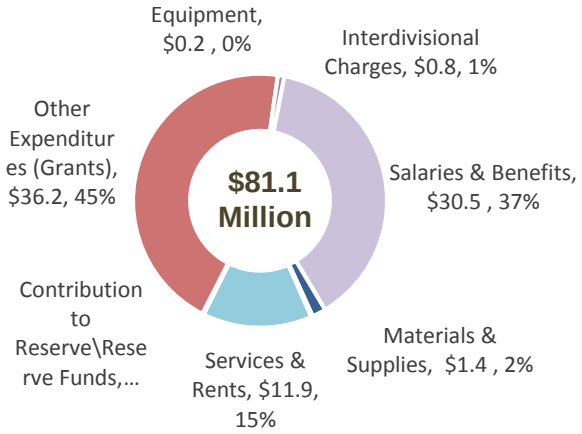
2017 Operating Budget

Where the money goes:

By Service

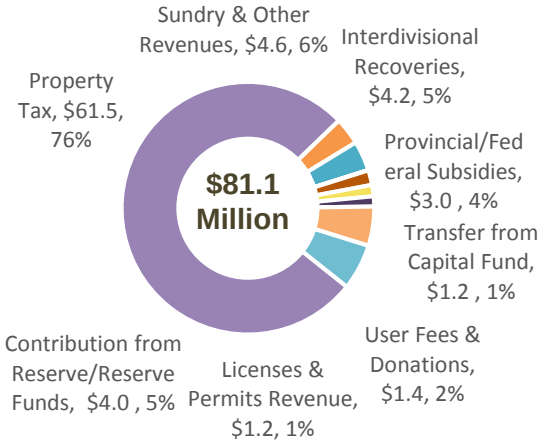


By Expenditure Category



Where the money comes from:

By Funding Source



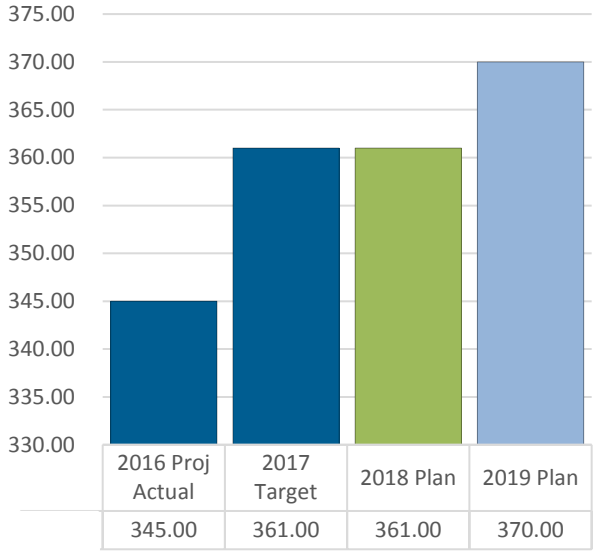
Fast Facts

- EDC supports major community events such as the Caribbean Festival and Pride Toronto.
- EDC offers annual events such as the Cavalcade of Lights, Doors Open, and Nuit Blanche Toronto.
- EDC currently supports 82 Business Improvement Areas to encourage economic growth, competitiveness and entrepreneurship.
- EDC manages 40 heritage properties and more than 200 public art installations.
- EDC 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.

Outcome Measure - Number of Business Incubation Graduates



Our Key Issues & Priority Actions

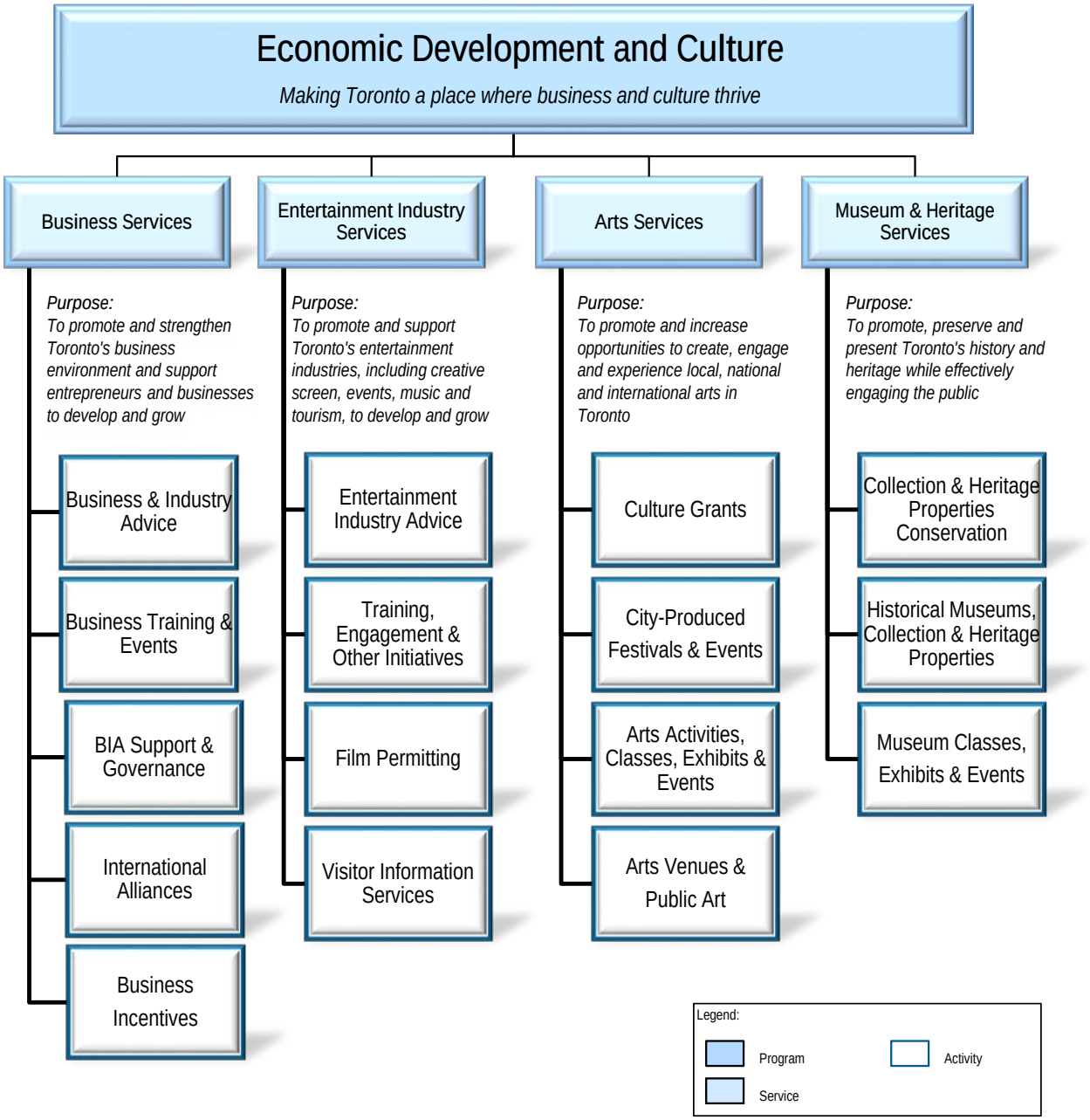
- **Arts and Culture Phase-In Plan** requires a transfer of $3.500 million from reserve to tax base to make the 2016 new funding sustainable. Increased arts and culture spending of $2.000 million planned for 2017 has been deferred for one year
  - ✓ The 2017 Operating Budget includes one-time funding for the Canada 150 Celebrations funds which delivers a $4.284 million increase of arts and culture activity in the year.
- **EDC will Continue to Maintain the Existing Service Levels** however, the 2017 Operating Budget includes actions to reduce expenditures relying on efficiencies and lower budget to deliver the Program
  - ✓ EDC will leverage solutions such as the customer relationship management tools to increase efficiency and manage the service levels through streamlined operating support functions.

Key Service Deliverables for 2017

The 2017 Operating Budget will enable the EDC Programs to:

- Produce the Canada 150 Celebrations across the city with enhanced programming, including New Year's Eve and Canada Day activities at Toronto's historical museums.
- Serve 30,000 entrepreneurs and establish micro business owners via business consultations, incubation support and workshops.
- Establish and maintain strong export support capabilities, including building on international city-to-city and city-to-region ties that foster trade opportunities for small and medium size enterprises (SME).
- Provide Cultural Grants to support Toronto's arts community through organizations such as the Toronto Arts Council.

Program Map



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

Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2016 Projected Actual	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 vs. 2016 Budget Change		Incremental Change 2018 Plan		Incremental Change 2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Arts Services											
Gross Expenditures	44,900.7	44,315.1	47,772.9		47,772.9	2,872.2	6.4%	(3,536.3)	(7.4%)	425.0	1.0%
Revenue	7,734.7	6,748.4	7,401.1		7,401.1	(333.6)	(4.3%)	(4,721.7)	(63.8%)		
Net Expenditures	37,166.0	37,566.8	40,371.8		40,371.8	3,205.8	8.6%	1,185.4	2.9%	425.0	1.0%
Business Services											
Gross Expenditures	11,312.3	12,072.7	12,556.1		12,556.1	1,243.8	11.0%	(87.5)	(0.7%)	229.0	1.8%
Revenue	4,956.1	5,373.1	6,222.9		6,222.9	1,266.7	25.6%	(393.7)	(6.3%)		
Net Expenditures	6,356.1	6,699.7	6,333.3		6,333.3	(22.9)	(0.4%)	306.2	4.8%	229.0	3.4%
Entertainment Industries Services											
Gross Expenditures	6,561.8	6,327.2	6,344.8		6,344.8	(217.1)	(3.3%)	(295.4)	(4.7%)	113.3	1.9%
Revenue	2,878.3	3,010.8	2,552.3		2,552.3	(326.1)	(11.3%)	(1,003.7)	(39.3%)		
Net Expenditures	3,683.5	3,316.4	3,792.5		3,792.5	109.0	3.0%	708.3	18.7%	113.3	2.5%
Museum & Heritage Services											
Gross Expenditures	15,387.7	14,420.0	14,325.4	55.0	14,380.4	(1,007.4)	(6.5%)	126.4	0.9%	281.1	1.9%
Revenue	3,651.9	2,918.7	3,322.5	55.0	3,377.5	(274.4)	(7.5%)	(749.5)	(22.2%)		
Net Expenditures	11,735.9	11,501.3	11,002.9		11,002.9	(733.0)	(6.2%)	875.8	8.0%	281.1	2.4%
Total											
Gross Expenditures	78,162.5	77,135.1	80,999.2	55.0	81,054.2	2,891.6	3.7%	(3,792.9)	(4.7%)	1,048.5	1.4%
Revenue	19,221.1	18,051.1	19,498.8	55.0	19,553.8	332.7	1.7%	(6,868.6)	(35.1%)		
Total Net Expenditures	58,941.5	59,084.1	61,500.4		61,500.4	2,558.9	4.3%	3,075.8	5.0%	1,048.5	1.6%
Approved Positions	323.5		300.5		300.5	(23.0)	(7.1%)				

The Economic Development and Culture's 2017 Operating Budget is $81.054 million gross and $61.501 million net, representing a $2.559 million or 4.3% increase to the 2016 Approved Net Operating Budget and is over the reduction target by 8.1% or $4.641 million, as set out in the 2017 Operating Budget Directions approved by Council.

- Base pressures are mainly attributable to the transition of the 2016 Culture phase-in from reserve funding to tax based funding of $3.500 million, reduced grant revenue from Tourism Toronto of $0.200 million, and pressures of $0.861 million including cost of living adjustments (COLA) and utilities.

- To help mitigate the above pressures, the Program was able to achieve base budget reductions through the realignment of expenditures to actual experience, improved administrative efficiencies between its four Services, and combining Cavalcade of Lights with New Year's Eve as a larger event.

- Funding for new and enhanced services include three initiatives funded by the Community Heritage Reserve Fund: Mackenzie House Laneway Improvements, Museum and Heritage Services – Photography, Zion School House Desk Configuration all fully funded by a reserve fund dedicated to such purposes. In addition, the Budget Committee approved increased funding of $0.180 million gross and net to support the film industry in Toronto, and the Executive Committee approved $1.400 million gross and $0 net for the enhanced International Trade Strategy.

- The 2017 Operating Budget for Economic Development and Culture reduces its total staff complement by 23.0 positions from 323.5 to 300.5 primarily driven by reversal of a one-time Canada 150 initiative and service efficiencies.

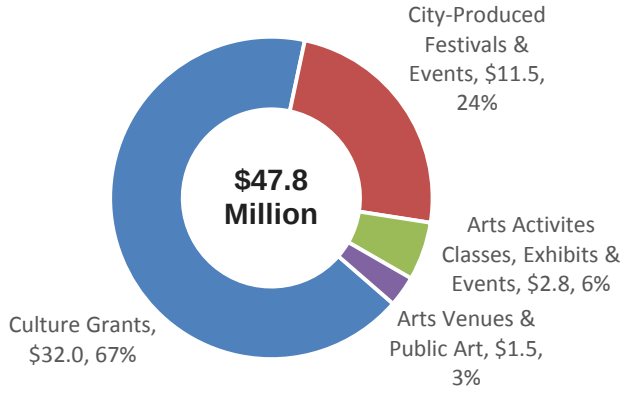
- The 2018 and 2019 Plan increases are attributable to increases in base salaries and benefits inclusive of COLA, and planned Arts & Culture spending increase of $2.000 million in 2018.

Arts Services

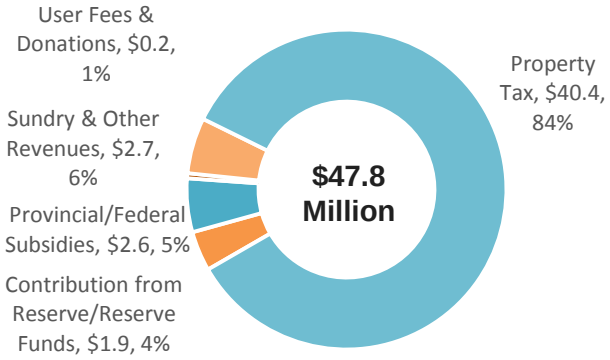
What We Do

- 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.

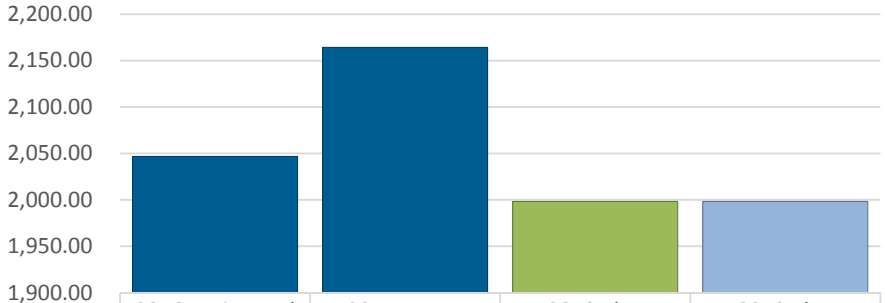
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Outcome Measure – Number of Attendees at City-Produced Events (000's)



2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
2,047.00	2,164.40	1,998.40	1,998.40

- Annual City-Produced events include Cavalcade of Lights, Nuit Blanche Toronto, and Doors Open Toronto.
- Approval of the proposed combination of the Cavalcade of Lights with New Year's Eve celebration will produce a larger event.

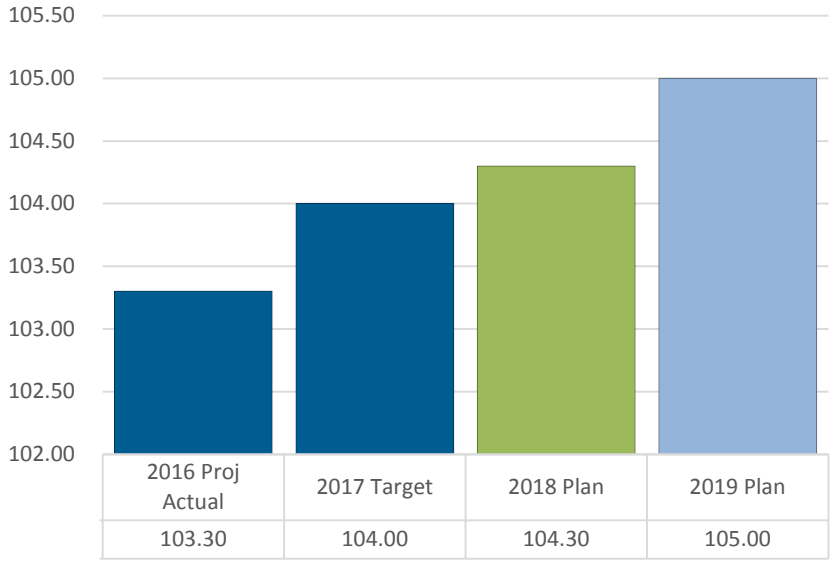
2017 Service Levels
Arts Services

	Sub-Activity/Type	Status	2016	2017
Arts Activities, Clases, Exibits & Events	Community Arts Programs	Approved	Provide 425 classes per year.	Provide 425 classes per year.
		Actual	Provided 425 classes per year.	
	Community Art Events	Approved	Produce/support 425 events	Produce/support ***435*** events
		Actual	Produced/supported 430 events.	
	Community Art Exhibits (city-organized)	Approved	Present 45 exhibits.	Present ***50*** exhibits
		Actual	Presented 47 exhibits.	
Art Venues & Public Art	Public Art Selection, Location and maintenance	Approved	Manage an average of 15 art projects per annum.	Manage an average of ***20*** art projects per annum.
		Actual	Managed an average of 15 art projects per annum.	
City-produced Festivals & Events	Design and Delivery of Events	Approved	Produce 8 signature events providing 74 days of programming (includes winterlicious/summerlicious)	Produce 8 signature events providing ***62*** days of programming (includes winterlicious/summerlicious)
		Actual	Produced 9 signature events providing 73 days of programming (includes winterlicious/summerlicious)	
Cultural Grants	Grant review and processing	Approved	Complete review process and secure Council approval for grants in 4 months.	Complete review process and secure Council approval for grants in 4 months.
		Actual	Completed review process and secure Council approval for grants in 4 months.	

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Arts Services. Minor improvements are proposed for its community art exhibits, and community art events activities.

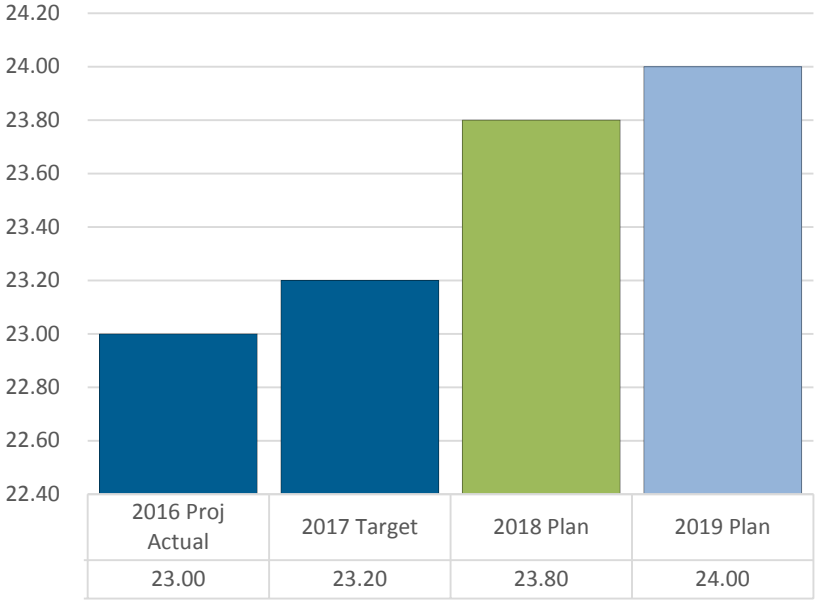
Service Performance Measures

Outcome Measure – Number of Participants in Arts Programs (000's)



- 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.

Effectiveness Measure – Number of Youth Participants in Arts Programs (000's)



- Arts Services provide various programming focussed on Toronto's youth (ages 18 to 25).
- 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.

Table 2
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	2017 Base	2017 Base Budget vs. 2016 Budget	% Change	New/ Enhanced	2017 Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Culture Grants	32,489.9	31,992.4		31,992.4	(497.6)	(1.5%)		**31,992.4**	(497.6)	(1.5%)	521.9	1.6%	21.2	0.1%
City-Produced Festivals & Events	8,169.4	11,598.2	(98.3)	11,499.9	3,330.5	40.8%		**11,499.9**	3,330.5	40.8%	(4,375.1)	(38.0%)	106.6	1.5%
Arts Activites Classes, Exhibits & Events	2,872.3	2,851.1	(44.2)	2,806.9	(65.3)	(2.3%)		**2,806.9**	(65.3)	(2.3%)	307.5	11.0%	264.5	8.5%
Arts Venues & Public Art	1,369.2	1,431.4	42.3	1,473.7	104.6	7.6%		**1,473.7**	104.6	7.6%	9.4	0.6%	32.8	2.2%
Total Gross Exp.	44,900.7	47,873.1	(100.2)	47,772.9	2,872.2	6.4%		**47,772.9**	2,872.2	6.4%	(3,536.3)	(7.4%)	425.0	1.0%
REVENUE														
Culture Grants	3,593.8				(3,593.8)	(100.0%)			(3,593.8)	(100.0%)				
City-Produced Festivals & Events	3,412.9	6,856.8	16.3	6,873.1	3,460.2	101.4%		**6,873.1**	3,460.2	101.4%	(4,721.7)	(68.7%)		
Arts Activites Classes, Exhibits & Events	653.0	453.0		453.0	(200.0)	(30.6%)		**453.0**	(200.0)	(30.6%)				
Arts Venues & Public Art	75.0	75.0		75.0				**75.0**						
Total Revenues	7,734.7	7,384.9	16.3	7,401.1	(333.6)	(4.3%)		**7,401.1**	(333.6)	(4.3%)	(4,721.7)			
NET EXP.														
Culture Grants	28,896.1	31,992.4		31,992.4	3,096.3	10.7%		**31,992.4**	3,096.3	10.7%	521.9	1.6%	21.2	0.1%
City-Produced Festivals & Events	4,756.5	4,741.3	(114.5)	4,626.8	(129.7)	(2.7%)		**4,626.8**	(129.7)	(2.7%)	346.6	7.5%	106.6	2.1%
Arts Activites Classes, Exhibits & Events	2,219.2	2,398.1	(44.2)	2,353.9	134.7	6.1%		**2,353.9**	134.7	6.1%	307.5	13.1%	264.5	9.9%
Arts Venues & Public Art	1,294.2	1,356.4	42.3	1,398.7	104.6	8.1%		**1,398.7**	104.6	8.1%	9.4	0.7%	32.8	2.3%
Total Net Exp.	37,166.0	40,488.3	(116.5)	40,371.8	3,205.8	8.6%		**40,371.8**	3,205.8	8.6%	1,185.4	2.9%	425.0	1.0%
Approved Positions	80.7	67.3	0.7	68.0	(12.8)	(15.8%)		**68.0**	(12.8)	(15.8%)				

Arts Service provides 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.

The Arts Services' 2017 Operating Budget of $47.773 million gross and $40.372 million net is $3.206 million or 8.6% over the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service is experiencing an increased net pressure of $3.400 million driven by the phase-in of tax funding for the arts and culture of $3.500 million.

- In order to offset these pressures, the 2017 Operating Budget includes a realignment of expenditures to actual experience resulting in a savings of $0.068 million, reversal of previously budgeted 2016 Nuit Blanche enhancements of $0.142 million, minor reduction in funding for Cultural Hotspot for $0.050 million, and increased sponsorship revenues of $0.016 million.

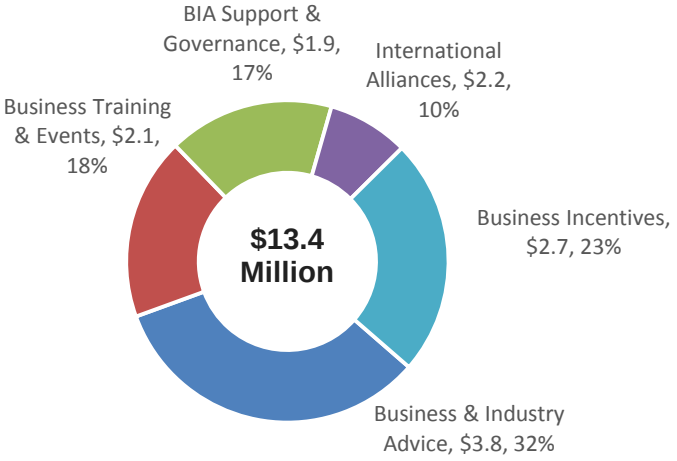
The Canada 150 Celebrations funding of $4.284 million will support the arts and culture activities in 2017.

Business Services

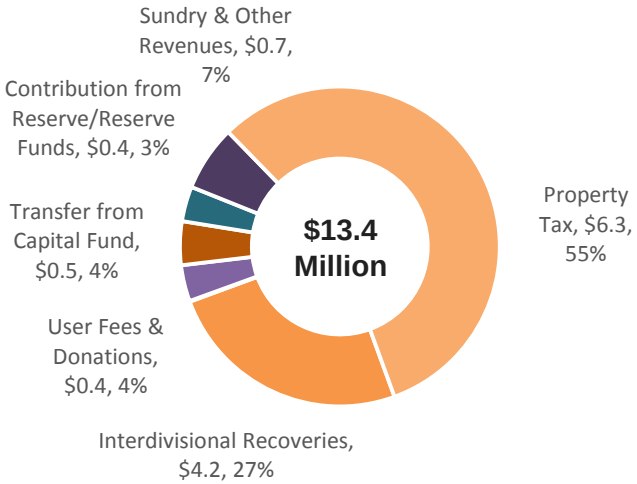
What We Do

- 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 82 business improvement areas through financial incentives, and hands-on advice to create thriving and competitive businesses.

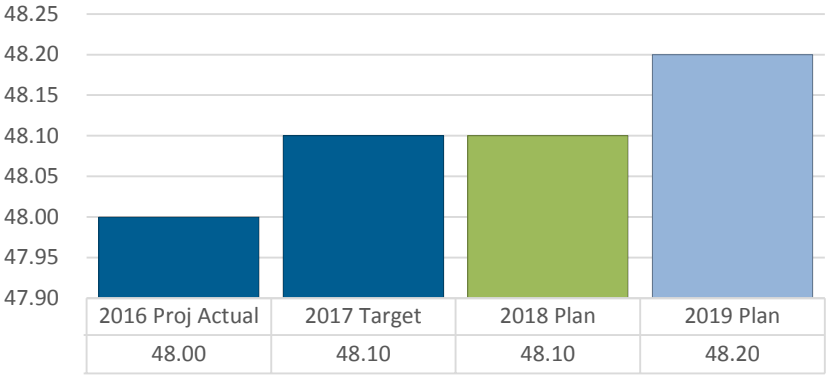
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Outcome Measure – Number of Small Businesses & Entrepreneurs Supported (000's)



- Toronto's small businesses and entrepreneurs are offered assistance with their development and growth.
- This measure indicates the number of small businesses/entrepreneurs that were provided service through Enterprise Toronto Offices and City-supported incubators.
- The number of small businesses and entrepreneurs supported is steadily growing.

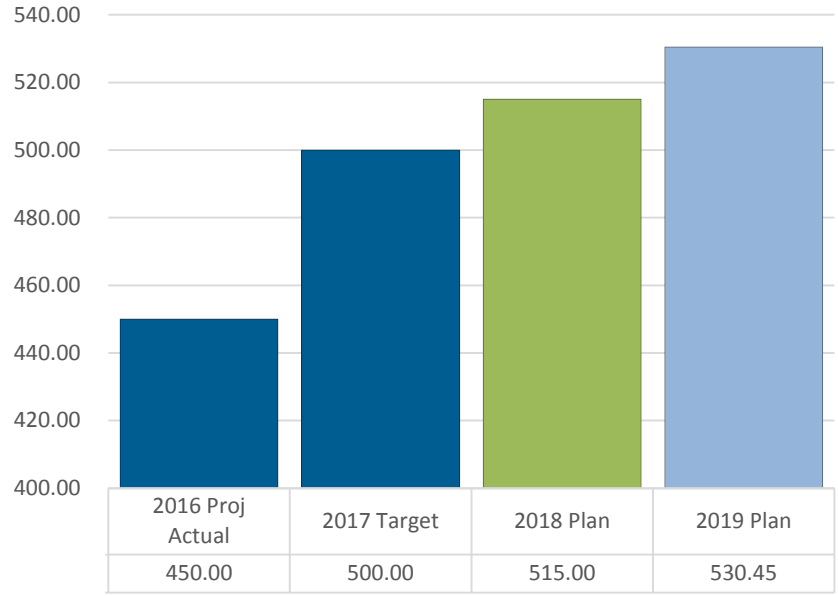
2017 Service Levels
Business Services

	Sub-Activity/Type	Status	2016	2017
Business & Industry Advice	Business Advice	Approved	Outreach to 3000 Clients via corporate calling and corporate contacts. Responding to Client requests and providing excellent customer service 100% of the time.	***Respond to client requests within 1 business day 100% of the time.***
		Actual	Responded to client requests 100% of the time.	
	Referrals/ Connections	Approved	Consult with and/or provide assistance to 300 companies.	Consult with and/or provide assistance to ***297*** companies.
		Actual	Consulted with and/or provided assistance to 300 companies.	
	Facilitation & Expediting	Approved	Projected 31 Gold Star projects completion.	Projected 31 Gold Star projects completion.
		Actual	Completed the facilitation of 30 Gold Star projects .	
Business Training & Events	Training	Approved	Produce and deliver 110 business information and training sessions.	Produce and deliver ***75*** business information and training sessions.
		Actual	Produced and delivered 75 business information and training sessions.	
BIA Support & Governance	BIA governance and oversight	Approved	Ensure that audited financial statements, and annual budgets are submitted, and annual general meetings held within approved timeframes 99 % of the time.	Ensure that audited financial statements, and annual budgets are submitted, and annual general meetings held within approved timeframes 99 % of the time.
		Actual	Ensure that audited financial statements, and annual budgets are submitted, and annual general meetings held within approved timeframes 99 % of the time.	
	Advisory Services	Approved	Achieve a 75% completion rate for Capital Projects.	Achieve a 75% completion rate for Capital Projects.
		Actual	Achieved a 75% completion rate for Capital Projects.	
International Alliances	City to City Alliances	Approved	Undertake 5 partnership/friendship City Economic Development projects.	Undertake 5 partnership/friendship City Economic Development projects.
		Actual	Undertook 5 partnership/friendship City Economic Development projects.	
	Export Assistance and Facilitation	Approved	Provide export assistance/facilitation to 100 clients.	Provide export assistance/facilitation to 100 clients.
		Actual	Provided export assistance/facilitation to 100 clients.	
Business Incentives	Grants	Approved	6 Imagination, Manufacturing, Innovation, Technology (IMIT) application reviews and approvals per year, each within 6 months of formal application submission to EDC. 2016 IMIT Review. [5 applications received in 2016- 3 approved-2 still under review]	***Imagination, Manufacturing, Innovation, Technology(IMIT) application reviews and approvals completed within 6 months of formal application submission to EDC 75% of the time.***
		Actual	3 IMIT application reviews and approvals completed within 6 months of formal application submission to EDC 60% of the time.	

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Business Services. Business Advice and Business Incentives activities are proposing a minor improvement to their service levels while activities such as Business Training & Events proposes to adjust its service level down.

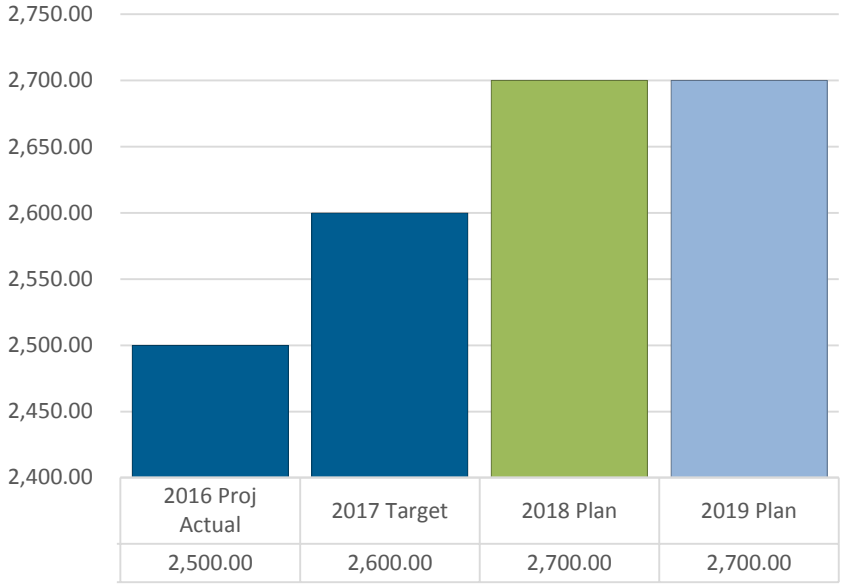
Service Performance Measures

Outcome Measure - $ Investments Facilitated ($Ms)



- 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.

Outcome Measure - # of Net Jobs Created/Retained Annually



- Various services and programs offered through Enterprise Toronto and City-supported 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).

Table 3
2017 Service Budget by Activity

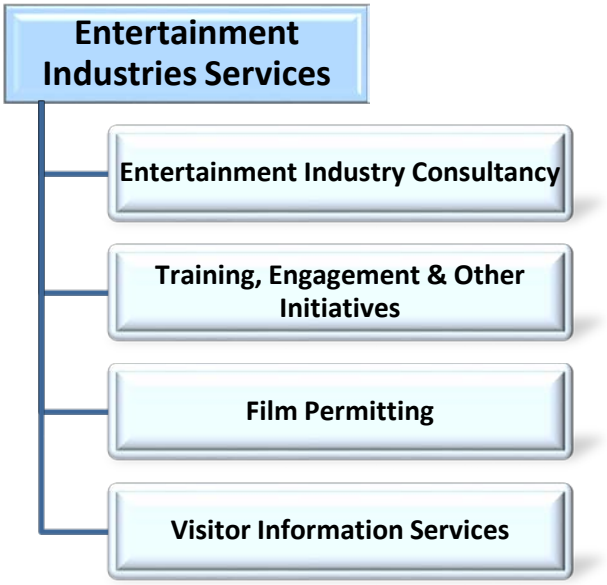
($000s)	2016 Budget	2017 Operating Budget: Base Budget	Service Changes	2017 Base	2017 Base Budget vs. 2016 Budget	% Change	New/ Enhanced	2017 Budget	2017 Budget vs. 2016 Budget		Incremental Change: 2018 Plan		2019 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Business & Industry Advice	3,058.8	3,723.8	(31.5)	3,692.3	633.5	20.7%	100.0	**3,792.3**	733.5	24.0%	(263.9)	(7.0%)	70.9	2.0%
Business Training & Events	2,822.3	2,030.6	12.4	2,043.0	(779.3)	(27.6%)	55.0	**2,098.0**	(724.3)	(25.7%)	(83.0)	(4.0%)	33.4	1.7%
BIA Support & Governance	1,849.2	1,851.2	5.8	1,857.0	7.7	0.4%		**1,857.0**	7.7	0.4%	43.4	2.3%	41.5	2.2%
International Alliances	948.2	909.4		909.4	(38.8)	(4.1%)	1,245.0	**2,154.4**	1,206.2	127.2%	(1,218.2)	(56.5%)	25.6	2.7%
Business Incentives	2,633.8	2,642.8	11.7	2,654.5	20.7	0.8%		**2,654.5**	20.7	0.8%	34.2	1.3%	57.6	2.1%
Total Gross Exp.	11,312.3	11,157.8	(1.7)	11,156.1	(156.2)	(1.4%)	1,400.0	**12,556.1**	1,243.8	11.0%	(1,487.5)	(11.8%)	229.0	2.0%
REVENUE														
Business & Industry Advice	835.6	1,916.2		1,916.2	1,080.6	129.3%	100.0	**2,016.2**	1,180.6	141.3%	(340.0)	(16.9%)		
Business Training & Events	2,135.9	945.8	16.3	962.1	(1,173.9)	(55.0%)	55.0	**1,017.1**	(1,118.9)	(52.4%)	(208.7)	(20.5%)		
BIA Support & Governance	504.3	504.3		504.3				**504.3**						
International Alliances	90.0	50.0		50.0	(40.0)	(44.4%)	1,245.0	**1,295.0**	1,205.0	1338.9%	(1,245.0)	(96.1%)		
Business Incentives	1,390.3	1,390.3		1,390.3	(0.0)	(0.0%)		**1,390.3**	(0.0)	(0.0%)				
Total Revenues	4,956.1	4,806.6	16.3	4,822.9	(133.3)	(2.7%)	1,400.0	**6,222.9**	1,266.7	25.6%	(1,793.7)	(28.8%)		
NET EXP.														
Business & Industry Advice	2,223.2	1,807.6	(31.5)	1,776.1	(447.1)	(20.1%)		**1,776.1**	(447.1)	(20.1%)	76.1	4.3%	70.9	3.8%
Business Training & Events	686.3	1,084.8	(3.8)	1,080.9	394.6	57.5%		**1,080.9**	394.6	57.5%	125.7	11.6%	33.4	2.8%
BIA Support & Governance	1,344.9	1,346.9	5.8	1,352.7	7.7	0.6%	55.0	**1,407.7**	7.7	0.6%	43.4	3.1%	41.5	2.9%
International Alliances	858.2	859.4		859.4	1.2	0.1%		**859.4**	1.2	0.1%	26.8	3.1%	25.6	2.9%
Business Incentives	1,243.5	1,252.5	11.7	1,264.2	20.7	1.7%		**1,264.2**	20.7	1.7%	34.2	2.7%	57.6	4.4%
Total Net Exp.	6,356.1	6,351.2	(17.9)	6,333.3	(22.9)	(0.4%)	55.0	**6,388.3**	(22.9)	(0.4%)	306.2	4.8%	229.0	3.3%
Approved Positions	63.3	62.5	0.1	62.6	(0.8)	(1.2%)		**62.6**	(0.8)	(1.2%)				

Business Service enables Toronto businesses to reach their full potential. Staff help businesses meet everyday challenges and maximize opportunities through a variety of programs

The Business Services' 2017 Operating Budget of $12.556 million gross and $6.388 million net is $0.023 million or 0.4% below the 2016 Approved Net Budget.

- The 2017 Operating Budget for ***Business Service*** includes service efficiency measures for its services, increased sponsorship revenues of $0.016 million, and enhanced business services through the International Trade Strategy for $1.400 million gross and $0 net.

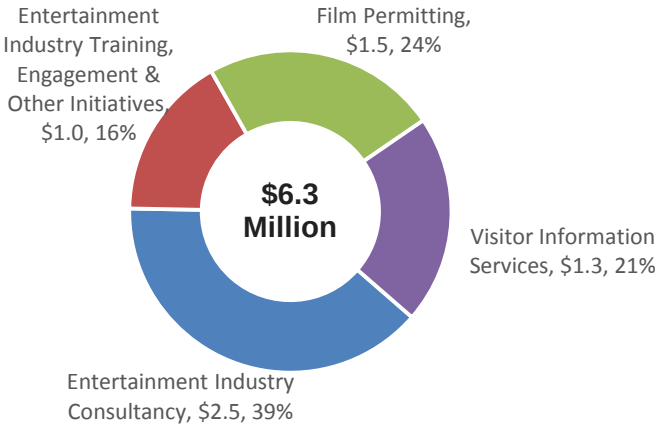
Entertainment Industries Services



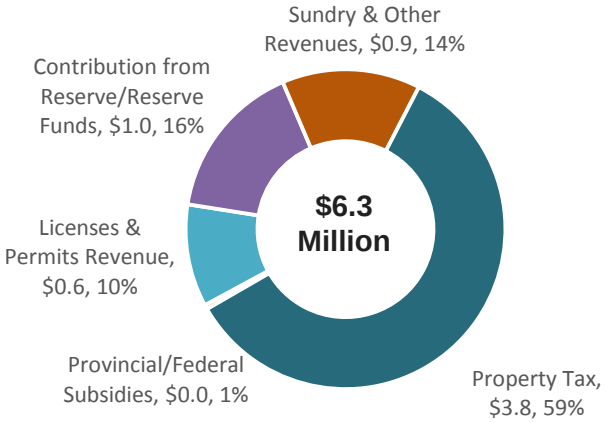
What We Do

- 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 provide 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.

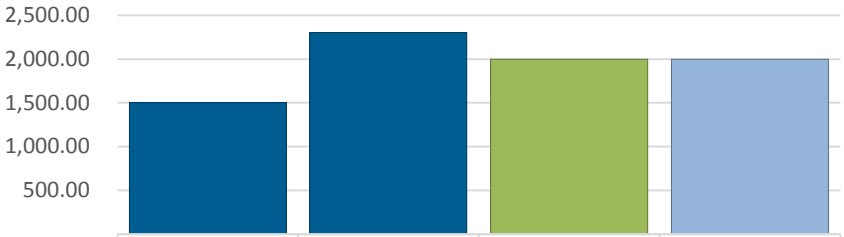
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Effectiveness Measure - # of Information Transactions with Members of the Public



2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
1,500.00	2,300.00	2,000.00	2,000.00

- 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.

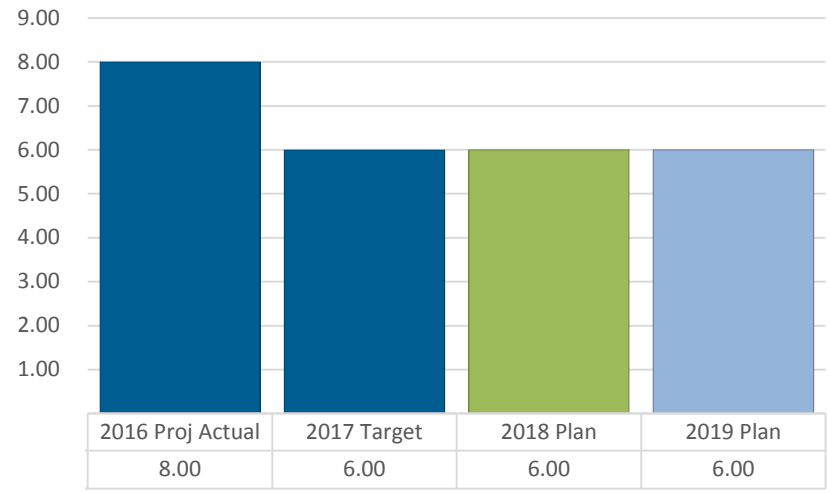
2017 Service Levels
Entertainment Industries Services

	Sub-Activity/Type	Status	2016	2017
Entertainment and Industry Advice	Advice	Approved	Respond to cleint requests within 5 business days 90% of the time.	Respond to cleint requests within 5 business days 90% of the time.
		Actual	Responded to cleint requests within 5 business days 90% of the time.	
	Special event facilitation & expediting	Approved	Provide support to an average of 420 community groups wanting to produce an event on city property.	Provide support to an average of ***450*** community groups wanting to produce an event on city property.
		Actual	Provided support to an average of 800 community groups wanting to produce an event on city property.	
Training, Engagement & Other Initiatives	Training	Approved	Engage 500 organizations in Hospitality Excellence program.	Engage 500 organizations in Hospitality Excellence program.
		Actual	Engaged 500 organizations in Hospitality Excellence Program (WBEY).	
Film Permitting		Approved	Issue film permits each within 48 hours / 2 business days or in agreed upon time, 100% of the time .	Issue film permits each within 48 hours / 2 business days or in agreed upon time, 100% of the time .
		Actual	Issued film permits each within 48 hours / 2 business days or in agreed upon time, 99% of the time .	
Visitor Information Services	Consultations with visitors/public (interactive)	Approved	Provide 60,000 people with accurate information and advice.	Provide 60,000 people with accurate information and advice
		Actual	Provided 60,000 people with accurate information and advice	
	Maps and Information Products (Print, kiosk, web)	Approved	Raise 100% of sponsorship required to print and distribute 800,000 maps.	Raise 100% of sponsorship required to print and distribute 800,000 maps.
		Actual	Raised 100% of sponsorship required to print and distribute 800,000 maps.	
	Neighbourhood tour coordination (TAP into TO!)	Approved	Match at least 775 visitors with volunteers offering tours.	Match at least ***700*** visitors with volunteers offering tours.
		Actual	Matched 650 visitors with volunteers offering tours.	

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Entertainment Industries Service.

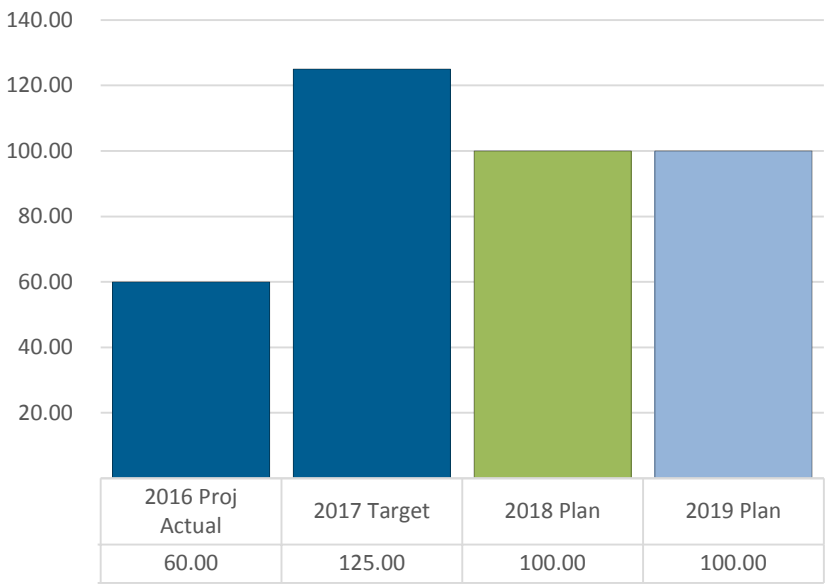
Service Performance Measures

Efficiency Measure – Number of Revisions to Permit Requests per Permit Issued



- EDC expects higher efficiency with new IT initiatives such as the new customer relationship management software and an online solution to film permit management.
- The new "FilmPal" online solution, pending Council approval, will enable Film Officers and the Entertainment Industries Services minimize errors and serve the clients better.

Outcome Measure – Number of Visitors to the GTA Receiving Consultations



- Visitor Information Services' provides Toronto's visitors and residents with the information they need to enjoy the city.
- This measure indicates the number of visitors EDC staff provided with information or consultations.

Table 4
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	2017 Base	2017 Base Budget vs. 2016 Budget	% Change	New/ Enhanced	2017 Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Entertainment Industry Consultancy	1,404.4	2,354.0		2,354.0	949.6	67.6%	130.0	**2,484.0**	1,079.6	76.9%	(300.9)	(12.1%)	22.0	1.0%
Entertainment Industry Training, Engagement & Other Initiatives	1,440.9	987.8	43.0	1,030.8	(410.1)	(28.5%)		**1,030.8**	(410.1)	(28.5%)	(66.0)	(6.4%)	22.6	2.3%
Film Permitting	1,561.9	1,466.9	5.8	1,472.7	(89.2)	(5.7%)	50.0	**1,522.7**	(39.2)	(2.5%)	36.2	2.4%	34.8	2.2%
Visitor Information Services	1,554.6	1,301.6	5.8	1,307.4	(247.2)	(15.9%)		**1,307.4**	(247.2)	(15.9%)	35.3	2.7%	33.9	2.5%
Total Gross Exp.	5,961.8	6,110.3	54.6	6,164.9	203.0	3.4%	180.0	**6,344.9**	383.0	6.4%	(295.4)	(4.7%)	113.3	1.8%
REVENUE														
Entertainment Industry Consultancy	297.5	1,047.5	67.1	1,114.6	817.1	274.7%		**1,114.6**	817.1	274.7%	(850.0)	(76.3%)		
Entertainment Industry Training, Engagement & Other Initiatives	575.2	245.8	16.3	262.1	(313.2)	(54.4%)		**262.1**	(313.2)	(54.4%)	(153.7)	(58.7%)		
Film Permitting	547.0	647.0		647.0	100.0	18.3%		**647.0**	100.0	18.3%				
Visitor Information Services	858.6	528.6		528.6	(330.0)	(38.4%)		**528.6**	(330.0)	(38.4%)				
Total Revenues	2,278.3	2,468.9	83.4	2,552.3	273.9	12.0%		**2,552.3**	273.9	12.0%	(1,003.7)	(39.3%)		0.0%
NET EXP.														
Entertainment Industry Consultancy	1,106.9	1,306.5	(67.1)	1,239.4	132.5	12.0%	130.0	**1,369.4**	262.5	23.7%	549.1	40.1%	22.0	1.1%
Entertainment Industry Training, Engagement & Other Initiatives	865.6	741.9	26.8	768.7	(97.0)	(11.2%)		**768.7**	(97.0)	(11.2%)	87.7	11.4%	22.6	2.6%
Film Permitting	1,014.9	819.9	5.8	825.7	(189.2)	(18.6%)	50.0	**875.7**	(139.2)	(13.7%)	36.2	4.1%	34.8	3.8%
Visitor Information Services	696.0	773.0	5.8	778.8	82.8	11.9%		**778.8**	82.8	11.9%	35.3	4.5%	33.9	4.2%
Total Net Exp.	3,683.5	3,641.4	(28.8)	3,612.6	(70.9)	(1.9%)	180.0	**3,792.6**	109.1	3.0%	708.3	18.7%	113.3	2.5%
Approved Positions	41.9	41.5	0.7	42.2	0.3	0.6%		**42.2**	0.3	0.6%				

Entertainment Industries Services support all aspects of the city's film, music, tourism and entertainment industries.

The Entertainment Industries Services' 2017 Operating Budget of $6.345 million gross and $3.793 million net is $0.109 million or 3.0% over the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service is experiencing an increased minor grant pressure of $0.100 million driven by the overall phase-in of tax funding for arts and culture of $3.500 million. This service also includes a service enhancement approved by City Council which will provide total funding of $0.180 million gross and net to promote Toronto's screen industry to domestic and international clients.

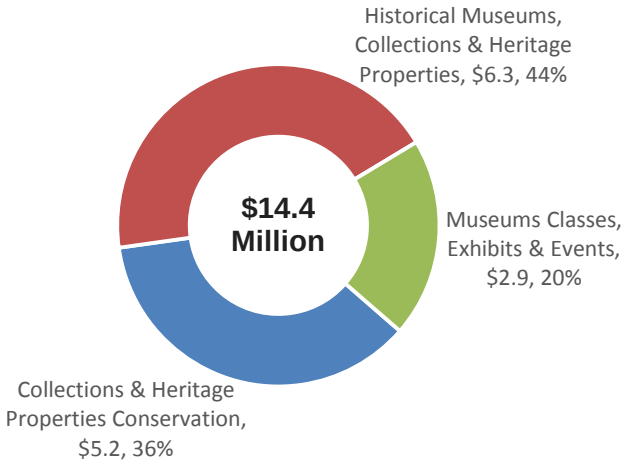
- In order to offset these pressures, the 2017 Operating Budget includes service efficiencies within the service and line-by-line review resulting in a saving of $0.100 million, and increased enrollment fees for Summerlicious and Winterlicious Programs resulting in additional revenue of $0.067 million.

Museum & Heritage Services

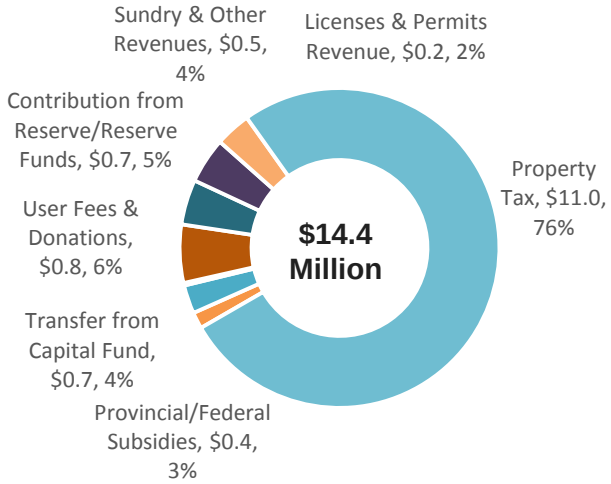
What We Do

- 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.

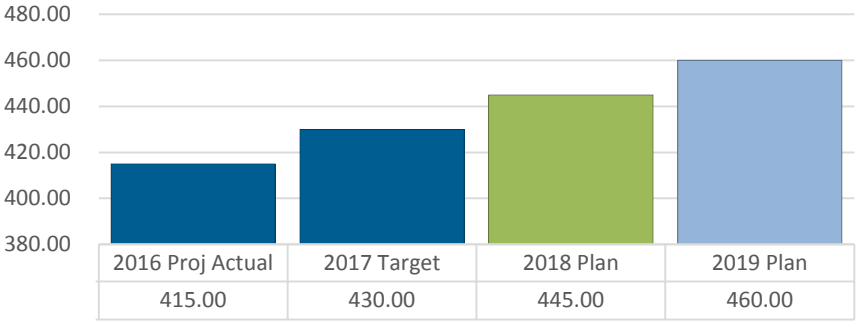
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Outcome Measure – Number of Participants in Heritage Programs and Events (000's)



- 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.

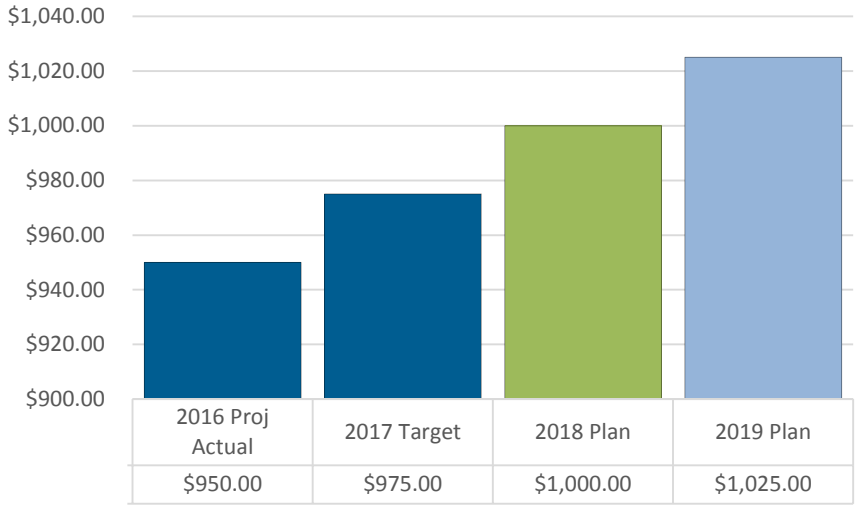
2017 Service Levels
Museum & Heritage Services

	Sub-Activity/Type	Status	2016	2017
Historical Museums, Collections and Heritage	Cultural Facilities Maintenance and Development	Approved	Maintain and manage 40 properties in SOGR.	Maintain and manage 40 properties in SOGR.
		Actual	Maintained and managed 40 properties in SOGR.	
Collections & Heritage Properties Conservation	Acquisition and conservation of art and artefact collections	Approved	Conserve artifacts and works of art to ensure state of good repair, and ensure at least 75% of the City art collection is made publicly available.	Conserve artifacts and works of art to ensure state of good repair, and ensure at least 75% of the City art collection is made publicly available.
		Actual	Conserved artifact collections, ensured state of good repair, 75% of City art collection made publically available.	
	Adaptive Reuse of Heritage Sites	Approved	Complete projects on time and on budget.	Complete projects on time and on budget.
		Actual	Projects completed on time and on budget.	
Museums, Classes, Exhibits and Events	Museum & Heritage Programs	Approved	Manage, develop and deliver programming at 12 heritage facilities.	Manage, develop and deliver programming at 12 heritage facilities.
		Actual	Manage cultural resources at Toronto's 12 heritage facilities and artifact collection, and deliver cultural programs to promote heritage and engage Torontonians actively in their history.	

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Museum & Heritage Services.

Service Performance Measures

Effectiveness Outcome – Revenue from Fee-based Programs ($000's)



- Heritage based programs and events generate revenue for the City through permits, programs, events and rental fees.
- A steady increase is expected from 2017 to 2019.

Table 5
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	2017 Base	2017 Base Budget vs. 2016 Budget	% Change	New/ Enhanced	2017 Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Collections & Heritage Properties Conservation	6,228.7	5,328.1	(134.5)	5,193.7	(1,035.0)	(16.6%)	20.0	**5,213.7**	(1,015.0)	(16.3%)	593.2	11.4%	76.2	1.3%
Historical Museums, Collections & Heritage Properties	6,148.8	6,740.8	(528.3)	6,212.5	63.8	1.0%	35.0	**6,247.5**	98.8	1.6%	(406.5)	(6.5%)	153.3	2.6%
Museums Classes, Exhibits & Events	3,010.3	3,091.3	(172.1)	2,919.2	(91.1)	(3.0%)		**2,919.2**	(91.1)	(3.0%)	(60.3)	(2.1%)	51.7	1.8%
Total Gross Exp.	15,387.7	15,160.2	(834.9)	14,325.4	(1,062.4)	(6.9%)	55.0	**14,380.4**	(1,007.4)	(6.5%)	126.4	0.9%	281.1	1.9%
REVENUE														
Collections & Heritage Properties Conservation	1,781.8	754.8		754.8	(1,027.0)	(57.6%)	20.0	**774.8**	(1,007.0)	(56.5%)	(20.0)	(2.6%)		
Historical Museums, Collections & Heritage Properties	702.9	1,277.7		1,277.7	574.7	81.8%	35.0	**1,312.7**	609.7	86.7%	(575.7)	(43.9%)		
Museums Classes, Exhibits & Events	1,167.1	1,273.7	16.3	1,290.0	122.8	10.5%		**1,290.0**	122.8	10.5%	(153.7)	(11.9%)		
Total Revenues	3,651.9	3,306.2	16.3	3,322.5	(329.4)	(9.0%)	55.0	**3,377.5**	(274.4)	(7.5%)	(749.5)	(22.2%)		
NET EXP.														
Collections & Heritage Properties Conservation	4,446.9	4,573.3	(134.5)	4,438.8	(8.0)	(0.2%)		**4,438.8**	(8.0)	(0.2%)	613.2	13.8%	76.2	1.5%
Historical Museums, Collections & Heritage Properties	5,445.8	5,463.1	(528.3)	4,934.9	(511.0)	(9.4%)		**4,934.9**	(511.0)	(9.4%)	169.3	3.4%	153.3	3.0%
Museums Classes, Exhibits & Events	1,843.2	1,817.6	(188.4)	1,629.2	(213.9)	(11.6%)		**1,629.2**	(213.9)	(11.6%)	93.4	5.7%	51.7	3.0%
Total Net Exp.	11,735.9	11,854.0	(851.1)	11,002.9	(733.0)	(6.2%)		**11,002.9**	(733.0)	(6.2%)	875.8	8.0%	281.1	2.3%
Approved Positions	137.6	136.2	(8.4)	127.9	(9.8)	(7.1%)		**127.9**	(9.8)	(7.1%)				

Museum & Heritage Services operates 10 historic sites – including Toronto's birthplace, the iconic Fort York National Historic Site – that collectively tell the story of Toronto. ***Museum & Heritage Services*** also manage, maintain, and lead the development and adaptive reuse and restoration of 100 City-owned major cultural and heritage sites.

The Museum & Heritage Services' 2017 Operating Budget of $14.380 million gross and $11.003 million net is $0.733 million or 6.2% below the 2016 Approved Net Budget.

- The 2017 Operating Budget for ***Museum & Heritage Services*** includes service efficiencies resulting in savings of $0.147 million arising from alignment of expenditures to actual experience.

- The 2017 Operating Budget includes funding of $0.055 million from Community Heritage Reserve Fund (XR1044) for these staff initiated enhanced services: Mackenzie House Laneway, MHS Photography, and Zion School Desk Configuration. See details on page 13 of this report

Long-Term Care Homes & Services

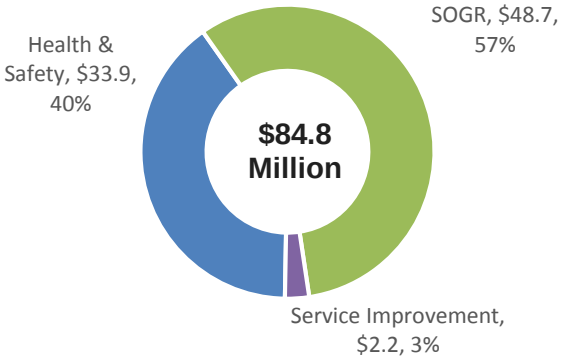
2017 – 2026 CAPITAL BUDGET AND PLAN OVERVIEW

Long-Term Care Homes & Services (LTCHS) is responsible for maintaining 10 long-term care homes with an asset replacement value of $248.8 million in a state of good repair to meet Ministry of Health and Long-Term Care (MOHL TC) requirements and to ensure the safety and comfort of its residents.

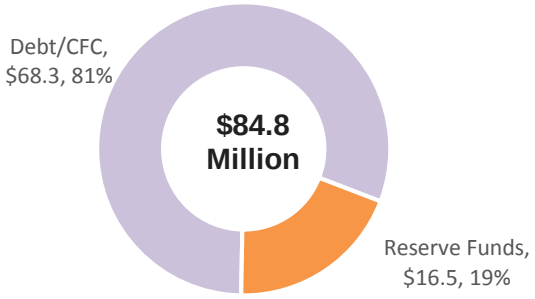
The 10-Year Capital Plan totalling $84.789 million provides necessary funding to continue the capital maintenance program in the City's long-term care homes and also includes funding for the next phase of the *Electronic Healthcare Record System* project, a service improvement project which will improve care planning once resident health records are documented electronically to support case based decisions.

2017-2026 Capital Budget and Plan

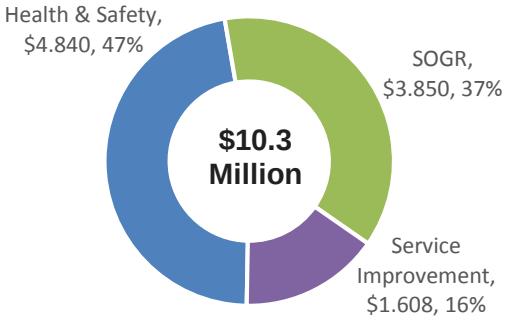
Where the money goes: By Project Category



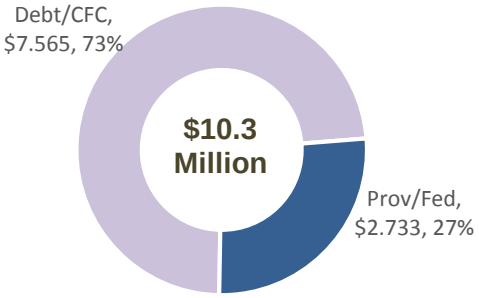
Where the money comes from: By Funding Source



2017 Capital Budget By Project Category



By Funding Source



Our Key issues & Priority Actions

- **Long-Term Care Homes – Unmet Needs Mandated** by the Ministry of Health and Long-Term Care (MOHLTC), the City of Toronto has five long-term care homes classified as "B" and "C" that need to be redeveloped over a 10-15 year period.
  - ✓ The 5 long-term care homes identified for redevelopment; Carefree Lodge, Castleview Wychwood Towers, Fudger House, Lakeshore Lodge and Seven Oaks will require approximately $414.0 million over the next 10-15 years, of which $138.6 million can be recovered from the MOHLTC after project completion over a 25-year period.
  - ✓ The redevelopment of the majority of these homes is dependent upon the George Street Revitalization project, currently in Phase 2 which will provide the necessary swing space for long-term care home residents. (Refer to the Capital Budget Notes for SSHA for more information).
  - ✓ 10-Year Plan includes funding of $48.268 million to maintain these homes in a state of good repair until redevelopment is possible.

Capital Deliverables for 2017

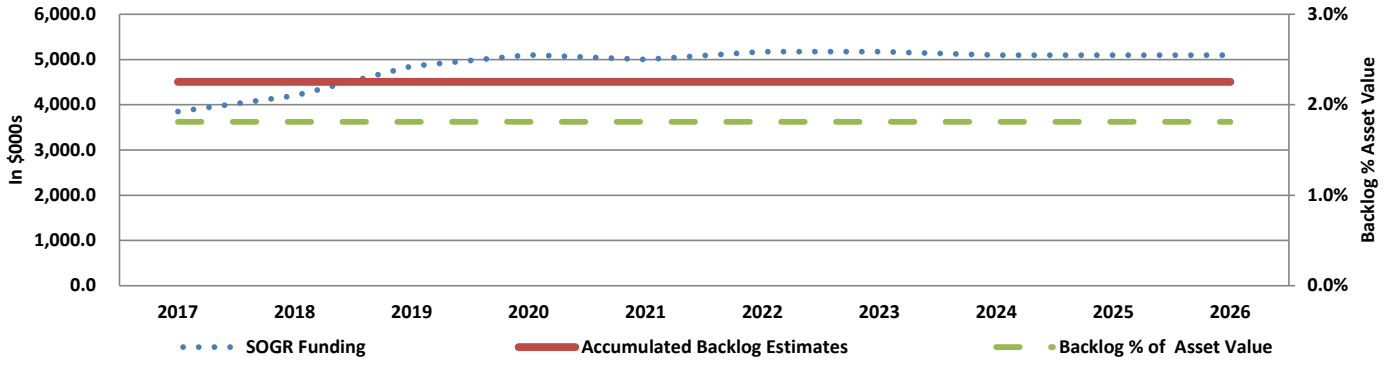
2017 Capital Budget for Long-Term Care Homes & Services of $10.298 million will:

- Continue the capital maintenance plan to address the required SOGR and Health and Safety Requirements at 10 long-term care homes ($8.690 million);
- Continue the next phase for the electronic healthcare record system project ($1.608 million). The project will provide a comprehensive electronic record of health-related information which will create efficiencies in business administration.

State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of $48.670 million for State of Good Repair to address the Program's backlog of capital work. The SOGR backlog as a % of asset replacement value is expected to remain at 1.8% between 2017 and 2026.

Chart 1
SOGR Funding & Backlog (In $000s)

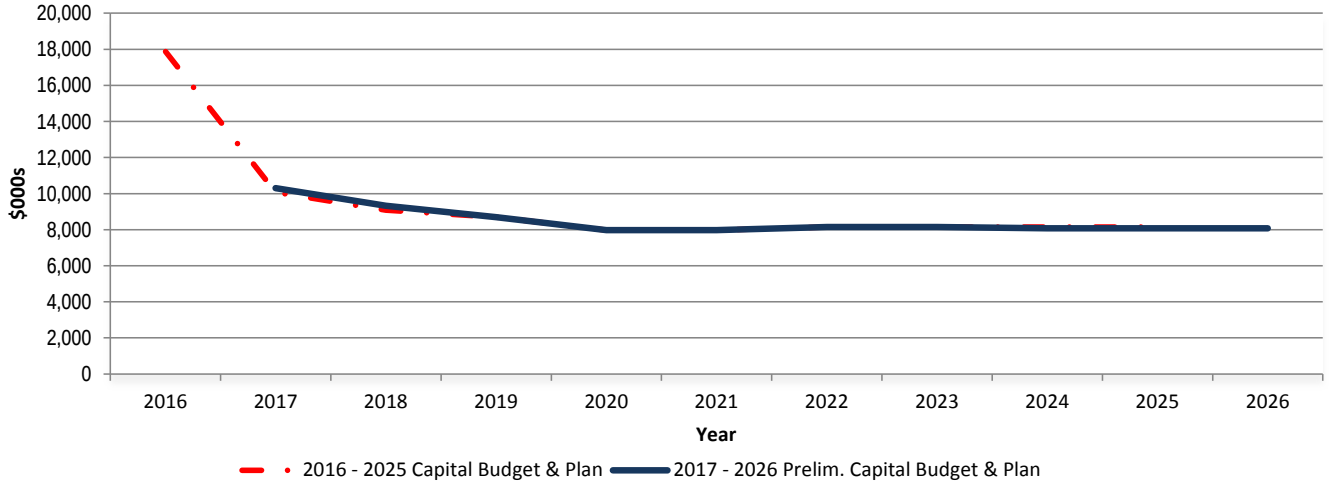


Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Capital Budget and the 2018 – 2026 Capital Plan reflects a decrease of $9.477 million in capital funding from the 2016 - 2025 Approved Capital Plan.

The table and chart below provide a breakdown of the $9.477 million or 10.1% decrease in the Capital Program on an annual basis from 2016 to 2026.

Chart 2
Changes to the 2016 - 2025 Approved Capital Plan (In $000s)



($000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025	17,871	10,073	9,078	8,690	7,977	7,977	8,150	8,150	8,150	8,150		94,266
2017 - 2026		10,298	9,328	8,690	7,977	7,977	8,150	8,150	8,073	8,073	8,073	84,789
Change %		2.2%	2.8%	0.0%	0.0%	0.0%	0.0%	0.0%	(0.9%)	(0.9%)		(10.1%)
Change $		225	250	0	0	0	0	0	(77)	(77)		(9,477)

As shown in the chart above, the $9.477 million decrease in the Capital Program reflects the planned completion of the Kipling Acres Phase II Redevelopment Project in 2016. The 10-Year Capital Plan reflects a more normalized Capital Program for Long-Term Care Homes & Services.

As reflected in Table 2 on the following page, changes to the 2016 – 2025 Approved Capital Plan, specifically the $0.321 million increase in capital funding over the nine common years of the Capital Plans (2017 – 2025) arise from the reprioritization of Long-Term Care Homes & Services' capital projects based on the following factors:

- Project costs and associated cash flow funding estimates for the Building Upgrade and Electrical projects were reduced and the funding reallocated to Mechanical and Specialty projects based on building needs identified through the Building Condition Assessment (BCA) completed in 2016.
- Project costs for the service improvement project *Electronic Healthcare Record System* were increased to provide additional funding for hardware costs such as notebooks and tablets as well as wall mounted and workstation computers/docking stations.

The following table details, by project category, the capital projects included in the 2017 – 2026 Capital Budget and Plan for Long-Term Care Homes & Services:

Table 1
2017 - 2026 Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
Building Upgrades	1,248		650	650	650	650	650	650	650	650	650	**5,850**	
Electrical	1,300	1,440	1,274	2,074	1,111	1,211	1,211	1,211	1,211	1,211	1,211	**13,165**	
Mechanical	3,030	2,400	1,887	887	887	887	887	887	887	887	887	**11,383**	
Specialty Systems	1,839	1,000	675	225	225	225	225	225	225	225	225	**3,475**	
Sub-Total	**7,417**	**4,840**	**4,486**	**3,836**	**2,873**	**2,973**	**2,973**	**2,973**	**2,973**	**2,973**	**2,973**	**33,873**	
State of Good Repair													
Building Upgrades	2,290	3,850	2,179	2,829	2,829	2,829	2,829	2,829	2,829	2,829	2,829	**28,661**	
Electrical			810	810	810	810	810	810	733	733	733	**7,059**	
Mechanical			371	371	371	371	371	371	371	371	371	**3,339**	
Specialty Systems			844	844	1,094	994	1,167	1,167	1,167	1,167	1,167	**9,611**	
Sub-Total	**2,290**	**3,850**	**4,204**	**4,854**	**5,104**	**5,004**	**5,177**	**5,177**	**5,100**	**5,100**	**5,100**	**48,670**	
Service Improvements													
Electronic Healthcare Record System	906	1,608	638									**2,246**	3,152
Sub-Total	**906**	**1,608**	**638**									**2,246**	**3,152**
Total Expenditures by Category (excluding carry forward)	**10,613**	**10,298**	**9,328**	**8,690**	**7,977**	**7,977**	**8,150**	**8,150**	**8,073**	**8,073**	**8,073**	**84,789**	**3,152**

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

	2017 Budget		2018 Plan		2019 Plan		2020 Plan		2021 Plan		2017 - 2021		2017 - 2026	
Projects	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**
Previously Approved														
Kipling Acres Redevelopment Phase 2 - Return to service of 145 beds annualization	765.0										765.0	-	765.0	-
Electronic Healthcare Record System					(28.0)						(28.0)	-	(28.0)	-
Total (Net)	**765.0**	**-**	**-**	**-**	**(28.0)**	**-**	**-**	**-**	**-**	**-**	**737.0**	**-**	**737.0**	**-**

The 10-Year Capital Plan will increase the Program's future year Operating Budgets by a total of $0.737 million net.

- Annualized cost of adding 115.6 positions during the 2016 Budget process to restore the 145 beds at Kipling Acres, partially funded by the provincial subsidy. The annualized impact of $0.765 million net has been included in the 2017 Operating Budget for Long-Term Care Homes and Services.
- The *Electronic Healthcare Record System* project is expected to reduce expenditures in paper consumption, pre-printed clinical forms and document storage for a total of $0.028 million net savings upon completion of the project in 2019.

These future year operating impacts will be reviewed as part of the annual Operating Budget process.

Long-Term Care Homes & Services

2017 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 in providing ground-breaking services for healthy aging.

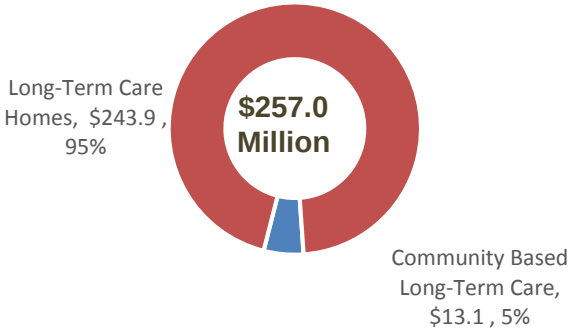
2017 Operating Budget Highlights

The 2017 Operating Budget of $256.981 million in gross expenditures and $47.323 million net provides funding for 2 services: Community Based Long-Term Care and Long-Term Care Homes. The total cost to deliver these services to Toronto residents is summarized below.

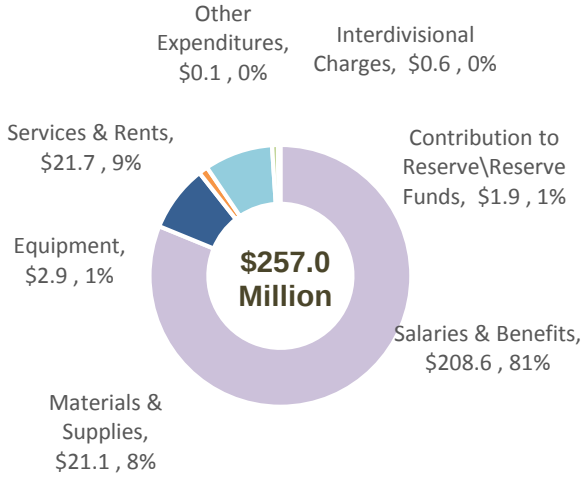
(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	254,570.0	256,981.4	2,411.4	0.9%
Revenues	206,076.7	209,657.9	3,581.2	1.7%
Net Expenditures	**48,493.3**	**47,323.5**	**(1,169.8)**	**(2.4%)**

2017 Operating Budget

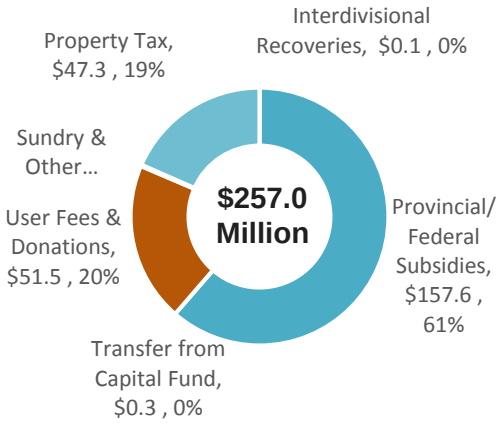
Where the money goes: By Service



By Expenditure Category



Where the money comes from: By Funding Source



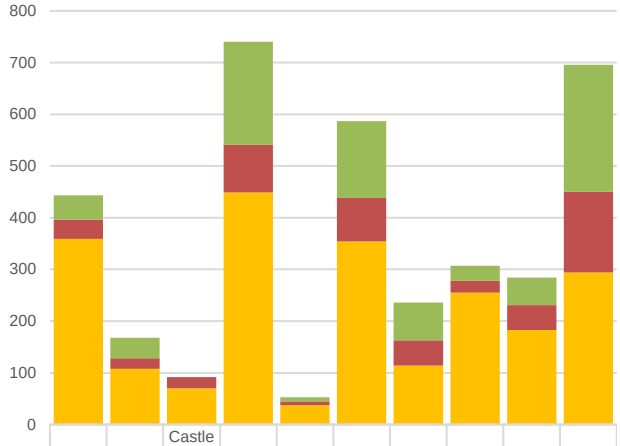
Fast Facts

- 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 50 countries of origin, speak 38 languages and practice 34 faiths or denominations.
- 2,250 volunteers provide over 140,000 hours per year which is over 50 hours of volunteer time per resident.

Trends

- The City of Toronto operates 2,641 beds including 2,542 long-term care beds, 66 convalescent care beds, 17 short-stay respite beds and 16 behavioural support beds.
- On average, wait times for placement in a City of Toronto long-term care home are between 6 months and 3 years for bed type of choice.

Number of Individuals on the Wait-lists for City Homes, June 2016



	Bendale Acres	Carefree Lodge	Castleview Wychwood Towers	Cummer Lodge	Fudger House	Kipling Acres	Lakeshore Lodge	Seven Oaks	True Davidson Acres	Wesburn Manor
private	47	40	0	199	8	149	73	29	53	246
semi-private	37	20	22	92	8	84	49	23	48	156
basic	359	108	70	449	37	354	114	255	183	294

Our Key Issues & Priority Actions

- **Aging demographic, acuity and complexity of resident care needs** continues to increase with a corresponding increase in demand for specialized services.
  - ✓ The 2017 Operating Budget includes $1.342 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 continue to explore and adopt new methodologies to modernize model of care.
  - ✓ LTCHS will continue to advocate for additional funding from the Province.

Key Service Deliverables for 2017

Long-Term Care Homes & Services (LTCHS) provides a variety of exemplary services along with a comprehensive and flexible 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 2017 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.
- Re-open Kipling Acres Phase II, 145 bed long-term care home and community hub bringing the original 337 bed site back into full service.
- Implement 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.
- Operate approved beds in 10 long-term care homes across Toronto, each connected to its local community and responsive to local needs and offer short-stay respite beds.
- 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

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 inter-disciplinary 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.

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

Legend:
- Program
- Activity
- Service

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 Networks
- Ministry 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

Table 1
2017 Operating Budget and Plan by Service

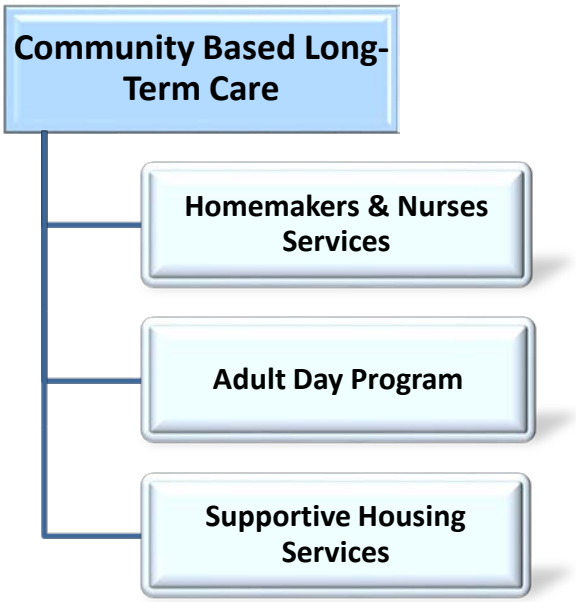
(In $000s)	2016 Budget	2016 Projected Actual *	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 vs. 2016 Budget Change		Incremental Change 2018 Plan		Incremental Change 2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Community Based Long-Term Care											
Gross Expenditures	13,132.2	13,132.2	13,099.4		13,099.4	(32.8)	(0.2%)	83.2	0.6%	74.5	0.6%
Revenue	11,552.1	11,552.1	11,554.1		11,554.1	2.0	0.0%				
Net Expenditures	1,580.1	1,580.1	1,545.3		1,545.3	(34.8)	(2.2%)	83.2	5.4%	74.5	4.6%
Long-Term Care Homes											
Gross Expenditures	241,437.9	225,175.4	242,540.1	1,341.9	243,882.0	2,444.2	1.0%	3,002.5	1.2%	2,865.0	1.2%
Revenue	194,524.6	180,310.0	196,761.9	1,341.9	198,103.8	3,579.2	1.8%				
Net Expenditures	46,913.2	44,865.4	45,778.2		45,778.2	(1,135.0)	(2.4%)	3,002.5	6.6%	2,865.0	5.9%
Total											
Gross Expenditures	254,570.0	238,307.6	255,639.5	1,341.9	256,981.4	2,411.4	0.9%	3,085.7	1.2%	2,939.5	1.1%
Revenue	206,076.7	191,862.1	208,316.0	1,341.9	209,657.9	3,581.2	1.7%				
Total Net Expenditures	48,493.3	46,445.5	47,323.5		47,323.5	(1,169.8)	(2.4%)	3,085.7	6.5%	2,939.5	5.8%
Approved Positions	2,372.0	2,372.0	2,367.0	6.8	2,373.9	1.9	0.1%				

* Based on the 2016 9-month Operating Variance Report

The Long-Term Care Homes & Services' 2017 Operating Budget is $256.981 million gross and $47.323 million net, which represents a 2.4% decrease to the 2016 Approved Net Operating Budget. In order to meet City Council's budget reduction target of -2.6%, as set out in the 2017 Operating Budget Directions approved by Council, the Program submitted further service adjustments, which provide savings of $0.793 million gross and $0.091 million net which have not been included in the 2017 Operating Budget but are provided for Committee and Council's consideration.

- Base pressures are mainly attributable to inflationary increases in utilities and service contracts for maintaining aging home infrastructure, annualized impact of Kipling Acres re-opening as well as increases in staff salaries and benefits common across all services.
- To offset the above pressures, the Program was able to identify base expenditure savings through a line-by-line expenditure review, achieve efficiency savings by streamlining and consolidating its operations, and provide service and revenue adjustments while maintaining its core mandate.
- New funding and additional staff resources, which will be fully funded by the Ministry of Health and Long-Term Care (MOHLTC) with no net impact to the City are included in the budget to enable all LTC homes to maintain the necessary care for resident acuity and service level standards.
- Approval of the 2017 Operating Budget will result in Long-Term Care Homes & Services increasing its total staff complement by 1.9 positions from 2,372.0 to 2,373.9 positions.
- The 2018 and 2019 Plan increases are largely attributed to known salary and benefit increases across all services.

Community Based Programs

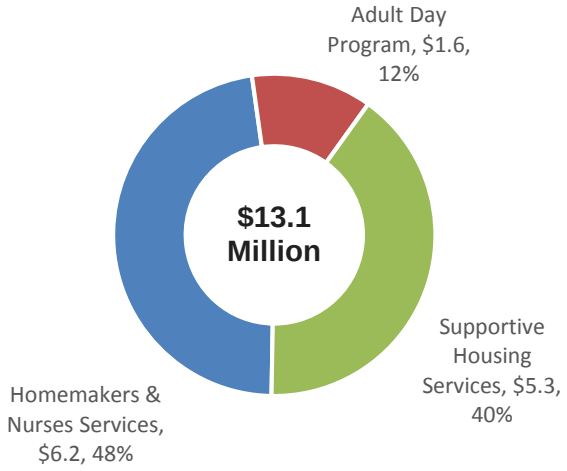


What We Do

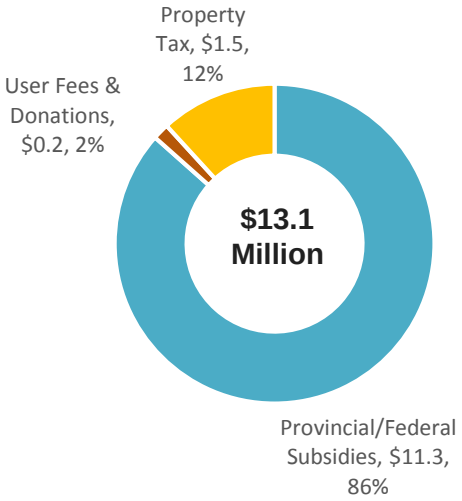
Provide quality care and services to improve or maintain the independence and quality of life for clients that may be isolated, vulnerable or would otherwise not be able to live independently in their homes.

- 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

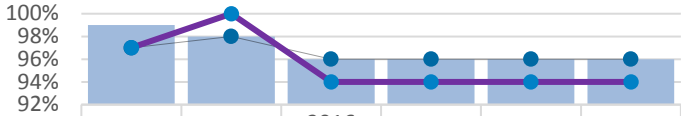
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Customer Satisfaction Rate %



	2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
Supportive Housing	99%	98%	96%	96%	96%	96%
Homemakers & Nurses	97%	98%	96%	96%	96%	96%
Adult Day Program	97%	100%	94%	94%	94%	94%

- LTCHS performs 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 expected to exceed the minimum threshold for the next three years.

2017 Service Levels

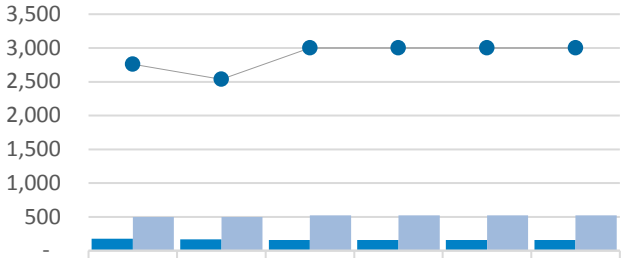
Community Based Long-Term Care

Activity	Type	Status	2014	2015	2016	2017
Adult Day Program	Adult Day Services	Approved	Mon-Fri, 52 Weeks/year	Service Availability (Adult Day Programs): Mon-Fri, 52 weeks/year		Service Availability (Adult Day Programs): Mon-Fri, 52 weeks/year
Supportive Housing Services	Personal Care and Homemaking	Approved	24 hours/day, 365 day/year	Service Availability (Supportive Housing Services): 24 hours/day, 365 day/year		Service Availability (Supportive Housing Services): 24 hours/day, 365 day/year
Homemakers & Nurses Services	Homemaking	Approved	Mon-Fri, 52 Weeks/year	Service Availability (Homemakers & Nurses Services): Mon-Fri, 52 weeks/year		Service Availability (Homemakers & Nurses Services): Mon-Fri, 52 weeks/year

Overall, the 2017 Service Levels for Community Based Long-Term Care Service are consistent with 2016 approved Service Levels.

Service Performance Measures

Number of Clients Served



	2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
Adult Day Program	175	166	160	160	160	160
Supportive Housing Services	501	499	525	525	525	525
Homemakers & Nurses Services	2,760	2,536	3,000	3,000	3,000	3,000

- The number of clients served by the Homemakers & Nurses Services Program is projected to be 3,000 by 2016 year-end and beyond as a result of the increased investment made last year as part of Council's poverty reduction strategy.

Table 2
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	2017 Base	2017 Base Budget vs. 2016 Budget	% Change	New/ Enhanced	2017 Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Homemakers & Nurses Services	6,237.4	6,221.6		6,221.6	(15.8)	(0.3%)		**6,221.6**	(15.8)	(0.3%)	34.0	0.5%	31.9	0.5%
Adult Day Program	1,596.9	1,589.9		1,589.9	(7.0)	(0.4%)		**1,589.9**	(7.0)	(0.4%)	21.5	1.4%	17.9	1.1%
Supportive Housing Services	5,297.9	5,287.9		5,287.9	(10.0)	(0.2%)		**5,287.9**	(10.0)	(0.2%)	27.7	0.5%	24.7	0.5%
Total Gross Exp.	13,132.2	13,099.4		13,099.4	(32.8)	(0.2%)		**13,099.4**	(32.8)	(0.2%)	83.2	0.6%	74.5	0.6%
REVENUE														
Homemakers & Nurses Services	4,676.3	4,676.3		4,676.3				**4,676.3**						
Adult Day Program	1,587.9	1,589.9		1,589.9	2.0	0.1%		**1,589.9**	2.0	0.1%				
Supportive Housing Services	5,287.9	5,287.9		5,287.9				**5,287.9**						
Total Revenues	11,552.1	11,554.1		11,554.1	2.0	0.0%		**11,554.1**	2.0	0.0%				
NET EXP.														
Homemakers & Nurses Services	1,561.1	1,545.3		1,545.3	(15.8)	(1.0%)		**1,545.3**	(15.8)	(1.0%)	34.0	2.2%	31.9	2.0%
Adult Day Program	9.0				(9.0)	(100.0%)			(9.0)	(100.0%)	21.5	-	17.9	-
Supportive Housing Services	10.0				(10.0)	(100.0%)			(10.0)	(100.0%)	27.7	-	24.7	-
Total Net Exp.	1,580.1	1,545.3		1,545.3	(34.8)	(2.2%)		**1,545.3**	(34.8)	(2.2%)	83.2	5.4%	74.5	4.4%
Approved Positions	43.1	48.1		48.1	5.0	11.7%		**48.1**	5.0	11.7%		0.0%		

The ***Community Based Long-Term Care Service*** provides quality care and services to improve or maintain the independence and quality of life of individuals living in the community. These services are an essential part of the continuum of care that is available to clients to ensure they receive the right level of care at the right time and in the right place.

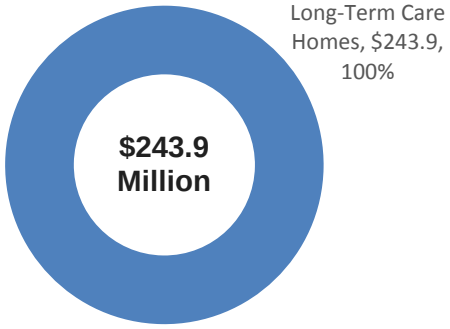
- The 2017 Operating Budget of $13.099 million gross and $1.545 million net is $0.035 million.
- Base budget pressures for this service are entirely due to inflationary increases in salary and benefits.

Long-Term Care Homes

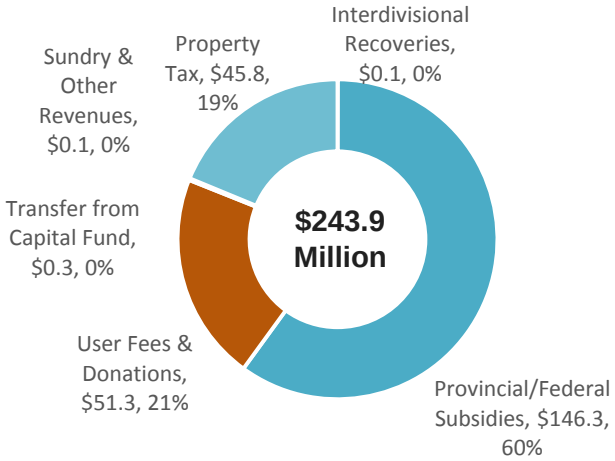
What We Do

- 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.

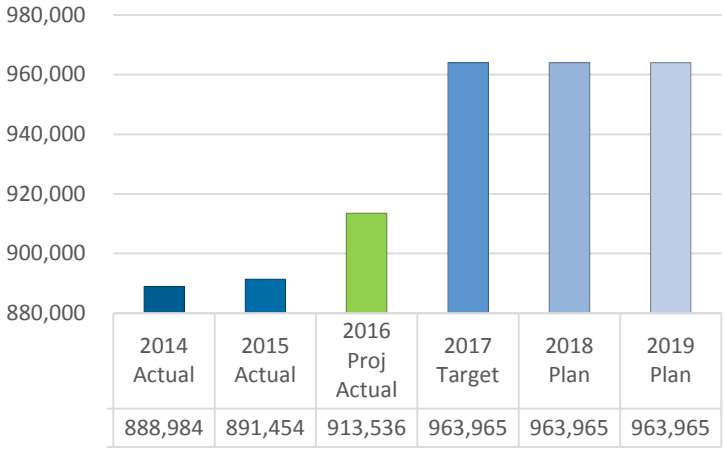
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Number of Bed Days



- The total number of bed days available for use by the City's long-term care homes residents will increase in 2017 as a result of the return to service of 145 beds at Kipling Acres long-term care home.

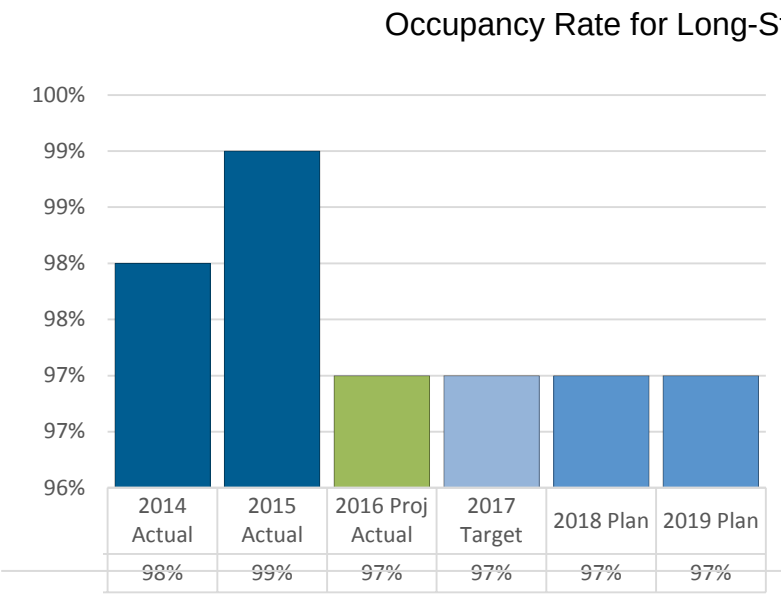
2017 Service Levels

Long-Term Care Homes

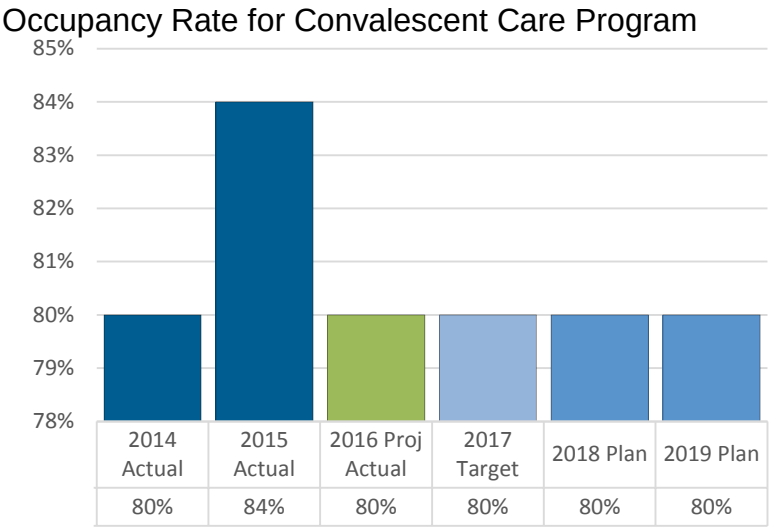
Activity	Type	Status	2014	2015	2016	2017
	Resident Care - Long Stay	Approved	97% Occupancy	Service Availability (Long-Term Care Homes): 24 hours/day, 365 days/year		Service Availability (Long-Term Care Homes): 24 hours/day, 365 days/year
	Resident Care - Short Stay	Approved	50% Occupancy			
	Convalescent Care	Approved	80% Occupancy			
	Behavioural Support Care	Approved	N/A			

Overall, the 2017 Service Levels for Long-Term Care Homes are consistent with 2016 approved Service Levels.

Service Performance Measures



- The occupancy rate for the long-stay program is expected to meet minimum threshold of 97% for the next three years.



- 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.

Table 3
2017 Service Budget by Activity

	2016	2017 Operating Budget							2017 Budget vs. 2016 Budget		Incremental Change			
	Budget	Base Budget	Service Changes	2017 Base	2017 Base Budget vs. 2016 Budget	% Change	New/ Enhanced	2017 Budget			2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Long-Term Care Homes	241,437.9	244,305.3	(1,765.2)	242,540.1	1,102.3	0.5%	1,341.9	**243,882.0**	2,444.2	1.0%	3,002.5	1.2%	2,865.0	1.2%
Total Gross Exp.	241,437.9	244,305.3	(1,765.2)	242,540.1	1,102.3	0.5%	1,341.9	**243,882.0**	2,444.2	1.0%	3,002.5	1.2%	2,865.0	1.1%
REVENUE														
Long-Term Care Homes	194,524.6	196,881.2	(119.3)	196,761.9	2,237.3	1.2%	1,341.9	**198,103.8**	3,579.2	1.8%				
Total Revenues	194,524.6	196,881.2	(119.3)	196,761.9	2,237.3	1.2%	1,341.9	**198,103.8**	3,579.2	1.8%				
NET EXP.														
Long-Term Care Homes	46,913.2	47,424.1	(1,645.9)	45,778.2	(1,135.0)	(2.4%)		**45,778.2**	(1,135.0)	(2.4%)	3,002.5	6.6%	2,865.0	5.9%
Total Net Exp.	46,913.2	47,424.1	(1,645.9)	45,778.2	(1,135.0)	(2.4%)		**45,778.2**	(1,135.0)	(2.4%)	3,002.5	6.6%	2,865.0	5.5%
Approved Positions	2,328.9	2,323.9	(5.0)	2,318.9	(10.0)	(0.4%)	6.8	**2,325.7**	(3.2)	(0.1%)		0.0%		

The ***Long-Term Care Homes Service*** provides a variety of long-term health care services and activities for residents and actively participate in creating an integrated healthcare system through strong partnerships with other stakeholders and community partners.

The Long-Term Care Homes Service's 2017 Operating Budget of $243.882 million gross and $45.778 million net is $1.135 million or 2.4% under the 2016 Approved Net Budget.

- Base budget pressures in the Long-Term Care Homes are primarily due to the following:
  - The re-opening of Kipling Acres 145 beds long-term care home in 2016 results in an annualization cost of $3.581 million gross and $0.765 million net for operating the new home.
  - Divisional economic factors add a pressure of $1.382 million which consists of rate changes in HVAC, plumbing contracts, and general maintenance of aging home infrastructure. In addition, increase in utility expenditures reflect the corporate inflationary assumptions of rising utility rates including electricity, natural gas, and water.
  - The above base pressures have been partially offset through an increase of $0.633 million in revenue due to rate adjustments to the basic and preferred accommodation rates as set out in provincial regulations, as well as savings of $0.178 million through a line by line review of all expenditure accounts to reflect actual experience.
- To offset the remaining pressures, the 2017 service changes of $1.646 million net for the Long-Term Care Homes service consists of efficiency savings of $0.330 million attributable to a reduction of staff hours that equates to 2.0 FTEs through consolidation and streamlining of operations, and service adjustments of $1.316 million resulting from staff re-alignment (please refer to Confidential Attachment 1 under separate cover) as well as a reduction in the provision to fund backfill positions when staff need to undertake mandatory training.
- The 2017 Operating Budget includes new funding of $1.342 million gross and $0 net, fully funded by Province, and 6.8 permanent positions for resident acuity and service level standards to continue meeting residents' needs and maintaining the necessary care and service levels.

Parks, Forestry and Recreation

2017 – 2026 CAPITAL BUDGET AND PLAN OVERVIEW

Parks, Forestry and Recreation provides a wide range of leisure and recreation opportunities to Toronto residents while operating and maintaining its assets.

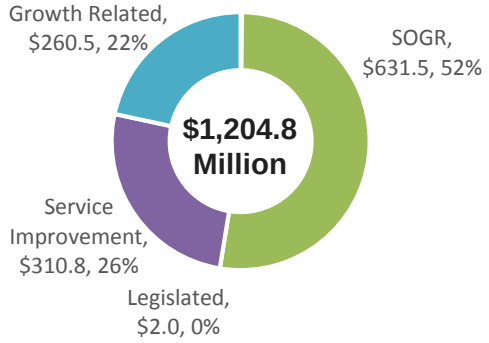
The primary focus of the 2017-2026 Capital Budget and Plan totalling $1.204 billion is to preserve and protect existing assets in a state of good repair while meeting the demands of an expanding and changing City through services improvements and leveraging opportunities for growth in service delivery. Specifically, SOGR funding of $631.535 million is included for major repair and rehabilitation of parks and recreation facilities.

The 10-Year Capital Plan provides funding for service improvement projects for park development and playground enhancements, new ferry boats for the Toronto Islands, the Davisville Community Pool, the replacement of the Don Mills Civitan Arena and major IT business transformation projects for program registration and work management.

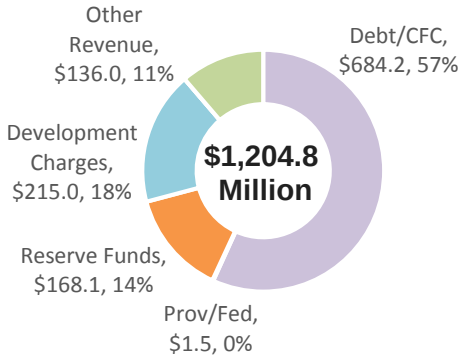
Growth related initiatives such as the construction of the North East Scarborough Community Centre, Western North York Community Centre, Bessarion Community Centre, 40 Wabash Parkdale Community Centre, and the Canoe Landing Community Centre will be completed over the 10-year planning horizon.

2017-2026 Capital Budget and Plan

Where the money goes: By Project Category

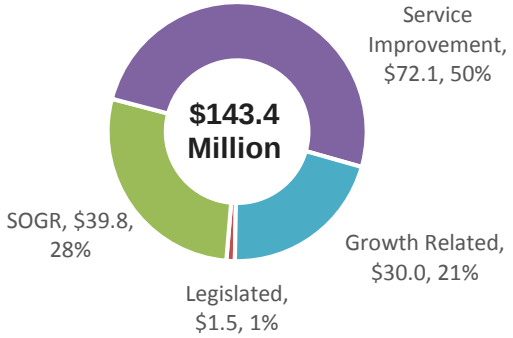


Where the money comes from: By Funding Source

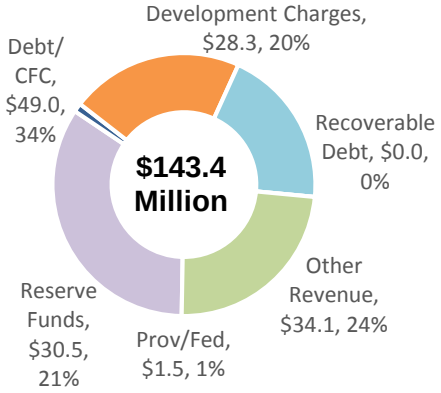


2017 Capital Budget

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 and undertaking regular condition surveys to monitor the backlog are critical to managing this need and planning future estimates.
  - ✓ The 10-Year Capital Plan includes funding of $631.536 million for SOGR funding to address accumulated backlog of $454.498 million in 2017.
- Recommitting to incorporating projects that support the delivery of the **Council Approved Service Plans** such as the *2013-2017 Recreation Service Plan,* the *2013-2017 Parks Service Plan, the 2012-2022 Strategic Forest Management Plan, the Our Common Grounds (2004), and the Recreation Facilities Report (2004)*.
  - ✓ The 10 Year Capital Plan includes funding of $228.421 million for the design and construction of 5 new community centers.
- 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 "City of Toronto Accessibility Design Guidelines" (ADG) by 2025.

Capital Deliverables for 2017

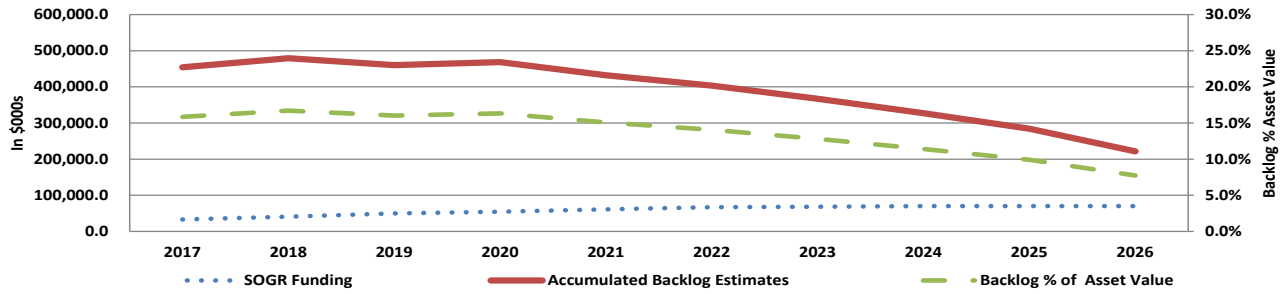
The 2017 Capital Budget for Parks, Forestry, and Recreation of $143.411 million will:

- Continue the construction of the Wellesley Community Centre Pool ($5.025 million);
- Continue with major business transformation projects including the Work Management System ($1.868 million), Registration, Permitting & Licensing System ($5.623 million) and Business Performance Management System ($0.800 million);
- Continue with the design and construction of the Canoe Landing Community Centre ($12.535 million); and the Bessarion Community Centre ($8.507 million);
- Complete Grange Park Construction ($2.284 million); Ramsden Park ($2.000 million); and Harbour Square Park ($1.110 million); and
- Complete the construction of the College Park Artificial Ice Rink ($2.000 million) and improvements to the Riverdale Farm Simpson House ($1.250 million).

State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of $631.536 million for State of Good Repair to address the backlog. The SOGR backlog as a % of asset replacement value will decrease from 15.9% in 2017 to 7.7% in 2026 as state of good repair funding increases in the latter part of the 10-year period.

Chart 1
SOGR Funding & Backlog (In $000s)

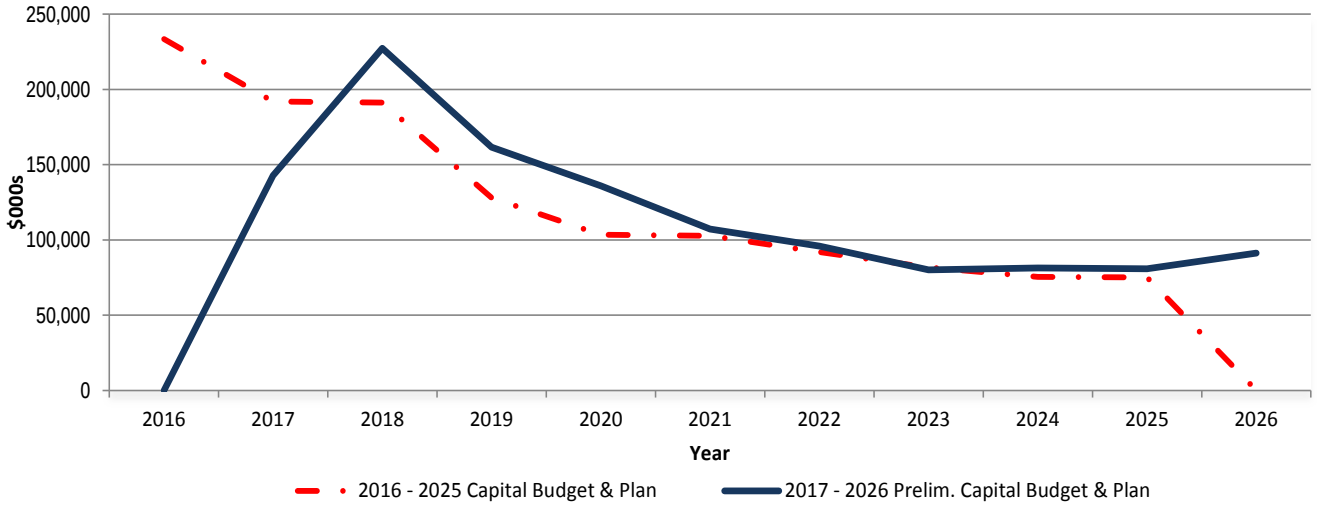


Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Capital Budget and the 2018 – 2026 Capital Plan reflects a decrease of $70.924 million in capital funding from the 2016 - 2025 Approved Capital Plan.

The chart and table below provide a breakdown of the $70.924 million or 5.6% decrease in the Capital Program on an annual basis from 2016 to 2026.

Chart 2
Changes to the 2016 - 2025 Approved Capital Plan (In $000s)



($000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025	233,385	191,911	191,189	128,049	103,430	102,819	92,027	81,696	75,502	75,027		1,275,035
2017 - 2026		142,715	227,283	161,673	135,884	107,148	95,983	80,020	81,355	80,875	91,175	1,204,111
Change %		(25.6%)	18.9%	26.3%	31.4%	4.2%	4.3%	(2.1%)	7.8%	7.8%		(5.6%)
Change $		-49,196	36,094	33,624	32,454	4,329	3,956	-1,676	5,853	5,848		-70,924

As shown in the table above, while the first four years of the plan, 2017-2021, reflect the inclusion of projects with newly secured funding, the overall comparison of the 10 Year Capital Plans, shows a decrease $70.924 million. This decrease is mainly due to the significant carry forward funding into 2016 from 2015 compared to the proposed 2017-2026 Capital Plan that excludes this impact. There has been no significant change to the Approved Capital Plan in the latter years.

Changes to the 2017-2025 Approved Capital Plan, specifically the $71.286 million in increased capital funding in the nine common years of the Capital Plans (2017 – 2025) arise from the reprioritization of Parks, Forestry and Recreation's capital projects, based on the following factors:

- 76 new sub-projects totalling $55.213 million funded from Section 37, Section 42 Alternate Rate cash-in-lieu, Section 45 and other third party funding sources were added to the 2017-2026 Capital Plan; and
- Cash flows were realigned based on readiness of projects to proceed due to project timelines and activities.

The following table details, by project category, the capital projects included in the 2017 – 2026 Capital Budget and Plan for Parks, Forestry and Recreation:

Table 1
2017 - 2026 Capital Plan by Project Category (In $000s)

	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total
Legislated											
Land Acquisition	627	537									**1,164**
Special Facilities	885	-									**885**
Sub-Total	**1,512**	**537**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**2,049**
State of Good Repair											
Arena	7,083	6,885	9,000	9,000	11,400	13,700	13,000	10,800	5,023	6,000	**91,891**
Community Centres	6,412	8,252	9,000	13,730	14,700	17,027	19,550	21,723	19,000	21,000	**150,394**
Environmental Initiatives	2,000	2,250	2,200	2,200	2,400	2,500	2,500	2,500	2,500	2,500	**23,550**
Facility Components	6,294	6,300	7,200	6,700	7,000	7,800	7,800	7,800	7,800	7,800	**72,494**
Outdoor Recreation Centres	1,513	1,250	2,500	2,000	2,500	2,500	3,000	3,000	3,000	3,000	**24,263**
Park Development	1,750	2,487	5,200	4,700	5,000	5,000	5,000	5,000	5,000	5,000	**44,137**
Parking Lots and Tennis Courts	2,200	2,400	3,000	2,500	3,000	4,073	4,500	6,500	15,000	10,300	**53,473**
Playgrounds/Waterplay	800	800	900	900	900	900	900	900	900	900	**8,800**
Pool	3,200	4,300	3,933	4,250	5,100	5,500	4,250	4,250	4,250	5,000	**44,033**
Special Facilities	4,600	4,776	5,300	5,520	5,500	5,500	5,500	5,527	5,527	6,500	**54,250**
Trails & Pathways	3,950	5,300	5,500	6,500	7,500	7,500	7,000	7,000	7,000	7,000	**64,250**
Sub-Total	**39,802**	**45,000**	**53,733**	**58,000**	**65,000**	**72,000**	**73,000**	**75,000**	**75,000**	**75,000**	**631,535**
Service Improvements											
Arena	2,750	5,745	18,750	-	-	-	-	-	-	-	**27,245**
Community Centres	8,131	4,560	700	-	-	-	-	-	-	-	**13,391**
Environmental Initiatives	1,965	3,710	2,600	100	100	100	100	100	100	100	**8,975**
Facility Components	750	600	500	500	500	500	500	500	500	500	**5,350**
Information Technology	9,250	12,190	4,946	2,550	600	-	-	-	-	-	**29,536**
Outdoor Recreation Centres	1,475	13,195	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	**22,670**
Park Development	29,502	35,601	14,603	2,093	200	200	200	200	200	200	**82,999**
Parking Lots and Tennis Courts	540	460	770	-	-	-	-	-	-	-	**1,770**
Playgrounds/Waterplay	7,146	6,962	3,600	3,450	3,450	3,450	3,495	3,955	3,450	3,450	**42,408**
Pool	5,225	7,754	2,350	5,075	7,775	3,035	-	-	-	-	**31,214**
Special Facilities	3,011	3,450	5,525	5,100	5,025	-	-	-	25	10,125	**32,261**
Trails & Pathways	1,706	6,291	900	3,026	-	-	325	-	-	-	**12,248**
Sub-Total	**71,451**	**100,518**	**56,244**	**22,894**	**18,650**	**8,285**	**5,620**	**5,755**	**5,275**	**15,375**	**310,067**
Growth Related											
Community Centres	22,332	67,349	49,940	54,590	23,098	15,298	1,000	200	200	400	**234,407**
Land Acquisition	5,003	9,749	400	400	400	400	400	400	400	400	**17,952**
Outdoor Recreation Centres	1,704	600	-	-	-	-	-	-	-	-	**2,304**
Park Development	911	3,530	1,356	-	-	-	-	-	-	-	**5,797**
Sub-Total	**29,950**	**81,228**	**51,696**	**54,990**	**23,498**	**15,698**	**1,400**	**600**	**600**	**800**	**260,460**
Total Expenditures by Category (excluding carry forward)	**142,715**	**227,283**	**161,673**	**135,884**	**107,148**	**95,983**	**80,020**	**81,355**	**80,875**	**91,175**	**1,204,111**

Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

	2017 Budget		2018 Plan		2019 Plan		2020 Plan		2021 Plan		2017 - 2021		2017 - 2026	
Projects	$000	Positic	$000s	Positior	$000	Positic	$000	Positic	$000	Positic	$000s	Positic	$000s	Positic
Previously Approved														
Arena	136.1	0.8	41.8	1.1							177.9	1.9	177.9	1.9
Community Centres	7.8	0.1	585.6	5.1	800.6	6.7	2,267.3	18.9	2,547.1	31.8	6,208.4	62.6	6,208.4	62.6
Environmental Initiatives					100.3	0.9					100.3	0.9	100.3	0.9
Information Technology			358.9	3.1	387.2	3.3	119.9	1.0			866.0	7.4	916.1	7.8
Land Acquisition					556.1	4.7					556.1	4.7	556.1	4.7
Outdoor Recreation Centres	10.0		75.1	0.6	522.8	4.3	108.6	0.9			716.5	5.8	716.5	5.8
Park Development	706.4	3.6	773.5	6.4	478.5	4.0	637.7	5.4			2,596.1	19.4	2,596.1	19.4
Playgrounds/Waterplay	84.9	0.8	(24.0)	(0.2)	37.7	0.3					98.6	0.9	98.6	0.9
Pool					850.0	7.1	850.0	7.1			1,700.0	14.2	1,700.0	14.2
Special Facilities	198.1	1.5	75.1	0.6							273.2	2.2	273.2	2.2
Trails & Pathways	90.7	1.2	50.0	0.4	319.7	2.7			26.2	0.2	486.6	4.5	486.6	4.5
New Projects - 2017														
Arena			10.0	0.3							10.0	0.3	10.0	0.3
Community Centres			52.6	0.4			100.0	0.8			152.6	1.2	152.6	1.2
Environmental Initiatives					40.0	0.3	210.0	1.8			250.0	2.1	250.0	2.1
Information Technology					5.8						5.8	-	5.8	-
Outdoor Recreation Centres			25.1	0.2							25.1	0.2	25.1	0.2
Park Development			489.0	4.5	679.0	5.9	286.1	2.4			1,454.1	12.8	1,454.1	12.8
Playgrounds/Waterplay			56.9	0.5	17.7	0.1					74.6	0.6	74.6	0.6
Trails & Pathways					20.0	0.2					20.0	0.2	20.0	0.2
New Projects - Future Years														
Arena					2.5	0.1	376.0	9.4			378.5	9.5	378.5	9.5
Community Centres									855.1	10.7	855.1	10.7	4,150.2	38.2
Environmental Initiatives			3.1		100.2	0.8	115.1	0.9	115.1	0.9	333.5	2.6	979.4	8.1
Information Technology			93.4	0.8	201.7	1.7	105.1	0.9	105.1	1.1	505.3	4.5	505.3	4.5
Outdoor Recreation Centres					9.9	0.1					9.9	0.1	9.9	0.1
Park Development			18.6	0.1	363.1	3.1	344.9	2.9	35.1	0.3	761.7	6.4	761.7	6.4
Parking Lots and Tennis Courts							37.7	0.3			37.7	0.3	37.7	0.3
Playgrounds/Waterplay	10.2	0.0	(4.3)		24.8	0.2	(12.0)	(0.1)			18.7	0.1	46.4	0.3
Pool											-	-	856.7	7.1
Special Facilities			0.4				37.7	0.3			38.1	0.3	38.1	0.3
Trails & Pathways					70.0	0.6			125.1	1.0	195.1	1.6	211.3	1.7
Total (Net)	**1,244.2**	**7.9**	**2,680.8**	**23.9**	**5,587.6**	**47.1**	**5,584.1**	**52.9**	**3,808.8**	**46.0**	**18,905.5**	**177.9**	**23,797.2**	**218.7**

- The 10-Year Capital Plan will increase future year Operating Budgets by a total of $23.797 million net and 218.7 positions over the 2017 – 2026 period, as shown in the table above mainly for the following:
  - Parks, Forestry and Recreation will deliver new community centres which include: Canoe Landing CC (formerly *Block 31/Railway Lands), 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.
- These future operating impacts will be reviewed each year as part of the annual Operating Budget process.
  - Once the Parks and Recreation Facilities Master Plan is completed, it is expected that these amounts will be revised consistent with changes to the Capital Plan.

Parks, Forestry & Recreation

2017 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.

2017 Operating Budget Highlights

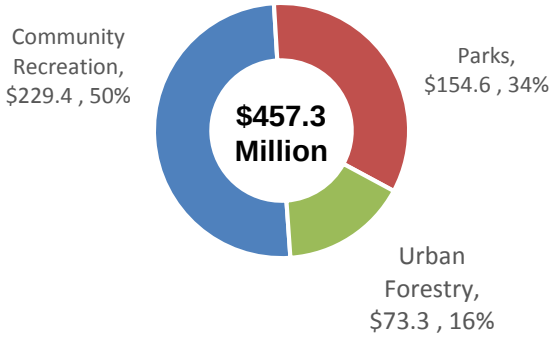
The 2017 Operating Budget for Parks, Forestry and Recreation of $457.328 million gross and $318.654 million net provides funding for three services: Community Recreation, Parks and Urban Forestry. The total cost to deliver these services to Toronto residents is summarized below:

(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	451,957.5	457,328.4	5,370.9	1.2%
Gross Revenues	135,872.3	138,674.0	2,801.6	2.1%
Net Expenditures	**316,085.1**	**318,654.4**	**2,569.3**	**0.8%**

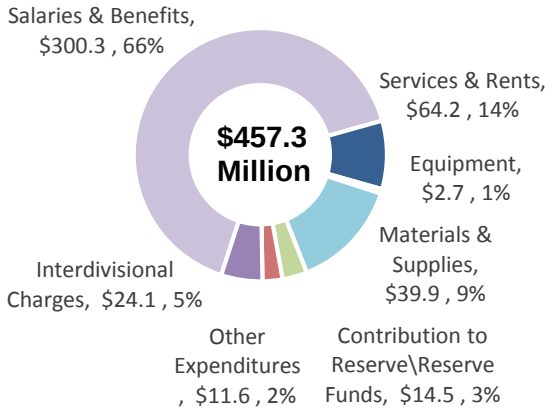
2017 Operating Budget

Where the money goes:

By Service

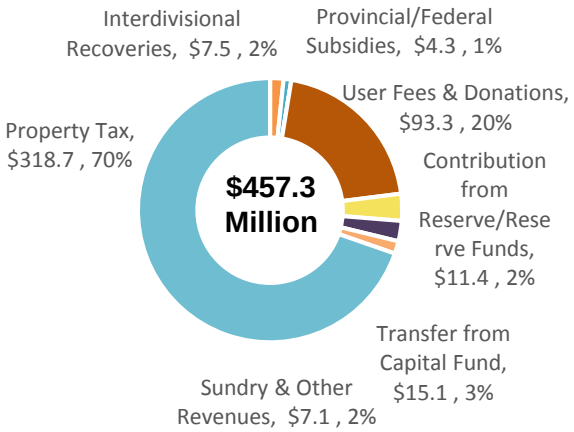


By Expenditure Category



Where the money comes from:

By Funding Source



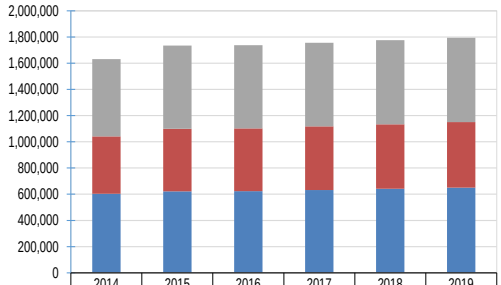
Fast Facts

- 1.1 million hours of Instructional and Leisure Drop-in Recreation programs with 10.2 million participant visits.
- 4,419 hectares of maintained parkland with 1.4 million booked permit hours.
- 8 Blue Flag beaches.
- 16,000 Toronto Island ferry trips carrying 1.4 million passengers.
- 475,546 Urban Forestry work orders including 113,600 trees planted in 2016.
- 800,000 permit bookings and program registration

Trends

- Total Recreation Service Hours increased by 6% from 2014 to 2015 as a result of new major recreation facilities openings. Future year service hours are projected to increase by 1% per year due to the opening of new recreation facilities such as the York Recreation Centre, Parkway Forest Outdoor Pool and Wellesly Indoor Pool.

Recreation Service Hours



	2014 Actual	2015 Actual	2016 Projected	2017 Plan	2018 Plan	2019 Plan
Total Hours	1,631,537	1,734,905	1,737,000	1,756,000	1,775,000	1,794,000
Permit Hours	590,156	634,784	635,000	638,000	641,000	644,000
Leisure Program Hours	437,736	478,093	479,000	486,000	493,000	500,000
Instructional Program Hours	603,645	622,028	623,000	632,000	641,000	650,000

Our Key Issues & Priority Actions

- The **2013-2017 Recreation Service Plan** is focused on increasing participation, reducing financial barriers, ensuring equitable access, and improving program and service quality.
  - ✓ The 2017 Operating Budget includes the full year cost of $0.913 million net for the opening of new recreation facilities including the York Recreation Centre.
- The **2013-2017 Parks Service Plan** aims to maintain quality parks and improve parks spaces.
  - ✓ The 2017 Operating budget includes $2.465 million to operate and maintain new park developments completed in 2016 & 2017.
- **Urban Forestry** continues to address the Emerald Ash Borer (EAB) infestation (until 2019) while maintaining core service levels.
  - ✓ $7.1 million for Year 7 of the EAB Plan is fully funded by Environmental Protection Reserve and the Sustainable Energy Reserve.
  - ✓ $2.1 million will be invested to advance tree maintenance in priority areas.

Key Service Deliverables for 2017

The 2017 Operating Budget will enable PFR 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.

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.

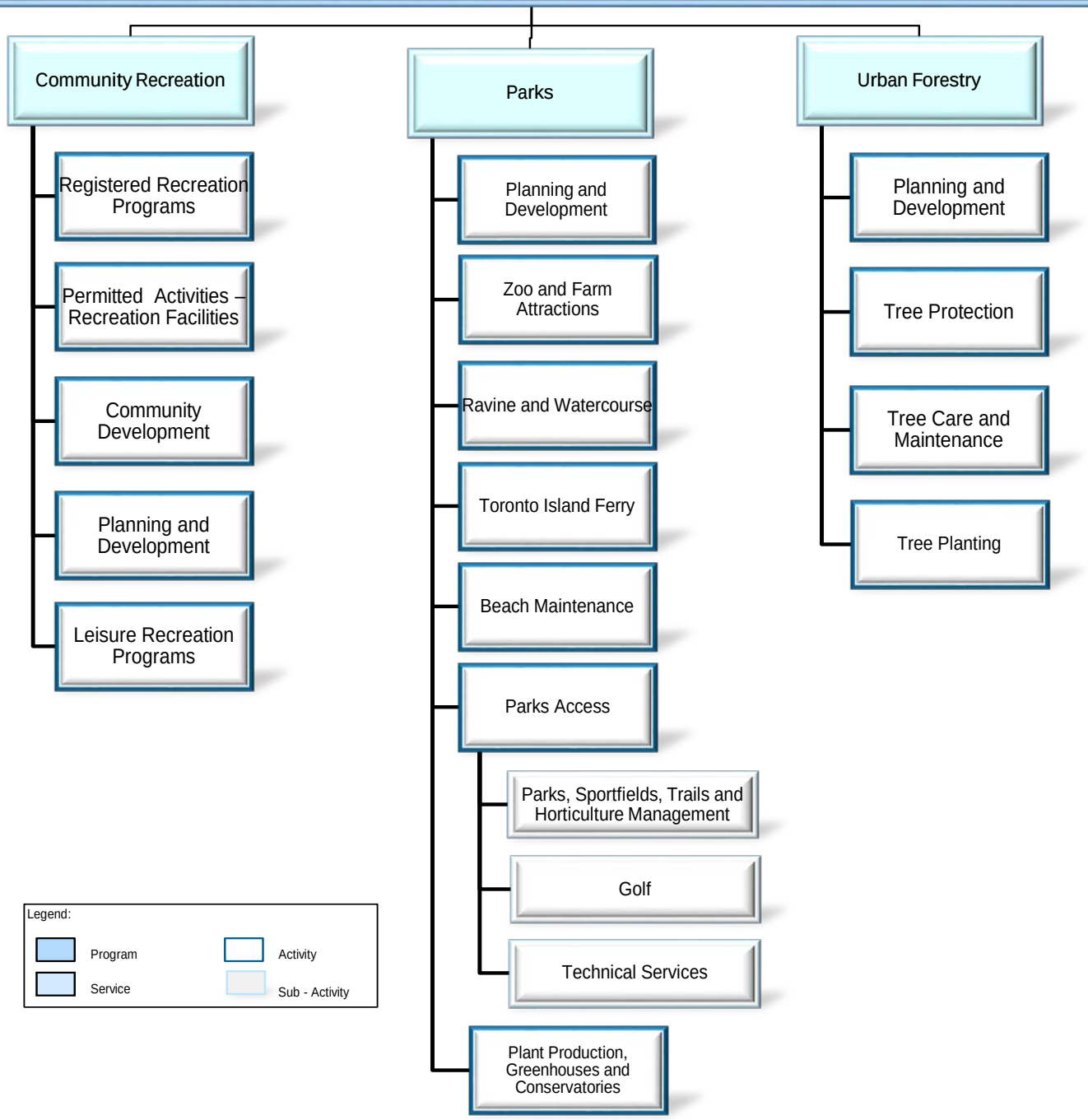


Table 1
2017 Operating Budget and Plan by Service

	2016		2017 Operating Budget					Incremental Change			
(In $000s)	Budget	Projected Actual	Base	New/ Enhanced	Total Budget	2017 vs. 2016 Budget Change		2018 Plan		2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Community Recreation											
Gross Expenditures	229,244.1	217,827.2	229,384.5	(2.1)	229,382.4	70.5	0.0%	6,075.0	2.6%	2,878.1	1.2%
Revenue	74,616.9	71,171.6	75,510.4		75,510.4	887.6	1.2%	988.4	1.3%	(515.8)	(0.7%)
Net Expenditures	154,627.2	146,655.6	153,874.1	(2.1)	153,872.0	(817.1)	(0.5%)	5,086.6	3.3%	3,393.9	2.1%
Parks											
Gross Expenditures	147,997.8	152,979.0	154,375.9	267.5	154,643.4	5,316.7	3.6%	5,303.5	3.4%	3,038.1	1.9%
Revenue	29,233.1	27,109.5	32,993.3	507.5	33,500.8	4,008.2	13.7%	(110.7)	(0.3%)	(457.5)	(1.4%)
Net Expenditures	118,764.6	125,869.5	121,382.6	(240.0)	121,142.6	1,308.5	1.1%	5,414.2	4.5%	3,495.5	2.8%
Urban Forestry											
Gross Expenditures	74,715.6	67,853.8	68,566.4	4,736.1	73,302.6	(3,808.8)	(5.1%)	(4,528.6)	(6.2%)	(78.6)	(0.1%)
Revenue	32,022.3	25,297.7	27,161.3	2,501.4	29,662.7	(2,359.5)	(7.4%)	(5,568.9)	(18.8%)	(878.0)	(3.6%)
Net Expenditures	42,693.3	42,556.1	41,405.1	2,234.7	43,639.8	(1,449.2)	(3.4%)	1,040.4	2.4%	799.4	1.8%
Total											
Gross Expenditures	451,957.5	438,660.0	452,326.9	5,001.5	457,328.4	5,370.9	1.2%	6,849.9	1.5%	5,837.6	1.3%
Revenue	135,872.3	123,578.8	135,665.0	3,008.9	138,674.0	2,801.6	2.1%	(4,691.2)	(3.4%)	(1,851.3)	(1.4%)
Total Net Expenditures	316,085.1	315,081.2	316,661.9	1,992.6	318,654.4	2,569.3	0.8%	11,541.1	3.6%	7,688.8	2.3%
Approved Positions	4,609.2	4,512.4	4,425.4	7.6	4,433.0	(176.2)	(3.8%)	32.1	0.7%	(5.7)	(0.1%)

Parks, Forestry and Recreation's 2017 Operating Budget is $457.328 million gross and $318.654 million net, representing a 0.8% increase from the 2016 Approved Net Operating Budget. This increase is 3.4% or $10.788 million higher than the budget reduction target of -2.6% as set out in the 2017 Operating Budget Directions approved by Council.

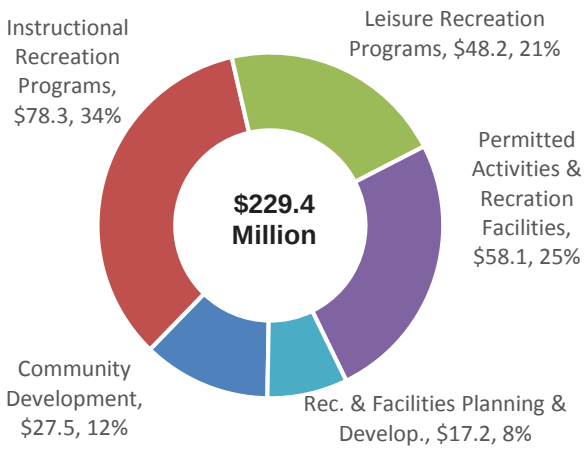
- Base pressures are mainly attributable to full year impacts for new and enhanced service priorities approved in 2016, operating impacts of capital investments for parks and recreation facilities, inflationary increases to non-salary expenses, as well as increases to salaries and benefits common across all services.
- To offset the above pressures, the Program was able to identify base expenditure savings of $17.005 million through a line-by-line expenditure review, deferring the operating impacts of capital, and providing service and revenue adjustments while maintaining its core services and service levels.
- Parks, Forestry and Recreation will also achieve efficiency savings by consolidating support functions and reviewing existing service delivery models. The phasing out of the Emerald Ash Borer (EAB) Plan resulted in a reduction of $1.600 million net.
- The 2017 Operating Budget includes Year 1 of a 2-year effort to advance tree maintenance in priority areas, the introduction of cost recovery fees for the enforcement and compliance efforts for dangerous trees on private property; new fees for vehicle crossings on the ferry; and a permitting pilot for public tennis courts.
- Approval of the 2017 Operating Budget will result in Parks, Forestry and Recreation reducing its total staff complement by 176.2 positions from 4,609.2 to 4,433.0 mainly due to prior year reversals of one-time projects (53.7 full-time positions equivalents) and a technical adjustment relating to position-based budgeting for recreation workers (111.3 full-time position equivalents).
- The 2018 and 2019 Plans reflects cost pressures arising from the addition of full year costs for prior year decisions, anticipated operating impacts for new parks and facilities to be completed; as well as phased-in adjustments for revenue target shortfalls for permitted activities expected to continue.

Community Recreation

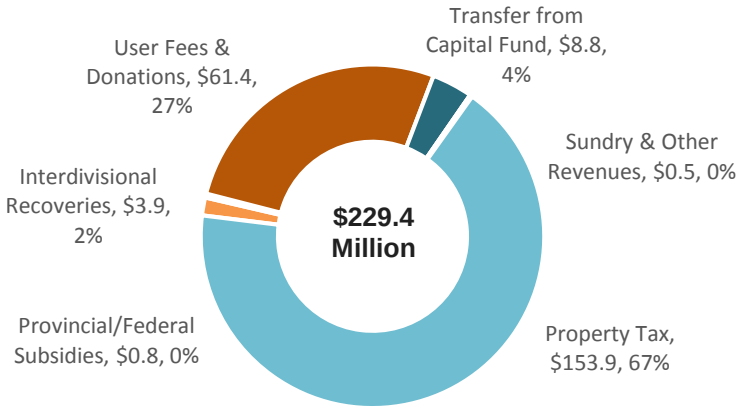
What We Do

- Deliver recreation programs and services that are innovative, high quality, accessible, equitable, create a sense of belonging and are locally responsive while enhancing the consistency of the programs throughout the City.
- Provide community development and outreach services to increase awareness and participation in recreation among under-served residents.
- Implement a 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 develop new recreational facilities, and repair existing recreational facilities.
- Operate and maintain the City's recreational facilities in a state of good repair.
- Deliver drop-in and instructional 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.
- Operate Afterschool Recreation Care sites, Youth Spaces, as well as outreach to youth and families to engage in recreation opportunities.
- Provide self-directed recreational opportunities through permits for recreational facilities such as ice rinks and community centres to residents and community groups.

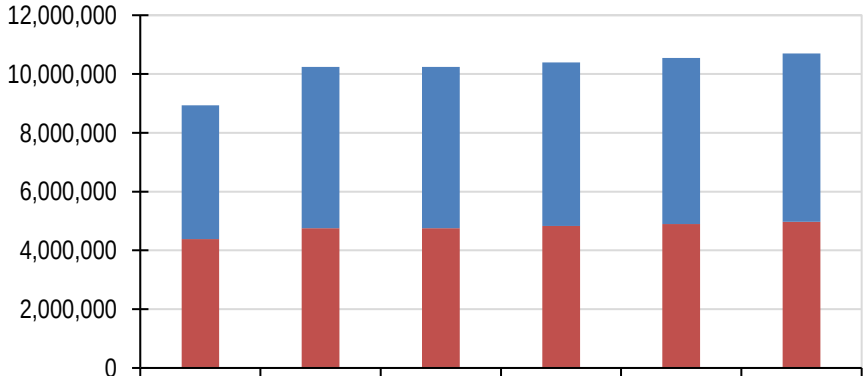
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Output Measure: Number of Participant Visits for Recreation Programs



	2014 Actual	2015 Actual	2016 Projected	2017 Target	2018 Plan	2019 Plan
Total	8,935,629	10,236,871	10,238,000	10,391,000	10,546,000	10,703,000
Leisure Programs	4,556,238	5,480,869	5,481,000	5,563,000	5,646,000	5,730,000
Instructional Programs	4,379,391	4,756,002	4,757,000	4,828,000	4,900,000	4,973,000

- 2015 actual participation growth was 15% consisting of 9% growth in registered/instructional programs and 20% growth in leisure/drop-in programs.
- Growth is attributed to opening of new facilities, full implementation of centres where programs are free and 10 Enhanced Youth Spaces.

2017 Service Levels

Community Recreation

Activity	Type	Status	Service Levels 2015	2016	2017
Community Development	Community Engagement ~ Investing in Families	Approved	Approximately 1,100 recreational assessments with families on Ontario Works Enrolled approximately 1,100 families in programs; including 350 adults and 1,500 children	Conduct recreational assessments with families. Enroll approximately 975 adults and 3,700 children in programs.	Conduct recreational assessments with families. Enroll approximately 975 adults and 3,700 children in programs.
	Community Engagement ~ Community Development & Engagement	Approved	38 Community advisory groups	39 Community advisory groups	**40 Community advisory groups**
	Special Events ~ Community Special Events	Approved	Locally planned community events	Locally planned community events	Locally planned community events
	Volunteerism ~ Volunteerism	Approved	Approximately 6,000 volunteers	Approximately 6,000 volunteers	Approximately 6,000 volunteers
	Youth Outreach ~ Youth Outreach Worker Program	Approved	32 youth advisory councils, 100,000 Youth Referrals & 90,000 Youth contacts	42 Youth advisory councils, 380,000 Youth referrals & contacts	42 Youth advisory councils, 380,000 Youth referrals & contacts
Instructional Recreation Programs	Adapted and Integrated Programs ~ Adapted and Integrated Programs	Approved	Maintain compliance to specified instructor ratios. (1:1 to 1:3)	Maintain compliance to specified instructor ratios. (1:1 to 1:3)	Maintain compliance to specified instructor ratios. (1:1 to 1:3)
	Afterschool Recreation Care (ARC)	Approved	Maintain compliance to 10 to 1 instructor ratios	Maintain compliance to 10 to 1 instructor ratios	Maintain compliance to 10 to 1 instructor ratios
	Camps ~ Specialized	Approved	Maintain compliance to specified instructor ratios. (1:1 to 1:3)	Maintain compliance to specified instructor ratios. (1:1 to 1:3)	Maintain compliance to specified instructor ratios. (1:1 to 1:3)
	Camps ~ General & Enriched Camps	Approved	Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios

2017 Service Levels

Community Recreation

Activity	Type	Status	Service Levels 2015	2016	2017
	Instructional Aquatics ~ Group Lessons	Approved	Compliance with ON Health Protection Act - Public Pools Regulation 565/90.	Compliance with ON Health Protection Act - Public Pools Regulation 565/90.	Compliance with ON Health Protection Act - Public Pools Regulation 565/90.
	Instructional Aquatics ~ (Semi) Private Lessons	Approved	Compliance with ON Health Protection Act - Public Pools Regulation 565/90.	Compliance with ON Health Protection Act - Public Pools Regulation 565/90.	
	Instructional Arts & General Interest ~ Instructional Arts & General Interest	Approved	Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios
	Instructional Fitness & Sports ~ Fitness Classes	Approved	Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios
	Instructional Fitness & Sports ~ Sports	Approved	Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios
	Instructional Skating ~ Skating	Approved	Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios
	Instructional Skiing ~ Ski	Approved	Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios
Leisure Recreation Programs	Leisure Arts & General Interest ~ Leisure Arts & General Interest	Approved	Maintain compliance to specified supervision ratios	Maintain compliance to specified supervision ratios	Maintain compliance to specified supervision ratios
	Leisure Fitness & Sports ~ Fitness Centres & Weight Rooms	Approved	Maintain compliance to specified supervision ratios	Maintain compliance to specified supervision ratios	Maintain compliance to specified supervision ratios
	Leisure Fitness & Sports ~ Sports	Approved	Maintain compliance to specified supervision ratios	Maintain compliance to specified supervision ratios	Maintain compliance to specified supervision ratios

2017 Service Levels

Community Recreation

Activity	Type	Status	Service Levels 2015	2016	2017
	Leisure Skating ~ Indoor Leisure Skating	Approved	Maintain compliance to specified supervision ratios	Maintain compliance to specified supervision ratios	Maintain compliance to specified supervision ratios
	Leisure Skating ~ Outdoor Leisure Skating	Approved	Maintain compliance to specified supervision ratios	Maintain compliance to specified supervision ratios	Maintain compliance to specified supervision ratios
	Leisure Ski ~ Leisure Ski	Approved	Maintain 2 ski-hills for public use. Availability is weather dependent.	Maintain 2 ski-hills for public use. Availability is weather dependent.	Maintain 2 ski-hills for public use. Availability is weather dependent.
	Leisure Swim ~ Outdoor Pools & Wading Pools	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.
	Leisure Swim ~ Indoor Pools	Approved	Compliance with ON Health Protection Act - Public Pools Regulation 565/90.	Compliance with ON Health Protection Act - Public Pools Regulation 565/90.	Compliance with ON Health Protection Act - Public Pools Regulation 565/90.
Permitted Activities - Recreation Facilities	Recreation Facilities ~ Community Centre Space	Approved	Approximately 600,000 permit hours	Approximately 635,000 permit hours	**Approximately 638,000 permit hours**
	Recreation Facilities ~ Ice Pads	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
	Recreation Facilities ~ Outdoor Pools	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.
	Recreation Facilities ~ Indoor Pools	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.

2017 Service Levels

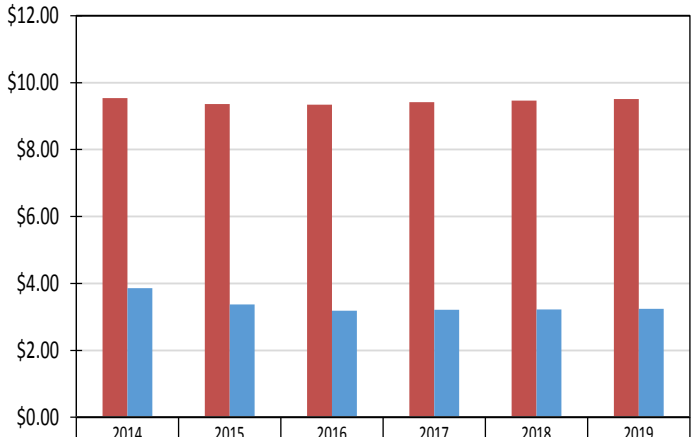
Community Recreation

Activity	Type	Status	Service Levels 2015	2016	2017
	Stadiums ~ Stadiums	Approved	Weekly brushing, disinfectant application, infill replacement and inspecting misting systems. Surface cleaning every other day.	Weekly brushing, disinfectant application, infill replacement and inspecting misting systems. Surface cleaning every other day.	Weekly brushing, disinfectant application, infill replacement and inspecting misting systems. Surface cleaning every other day.
Recreational & Facilities Planning & Development	Large Community Centres	Approved	137 community centres	136 community centres	136 community centres
	Small Community Centres	Approved			
	Facility Feasibility Study	Approved	As required	As required	As required
	Indoor Ice Pads	Approved	48 pads	48 pads	48 pads
	Outdoor Ice Pads	Approved	64 pads	65 pads	**70 pads**
	Indoor Pools	Approved	65 pools	65 pools	**61 indoor pools**
	Outdoor Pools	Approved	58 pools	58 pools	**59 outdoor pools**

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Community Recreation. In 2017, Community Recreation will measure service delivery based on programming hours delivered.

Service Performance Measures

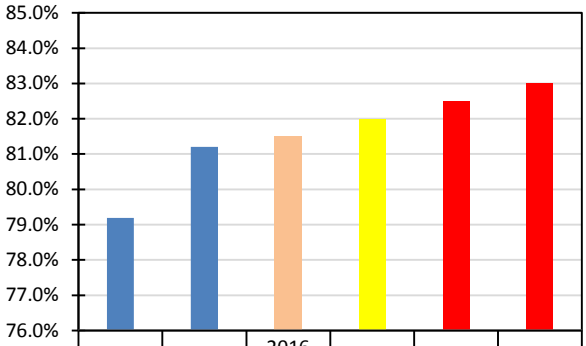
Efficiency Measure – Cost per Participant Visits for Recreation Programs



	2014 Actual	2015 Actual	2016 Projected	2017 Plan	2018 Plan	2019 Plan
Cost per Instructional Visit	$9.54	$9.36	$9.34	$9.41	$9.46	$9.51
Cost per Leisure Visit	$3.86	$3.37	$3.19	$3.21	$3.23	$3.24

- The cost per visit has decreased in 2015 for both instructional and leisure programs.
- The 2% reduction and 13% reduction, respectively, are due to program rationalization and improved utilization of programming resources.
- Toronto ranks as the lowest cost per participant visit in the Municipal Benchmarking Network.

% of Capacity (Instructional Programs)



	2014 Actuals	2015 Actuals	2016 Projected	2017 Plan	2018 Plan	2019 Plan
Percentage of Capacity Used (Instructional Program Utilization)	79.2%	81.2%	81.5%	82.0%	82.5%	83.0%

- % capacity utilization has been growing in recent years due to program rationalization and an increase in the number of Centres Where Programs Are Free.
- Toronto ranks at the top of Municipal Benchmarking Network in program utilization.

Table 2
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	2017 Base Budget	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	2017 Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Community Development	27,721.4	27,387.8	(45.4)	27,342.4	(379.0)	(1.4%)	(0.2)	**27,342.2**	(379.2)	(1.4%)	272.7	1.0%	289.3	1.0%
Instructional Recreation Programs	80,988.4	78,690.0	(369.1)	78,320.9	(2,667.5)	(3.3%)	(0.6)	**78,320.2**	(2,668.2)	(3.3%)	753.9	1.0%	981.6	1.2%
Leisure Recreation Programs	49,241.2	48,620.6	(587.9)	48,032.7	(1,208.5)	(2.5%)	(0.4)	**48,032.3**	(1,208.9)	(2.5%)	1,106.7	2.3%	591.9	1.2%
Permitted Activities & Recration Facilities	57,370.8	58,457.9	(76.2)	58,381.7	1,010.9	1.8%	(0.8)	**58,380.9**	1,010.1	1.8%	2,183.5	3.7%	612.1	1.0%
Rec. & Facilities Planning & Develop.	13,922.3	18,004.9	(698.1)	17,306.8	3,384.5	24.3%		**17,306.8**	3,384.5	24.3%	1,758.2	10.2%	403.2	2.1%
Total Gross Exp.	229,244.1	231,161.2	(1,776.7)	229,384.5	140.4	0.1%	(2.1)	**229,382.4**	138.3	0.1%	6,075.0	2.6%	2,878.1	1.2%
REVENUE														
Community Development	3,291.9	1,461.9	(1.7)	1,460.2	(1,831.7)	(55.6%)		**1,460.2**	(1,831.7)	(55.6%)	(1.7)	-0.1%		
Instructional Recreation Programs	40,694.9	37,880.6	183.5	38,064.2	(2,630.7)	(6.5%)		**38,064.2**	(2,630.7)	(6.5%)	302.4	0.8%	563.0	1.5%
Leisure Recreation Programs	6,426.1	6,007.4	(1.1)	6,006.3	(419.8)	(6.5%)		**6,006.3**	(419.8)	(6.5%)	140.4	2.3%	42.4	0.7%
Permitted Activities & Recration Facilities	17,341.4	19,201.7	(2.2)	19,199.5	1,858.0	10.7%		**19,199.5**	1,858.0	10.7%	(387.0)	-2.0%	424.3	2.3%
Rec. & Facilities Planning & Develop.	6,862.5	10,780.2		10,780.2	3,917.7	57.1%		**10,780.2**	3,917.7	57.1%	934.3	8.7%	(1,545.5)	(13.2%)
Total Revenues	74,616.9	75,331.8	178.6	75,510.4	893.5	1.2%		**75,510.4**	893.5	1.2%	988.4	1.3%	(515.8)	(0.7%)
NET EXP.														
Community Development	24,429.4	25,925.8	(43.7)	25,882.2	1,452.7	5.9%	(0.2)	**25,882.0**	1,452.5	5.9%	274.4	1.1%	289.3	1.1%
Instructional Recreation Programs	40,293.5	40,809.3	(552.7)	40,256.7	(36.8)	(0.1%)	(0.6)	**40,256.0**	(37.4)	(0.1%)	451.5	1.1%	418.6	1.0%
Leisure Recreation Programs	42,815.1	42,613.2	(586.8)	42,026.4	(788.7)	(1.8%)	(0.4)	**42,026.0**	(789.1)	(1.8%)	966.3	2.3%	549.5	1.3%
Permitted Activities & Recration Facilities	40,029.4	39,256.2	(74.0)	39,182.3	(847.1)	(2.1%)	(0.8)	**39,181.4**	(847.9)	(2.1%)	2,570.5	6.6%	187.8	0.4%
Rec. & Facilities Planning & Develop.	7,059.8	7,224.7	(698.1)	6,526.6	(533.2)	(7.6%)		**6,526.6**	(533.2)	(7.6%)	823.9	12.6%	1,948.7	26.5%
Total Net Exp.	154,627.2	155,829.4	(1,955.3)	153,874.1	(753.1)	(0.5%)	(2.1)	**153,872.0**	(755.2)	(0.5%)	5,086.6	3.3%	3,393.9	2.1%
Approved Positions	2,921.9	2,784.5	(26.2)	2,758.4	(163.6)	(5.6%)	(2.4)	**2,756.0**	(166.0)	(5.7%)	16.8	0.6%	(4.0)	(0.1%)

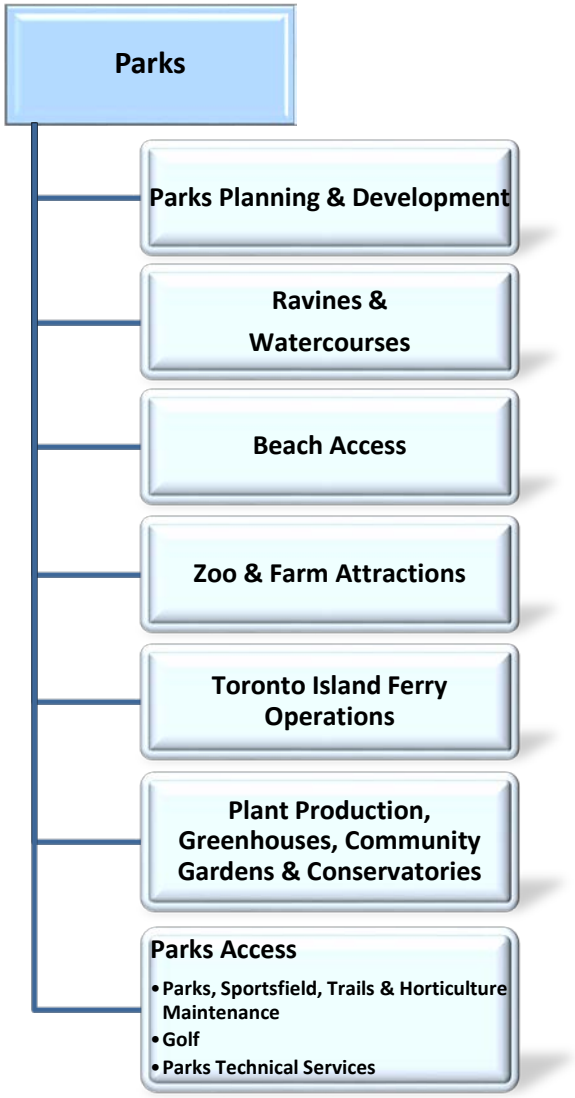
The ***Community Recreation*** Service delivers recreation programs and services in a customer-driven, high quality, accessible, equitable and innovative manner. It aims to increase overall participation in recreation, decrease financial barriers to recreation and improve local and geographic access.

The 2017 Operating Budget for *Community Recreation* of $229.382 million gross and $153.872 million net is $0.755 million or 0.5% lower than the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service is experiencing additional budget pressures as a result of the following:
  - An inflationary increase of $0.194 million gross and net associated with the Toronto District School Board (TDSB) agreement to operate pools in their facilities.
  - A correction to revenue targets relating to location permits of $0.350 million in 2017 and a further $0.400 million revenue target reduction in 2018.
  - A technical correction that aligns user fee revenue from Community Recreation to the Parks Service in the amount of $0.500 million.
  - A reduction in the operating budget for the Toronto Pan Am Sports Centre (TPASC) as a result of lower participation levels in the amount of $1.600 million gross and 0 net to align the budget to the actual Service levels.
  - A technical reduction is required to remove salary costs of $0.054 million and $0.092 million in revenue relating to the divestment of bar operations at the East York Curling Club Inc.

- In order to offset these pressures, the 2017 Operating Budget includes base reductions common to all services and are discussed in detail in the Actions to Achieve Budget Target section. Other offsets specific to this Community Recreation Service include:
  - A salary and benefit review of the recreation worker budget resulted in savings of $4.140 million and a reduction of 111.3 FTEs identified through moving to position-based budgeting that aligned the salary and benefit budget with the historical average for actual salary and benefit costs. The total 2017 Operating Budget for recreation workers is 1,733.5 FTEs and $64.648 million.
    - As part of the annual budget process, the actual salaries and benefits cost for recreation workers will be reviewed to ensure that the budget aligns with the requirements to deliver the Council approved service levels. This reduction does not impact service delivery and has no impact on the Program's capacity to hire recreation staff.
  - Additional revenue of $0.375 million generated from additional TPASC licensing fees.
  - Additional revenue of $0.358 million arising from above inflation user fee increases for the Silverbirch Boathouse, Extended Care Fees for Camps and Introductory and Subscriber fees.
  - Savings of $0.261 million net in 2017 and $0.267 million in 2018 to be achieved by transferring the delivery of aquatic programs and services currently offered at 3 selected Toronto District School Board (TDSB) pools to other facilities.
  - $0.450 million in operating impacts of capital for the opening of the York Recreation Centre and $0.019 million for recreation facilities completed in 2017 to be accommodated within existing capacity through a realignment of resources in Community Recreation.
  - An additional $0.056 million gross and $0.050 million net in savings will be achieved from the closing of the Toronto Island Ropes Course.
- The 2017 Operating Budget includes savings of $0.002 million gross and $0.002 million for the addition of 2 permanent positions for Community Recreation Programming Development. In 2017, the full cost of this addition is offset by the repurposing of unutilized positions resulting in net staff complement reduction of 2.4 position equivalents.
- In 2017, PFR will conduct a Tennis Permit Pilot project to allow the issuing of permits to individuals or organizations at four City of Toronto public tennis court locations where there are no Community Tennis Clubs and requires $0.008 million gross and $0.000 million net.

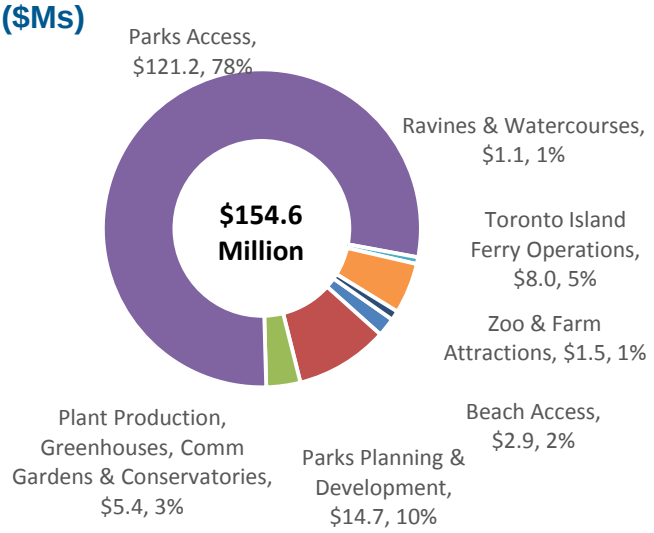
Parks



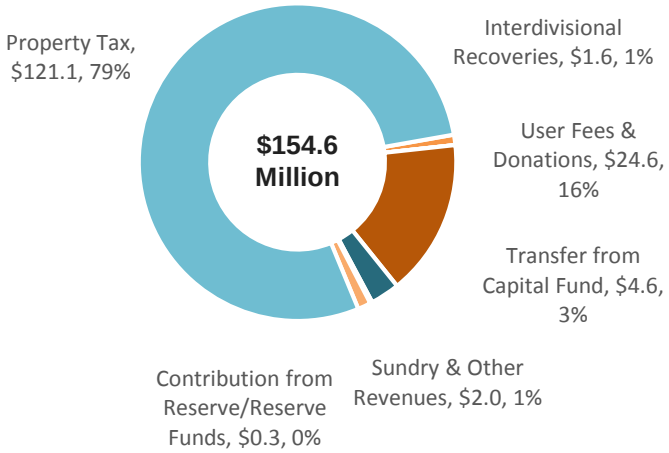
What We Do

- Design and develop new parks, and re-develop existing parks including technical services to maintain quality parks, and repair amenities.
- Maintain many types of turf including sports fields, lawn bowling greens, stadiums, civic centres as well as general parkland.
- Maintain 11 swimming beaches, 8 of which are blue flag; and operate and maintain five golf courses.
- Operate 52 outdoor artificial ice rink locations; two animal attractions; and two ski hills.
- Conduct 1,000 parks and playgrounds inspections during peak season annually.
- Manage and maintain natural areas including ravine and watercourse inspection and natural trail maintenance.
- 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 Island Park in keeping with federal legislative requirements for ferry operations.
- Manage and maintain 75 community gardens and administer over 1,500 allotment plots.
- Provide winter snow clearing and maintenance of parks pathways.

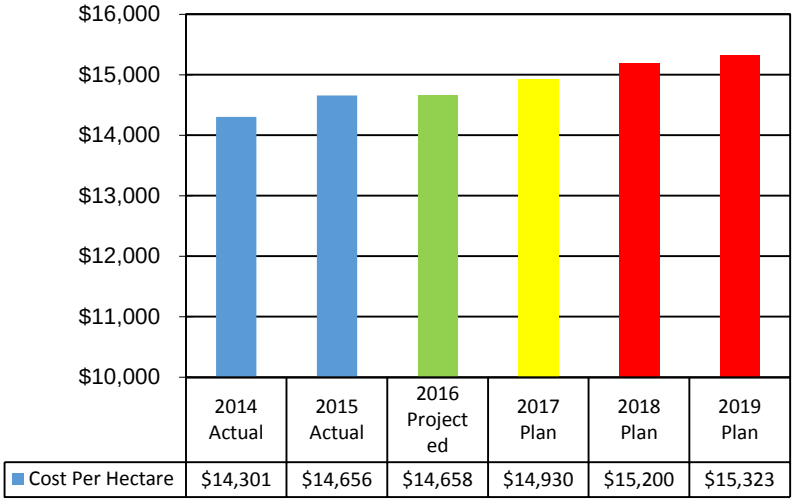
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)

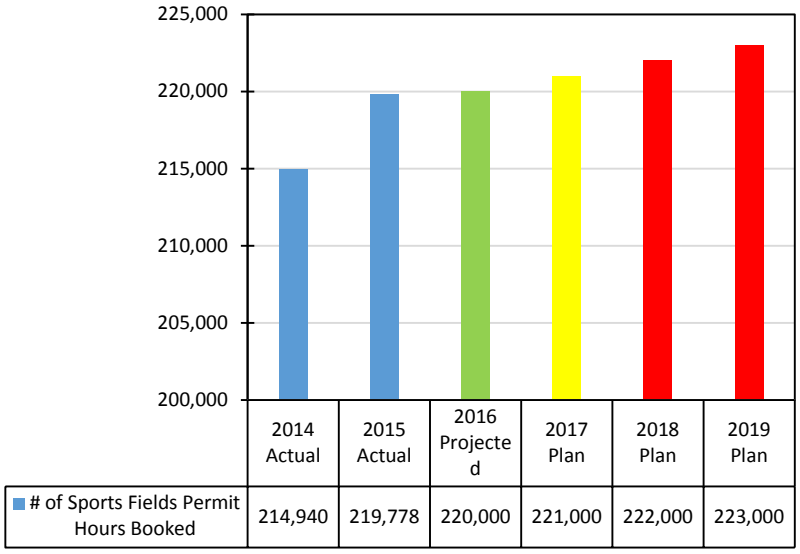


Efficiency Measure – Cost per Hectare Maintained



- The operating cost per maintained hectare has been increasing at a rate lower than inflation.
- The low rate of increase comes in a period when new park assets are being added with increasing complexity and urban density as well as higher park usage, type of park usage (increased community/commercial events), environmental changes (storm events causing damage,

Output Measure Number of Sports Fields Permit Hours Booked



- Parks sport field permit hours have been growing in recent years as sport field maintenance standards have been rationalized and classifications harmonized across the city.

2017 Service Levels

Parks

Activity	Type	Status	Service Levels 2015	2016	2017
Beach Access	Beach Maintenance	Approved	Blue flag beaches cleaned and groomed daily Other swimming beaches cleaned and groomed twice weekly	Beaches are groomed an average of 5 days per week and adjusted based on weather conditions	Beaches are groomed an average of 5 days per week and adjusted based on weather conditions
Parks Access	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.
	Sports Fields	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
	Parks Horticulture Beds	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
	Natural parkland & trails	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

2017 Service Levels

Parks

Activity	Type	Status	Service Levels 2015	2016	2017
			inspected monthly	inspected monthly	inspected monthly
	General parkland & trails	Approved	General services, turf maintenance and litter pick-up as per the grass cutting schedule	General services, turf maintenance and litter pick-up as per the grass cutting schedule. Maintain standards for cleaning of facilities, repairs & inspection and winter maintenance.	General services, turf maintenance and litter pick-up as per the grass cutting schedule. Maintain standards for cleaning of facilities, repairs & inspection and winter maintenance.
	Equipment Maintenance	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
	Parks Construction & Asset Maintenance	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
Parks Planning & Development	Parkland	Approved	Parks Plan reviewed annually. 8,093 ha of Parkland	Parks Plan reviewed annually. 8,095 ha of Parkland	**Parks Plan reviewed annually. 8,100 ha of Parkland**
Plant Production, Greenhouses, Community Gardens & Conservatories	Community Gardens ~ Community Gardens	Approved	Add an average of 3 community gardens per year and supervise approximately 1,500 allotment plots	Add an average of 3 community gardens per year and supervise approximately 1,500 allotment plots	Manage approximately 1,500 allotment plots
	Conservatories ~ Conservatories	Approved	3 plant conservatories and plant collection maintained.	3 plant conservatories and plant collections maintained.	**3 plant conservatories and plant collections maintained.**

2017 Service Levels

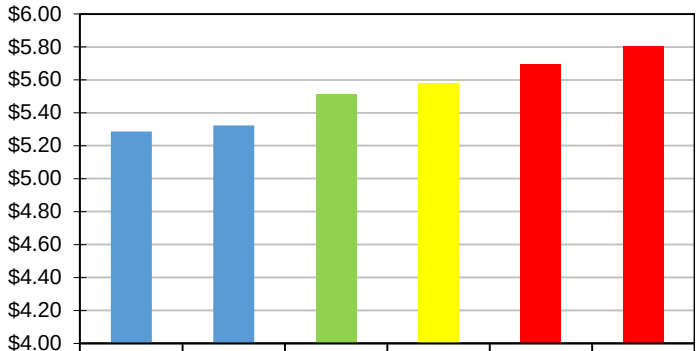
Parks

Activity	Type	Status	Service Levels 2015	2016	2017
			5 seasonal flowering shows annually.	4 greenhouses and 10 seasonal flower shows.	**10 seasonal flower shows.**
	Plant Production ~ Plant Production	Approved	950,000 annuals produced for city parks and flower shows.	950,000 annuals produced for city parks and flower shows.	950,000 annuals produced for city parks and flower shows.
Ravines & Watercourses	Ravines & Watercourses	Approved	Annual inspections	Annual Inspections and remove debris. Clean water infrastructure (bridge abutments and sewer inlets)	Annual Inspections and remove debris. Clean water infrastructure (bridge abutments and sewer inlets)
Toronto Island Ferry Operations	Toronto Island Ferry Operations	Approved	Approximately 16,000 round trips per year weather permitting	Approximately 16,000 round trips per year weather permitting	Approximately 16,000 round trips per year weather permitting
Zoo & Farm Attractions	Zoo & Farm Attractions	Approved	Animal care provided based on standards.	Animal care provided based on standards.	Animal care provided based on standards.

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for the Parks.

Service Performance Measures

Efficiency Measure – Cost per Ferry Rider



	2014 Actual	2015 Actual	2016 Projected	2017 Plan	2018 Plan	2019 Plan
Cost per Ferry Rider	$5.29	$5.32	$5.51	$5.58	$5.69	$5.80

- Cost per Ferry Rider has been growing at a rate lower than inflation due to growth in usage in recent years.
- The new ferry planned for 2019 will have increased capacity, with fewer breakdowns than the current fleet and are expected to further increase ridership and reduce costs.

Table 3
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	2017 Base Budget	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	2017 Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Beach Access	3,032.0	3,014.7	(75.2)	2,939.5	(92.6)	(3.1%)		**2,939.5**	(92.6)	(3.1%)	65.8	2.2%	65.0	2.2%
Parks Planning & Development	13,903.5	14,880.7	(488.7)	14,392.0	488.6	3.5%	259.5	**14,651.5**	748.1	5.4%	2,690.7	18.4%	443.5	2.6%
Plant Production, Greenhouses, Comm Gardens & Conservatories	5,517.6	5,358.2		5,358.2	(159.3)	(2.9%)		**5,358.2**	(159.3)	(2.9%)	21.4	0.4%	92.7	1.7%
Parks Access	114,750.0	122,034.6	(869.0)	121,165.6	6,415.6	5.6%	8.0	**121,173.6**	6,423.6	5.6%	2,210.0	1.8%	2,107.2	1.7%
Ravines & Watercourses	1,004.7	1,063.6		1,063.6	58.9	5.9%		**1,063.6**	58.9	5.9%	23.7	2.2%	22.9	2.1%
Toronto Island Ferry Operations	8,309.7	7,989.7		7,989.7	(320.0)	(3.9%)		**7,989.7**	(320.0)	(3.9%)	264.5	3.3%	280.5	3.4%
Zoo & Farm Attractions	1,480.3	1,468.5	(1.2)	1,467.3	(13.0)	(0.9%)		**1,467.3**	(13.0)	(0.9%)	27.2	1.9%	26.2	1.8%
Total Gross Exp.	147,997.8	155,810.0	(1,434.1)	154,375.9	6,378.2	4.3%	267.5	**154,643.4**	6,645.7	4.5%	5,303.5	3.4%	3,038.1	1.9%
REVENUE														
Beach Access	21.3	21.7		21.7	0.3	1.6%		**21.7**	0.3	1.6%		0.0%		
Parks Planning & Development	8,725.9	9,925.0		9,925.0	1,199.1	13.7%	259.5	**10,184.5**	1,458.6	16.7%	(104.2)	-1.0%	(915.0)	(9.1%)
Plant Production, Greenhouses, Comm Gardens & Conservatories	742.7	101.4		101.4	(641.3)	(86.3%)		**101.4**	(641.3)	(86.3%)	(73.6)	-72.6%		
Parks Access	11,967.2	13,565.8	(16.0)	13,549.8	1,582.7	13.2%	8.0	**13,557.8**	1,590.7	13.3%	(147.2)	-1.1%	238.3	1.8%
Ravines & Watercourses	236.1	241.4		241.4	5.3	2.3%	240.0	**481.4**	245.4	103.9%	5.5	1.1%	5.6	1.2%
Toronto Island Ferry Operations	7,478.6	9,121.2		9,121.2	1,642.6	22.0%		**9,121.2**	1,642.6	22.0%	208.7	2.3%	213.5	2.3%
Zoo & Farm Attractions	61.3	32.8		32.8	(28.5)	(46.5%)		**32.8**	(28.5)	(46.5%)		0.0%		
Total Revenues	29,233.1	33,009.3	(16.0)	32,993.3	3,760.2	12.9%	507.5	**33,500.8**	4,267.7	14.6%	(110.7)		(457.5)	(1.4%)
NET EXP.														
Beach Access	3,010.7	2,993.0	(75.2)	2,917.8	(92.9)	(3.1%)		**2,917.8**	(92.9)	(3.1%)	65.8	2.3%	65.0	2.2%
Parks Planning & Development	5,177.6	4,955.7	(488.7)	4,467.0	(710.6)	(13.7%)		**4,467.0**	(710.6)	(13.7%)	2,794.9	62.6%	1,358.5	18.7%
Plant Production, Greenhouses, Comm Gardens & Conservatories	4,774.8	5,256.8		5,256.8	482.0	10.1%		**5,256.8**	482.0	10.1%	95.0	1.8%	92.7	1.7%
Parks Access	102,782.8	108,468.8	(853.0)	107,615.8	4,832.9	4.7%		**107,615.8**	4,832.9	4.7%	2,357.3	2.2%	1,868.9	1.7%
Ravines & Watercourses	768.6	822.2		822.2	53.6	7.0%	(240.0)	**582.2**	(186.4)	(24.3%)	18.2	3.1%	17.2	2.9%
Toronto Island Ferry Operations	831.2	(1,131.5)		(1,131.5)	(1,962.6)	(236.1%)		**(1,131.5)**	(1,962.6)	(236.1%)	55.8	-4.9%	66.9	(6.2%)
Zoo & Farm Attractions	1,419.0	1,435.7	(1.2)	1,434.5	15.5	1.1%		**1,434.5**	15.5	1.1%	27.2	1.9%	26.2	1.8%
Total Net Exp.	118,764.6	122,800.7	(1,418.1)	121,382.6	2,618.0	2.2%	(240.0)	**121,142.6**	2,378.0	2.0%	5,414.2	4.5%	3,495.5	2.7%
Approved Positions	1,320.4	1,307.6	(3.9)	1,303.7	(16.6)	(1.3%)	3.0	**1,306.7**	(13.6)	(1.0%)	17.6	1.3%	0.6	0.0%

The ***Parks Service*** connects people and communities with parks, advances greening and environmental sustainability, improves the quality of parks, and builds a legacy park system for Toronto. Parks are essential to making Toronto an attractive place to live, work, and visit. Toronto's parks offer a broad range of outdoor leisure and recreation opportunities, transportation routes, and places for residents to interact with nature, and with one another. Parks also provide important economic benefits: they attract tourists and businesses, and help to build a healthy workforce. They provide shade, produce oxygen, and store stormwater. Parks are necessary elements for healthy individuals, communities, and natural habitat.

The Parks' 2017 Operating Budget of $154.643 million gross and $121.143 million net is $2.378 million or 2.0% over the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service has the following pressures:
  - Of the $2.506 million net increase in operating impacts of capital, $2.465 million or 98.3% relates to new park developments and park enhancements to be delivered in 2017.
  - $0.891 million net increase in the contribution to the Vehicle Replacement Reserve
- In order to offset these pressures, the 2017 Operating Budget includes:
  - A technical correction that aligns user fee revenue from Community Recreation to the Parks Service – Ferry Operations by $0.500 million net.
  - Addition revenue of $0.675 million in ferry crossing revenue from increased ridership.

- Additional revenue of $0.215 million net for Development Application Review (DARP) fees
- Additional revenue of $0.088 million net from additional Construction and Staging agreement volume.
- A reduction of 10% of the operating impacts in the amount of $0.249 million net to be accommodated within the existing capacity to operate and maintain new parks and new recreational facilities.
- Savings of $0.076 million net related to the harmonizing of the Waterfowl Management Program with the Toronto and Region Conservation Authority.
- Savings of $0.620 million gross and $0.604 million net from discontinuing the rental of showmobiles.

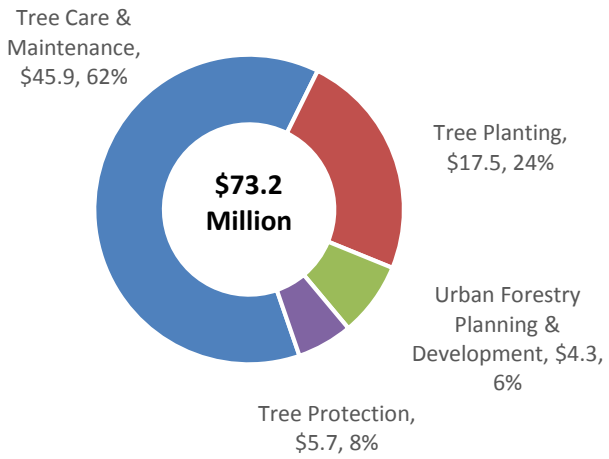
- The 2017 Operating Budget includes funding of $0.260 million gross and $0.240 million net for new user fees from the restructuring of ferry crossing fees; the Council Approved Tennis Pilot Permit Project; and for the addition of resources for the Development Application Review Process.

Urban Forestry

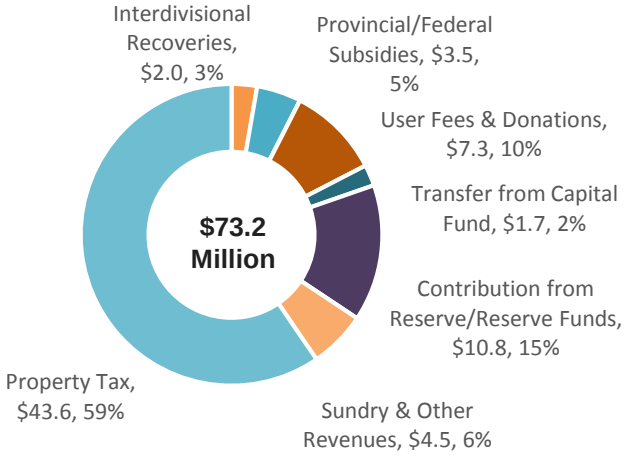
What We Do

- 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.
  - Protect the existing tree and natural area assets to maximize public benefit by ensuring healthier trees and natural areas and avoiding unnecessary damage or removal including:
    - Review of development and construction plans
    - Processing of permit applications
    - Bylaw compliance/enforcement
  - 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.
- Maximize the public benefit of the urban forest by ensuring healthier and longer lived trees through systematic processes that encourage tree health and natural form, maintaining structural integrity to help them to achieve full life expectancy.

2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



2017 Service Levels

Urban Forestry

Activity	Type	Status	Service Levels 2015	2016	2017
Tree Care & Maintenance	Tree Care & Maintenance ~ Forest Health Care	Approved	Approximately 25,600 trees	Approximately 14,800 trees	**Approximately 25,700 trees**
	Tree Care & Maintenance ~ Inspections	Approved	Approximately 152,900 tree inspections	Approximately 152,000 tree inspections	**Approximately 163,000 tree inspections**
	Tree Care & Maintenance ~ Pruning	Approved	Approximately 81,200 tree prunings	Approximately 85,000 tree prunings	**Approximately 101,500 tree prunings**
	Tree Care & Maintenance ~ Removals	Approved	Approximately 29,900 tree removals	Approximately 26,700 tree removals	**Approximately 20,500 tree removals**
	Tree Care & Maintenance ~ Stumping	Approved	Approximately 13,000 tree stumpings	Approximately 13,000 tree stumpings	**Approximately 9,200 tree stumpings**
	Tree Care & Maintenance ~ Storm Clean Ups	Approved	Approximately 7,000 storm clean ups	Approximately 7,000 storm clean ups	Approximately 7,000 storm clean ups
	Tree Care & Maintenance ~ Other Removal Activities	Approved	Approximately 23,500 other removal activities	Approximately 23,500 other removal activities	**Approximately 17,400 other removal activities**

2017 Service Levels

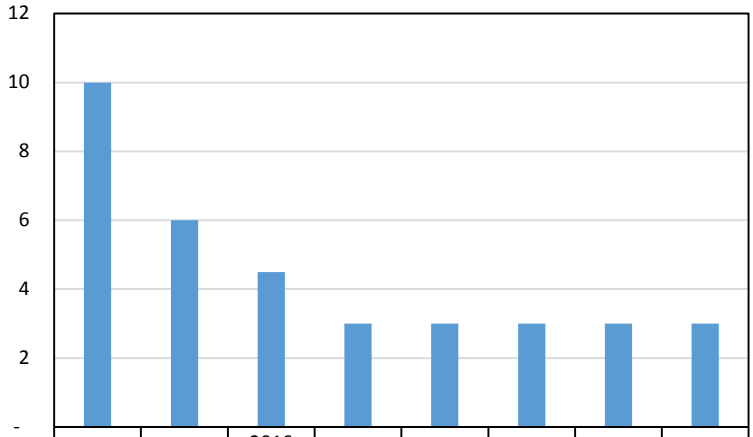
Urban Forestry

Activity	Type	Status	Service Levels 2015	2016	2017
	Tree Care & Maintenance ~ General Maintenance Activities	Approved	Approximately 32,600 general maintenance activities	Approximately 32,600 general maintenance activities	**Approximately 37,400 general maintenance activities**
Tree Planting	Tree Planting ~ Wire Baskets (B&B)	Approved	Approximately 13,800 wire basket tree plantings	Approximately 14,000 wire basket tree plantings	Approximately 14,000 wire basket tree plantings
	Tree Planting ~ Containers/Bare Root	Approved	Approximately 4,900 container/bare root trees planted	Approximately 5,000 container/bare root trees planted	Approximately 5,000 container/bare root trees planted
	Tree Planting ~ Naturalization	Approved	Approximately 79,600 naturalization tree plantings	Approximately 89,300 naturalization tree plantings	Approximately 84,300 naturalization tree plantings
	EAB related plantings		Approximately 6,700 EAB related tree plantings	Approximately 5,300 EAB related tree plantings	N/A
Tree Protection	Tree Protection ~ Tree Permits	Approved	Approximately 5,600 tree permits	Approximately 6,000 tree permits	Approximately 6,000 tree permits
	Tree Protection ~ By-law Contraventions Issued			Approximately 1,400 By-law contraventions issued	**Approximately 1,800 by-law contraventions issued**
Urban Forestry Planning & Development		Approved	Approximately 4.3 Million public trees under management	Approximately 4.4 Million public trees under management	Approximately 4.5 Million public trees under management

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Urban Forestry.

Service Performance Measures

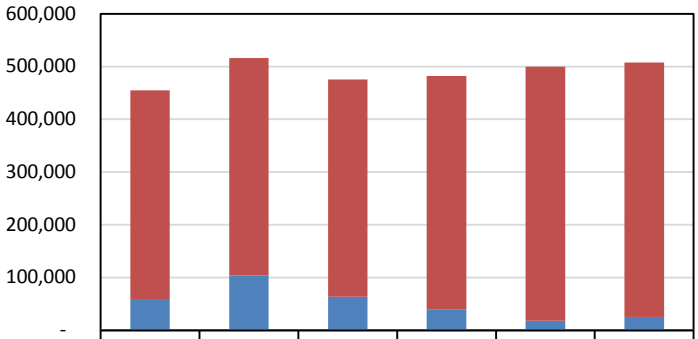
Tree Care & Maintenance Service Wait Time in Months



	2014 Actual	2015 Actual	2016 Projected	2017 Target	2018 Plan	2019 Plan	2020 Plan	2021 Plan
# Months	10	6	4.5	3	3	3	3	3

- Continued investment in the Service Plan and proactive tree maintenance has allowed Urban Forestry to reduce the backlog from 24 months in 2007 to 4.5 months in 2016 with the aim to reduce the backlog to 3 months in 2017.

Output Measure – Number of Work Orders (Urban Forestry)



	2014 Actual*	2015 Actual	2016 Projected	2017 Target	2018 Plan	2019 Plan
work orders - Total	454,972	516,159	475,546	482,065	499,922	507,461
work orders - Core Operations	395,695	412,144	412,319	442,052	482,271	482,271
work orders - EAB	59,277	104,015	63,227	40,013	17,651	25,190

- Urban Forestry is incrementally advancing towards the 7 year pruning cycle by 2023 with a current cycle of 15 years
- Future year increases are in line with the Forestry Management Plan.

Table 4
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	2017 Base Budget	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	2017 Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Tree Care & Maintenance	49,897.4	44,078.7	(21.3)	44,057.4	(5,840.1)	(11.7%)	1,820.4	**45,877.7**	(4,019.7)	(8.1%)	(4,630.3)	-10.1%	(466.1)	(1.1%)
Tree Planting	15,578.3	14,917.3	(10.7)	14,906.6	(671.7)	(4.3%)	2,573.5	**17,480.1**	1,901.7	12.2%	149.2	0.9%	121.5	0.7%
Tree Protection	5,360.2	5,347.0		5,347.0	(13.2)	(0.2%)	342.3	**5,689.3**	329.1	6.1%	(38.2)	-0.7%	214.8	3.8%
Urban Forestry Planning & Development	3,879.6	4,464.9	(209.4)	4,255.5	375.9	9.7%		**4,255.5**	375.9	9.7%	(9.3)	-0.2%	51.2	1.2%
Total Gross Exp.	74,715.6	68,807.9	(241.4)	68,566.4	(6,149.1)	(8.2%)	4,736.1	**73,302.6**	(1,413.0)	(1.9%)	(4,528.6)	-6.2%	(78.6)	(0.1%)
REVENUE														
Tree Care & Maintenance	18,472.7	13,438.2		13,438.2	(5,034.5)	(27.3%)	2,100.0	**15,538.2**	(2,934.5)	(15.9%)	(5,261.3)	-33.9%	(938.7)	(9.1%)
Tree Planting	8,870.9	8,280.1		8,280.1	(590.8)	(6.7%)	401.4	**8,681.5**	(189.4)	(2.1%)	0.3	0.0%	23.3	0.3%
Tree Protection	3,209.6	3,856.7		3,856.7	647.1	20.2%		**3,856.7**	647.1	20.2%	(197.2)	-5.1%	89.0	2.4%
Urban Forestry Planning & Development	1,469.0	1,586.3		1,586.3	117.2	8.0%		**1,586.3**	117.2	8.0%	(110.7)	-7.0%	(51.7)	(3.5%)
Total Revenues	32,022.3	27,161.3		27,161.3	(4,861.0)	(15.2%)	2,501.4	**29,662.7**	(2,359.5)	(7.4%)	(5,568.9)	-18.8%	(878.0)	(3.8%)
NET EXP.														
Tree Care & Maintenance	31,424.7	30,640.5	(21.3)	30,619.1	(805.6)	(2.6%)	(279.6)	**30,339.5**	(1,085.2)	(3.5%)	631.0	2.1%	472.5	1.5%
Tree Planting	6,707.5	6,637.2	(10.7)	6,626.5	(80.9)	(1.2%)	2,172.0	**8,798.6**	2,091.1	31.2%	148.9	1.7%	98.2	1.1%
Tree Protection	2,150.6	1,490.3		1,490.3	(660.3)	(30.7%)	342.3	**1,832.6**	(318.0)	(14.8%)	159.1	8.7%	125.8	6.3%
Urban Forestry Planning & Development	2,410.5	2,878.6	(209.4)	2,669.2	258.7	10.7%		**2,669.2**	258.7	10.7%	101.4	3.8%	102.9	3.7%
Total Net Exp.	42,693.3	41,646.6	(241.4)	41,405.1	(1,288.2)	(3.0%)	2,234.7	**43,639.8**	946.5	2.2%	1,040.4	2.4%	799.4	1.8%
Approved Positions	366.9	364.9	(1.6)	363.3	(3.6)	(1.0%)	7.0	**370.3**	3.4	0.9%	(2.3)	-0.6%	(5.3)	(1.4%)

The ***Urban Forestry Service*** maintains and enhances the urban forest through planting new trees, protection and care of existing resources, and planning tree policy for the future.

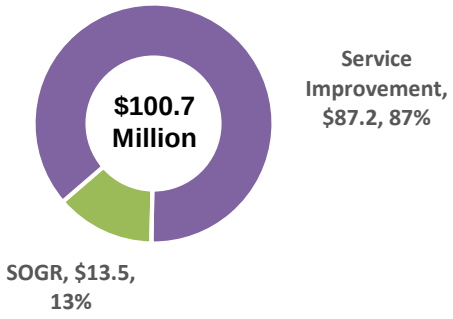
Urban Forestry's 2017 Operating Budget of $73.303 million gross and $43.640 million net is $0.947 million or 2.2% over the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service is experiencing pressures from the Revised Forestry Service Plan of $3.500 million net which phases in property tax funding from the Environment Protection Reserve Fund as outlined in the Revised Forestry Service Plan.
- In order to offset these pressures, the 2017 Operating Budget includes:
  - Additional revenue of $0.219 million net from Development Application Review (DARP) fees.
  - Savings in Year 1 of $0.027 million net resulting from the repurposing of under-utilized positions to address the gradual transition from in-house to contracting out of tree planting and tree maintenance services.
- The 2017 Operating Budget includes funding of $4.736 million gross and $2.235 million net for new initiatives and adds 7 staff for the following:
  - Funding in the amount of $2.260 million gross and net to expand the City's Tree Canopy by increasing tree planting on both public and private lands.

- Advancement of tree maintenance in the amount of $2.100 million gross and $0.000 million net.
- Funding of $0.176 million gross and $0 net, to establish a working group to implement the recommendations as outlined in a consultant's report titled *'Actions to Grow Toronto's Tree Canopy'* to help achieve the 40 % canopy target through partnerships and engagement of private landowners
- In 2017 Urban Forestry is proposing full cost recovery for the enforcement and compliance requirements for dangerous trees on private property and requires $0.200 million in contract services, offset by an estimated $0.225 million in recoveries for a net savings of $0.025 million net.

2017-2026 Capital Budget and Plan

Where the money goes: By Project Category



Shelter, Support and Housing Administration

2017 – 2026 CAPITAL BUDGET AND PLAN OVERVIEW

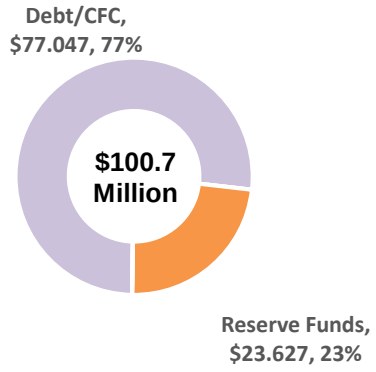
Shelter, Support and Housing Administration (SSHA) is primarily responsible for maintaining the City's 16 owned and operated or leased facilities in a state of good repair for the delivery of shelter services.

Recognizing the need to proceed with a Transition Plan for current Seaton House residents as a first step towards George Street Revitalization, the 10-Year Capital Plan includes funding to acquire/ lease and renovate a total of 4 shelters (2 temporary, 2 permanent) and provide funding to operate the 2 temporary sites for the duration of the project.

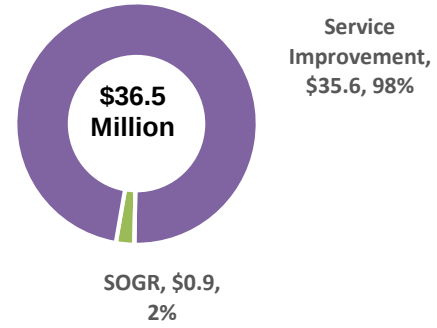
There is sufficient funding in the Capital Plan for project management and consulting costs necessary to conduct a due diligence review of work completed to date and support the development of the Project Specific Output Specifications (PSOS) with Infrastructure Ontario's support which will guide the next phase of this multi-year project.

In addition, funding of $13.5 million has been dedicated to the capital maintenance program to support infrastructure upgrades and major maintenance in City-operated and leased shelters and $4.4 million to complete the modernization of 389 Church Street.

Where the money comes from: By Funding Source



2017 Capital Budget By Project Category



Our Key issues & Priority Actions

- **Sufficient funding to begin transitioning Seaton House residents** in advance of the GSR project construction start as conditions at Seaton House are not sustainable. Current occupants will therefore need to be temporarily relocated to other locations as the current site must be vacant and ready for demolition within a limited time-frame once the project funding is in place and it is ready to proceed.
  - ➢ The 10-Year Capital Plan includes funding of $61.820 million for the acquisition/ leasing, construction and renovation of 4 sites, and funding to operate 2 of these sites starting early in 2017.
  - ➢ Funding of $10.027 million is included for project management and preconstruction consulting work necessary for the commencement of construction using a Design-Build-Finance procurement model.
- **Maintaining Existing Shelter Capacity** under rising and competitive real estate market rates and the need to upgrade existing shelter facilities has put a pressure on the shelter system.
  - ✓ Funding of $13.500 million is included to support SSHA's ongoing major maintenance and infrastructure upgrades in the City's shelters.
  - ✓ Funding of $10.970 million is provided to purchase one new shelter location and renovate another to provide stability to existing shelter operators facing uncertainty in their current location

Capital Deliverables for 2017

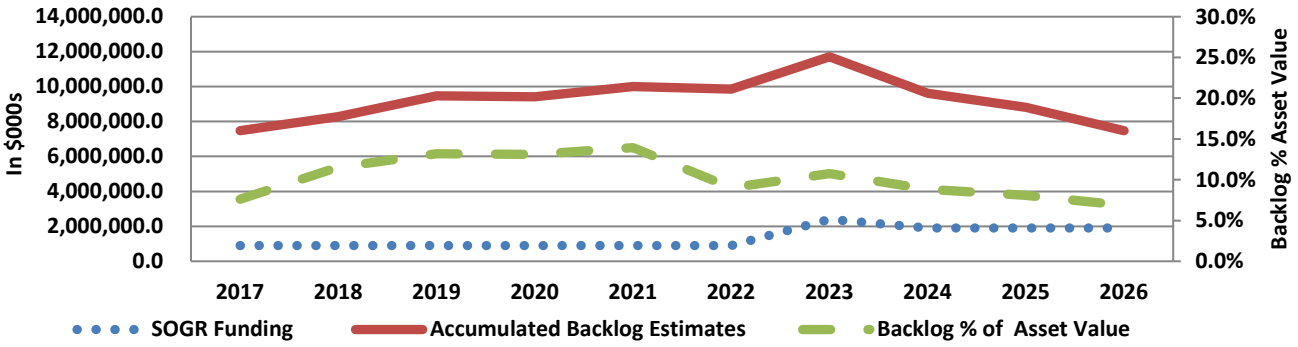
The 2017 Capital Budget for Shelter, Support and Housing Administration of $36.525 million, excluding carry forward funding, will:

- Provide funding to continue the capital maintenance program for ongoing repairs in the City's 16 shelter sites;
- Provide funding for the implementation of the Seaton House Transition Plan under Phase II of the George Street Revitalization (GSR) Project;
- Continue project management, architecture and preconstruction work for the GSR Project;
- Complete renovations at 389 Church Street, which is owned by the Toronto Community Housing Corporation.

State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of $13.500 million for State of Good Repair to address the backlog. The SOGR backlog as a % of asset replacement value will decrease from 7.6% in 2017 to 6.9% in 2026.

Chart 1
SOGR Funding & Backlog (In $000s)

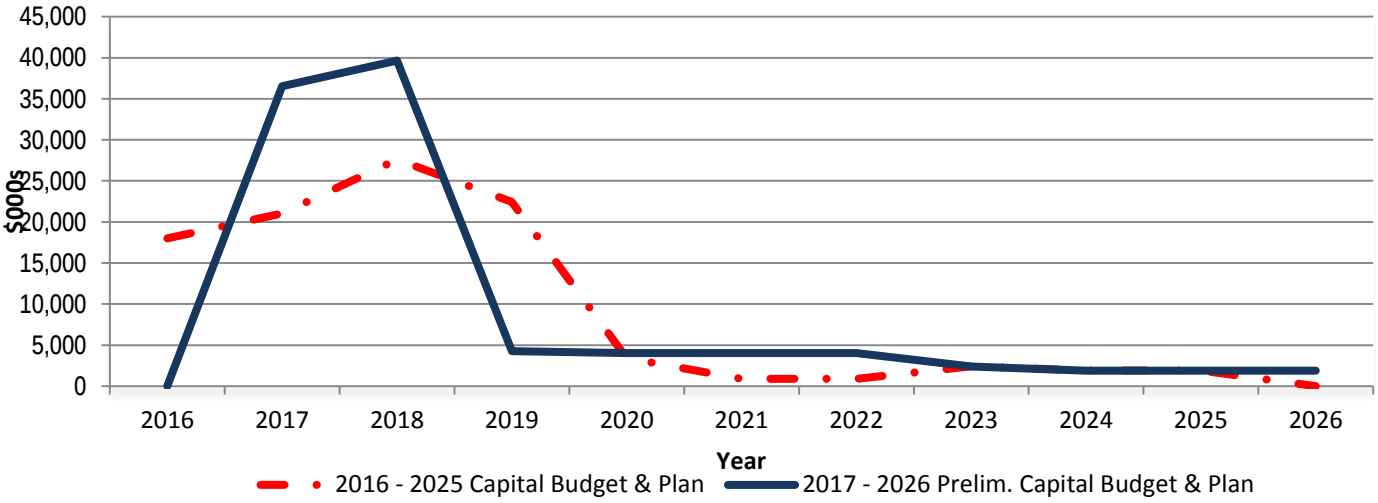


Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Capital Budget and the 2018 – 2026 Capital Plan reflects an increase of $0.158 million in capital funding from the 2016 - 2025 Approved Capital Plan.

The chart and table below provides a breakdown of the $0.158 million or 0.2% increase in the Capital Program on an annual basis from 2016 to 2026.

Chart 2
Changes to the 2016 - 2025 Approved Capital Plan (In $000s)



($000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025	18,009	21,032	27,602	22,449	3,424	900	900	2,400	1,900	1,900		100,516
2017 - 2026		36,525	39,651	4,260	4,046	4,046	4,046	2,400	1,900	1,900	1,900	100,674
Change %		73.7%	43.7%	(81.0%)	18.2%	349.6%	349.6%	0.0%	0.0%	0.0%		0.2%
Change $		15,493	12,049	-18,189	622	3,146	3,146	0	0	0		158

As made evident in the chart above, the $0.158 million increase in the Capital Program reflects maintenance of the same funding levels for the capital maintenance program over the next 10 years as well as the completion of service improvement projects by 2022.

As reflected in Table 2 on the following page, changes to the 2016 – 2025 Approved Capital Plan, specifically the $16.267 million increase in capital funding over the nine common years of the Capital Plans (2017 – 2025) arise from SSHA's capital projects based on the following factors:

- Additional funding was added to the 10-year Capital Plan to advance the Transition Plan for Seaton House,
- Complete the project management and preconstruction consulting work required before the construction phase of the GSR project can begin, and
- Addition of a new capital project known as "Choice Based Housing Access System" with a total project cost of $4.357 million fully funded from the Social Housing Stabilization Reserve.

- The following table provides details by project category within the 2017 – 2026 Capital Budget and Plan for Shelter Support and Housing Administration.

Table 1
2017 - 2026 Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total	Total Project Cost
Total Expenditures by Category													
State of Good Repair													
Capital Repairs/Replacement - Leased Buildings	*	100	100	100	100	100	100	300	272	272	272	**1,716**	1,716
Capital Repairs/Replacement - City Operated Buildings	*	800	800	800	800	800	800	2,100	1,628	1,628	1,628	**11,784**	11,784
Sub-Total	**-**	**900**	**900**	**900**	**900**	**900**	**900**	**2,400**	**1,900**	**1,900**	**1,900**	**13,500**	**13,500**
Service Improvements													
Shelter Land Acquisition			6,570									**6,570**	6,570
389 Church Street	6,138	4,400										**4,400**	10,538
GSR - Project Management/Pre-construction		3,163	6,864									**10,027**	10,027
GSR - Transition-Seaton House		25,269	23,887	3,226	3,146	3,146	3,146					**61,820**	61,820
Choice Based Housing Access System		2,793	1,430	134								**4,357**	4,357
Sub-Total	**6,138**	**35,625**	**38,751**	**3,360**	**3,146**	**3,146**	**3,146**	**-**	**-**	**-**	**-**	**87,174**	**93,312**
Total Expenditures by Category (excluding carry forward)	**6,138**	**36,525**	**39,651**	**4,260**	**4,046**	**4,046**	**4,046**	**2,400**	**1,900**	**1,900**	**1,900**	**100,674**	**106,812**

Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital projects (i.e. Civic Improvement projects)

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

	2017 Budget		2018 Plan		2019 Plan		2020 Plan		2021 Plan		2017 - 2021		2017 - 2026	
Projects	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**
Previously Approved														
Shelter Land Acquisition			(84.0)								(84.0)	-	(84.0)	-
New Projects - 2017														
GSR Transition - Seaton House			1,234.5	18.0	411.5						1,646.0	18.0	1,646.0	18.0
Total (Net)	**-**	**-**	**1,150.5**	**18.0**	**411.5**	**-**	**-**	**-**	**-**	**-**	**1,562.0**	**18.0**	**1,562.0**	**18.0**

The 10-Year Capital Plan will increase future year Operating Budgets by a total of $1.562 million over the 2017 – 2026 period, beginning in 2018.

This is comprised of savings and expenditures from the following capital projects:

- *Shelter Land Acquisition:* Savings of $0.084 million are expected from reduced funding required for a purchase of service agreement from a non-profit shelter operator as they will no longer be required to pay lease costs at their new site.
- *GSR Transition –Seaton House*: The plan calls for the relocation of current occupants of Seaton House to four new shelter facilities, two of which will be permanent. One of the permanent sites is anticipated to commence operations early 2018 while the other will be operational by the end of 2018. The two permanent shelter sites will require an additional 18 staff which will result in operating pressures of $1.235 million in 2018 and an incremental impact of $0.412 million in 2019.
- Future operating impacts will be reviewed each year as part of the annual Budget process.

Shelter, Support and Housing Administration

2017 OPERATING BUDGET OVERVIEW

Shelter, Support and Housing Administration provides temporary shelter and support services for homeless individuals and families, creates permanent affordable housing solutions, and funds and administers social housing in Toronto. These services help contribute to the creation of strong and healthy communities by ensuring that residents of Toronto have a range of accessible shelter and affordable housing options.

2017 Operating Budget Highlights

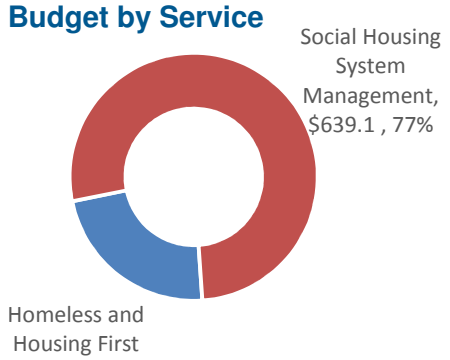
The 2017 Operating Budget for Shelter, Support and Housing Administration of $829.583 million in gross expenditures and $407.061 million net provides funding for two services: Homeless and Housing First Solutions and Social Housing System Management. The total cost to deliver these services to Toronto residents is summarized below:

(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	697,736.5	829,583.2	131,846.7	18.9%
Revenues	349,322.0	422,521.4	73,199.4	21.0%
Net Expenditures	**348,414.5**	**407,061.8**	**58,647.3**	**16.8%**

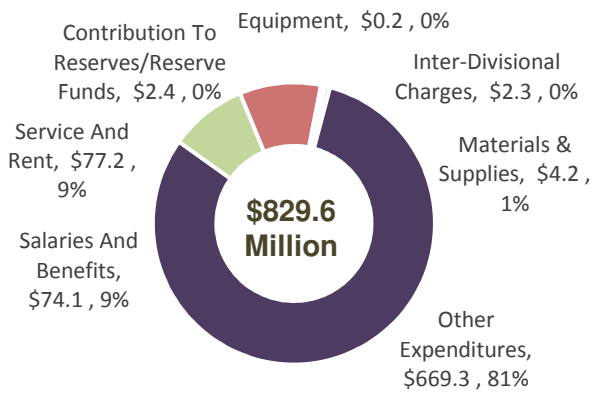
2017 Operating Budget

Where the money goes:

2017 Budget by Service

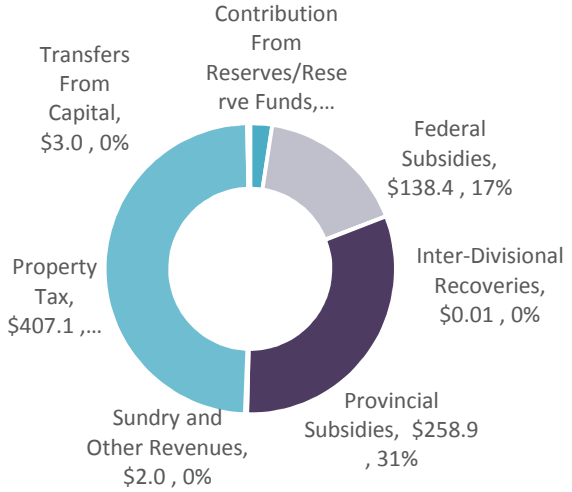


2017 Budget by Expenditure Category



Where the money comes from:

2017 Budget by Funding Source



Fast Facts

- Shelter, Support and Housing Administration provides over 4,000 permanent emergency and transitional shelter beds in 62 locations across the City, 10 of which are city-operated facilities.
- With a social housing stock of approximately 58,500 units and a network of 240 not-for-profit social housing providers managing an additional 35,500 housing units, the City of Toronto is the largest social housing provider in the Province of Ontario.

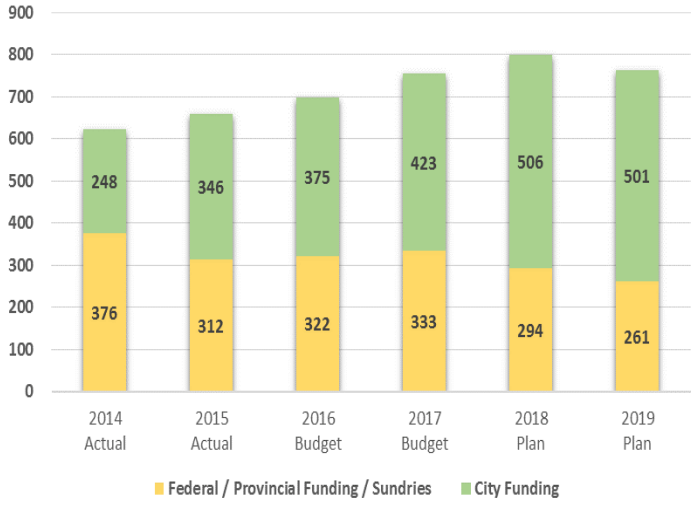
  City share of funding for Social Housing is anticipated to increase from 39.7% in 2014 to over 65% by 2019.

Trends

- The loss of federal funding is expected to continue until 2031. Federal/Provincial funding to the City of Toronto for Social Housing is expected to decline from $376 million in 2014 to $261 million by 2019.

  The aging of the social housing stock, mounting backlog for building repair and revitalizations of neighbourhoods also poses significant challenges for the City.

Federal / Provincial and City Funding for Social Housing (2014 to 2019)



Our Key Issues & Priority Actions

- **Need to Increase the Range of Affordable Housing Options** in order to relieve pressures faced by service users trying to find permanent housing.
  - ✓ Implement a coordinated housing process to move people out of shelters quicker.
  - ✓ Implement a new system of social housing standards developed through the "Raising the Bar" initiative, provide input and support the implementation of the "Transformative Change for TCHC".
  - ✓ Administer Federal/Provincial funding through SIF and SHARP to address much needed capital repairs as well as the administration of housing allowances.
  - ✓ Develop new partnerships with housing providers where operating agreements are expiring while ensuring that the adequacy of the housing stock is maintained and improved.
  - ✓ Continue to engage all orders of government to share responsibility for the funding of Social Housing in Ontario.

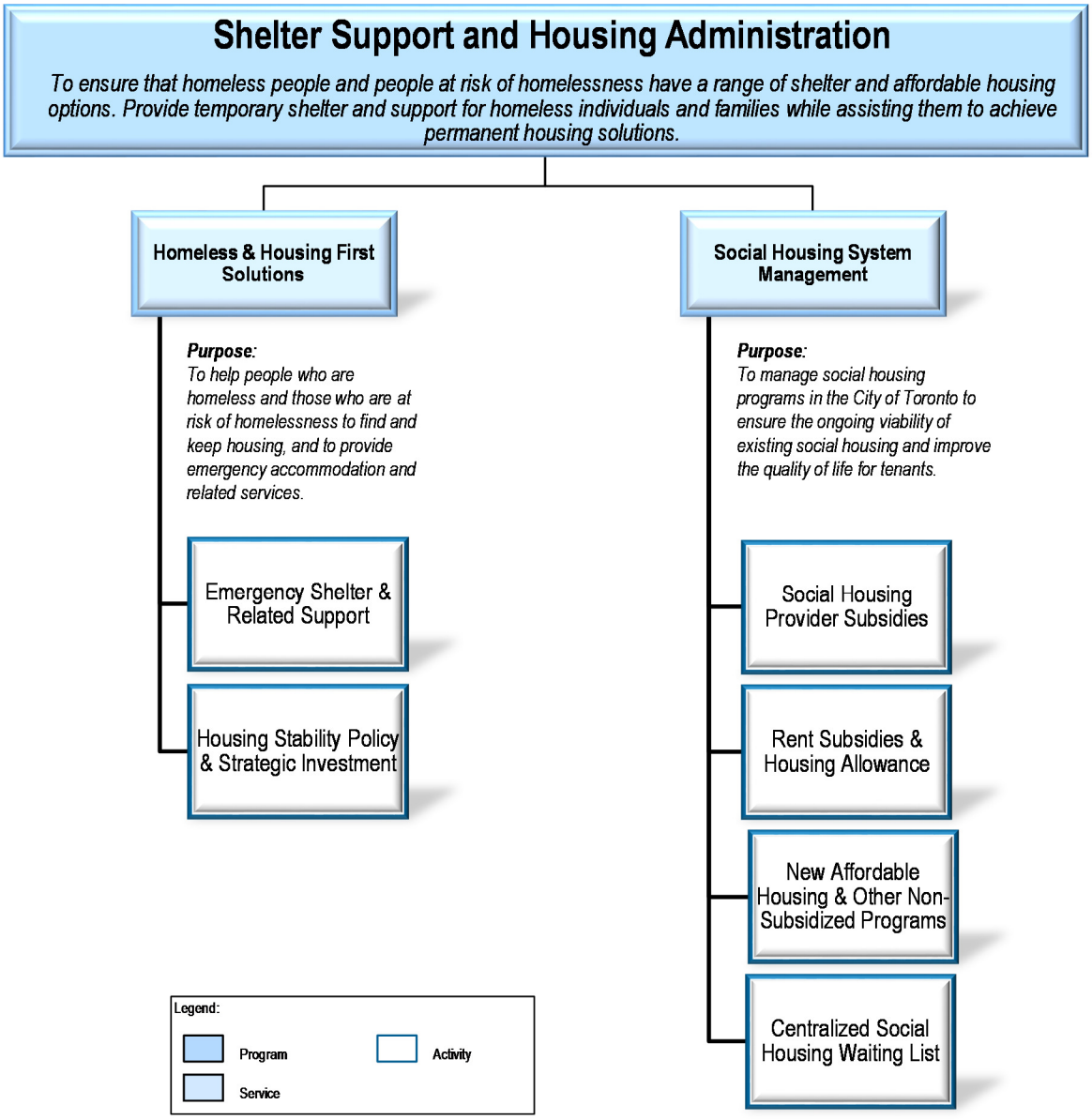
Key Service Deliverables for 2017

Shelter, Support and Housing Administration offers temporary shelter, support and administers social housing for the City of Toronto as the designated service manager. The program also serves a range of equity seeking groups, the working poor, youths, seniors, Aboriginal people and other vulnerable groups.

The 2017 Operating Budget will enable the Program to:

- Provide 24-hour emergency shelter services, street outreach and housing services to the citizens of Toronto;
- Provide 1.516 million bed nights (4,154 per night, 365 days a year) to people experiencing homelessness;
- Assist people experiencing homeless 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 over 115 community based partners;
- Provide housing allowances to over 5,000 households to help offset rent as well as administer the Centralized Social Housing wait list.

Program Map



Service Customer

Homeless & Home First Solutions

- Homeless persons
- At-risk persons

Indirect (Beneficial)

- Residents
- Community Agencies (Tenant Associations, Not for Profit Groups)
- Provincial & Federal Governments

Social Housing System Management

- Social Housing Tenants / Members

Indirect (Beneficial)

- Residents
- Social Housing Owners
- Provincial & Federal Governments

Table 1
2017 Operating Budget and Plan by Service

	2016		2017 Operating Budget					Incremental Change			
(In $000s)	Budget	Projected Actual	2017 Base	New/ Enhanced	Total Budget	2017 Budget vs. 2016 Budget Change		2018 Plan		2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Homeless and Housing First Solutions											
Gross Expenditures	188,063.5	188,778.6	190,438.6	66.8	190,505.4	2,441.9	1.3%	5,072.8	2.7%	(2,197.8)	(1.1%)
Revenue	115,931.8	115,468.4	120,940.3	66.8	121,007.1	5,075.3	4.4%	(1,051.0)	(0.9%)	(3,120.5)	(2.6%)
Net Expenditures	72,131.7	73,310.2	69,498.3		69,498.3	(2,633.5)	(3.7%)	6,123.8	8.8%	922.6	1.2%
Social Housing System Management											
Gross Expenditures	509,673.0	495,666.6	633,044.9	6,032.9	639,077.8	129,404.8	25.4%	(25,721.6)	(4.0%)	(36,202.0)	(5.9%)
Revenue	233,390.2	220,562.3	301,481.4	32.9	301,514.3	68,124.1	29.2%	(109,037.3)	(36.2%)	(46,094.1)	(23.9%)
Net Expenditures	276,282.8	275,104.3	331,563.5	6,000.0	337,563.5	61,280.8	22.2%	83,315.7	24.7%	9,892.1	2.4%
Total											
Gross Expenditures	697,736.5	684,445.2	823,483.5	6,099.7	829,583.2	131,846.7	18.9%	(20,648.8)	(2.5%)	(38,399.9)	(4.7%)
Revenue	349,322.0	336,030.7	422,421.7	99.7	422,521.4	73,199.4	21.0%	(110,088.3)	(26.1%)	(49,214.6)	(15.8%)
Total Net Expenditures	348,414.5	348,414.5	401,061.8	6,000.0	407,061.8	58,647.3	16.8%	89,439.5	22.0%	10,814.7	2.2%
Approved Positions	757.4	771.4	789.1		789.1	31.8	4.2%	5.3	0.7%	(18.0)	(2.3%)

Shelter, Support and Housing Administration's 2017 Operating Budget is $829.583 million gross and $407.062 million net, representing a 16.8% increase over the 2016 Approved Net Operating Budget and it is 19.4% or $67.706 million away from the reduction target as set out in the 2017 Operating Budget Directions approved by Council.

- The Social Housing System Management service is experiencing significant budget pressures due to the loss in Federal funding of $8.880 million and mounting operating costs at the Toronto Community and Housing Corporation (TCHC), which cannot be managed with constrained revenue growth.

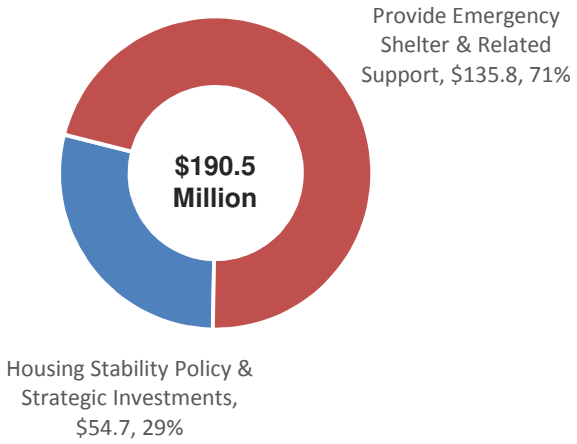
- As noted in the table below, without the additional base pressure of $37.200 million from TCHC, SSHA's 2017 Budget would be $792.383 million gross and $369.862 million net, representing a 6.2% increase over the 2016 Approved Net Operating Budget:

Homeless & Housing First Solutions

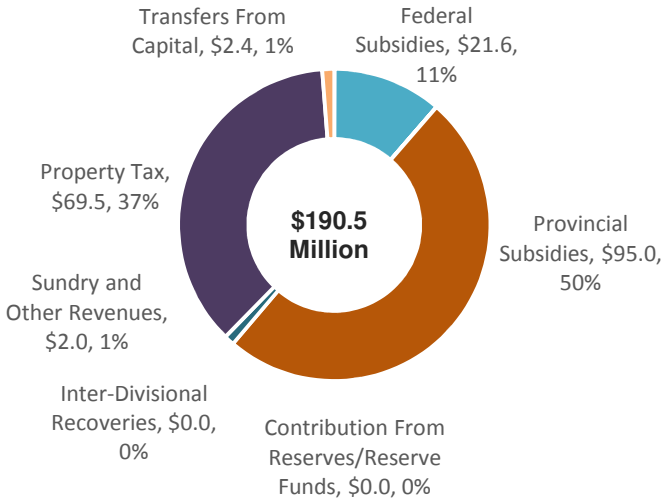
What We Do

- Provide street outreach services that assist street-involved people find and keep permanent housing.
- Manage over 4,000 shelter system beds in Toronto, overseeing the 59 locations that are operated by community agencies under contract and the 10 shelters that are operated by City staff.

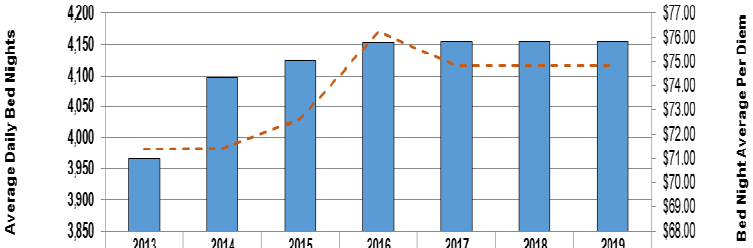
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Average Daily Bed Nights



	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Plan	2018 Plan	2019 Plan
Average Daily Bed Nights	3,966	4,098	4,123	4,154	4,155	4,155	4,155
Bed Night Average Per Diem	71.40	71.41	72.64	76.24	74.81	74.81	74.81

- As capacity in the shelter system has increased over the past several years, shelter use has continued to increase.
- The average daily bed nights have been steadily increasing reflecting strong demand across all sectors.
- Current occupancy pressures are due to more people using the shelter system on a nightly basis.

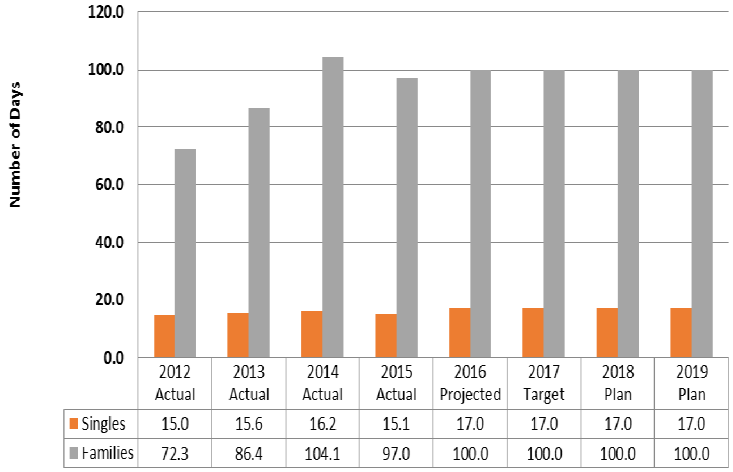
2017 Service Levels
Homeless and Housing First Solutions

Activity	Type	Sub-Type	Status	2013	2014	2015	2016	2017
Provide Emergency Shelter & Related	A directly operated	Shelter Beds	Approved	1591 Shelter Beds available at 10 locations	1649 Shelter Beds available at 10 locations	1658 Shelter Beds available at 10 locations	1,658 Shelter Beds available at 10 locations	**1,715** Shelter Beds available at 10 locations
		Food Services	Approved	862,401 of meals/snacks provided totalling $5.5 M 153,375 food allowances provided	913,020 of meals/snacks provided totalling $5.7 M 42,872 food allowances provided totalling $0.322 M	942,051 of meals/snacks provided totalling $5.7 M 42,872 food allowances provided totalling $0.322 M	1,060,914 of meals/snacks provided totalling $6.3 M 34,868 food allowances provided totalling $0.266 M	1,060,914 of meals/snacks provided totalling $6.3 M 34,868 food allowances provided totalling $0.266 M
		Personal Needs Allowances	Approved	N/A as per budget submission, SSHA will not be providing PNA's in 2013	PNA taken out of the budget.	PNA taken out of the budget.	PNA taken out of the budget.	PNA taken out of the budget.
		Personal Supports (Counselling, Housing Help services, Employment Support, Crisis Support, Daily Living Supports)	Approved	7,618 clients provided with supports	7,700 clients provided with supports	7,700 clients provided with supports	7,700 clients provided with supports	7,700 clients provided with supports
		Children's Supports	Approved	1,698 children supported	1,700 children supported	1,700 children supported	1,990 children supported	**1,536** children supported
		Nursing Care	Approved	An average of 410 individuals per day supported with on-site nursing/medical care	An average of 410 individuals per day supported with on-site nursing/medical care			An average of **370** individuals per day supported with on-site nursing/medical care
	Community Agencies	Emergency Shelter funding	Approved	Funding for 2,650 beds to 46 providers for a total value of $49.0 M	Funding for 2,654 beds to 48 providers for a total value of $51.0 M	Funding for 2,734 beds to 49 providers for a total value of $53.2 M	Funding for 2,928 beds to 51 providers for a total value of $57.5 M	Funding for **2,950** beds to **52** providers for a total value of $57.5 M
		Housing Help services inside shelters funding	Approved	Funding for 26 agencies provided for a total value of $4.8 M	Funding for 26 agencies provided for a total value of $4.8 M	Funding for 26 agencies provided for a total value of $5.8 M	Funding for 28 agencies provided for a total value of $5.98 M	Funding for **34** agencies provided for a total value of **$7.07M**
		Rooming/Boarding House funding	Approved	Funding for 931 beds for a total value of $9.4 M	Funding for 931 beds for a total value of $10.1 M	Funding for 931 beds for a total value of $10.1 M	Funding for 931 beds for a total value of $10.1 M	Funding for **1081** beds for a total value of **$11.7 M**
		Out of the Cold program funding	Approved		Funding for an average of 89 spots nightly or 598 unique spots at 16 locations for a total value of $.9 M	Funding for an average of 92 spots nightly or 627 unique spots at 17 locations for a total value of $.9 M	Funding for an average of 95 spots nightly or 667 unique spots at 16 locations for a total value of $.9 M	Funding for an average of 95 spots nightly or 667 unique spots at 16 locations for a total value of $.9 M
		Contract Administration	Approved	31 contracts administered for 2,650 beds at 47 sites	31 contracts administered for 2,654 beds at 48 sites	32 contracts administered for 2734 beds at 50 sites	32 contracts administered for 2928 beds at 53 sites	**31** contracts administered for **2950** beds at **52** sites
		Quality Assurance	Approved	57 quality assurance visits	57 quality assurance visits	57 quality assurance visits	59 quality assurance visits	**61** quality assurance visits
		Complaints Management	Approved	250 complaints handled	260 complaints handled	260 complaints handled	222 complaints handled	**244** complaints handled
		Central Intake	Approved	42,513 calls with 7,770 intakes	51,990 calls with 12,565 intakes	51,990 calls with 12,565 intakes	58,000 calls with 11,000 intakes	58,000 calls with 11,000 intakes

Activity	Type	Sub-Type	Status	2013	2014	2015	2016	2017
Provide Homeless & Housing Support in the Community	Community Agencies	Street Outreach funding	Approved	20 agencies funded with a total value of $4.7M	19 agencies funded with a total value of $3.2M	14 agencies funded with a total value of $4.4M	14 agencies funded with a total value of $4.4M	14 agencies funded with a total value of $4.4M
		Housing Follow-up funding	Approved	13 agencies funded with a total value of $2.6 M	13 agencies funded with a total value of $1.4M	10 agencies funded with a total value of $2.9M	10 agencies funded with a total value of $2.9M	**8** agencies funded with a total value of **$2.7M**
		Housing Help services funding	Approved	52 agencies funded with a total value of $9.2 M	52 agencies funded with a total value of $8.5M	55 agencies funded with a total value of $10.1M	46 agencies funded with a total value of $8.7M	**61** agencies funded with a total value of- **$11.88M**
		Drop-in funding	Approved	29 agencies funded with a total value of $3.4 M	29 agencies funded with a total value of $3.2M	30 agencies funded with a total value of $6.2M	28 agencies funded with a total value of $7.4M	**32** agencies funded with a total value of **$7.54M**
		Supports to Daily Living funding	Approved	11 agencies funded with a total value of $3.8 M	11 agencies funded with a total value of $3.9M	14 agencies funded with a total value of $4.9M	14 agencies funded with a total value of $4.9M	14 agencies funded with a total value of **$4.93M**
		Pre-employment Supports funding	Approved	13 agencies funded with a total value of $1.8 M	19 agencies funded with a total value of $0.9M	16 agencies funded with a total value of $2.6M	16 agencies funded with a total value of $2.6M	16 agencies funded with a total value of **$2.3M**
		Capital funding	Approved	49 agencies funded with a total value of $4.0 M	37 agencies funded with a total value of $8.9M	8 agencies funded with a total value of $0.5M	8 agencies funded with a total value of $0.5M	8 agencies funded with a total value of $0.5M
	Directly Operated:	Street Outreach	Approved	1,250 street outreach clients offered assistance	1,500 street outreach clients offered assistance	1,300 street outreach clients offered assistance	1,300 street outreach clients offered assistance	1,300 street outreach clients offered assistance
		Housing Follow-up	Approved	150 Housing Follow-up Clients with an average length of support of 18 months	150 Housing Follow-up Clients with an average length of support of 18 months	150 Housing Follow-up Clients with an average length of support of 18 months	150 Housing Follow-up Clients with an average length of support of 18 months	**170** Housing Follow-up Clients with an average length of support of 18 months
		Street Respite	Approved	1,460 clients using respite (not unique individuals)	2,400 clients using respite (not unique individuals)	2,500 clients using respite (not unique individuals)	2,500 clients using respite (not unique individuals)	2,500 clients using respite (not unique individuals)
		Shelter Referrals	Approved	Projection: 8,000 shelter referrals made from SHARC (not unique individuals)	Projection: 8,000 shelter referrals made from SHARC (not unique individuals)	Projection: 8,000 shelter referrals made from SHARC (not unique individuals)	Projection: 8,400 shelter referrals made from SHARC (not unique individuals)	Projection: 8,400 shelter referrals made from SHARC (not unique individuals)
		Transition to Housing Beds	Approved	200 clients using 40 available Transition to Housing Beds at SHARC (unique individuals)	200 clients using 40 available Transition to Housing Beds at SHARC (unique individuals)	200 clients using 40 available Transition to Housing Beds at SHARC (unique individuals)	200 clients using 40 available Transition to Housing Beds at SHARC (unique individuals)	200 clients using 40 available Transition to Housing Beds at SHARC (unique individuals)
		Pre-employment Supports	Approved	280 pre-employment clients will be assisted	280 pre-employment clients will be assisted	280 pre-employment clients will be assisted	280 pre-employment clients will be assisted	**400** pre-employment clients will be assisted
		Rent Reduction Notices to Tenants and Landlords	Approved	220,000 notices estimated for 2013	N/A Revenue Services are responsible for this. The budget is transferred to them in 2013	N/A Revenue Services are responsible for this. The budget is transferred to them in 2013	N/A Revenue Services are responsible for this. The budget is transferred to them in 2013	N/A Revenue Services are responsible for this. The budget is transferred to them in 2013

Except for annual volume and budget adjustments, the 2017 Service Levels are consistent with the approved

Average Length of Stay by Permission Type



	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Target	2018 Plan	2019 Plan
Singles	15.0	15.6	16.2	15.1	17.0	17.0	17.0	17.0
Families	72.3	86.4	104.1	97.0	100.0	100.0	100.0	100.0

- The average length of stay in the singles sector remains steady reflecting the dearth of affordable housing options.

Table 2
2017 Service Budget by Activity

($000s)	2016 Budget	2017 Operating Budget: Base Budget	Service Changes	2017 Base	2017 Base Budget vs. 2016 Budget	% Change	New/ Enhanced	2017 Budget	2017 Budget vs. 2016 Budget		Incremental Change: 2018 Plan		2019 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Housing Stability Policy & Strategic Investments	53,503.8	54,754.6	(128.7)	54,625.9	1,122.2	2.1%	33.4	**54,659.3**	1,155.6	2.2%	(2,887.4)	-5.3%	(752.4)	(1.5%)
Provide Emergency Shelter & Related Support	134,559.8	136,733.1	(920.4)	135,812.7	1,252.9	0.9%	33.4	**135,846.1**	1,286.3	1.0%	7,960.4	5.9%	(1,445.4)	(1.0%)
Total Gross Exp.	188,063.5	191,487.7	(1,049.1)	190,438.6	2,375.1	1.3%	66.8	**190,505.4**	2,441.9	1.3%	5,073.0	2.7%	(2,197.8)	(1.1%)
REVENUE														
Housing Stability Policy & Strategic Investments	41,311.8	42,527.8		42,527.8	1,216.0	2.9%	33.4	**42,561.2**	1,249.4	3.0%	(3,232.6)	-7.6%	(1,093.1)	(2.8%)
Provide Emergency Shelter & Related Support	74,620.0	78,412.6		78,412.6	3,792.5	5.1%	33.4	**78,445.9**	3,825.9	5.1%	2,181.6	2.8%	(2,027.4)	(2.5%)
Total Revenues	115,931.8	120,940.3		120,940.3	5,008.5	4.3%	66.8	**121,007.1**	5,075.3	4.4%	(1,051.0)	-0.9%	(3,120.5)	(2.7%)
NET EXP.														
Housing Stability Policy & Strategic Investments	12,192.0	12,226.8	(128.7)	12,098.1	(93.8)	(0.8%)		**12,098.1**	(93.8)	(0.8%)	345.2	2.9%	340.7	2.7%
Provide Emergency Shelter & Related Support	59,939.8	58,320.5	(920.4)	57,400.1	(2,539.6)	(4.2%)		**57,400.1**	(2,539.6)	(4.2%)	5,778.8	10.1%	581.9	0.9%
Total Net Exp.	72,131.7	70,547.3	(1,049.1)	69,498.3	(2,633.5)	(3.7%)		**69,498.3**	(2,633.5)	(3.7%)	6,124.0	8.8%	922.6	1.2%
Approved Positions	662.5	683.8	(10.9)	672.9	10.4	1.6%		**672.9**	10.4	1.6%	20.7	3.1%	(22.4)	(3.2%)

The ***Homeless and Housing First Solutions*** helps people who are homeless or facing the risk of homelessness find and keep housing. The service also provides emergency accommodation and related support services to vulnerable people and equity seeking groups in various communities across the City.

The Homeless and Housing First Solution's 2017 Operating Budget of $190.505 million gross and $69.498 million net is $2.634 million or 3.7% under the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service is experiencing significant demand for shelter services across all sectors of the system. Providing adequate shelter services is made more difficult by the challenge of maintaining or increasing capacity in an increasingly competitive real estate market.

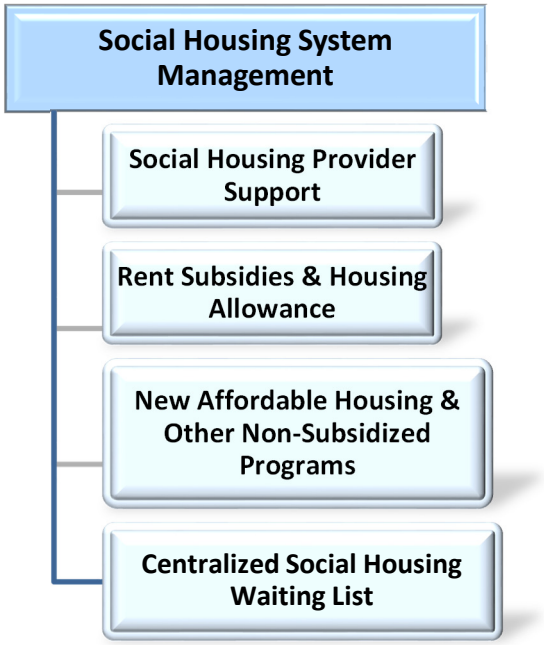
- Additional base pressures arise from the new Human Services Integration (HSI) initiative that will develop a client centered approach to service delivery jointly delivered with Employment and Social Services Division, as well as costs for the community engagement efforts required for the successful opening of a new men's emergency shelter at 731 Runnymede Road.

- Offsetting these pressures is additional funding of $1.900 million from City's Provincial CHPI allocation and Federal Homelessness Partnering Strategy (HPS) and miscellaneous federal grants for employment supports and community engagement.

- In order to meet the Council approved reduction target of -2.6%, additional savings were achieved from a line-by-line review, absorption of corporate inflationary increases for utilities as well as complement reductions that achieve operating efficiencies.

- The 2017 Operating Budget includes funding of $0.099 million gross, and $0 net for a new Senior Financial Planning Analyst position to support with TCHC's transition to closer integration with the City.

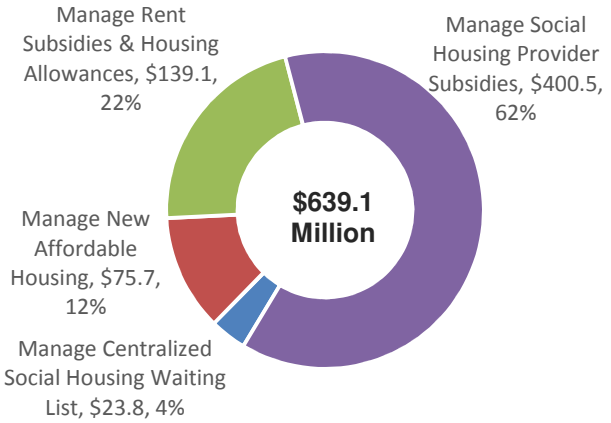
Social Housing System Management



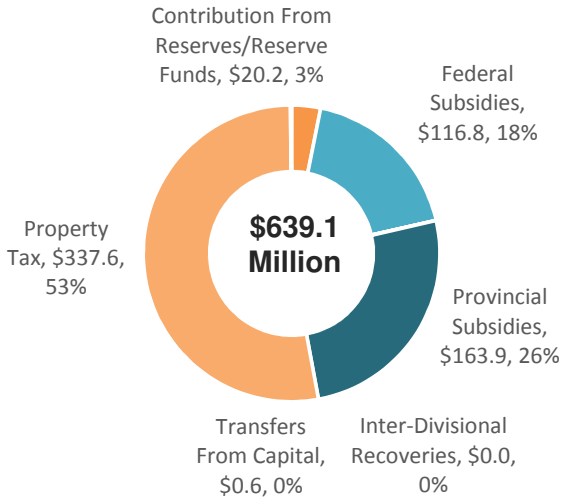
What We

- Administer contracts of the 240 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).

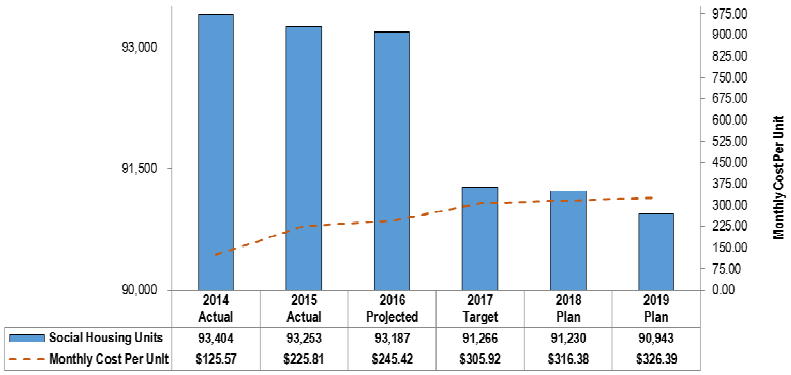
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Social Housing Units Managed and Monthly Cost/Unit



	2014 Actual	2015 Actual	2016 Projected	2017 Target	2018 Plan	2019 Plan
Social Housing Units	93,404	93,253	93,187	91,266	91,230	90,943
Monthly Cost Per Unit	$125.57	$225.81	$245.42	$305.92	$316.38	$326.39

- Average monthly cost per unit has increased across the system reflecting cost factor increases and aging of the social housing stock
- The number of affordable housing units have also declined by approximately 2,000 units reflecting tightness in the rental market for affordable housing units.

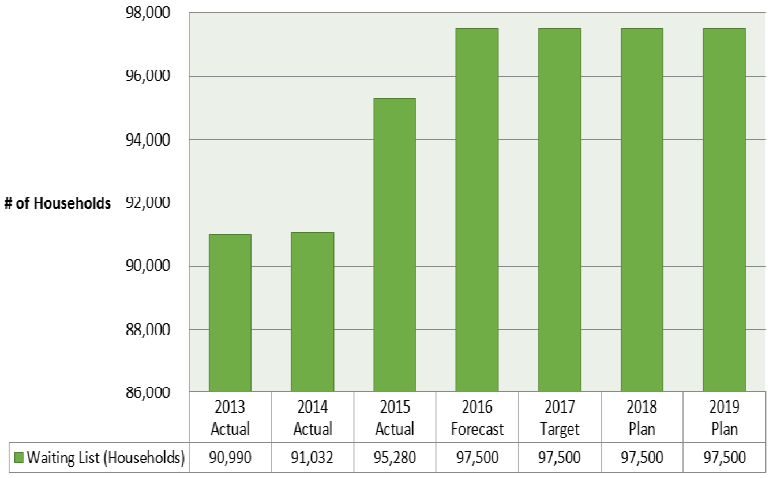
2017 Service Levels
Social Housing System Management

Activity	Type	Sub-Type	Status	2013	2014	2015	2016	2017
Manage Social Housing Provider Subsidies	Co-op Housing Subsidy		Approved	funding for 7,448 units in 68 providers for a total value of $57.7 M	funding for 7,429 units in 68 providers for a total value of $52.7 M	funding for 7,429 units in 68 providers for a total value of $55.4 M	funding for 7,429 units in 68 providers for a total value of $57.6 M	funding for **7,296** units in **67** providers for a total value of **$56 M**
	Non-Profit Housing Subsidy		Approved	funding for 19,756 units in 157 providers for a total value of $117.8 M	funding for 20,801 units in 156 providers for a total value of $112.7 M	funding for 20,356 units in 156 providers for a total value of $111.7 M	funding for 20,108 units in 154 providers for a total value of $112.1 M	funding for**18,001** units in 148 providers for a total value of **$110 M**
	Municipal Corporation Housing Subsidy (TCH)		Approved	funding for 59,753 units in 1 provider for a total value of $312.9 M	funding for 58,925 units in 1 provider for a total value of $251.1 M	funding for 59,148 units in 1 provider for a total value of $233.1 M	funding for 58,912 units in 1 provider for a total value of $232.3 M	funding for **58,701** units in 1 provider for a total value of **$228.1 M**
Manage Centralized Social Housing Waiting List			Approved	83,681 Households	88,891 Households	95,732 Households	95,732 Households	97,532 Households
Manage Rent Subsidies and Housing	Rent Supplements	Private Landlords	Approved	funding for 2,685 units for a total value of $24.0 M	funding for 2,671 units for a total value of $24.4 M	funding for 2,602 units for a total value of $24.9 M	funding for 2,666 units for a total value of $25.8 M	funding for **2,621** units for a total value of **$25.7 M.**
		Non-Profit Housing	Approved	funding for 976 units for a total value of $8.7 M	funding for 974 units for a total value of $8.7 M	funding for 917 units for a total value of $8.8 M	funding for 979 units for a total value of $9.1 M	funding for 979 units for a total value of **$9.4 M**
	Housing Allowances	Private Landlords	Approved	funding for 868 units for a total value of $.72 M	Program ended in 2013	Program ended in 2013	Program ended in 2013	Program ended in 2013
		Non-Profit Housing	Approved	funding for 141 units for a total value of $0.07 M. * STRSP allowances are provided to market households in units already counted	Program ended in 2013	Program ended in 2013	Program ended in 2013	Program ended in 2013
Manage New Affordable Housing & Other Non Subsidized Programs	Privately Owned		Approved	16 Contracts administered totalling 1,891 units	17 Contracts administered totalling 2,039 units	16 Contracts administered totalling 1,921 units	20 Contracts administered totalling 2,362 units	**16** Contracts administered totalling 2,362 units
	Non-Profit Owned		Approved	48 Contracts administered totalling 1,000 units	50 Contracts administered totalling 1,042 units	50 Contracts administered totalling 1,005 units	57 Contracts administered totalling 1,318 units	**56** Contracts administered totalling **1,306** units
	Affordable Home Ownership		Approved	5 Contracts administered totalling 582 units	5 Contracts administered totalling 582 units	13 Contracts administered totalling 1,200 units	14 Contracts administered totalling 491 units	**21** Contracts administered totalling **703** units

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels.

Service Performance Measures

Number of Households on Social Housing Waitlist



- The number of households on the Social Housing Wait list has continued to grow. Several initiatives are on the way to reverse this trend. These include:
  - ✓ The implementation of a Choice Based system for the allocation of housing and housing benefits administered by the City;
  - ✓ The expansion of the Housing Allowance program to applicants on the wait list, which will help improve the affordability of housing for applicants who have been longest on the waitlist.

Social Development, Finance and Administration

2017 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.

2017 Operating Budget Highlights

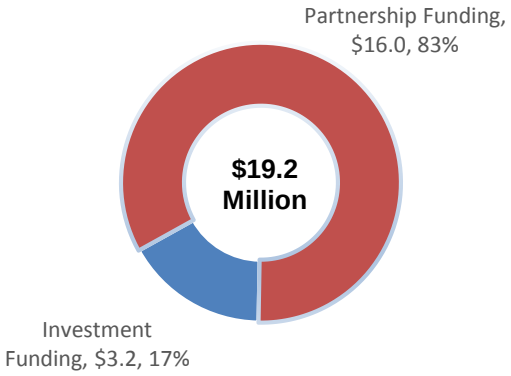
The 2017 Operating Budget for Social Development, Finance and Administration of $49.608 million in gross expenditures and $32.194 million net provides funding for 6 services: Community & Neighbourhood Development; Community Partnership Program; Social Policy & Research; Financial Management & Program Support; Toronto Office of Partnerships; and Corporate Leadership. The total cost to deliver these services to Toronto residents is summarized below:

(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	54,159.0	49,607.6	(4,551.4)	(8.4%)
Revenues	22,136.4	17,413.4	(4,723.0)	(21.3%)
Net Expenditures	**32,022.6**	**32,194.2**	**171.6**	**0.5%**

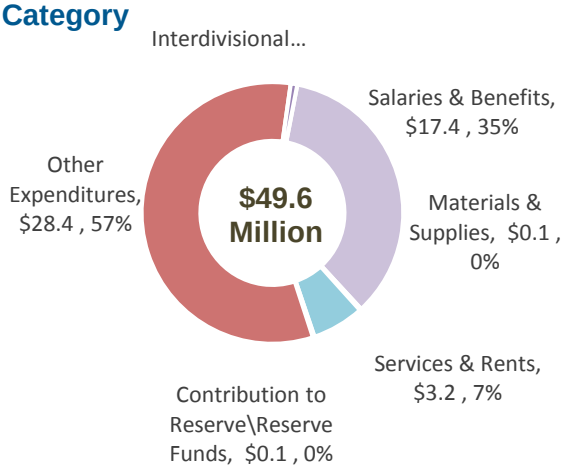
2017 Operating Budget

Where the money goes:

By Service

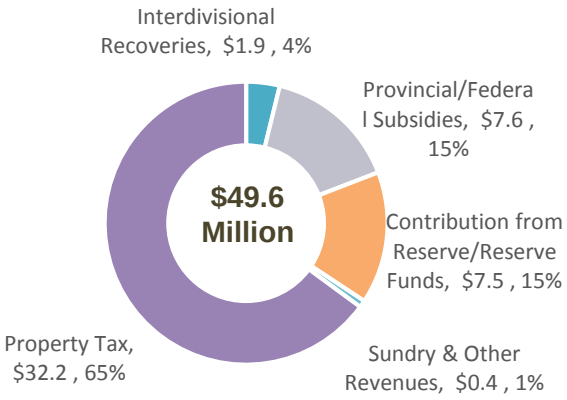


2017 Budget by Expenditure Category



Where the money comes from:

By Funding Source

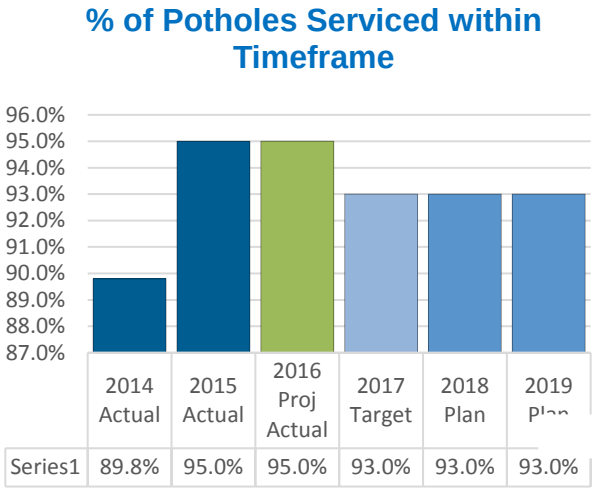


Fast Facts

- Delivered over $19 M 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 $1.7 billion revenue and subsidies from 4 federal and 5 provincial ministries for cost-shared programs and centralized divisional purchase order support to Cluster A programs.
- Engaged 2,800 youth to the labour market through youth employment partnerships.
- Provided 153 crisis response workshops for victim support & safety development for 6,000 residents and 1,700 service providers.
- Mobilized resources and support services to communities across the City of Toronto in response to 503 violent critical incidents that had a traumatic impact on Torontonians.

Trends

SDFA provides reports to various standing committees and the report volume generally increases over the end of each political term with an overall increase to date.



Our Key Issues & Priority Actions

- **Reviewing Toronto Community Housing (TCHC)** with a particular focus on how to improve conditions for tenants and create a sustainable business model.
  - ✓ 2017 Budget provides funding of $0.658 million gross and $0 net for 4 temporary positions to support the TCHC Project Management Office under SDFA that will lead the development of an implementation plan for TCHC.
- **Meeting community needs and resident expectations** about the level of investment and pace of change on poverty reduction efforts.
  - ✓ Funding of $0.254 million and $0 net is included for 2 temporary positions to support the Poverty Reduction Office.
  - ✓ Funding of $0.150 million and $0 net is provided for 1 temporary position to support Social Procurement.
  - ✓ Maintain funding for the Community Partnership and Investment Program that supports approximately 300 organizations across the City.

Key Service Deliverables for 2017

The 2017 Operating Budget will enable SDFA 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.
- Lead the service planning process for the second phase of the Refugee Resettlement Program including development of an integrated service plan for post-arrival supports.
- Lead the development of the Quality Jobs Assessment Tool

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 & Neighbourhood Development

Purpose: *Provide project management support for a wide range of community, corporate and/or Council initiatives to increase civic engagement in community service related areas.*

- Community Development
- Youth Development
- Tower & Neighbourhood Revitalization
- Community Safety
- Community Funding Delivery

Community Partnership Investment Program (CPIP)

Purpose: *Provide grants that are partnerships or investments that help the City of Toronto achieve its social, economic & cultural goals for its residents, by supporting the work of organizations that are closer to the communities they serve.*

- Investment Funding
- Partnership Funding

Social Policy & Research

Purpose: *Provide strategic policy facilitates horizontal collaboration/ coordination of the City's social inclusion framework, Council priorities and the new administrative priorities.*

- Social Policy
- Research & Information Management

Financial Management & Program Support

Purpose: *Effective and efficient management of the Cluster A program's operations by providing sound leadership, support to the DCM, City Manager, Council and divisions, through cluster oversight, management support and reviews, consultation and analysis, financial reporting and expenditure control, revenue and subsidy management, financial and administrative services.*

- Financial Management & Reporting
- Financial Planning & Coordination
- Revenue & Cash Management
- Program Support

Toronto Office of Partnerships

Purpose: *To seek strategic partners for initiatives that help support City programs and services designed to improve the quality of life for the City's residents by supporting services that ensure prosperity, liveability, and opportunity for all residents in the City.*

- Corporate Partnership Initiatives
- Partnership Development
- Revenue Generation & Management

Corporate Leadership (DCM)

Purpose: *To guide the corporation in the strategic direction for growth and program/ service delivery.*

Legend:
- Program
- Service
- Activity

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

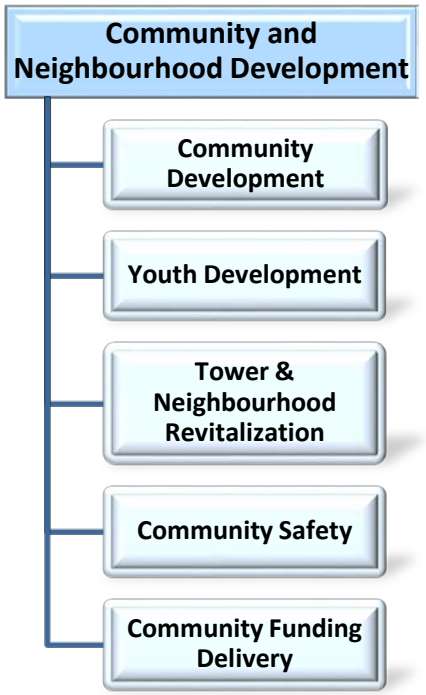
Toronto Office of Partnerships
- Other orders of government
- Non Government Organizations
- Charitable Organizations
- Philanthropists
- Communities
- Priority Neighbourhoods

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

Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2016 Projected Actual	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 vs. 2016 Budget Change		Incremental Change 2018 Plan		Incremental Change 2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Community and Neighbourhood Development											
Gross Expenditures	22,290.8	13,097.1	17,827.6	188.5	18,016.1	(4,274.7)	(19.2%)	(6,706.2)	(37.2%)	(2,542.0)	(22.5%)
Revenue	18,008.4	9,044.9	13,004.0	188.5	13,192.5	(4,815.9)	(26.7%)	(6,891.0)	(52.2%)	(2,691.8)	(42.7%)
Net Expenditures	4,282.4	4,052.2	4,823.6		4,823.6	541.2	12.6%	184.8	3.8%	149.8	3.0%
Community Partnership Investment Program											
Gross Expenditures	19,613.2	19,630.3	19,582.7		19,582.7	(30.5)	(0.2%)	(100.0)	(0.5%)		
Revenue	442.5	432.3	100.0		100.0	(342.5)	(77.4%)	(100.0)	(100.0%)		
Net Expenditures	19,170.7	19,198.0	19,482.7		19,482.7	312.0	1.6%				
Financial Management and Program Support											
Gross Expenditures	5,736.8	5,419.1	5,917.9		5,917.9	181.1	3.2%	103.7	1.8%	(232.0)	(3.9%)
Revenue	1,448.2	1,230.9	1,984.4		1,984.4	536.2	37.0%	5.2	0.3%	(367.2)	(18.5%)
Net Expenditures	4,288.6	4,188.2	3,933.5		3,933.5	(355.1)	(8.3%)	98.5	2.5%	135.2	3.4%
Social Policy & Research											
Gross Expenditures	4,378.6	3,639.9	3,601.1	207.0	3,808.1	(570.5)	(13.0%)	(233.1)	(6.1%)	(225.8)	(6.3%)
Revenue	1,941.1	1,129.8	1,425.4	207.0	1,632.4	(308.7)	(15.9%)	(449.0)	(27.5%)	(261.7)	(22.1%)
Net Expenditures	2,437.5	2,510.1	2,175.7		2,175.7	(261.8)	(10.7%)	215.9	9.9%	35.9	1.5%
Toronto Office of Partnerships											
Gross Expenditures	880.1	917.7	811.7		811.7	(68.4)	(7.8%)	25.7	3.2%	22.9	2.7%
Revenue	108.2	150.2	117.9		117.9	9.7	9.0%	5.1	4.3%	4.9	4.0%
Net Expenditures	771.9	767.5	693.8		693.8	(78.1)	(10.1%)	20.6	3.0%	18.0	2.5%
Corporate Leadership (DCM)											
Gross Expenditures	1,259.5	1,286.4	1,471.1		1,471.1	211.6	16.8%	35.0	2.4%	(274.5)	(18.2%)
Revenue	188.0	188.6	386.2		386.2	198.2	105.4%	4.3	1.1%	(300.4)	(76.9%)
Net Expenditures	1,071.5	1,097.8	1,084.9		1,084.9	13.4	1.3%	30.7	2.8%	25.9	2.3%
Total											
Gross Expenditures	54,159.0	43,990.5	49,212.1	395.5	49,607.6	(4,551.4)	(8.4%)	(6,874.9)	(13.9%)	(3,251.4)	(7.6%)
Revenue	22,136.4	12,176.7	17,017.9	395.5	17,413.4	(4,723.0)	(21.3%)	(7,425.4)	(42.6%)	(3,616.2)	(36.2%)
Total Net Expenditures	32,022.6	31,813.8	32,194.2		32,194.2	171.6	0.5%	550.5	1.7%	364.8	1.1%
Approved Positions	148.5	147.5	146.0	2.0	148.0	(0.5)	(0.3%)	(5.0)	(3.4%)	(7.0)	(4.9%)

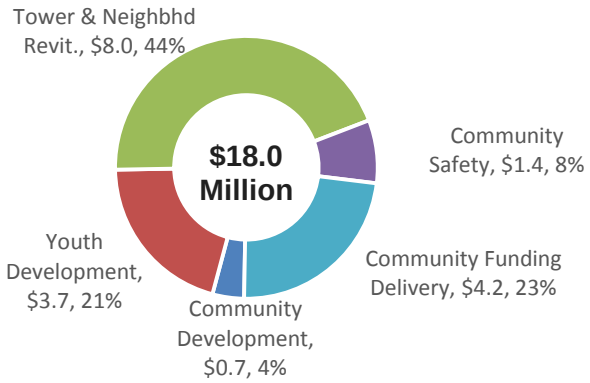
Community and Neighbourhood Development



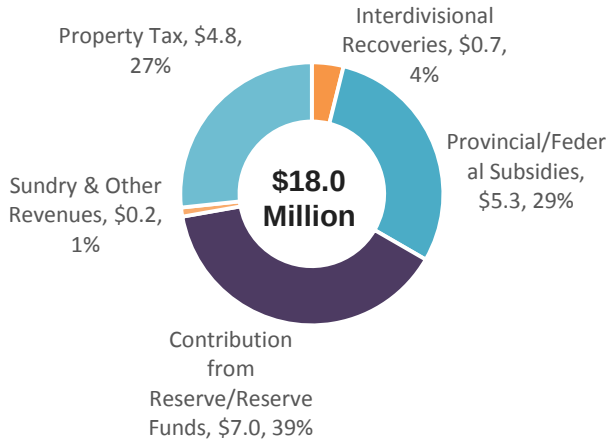
What We Do

- Provide Community Engagement
- Support Youth Development
- Enable Tower and Neighbourhood Revitalization
- Support Community Safety
- Provide Community Funding Delivery
- Coordinate Supports to Reduce Vulnerability

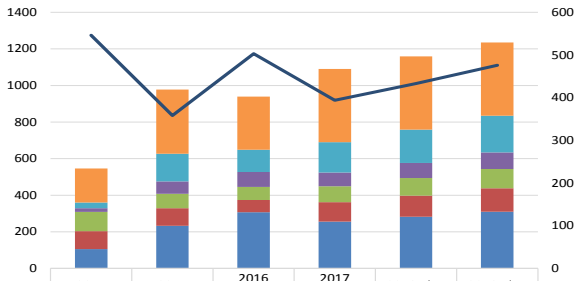
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Crisis Responses and Supports by Type



	2014	2015	2016 NovYTD	2017 Budget	2018 Plan	2019 Plan
Other	186	351	290	400	400	400
Witness Supports	31	151	122	166	183	201
Victim Supports	20	68	82	75	82	91
Psycho Social Supports	105	79	71	87	96	105
Coordinated Community Response	98	96	67	106	116	128
Immediate Response	106	233	307	256	282	310
Number of Incidents	546	358	503	394	433	476

- Each violent incident may receive more than one type of response depending on the need and request of the individuals and community. To date there have been 939 responses to violent critical incidents.
- The program has seen an increase in the number of incidents where the community has requested an immediate response.
- Crisis Response Other means community development and evaluative response.

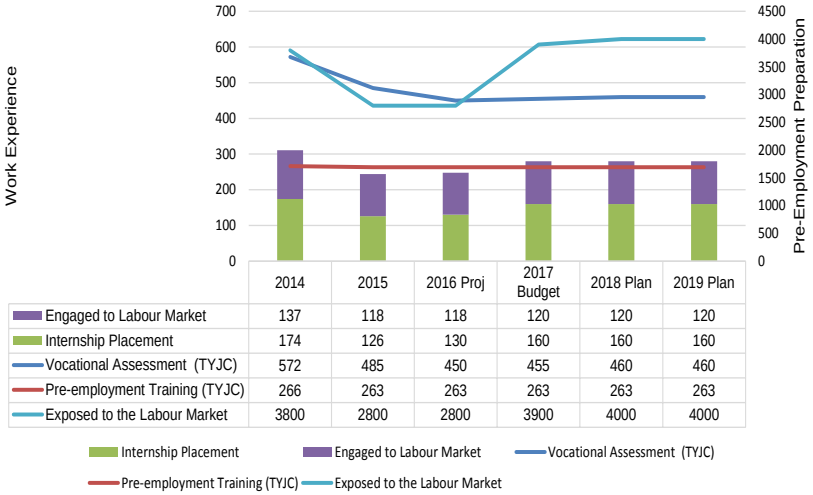
2017 Service Levels
Community and Neighbourhood Development

Activity	Type	Sub-Type	Status	Approved Service Levels 2013	2014	2015	2016	Recommended 2017	Reference
Community Development	Community Engagement		Recommended					Support 5 Resident Engagement Advisories; 14 Local Planning Tables; Engage 10,900 residents, and 2400 other stakeholders.	1
	Local Service Planning		Recommended					Develop 31 Neighbourhood Plans for Neighbourhood Improvement Areas and 4 Community Plans for Healthy Kids Challenge Communities	2
Youth Development	Youth Employment		Recommended					Provide employment supports to 2,800 youth	3
	Youth Service Planning		Recommended					Deliver 12 youth focussed initiatives and engage 2300 youth	4
Tower & Neighbourhood Revitalization	Neighbourhood Revitalization		Recommended					Develop 4 Neighbourhood Service Plans for non-NIAs; Facilitate 3 neighbourhood revitalization projects.	5
	Community Space Management		Recommended					Manage 110 Community Space Tenancies. Develop 3 community hubs. Allocate $2.4M to community infrastructure on City-owned properties.	12
	Tower Renewal		Recommended					Customize supports at 5 sites to achieve improvements in environmental, social and economic develoment. Complete 50 STEP assessments and action plans	6
Community Safety	Violent Incident Response		Recommended					Respond to 400 violent incidents. Establish 5 local safety networks and protocols. Support 15 existing local safety networks.	7
	Safety Promotion		Recommended					Provide 79 events to enhance and promote community safety.	8
	Vulnerability Intervention		Recommended					Lead 5 Situation Tables for vulnerable residents at elevated risk; Engage 200 youth in pre-charge diversion.	9
Community Funding Delivery	Investment Funding		Recommended					Manage $3.2M in grants; Fund 100 agencies and 100 projects.	10
	Partnership Funding		Recommended					Manage $16M in grants, Fund 200 agencies and 487 programs.	11

- Service Levels for prior years have been reorganized / merged and new Service Levels have been created to reflect a high level view of services provided. These changes do not affect any existing services provided by SDFA. A reference number by activity is provided that can be referenced to the 2016 Services Level activities provided in Appendix A. The re-mapped service levels are consistent with the structure in the Program Map.

Service Performance Measures

Youth Development –Employment



- Youth most vulnerable to violence and multi-barriered youth benefit greatly from high engagement.
- With the implementation of the TYPE program (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.

Table 2
2017 Service Budget by Activity

	2016	2017 Operating Budget								Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017. Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Community Development	599.6	681.0	(0.7)	680.3	80.7	13.5%		**680.3**	80.7	13.5%	(105.1)	(15.4%)	13.8	2.4%
Youth Development	3,470.3	3,761.3	(22.0)	3,739.3	269.0	7.8%		**3,739.3**	269.0	7.8%	33.9	0.9%	32.1	0.9%
Tower & Neighbhd Revit.	11,224.8	7,842.3	(0.9)	7,841.4	(3,383.4)	(30.1%)	188.5	**8,029.9**	(3,194.9)	(28.5%)	(4,635.4)	(57.7%)	(2,158.8)	(63.6%)
Community Safety	1,914.9	1,389.0	(0.2)	1,388.8	(526.1)	(27.5%)		**1,388.8**	(526.1)	(27.5%)	49.6	3.6%	39.8	2.8%
Community Funding Delivery	5,081.2	4,185.9	(8.1)	4,177.8	(903.4)	(17.8%)		**4,177.8**	(903.4)	(17.8%)	(2,049.2)	(49.0%)	(468.9)	(22.0%)
Total Gross Exp.	22,290.8	17,859.5	(31.9)	17,827.6	(4,463.2)	(20.0%)	188.5	**18,016.1**	(4,274.7)	(19.2%)	(6,706.2)	(37.2%)	(2,542.0)	(22.5%)
REVENUE														
Community Development	255.0	309.0		309.0	54.0	21.2%		**309.0**	54.0	21.2%	(123.5)	(40.0%)		
Youth Development	1,888.1	1,888.1		1,888.1				**1,888.1**						
Tower & Neighbhd Revit.	10,559.0	7,167.3		7,167.3	(3,391.7)	(32.1%)	188.5	**7,355.8**	(3,203.2)	(30.3%)	(4,671.7)	(63.5%)	(2,191.8)	(81.7%)
Community Safety	1,209.5	459.6		459.6	(749.9)	(62.0%)		**459.6**	(749.9)	(62.0%)				
Community Funding Delivery	4,096.8	3,180.0		3,180.0	(916.8)	(22.4%)		**3,180.0**	(916.8)	(22.4%)	(2,095.8)	(65.9%)	(500.0)	(46.1%)
Total Revenues	18,008.4	13,004.0		13,004.0	(5,004.4)	(27.8%)	188.5	**13,192.5**	(4,815.9)	(26.7%)	(6,891.0)	(52.2%)	(2,691.8)	(42.7%)
NET EXP.														
Community Development	344.6	372.0	(0.7)	371.3	26.7	7.7%		**371.3**	26.7	7.7%	18.4	5.0%	13.8	3.5%
Youth Development	1,582.2	1,873.2	(22.0)	1,851.2	269.0	17.0%		**1,851.2**	269.0	17.0%	33.9	1.8%	32.1	1.7%
Tower & Neighbhd Revit.	665.8	675.0	(0.9)	674.1	8.3	1.2%		**674.1**	8.3	1.2%	36.3	5.4%	33.0	4.6%
Community Safety	705.4	929.4	(0.2)	929.2	223.8	31.7%		**929.2**	223.8	31.7%	49.6	5.3%	39.8	4.1%
Community Funding Delivery	984.4	1,005.9	(8.1)	997.8	13.4	1.4%		**997.8**	13.4	1.4%	46.6	4.7%	31.1	3.0%
Total Net Exp.	4,282.4	4,855.5	(31.9)	4,823.6	541.2	12.6%		**4,823.6**	541.2	12.6%	184.8	3.8%	149.8	3.0%
Approved Positions	54.1	55.5		55.5	1.4	2.6%	1.0	**56.5**	2.4	4.4%	(4.0)	(7.1%)	(1.0)	(1.9%)

The ***Community & Neighbourhood Development*** Service interacts with residents to solicit community engagement, youth development and employment programs, revitalization of the City's high rise housing stock, community safety initiatives including the development of partnerships with other City organizations and administration, adjudication and disbursement of grants under the Community Partnership Investment Program.

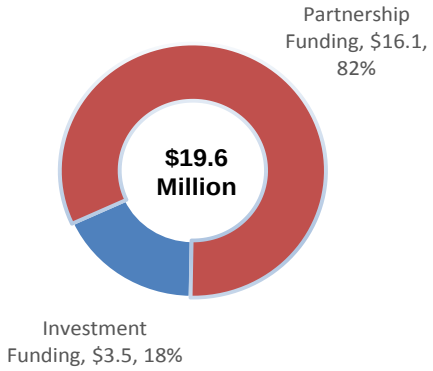
- Community & Neighbourhood Development's 2017 Operating Budget of $18.016 million gross and $4.824 million net is $0.541 million or 12.6% over the 2016 Approved Net Operating Budget.
- In addition to base budget pressures that are common amongst all services, the Community & Neighbourhood Development service is specifically impacted by the annualized impact of 2 new initiatives added in 2016; funding for 1 position to develop the Rockcliffe-Smythe/Junction Strategy for the transitional shelter at 731 Runnymede, fully funded by Shelter, Support and Housing Administration; and the corporate rollout of the Social Procurement program.
- These base budget pressures were partially offset by line-by-line expenditure reductions.
- The 2017 Operating Budget for Community & Neighbourhood Development service includes: new funding of $0.139 million, $0 net for 1 temporary position to help improve uptake of the Tower Renewal Energy Retrofit Program (HI-RIS), funded by repurposing a portion of Tower Renewal Energy Retrofit grant; and a grant of $0.050 million gross, $0 net for a 3-year program from Enbridge Gas to support an engagement program directed towards owners of private rental properties to promote savings through energy conservation initiatives.

Community Partnership Investment Program

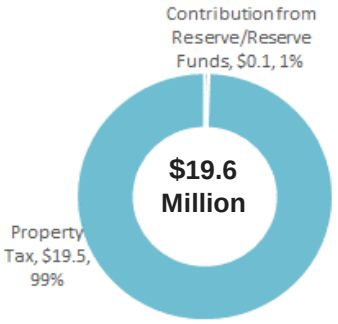
What We Do

- Manage community grants, including processing applications, evaluation, selection, disbursement and monitoring

2017 Service Budget by Activity ($Ms)

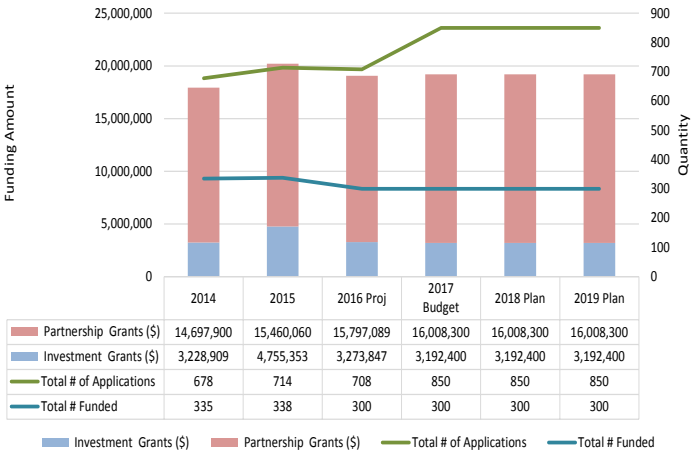


Service by Funding Source ($Ms)



Service Performance Measures

Total Partnership and Investment Funding Grants - Total Number of Applications and Funds Awarded



	2014	2015	2016 Proj	2017 Budget	2018 Plan	2019 Plan
Partnership Grants ($)	14,697,900	15,460,060	15,797,089	16,008,300	16,008,300	16,008,300
Investment Grants ($)	3,228,909	4,755,353	3,273,847	3,192,400	3,192,400	3,192,400
Total # of Applications	678	714	708	850	850	850
Total # Funded	335	338	300	300	300	300

- This chart illustrates the Community Partnership and Investment Program funding levels, the number of applications received for funding and the number of funding awards over the last three years.
- The demand for community funding is projected to rise by 19% in 2017 from 2015 levels.
- The rise in applications, funding amounts and funding awards in 2015 is due to the addition of three Pan Am / Para Pan Am games grant streams that supported community festivals, special events and cultural activities.

Table 3
2017 Service Budget by Activity

($000s)	2016 Budget	2017 Operating Budget: Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		Incremental Change: 2018 Plan		2019 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Investment Funding	3,604.9	3,458.1		3,458.1	(146.8)	(4.1%)		**3,458.1**	(146.8)	(4.1%)	(100.0)	(2.9%)		
Partnership Funding	16,008.3	16,124.6		16,124.6	116.3	0.7%		**16,124.6**	116.3	0.7%				
Total Gross Exp.	19,613.2	19,582.7		19,582.7	(30.5)	(0.2%)		**19,582.7**	(30.5)	(0.2%)	(100.0)	(0.5%)		
REVENUE														
Investment Funding	442.5	100.0		100.0	(342.5)	(77.4%)		**100.0**	(342.5)	(77.4%)	(100.0)	(100.0%)		
Partnership Funding						-				-				-
Total Revenues	442.5	100.0		100.0	(342.5)	(77.4%)		**100.0**	(342.5)	(77.4%)	(100.0)	(100.0%)		
NET EXP.														
Investment Funding	3,162.4	3,358.1		3,358.1	195.7	6.2%		**3,358.1**	195.7	6.2%				
Partnership Funding	16,008.3	16,124.6		16,124.6	116.3	0.7%		**16,124.6**	116.3	0.7%				
Total Net Exp.	19,170.7	19,482.7		19,482.7	312.0	1.6%		**19,482.7**	312.0	1.6%				
Approved Positions														

The ***Community Partnership Investment Program*** provides management of community grants, including processing applications, evaluation, selection and disbursement and monitoring of community agencies.

Community Partnership Investment Program's 2017 Operating Budget of $19.583 million gross and $19.482 million net is $0.312 million or 1.6% over the 2016 Approved Budget.

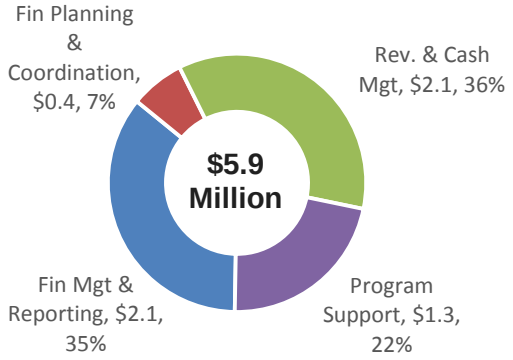
- The base budget pressures in the Community Partnership Investment Program are primarily related to the 2% inflationary increase of $0.382 million gross and $0 net for the Community Partnership Investment grant program with a 2016 budget of $19.170 million.

Financial Management & Program Support

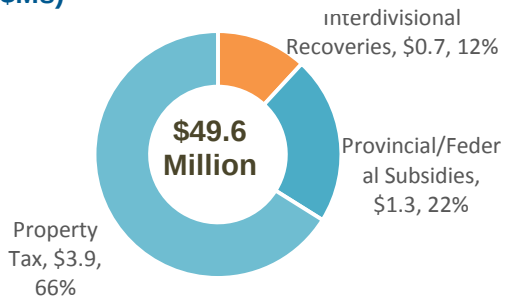
What We Do

- Provide Financial Management and Reporting
- Provide Revenue & Cash Management
- Provide Financial Planning & Coordination
- Provide Program Support

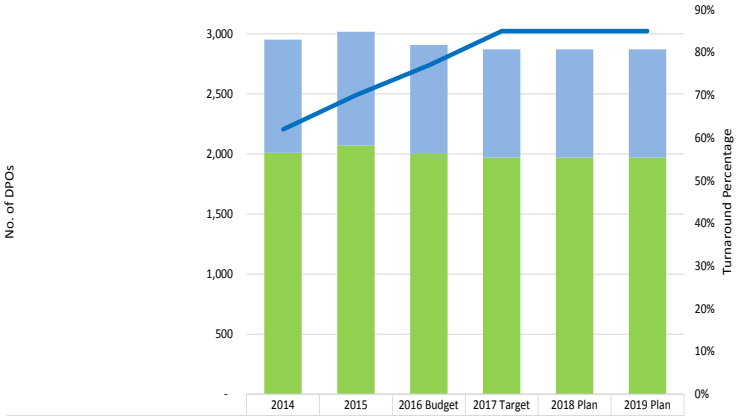
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



DPO Summary Report



	2014	2015	2016 Budget	2017 Target	2018 Plan	2019 Plan
$3,000.00 to $50,000	941	947	907	900	900	900
$0.00 To $2,999	2,010	2,070	2,000	1,970	1,970	1,970
Achievement of Target Turnaround Time %	62%	70%	77%	85%	85%	85%

- Improved target turnaround time resulting from implementation of automated solutions - RPGS Online system (Request for Purchase of Goods and Services).
- The target turnaround time for DPOs that are less than $3,000 is 3 days; DPOs greater than $3,000 - $50,000 is 4-10 days depending on the complexity of the request.

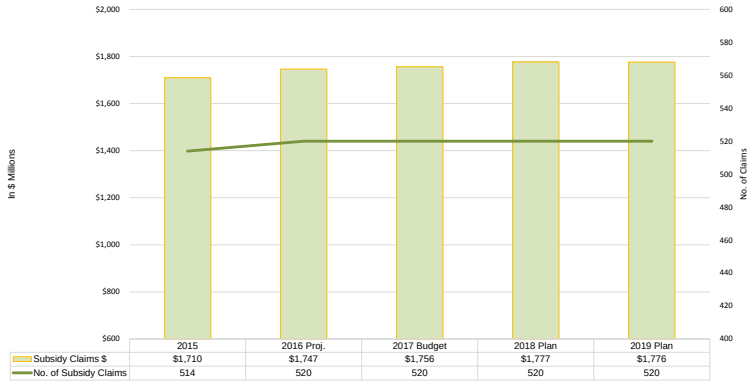
2017 Service Levels
Financial Management and Program Support

SDFA 2017 Service Levels - Financial Management - Proposed

					Approved Service Levels			Recommended	
Activity	Sub-Activity	Type	Sub-Type	Status	2014	2015	2016	2017	Reference
Financial Management & Reporting	Purchasing & Contract Management	Centralized Divisional Purchase Orders for Cluster A divisions		Recommended				Target turnaround time for DPOs less than $3,000 is 3 days; greater than $3,000 up to $50,000 is 4-10 days depending on the complexity of the request.	1
		Contract Management Reporting, Oversight and Compliance		Recommended				Ensure that Cluster A Contracts are reviewed, analyzed, reported and coordinated for corrective action within one week of receiving the reports 95% of the time.	2
	Consolidated Cluster Financial Reporting			Recommended				Financial reports are reviewed, consolidated and issued by the deadlines 95% of the time.	3
	Financial Services	Cluster Financial Oversight, Consultation and Services		Recommended				Services provided as per requested deadlines in accordance with policies and guidelines, 95% of the time.	4
		Consolidated Petty Cash and TTC ticket management		Recommended				Petty Cash and TTC tickets are issued within 2 days 90% of the time and 100% of the time in emergency cases.	5
Financial Planning & Coordination	Budget Development			Recommended				Budget developed and submitted in accordance with the corporate budget guidelines and meeting budget deadlines 95% of the time.	6
	Cluster-A Budget Coordination & Oversight			Recommended				Provide budget coordination and oversight support to the DCM, division heads, Financial Planning, committees and Council, as requested 100% of the time.	7
Revenue & Cash Management	Subsidy & Receivable Management			Recommended				Subsidy claims prepared and submitted to federal and provincial ministries with 100% accuracy, 95% of the time.	8
	Audited Financial Statements and Financial Reports			Recommended				Submission of audited financial statements and financial reports to ministries for cost shared programs by the ministries' deadlines, 100% of the time.	9
	Corporate reporting			Recommended				Finalize subsidies and receivables for corporate reporting and consolidation in accordance with reporting requirements and deadlines, 100% of the time.	10
	Ontario Works Benefit Payment Management			Recommended				Ontario Works benefit payments validated and processed with 100% accuracy and meeting deadlines 95% of the time.	11
	Bank Reconciliations for PFR, TPS, TESS, City Clerk's Divisions			Recommended				Bank Reconciliations performed with 100% accuracy and 100% of the time	12
Program Support	Strategic Cluster Leadership, Advice			Recommended				Regular and ongoing support provided 100% of the time.	13
	Relationship Management			Recommended				90% of issues are managed and resolved. 10% of issues are outside of the Relationship framework.	14
	Program and Operational Reviews			Recommended				Projects are completed on time and within budget as established in an approved project plan/charter.	15

Service Levels for prior years have been reorganized / merged and new Service Levels have been created to reflect a high level view of services provided. These changes do not affect any existing services provided by SDFA. A reference number by activity is provided that can be referenced to the 2016 Services Level activities provided in Appendix A. The re-mapped service levels are consistent with the structure in the Program Map.

Cluster "A" Subsidy Claims



- The target turnaround time for subsidy claims prepared and submitted to federal and provincial ministries is with 100% accuracy, 95% of the time.
- SDFA manages approximately $1.7 billion in revenue and subsidies for 4 federal and 5 provincial ministries through 6 cost shared programs: SDFA, Children's Services, Affordable Housing Office, Long-Term Care Homes and Services, Toronto Employment and Social Services, and Shelter, Support and Housing Administration.

Table 4
2017 Service Budget by Activity

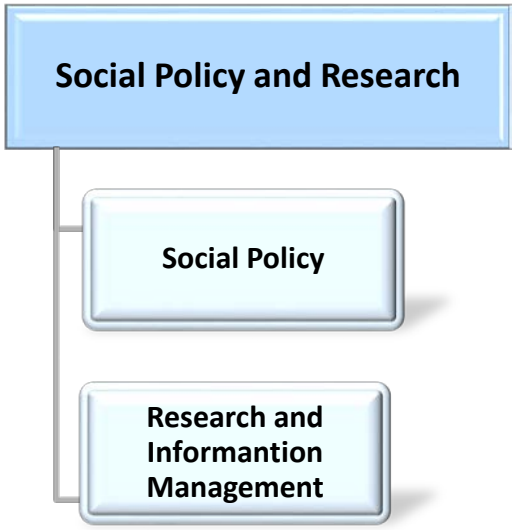
	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017. Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Fin Mgt & Reporting	2,100.8	2,110.0	(4.6)	2,105.4	4.6	0.2%		**2,105.4**	4.6	0.2%	45.9	2.2%	41.8	1.9%
Fin Planning & Coordination	446.2	452.9	(4.1)	448.8	2.6	0.6%		**448.8**	2.6	0.6%	11.5	2.6%	9.4	2.0%
Rev. & Cash Mgt	1,989.0	2,061.8	(4.2)	2,057.6	68.6	3.4%		**2,057.6**	68.6	3.4%	55.5	2.7%	43.8	2.1%
Program Support	1,200.8	1,409.7	(103.6)	1,306.1	105.3	8.8%		**1,306.1**	105.3	8.8%	(9.2)	(0.7%)	(327.0)	(25.2%)
Total Gross Exp.	5,736.8	6,034.4	(116.5)	5,917.9	181.1	3.2%		**5,917.9**	181.1	3.2%	103.7	1.8%	(232.0)	(3.9%)
REVENUE														
Fin Mgt & Reporting	238.1	238.1		238.1				**238.1**						
Fin Planning & Coordination	55.8	55.9		55.9	0.1	0.2%		**55.9**	0.1	0.2%				
Rev. & Cash Mgt	944.8	1,240.3		1,240.3	295.5	31.3%		**1,240.3**	295.5	31.3%				
Program Support	209.5	450.1		450.1	240.6	114.8%		**450.1**	240.6	114.8%	5.2	1.2%	(367.2)	(80.7%)
Total Revenues	1,448.2	1,984.4		1,984.4	536.2	37.0%		**1,984.4**	536.2	37.0%	5.2	0.3%	(367.2)	(18.5%)
NET EXP.														
Fin Mgt & Reporting	1,862.7	1,871.9	(4.6)	1,867.3	4.6	0.2%		**1,867.3**	4.6	0.2%	45.9	2.5%	41.8	2.2%
Fin Planning & Coordination	390.4	397.0	(4.1)	392.9	2.5	0.6%		**392.9**	2.5	0.6%	11.5	2.9%	9.4	2.3%
Rev. & Cash Mgt	1,044.2	821.5	(4.2)	817.3	(226.9)	(21.7%)		**817.3**	(226.9)	(21.7%)	55.5	6.8%	43.8	5.0%
Program Support	991.3	959.6	(103.6)	856.0	(135.3)	(13.6%)		**856.0**	(135.3)	(13.6%)	(14.4)	(1.7%)	40.2	4.8%
Total Net Exp.	4,288.6	4,050.0	(116.5)	3,933.5	(355.1)	(8.3%)		**3,933.5**	(355.1)	(8.3%)	98.5	2.5%	135.2	3.4%
Approved Positions	50.8	50.2	(1.0)	49.2	(1.6)	(3.2%)		**49.2**	(1.6)	(3.2%)			(2.2)	(4.5%)

The ***Financial Management and Program Support*** service provides direct support and coordinating activities for Cluster-A programs with respect to financial reporting, cash and revenue management, budgets and procurement.

The Financial Management and Program Support's 2017 Operating Budget of $5.918 million gross and $3.934 million net is $0.355 million or 8.3% under the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, there is an increase in the gross from the annualized impact of adding 4 temporary positions for the establishment of a Project Management Office in 2016 to develop an Implementation Plan for TCHC which is fully funded from the Social Housing Stabilization Reserve Fund under Shelter, Support and Housing Administration for a $0 net impact.
  - The base budget pressures were further reduced by additional Provincial revenue for the back office processing of Ontario Works claims, line-by-line review savings and a service adjustment arising from the staff realignments. Please see details in the Confidential Attachment 1 under separate cover.

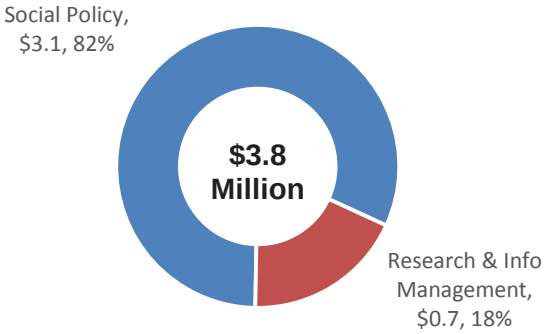
Social Policy and Research



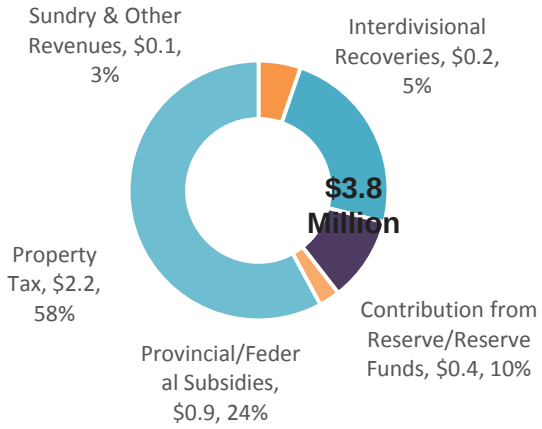
What We Do

- Provide Social Policy & Analysis
- Provide Social Research & Evaluation

2017 Service Budget by Activity ($Ms)

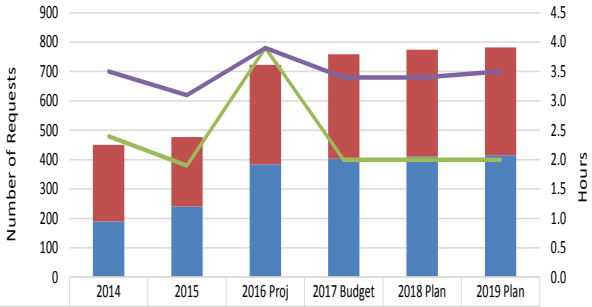


Service by Funding Source ($Ms)



Service Performance Measures

Social Services Information Requests



	2014	2015	2016 Proj	2017 Budget	2018 Plan	2019 Plan
External (#)	260	236	339	356	363	367
Internal (#)	190	241	384	403	411	415
External (Ave Hrs per Req)	2.4	1.9	3.9	2.0	2.0	2.0
Internal (Ave Hrs per Req)	3.5	3.1	3.9	3.4	3.4	3.5

- Information requests are expected to continue to increase dramatically in 2016. The number of requests as of August-2016, already exceed that of the 2015 year-end total.
- The reason for the large increase is due to a number of complex requests such as: partnership with U of T School of Social Engineering on a number of research collaborations; several public speaking events on Open Data and Wellbeing Toronto; and other media requests (given the return of the Census Long Form).
- It is estimated that requests will increase steadily in 2017 and 2018 as the new federal data (e.g. Census) are released.

2017 Service Levels
Social Policy and Research

				Approved Service Levels			Recommended	
Activity	Type	Sub-Type	Status	2014	2015	2016	2017	Reference
Social Policy	Place-Based		Recommended				Develop 8 new strategic social policies that advance Council's social and economic equity goals	1
	Population-Based		Recommended				Coordinate and monitor implementation of 10 interdivisional social policies	2
	Systems-Based		Recommended				Consult 5,000 stakeholders in policy development and monitoring.	3
Social Research & Information Management	Social Research Reporting		Recommended				Respond to an average of 350 research information requests. Add 50 new social research datasets to Wellbeing Toronto as part of Open Data.	4
	Data Management & Analystics		Recommended				Manage 6 data collection and analysis systems. Coordinate & facilitate City access to data through 2 multi-city data networks	5

Service Levels for prior years have been reorganized / merged and new Service Levels have been created to reflect a high level view of services provided. These changes do not affect any existing services provided by SDFA. A reference number by activity is provided that can be referenced to the 2016 Services Level activities provided in Appendix A. The re-mapped service levels are consistent with the structure in the Program Map.

Table 5
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017. Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Social Policy	3,608.0	2,728.8	(3.0)	**2,725.8**	(882.2)	(24.5%)	207.0	**2,932.8**	(675.2)	(18.7%)	(253.3)	(8.6%)	(240.9)	(9.0%)
Research & Info Management	770.6	738.4	(0.1)	**738.3**	(32.3)	(4.2%)		**738.3**	(32.3)	(4.2%)	20.2	2.7%	15.2	2.0%
Total Gross Exp.	4,378.6	3,467.2	(3.1)	**3,464.1**	(914.5)	(20.9%)	207.0	**3,671.1**	(707.5)	(16.2%)	(233.1)	(6.3%)	(225.7)	(6.6%)
REVENUE														
Social Policy	1,751.4	1,365.7		**1,365.7**	(385.7)	(22.0%)	70.0	**1,435.7**	(315.7)	(18.0%)	(449.0)	(31.3%)	(261.6)	(26.5%)
Research & Info Management	189.7	59.7		**59.7**	(130.0)	(68.5%)		**59.7**	(130.0)	(68.5%)				
Total Revenues	1,941.1	1,425.4		**1,425.4**	(515.7)	(26.6%)	70.0	**1,495.4**	(445.7)	(23.0%)	(449.0)	(30.0%)	(261.6)	(25.0%)
NET EXP.														
Social Policy	1,856.6	1,363.1	(3.0)	**1,360.1**	(496.5)	(26.7%)	137.0	**1,497.1**	(359.5)	(19.4%)	195.7	13.1%	20.7	1.2%
Research & Info Management	580.9	678.7	(0.1)	**678.6**	97.7	16.8%		**678.6**	97.7	16.8%	20.2	3.0%	15.2	2.2%
Total Net Exp.	2,437.5	2,041.8	(3.1)	**2,038.7**	(398.8)	(16.4%)	137.0	**2,175.7**	(261.8)	(10.7%)	215.9	9.9%	35.9	1.5%
Approved Positions	28.7	26.9		**26.9**	(1.8)	(6.3%)	1.0	**27.9**	(0.8)	(2.8%)	(1.0)	(3.6%)	(2.0)	(7.4%)

The ***Social Policy and Research*** service conducts policy research, prepares reports to Council and Committees on Social Policy directions, gathers statistical information and collects outcomes that measure the effectiveness of social programs.

The Social Policy and Research's 2017 Operating Budget of $3.671 million gross and $2.176 million net is $0.262 million or 10.7% greater than the 2016 Approved Budget.

- In addition to base budget pressures that are common amongst all services, the Social Policy and Research service is specifically impacted by the annualized impact of adding 2 temporary positions for the Toronto Poverty Reduction Strategy Office (PRSO) in 2016, fully funded through IDR recoveries from Toronto Employment and Social Services and Toronto Public Health.

- These base budget pressures were further offset by line-by-line expenditure reductions and a realignment of salaries and benefits to better match the cost of services provided.

- The 2017 Operating Budget for Social Policy and Research service includes one-time grant funding of $0.070 million from the Abbotsford Community Services for the Youth Civic Engagement Food Justice project that will fund a civic engagement project designed for youth with a focus on indigenous worldviews, indigenous food systems, and concepts of food justice and food sovereignty.

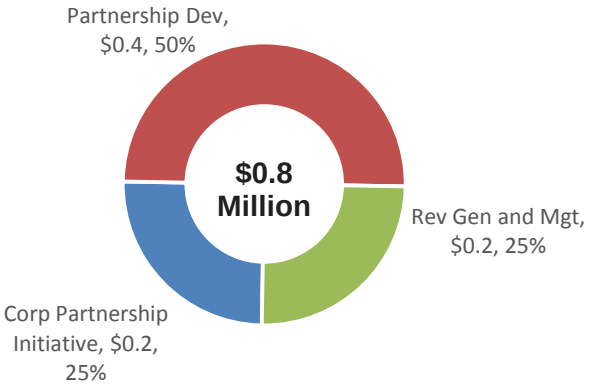
- One new permanent position for $0.137 million gross $0 net (with one-time funding from the Tax Stabilization Reserve Fund) is required to help manage the increased work load associated with the settlement and integration of newcomers in the City.

Toronto Office of Partnerships

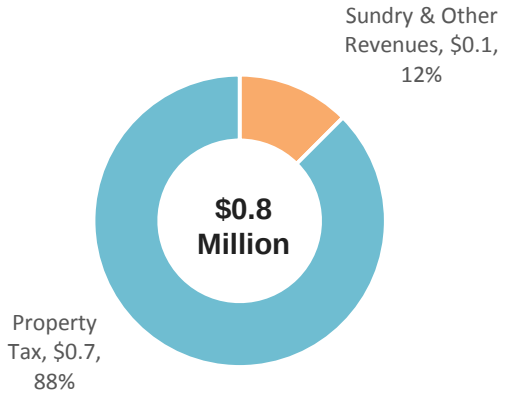
What We Do

- Develop Corporate Partnership Initiatives
- Manage Partnership Develop
- Manage Revenue Generation Initiatives

2017 Service Budget by Activity ($Ms)

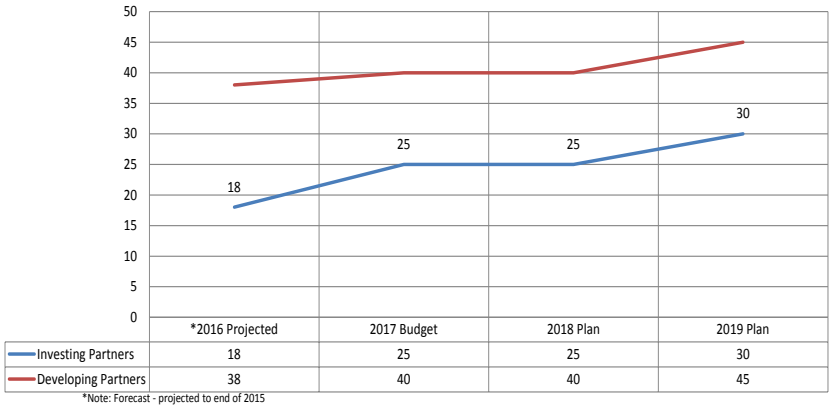


Service by Funding Source ($Ms)



Service Performance Measures

Toronto Office of Partnerships – New Partners



	*2016 Projected	2017 Budget	2018 Plan	2019 Plan
Investing Partners	18	25	25	30
Developing Partners	38	40	40	45

*Note: Forecast - projected to end of 2015

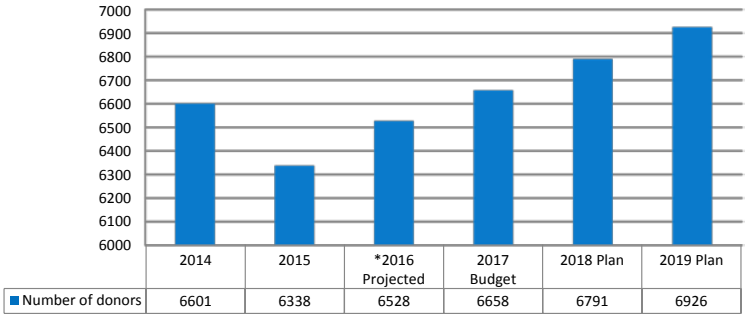
- 2016 is once again a building year, focusing on City priorities. It is anticipated that there will be an increase in partnerships for 2017 as this will again be a year for a unique special event—Canada's 150th anniversary. 2016 was also a significant change in high net worth philanthropy.
- The years 2018 & 2019 reflects the developmental work done in previous years.

2017 Service Levels
Toronto office of Partnerships

Activity	Type	Sub-Type	Status	2013	2014	2015	2016	2017	Reference
Corporate Partnership Initiatives	Corporate Partnerships		Approved	90% of requested policies/procedures are completed within the time frame provide by Council		**# of corporate Partners TBD - This data is collected from Divisions in 2016**		**200 Corporate partners**	
	Partnership & Revenue Generation Policies and Procedures		Approved					**100% compliance to Corporate policies and procedures on Revenue Generation**	
	External and Internal Consulting		Approved		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			**464 Staff trained**	
Partnership Development	Development and Management of Agreements		Approved					**100% compliance to Corporate policies and procedures**	
	Consultation on Partnership Development		Approved					**100% response to all consultation requests and referrals to appropriate party**	
	Relationship Development	**New Partners**	**Recommended**					**20 New Partners**	**1**
	Project Management for Projects going forward	Go-Forward Partnerships	Approved		Number of instances projects are going forward 50			**Number of instances projects are going forward 70**	
		Project Management Hours	Approved		1800 hours of External and Internal for partnership projects managed going forward			**3500 hours of External and Internal partnership projects managed going forward**	
Revenue Generation and Management	Advice and Consultation on Unsolicited Proposal Policy Process		Approved					**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**	
	Revenue Generating Partnerships (Sponsorships, Donations, Joint Ventures/Grants)		Approved	Activity maintained but reduced as of 2012 due to staffing reductions.				**100% compliance to Corporate policies and procedures**	
	Emergency Donation Management		Approved	Coordinated with Corporate Accounting				**100% compliance to Corporate policies and procedures**	
	City initiatives financially supported by external partners		Approved		# of initiatives financially supported by external partners TBD - This data is collected from Divisions in 2015	# 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)**	
	Unsolicited Proposals		Approved		Submitted Unsolicited Proposals Processed 20			**Submitted Unsolicited Proposals Processed 18**	
								100% assesement of all Unsolicited Proposals	
	Partnership Revenue Generated		Approved		Partnership revenue generated $814,000			**Partnership revenue generated $9.85M**	
	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 $1.37M**	

Service Levels for prior years have been reorganized / merged and new Service Levels have been created to reflect a high level view of services provided. These changes do not affect any existing services provided by SDFA. A reference number by activity is provided that can be referenced to the 2016 Services Level activities provided in Appendix A. The re-mapped service levels are consistent with the structure in the Program Map.

United Way Office – Number of Donors



- The United Way Office, which administers the City's United Way campaign, is a key component of TOP.
- The number of City staff donating to the campaign has risen from 5,270 donors in 2012 to 6,338 in 2015; a 20% increase. While the final 2016 numbers are not yet known, it is anticipated that donor levels will remain stable this year as well as into the future.

Table 6
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017. Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Corp Partnership Initiative	223.5	221.1	(17.7)	203.4	(20.1)	(9.0%)		**203.4**	(20.1)	(9.0%)	6.2	3.0%	5.4	2.6%
Partnership Dev	418.8	405.4	(33.1)	372.3	(46.5)	(11.1%)		**372.3**	(46.5)	(11.1%)	11.3	3.0%	9.9	2.6%
Rev Gen and Mgt	237.8	240.8	(4.8)	236.0	(1.8)	(0.8%)		**236.0**	(1.8)	(0.8%)	8.2	3.5%	7.6	3.1%
Total Gross Exp.	880.1	867.3	(55.6)	811.7	(68.4)	(7.8%)		**811.7**	(68.4)	(7.8%)	25.7	3.2%	22.9	2.7%
REVENUE														
Corp Partnership Initiative						-				-				-
Partnership Dev						-				-				-
Rev Gen and Mgt	108.2	117.9		117.9	9.7	9.0%		**117.9**	9.7	9.0%	5.1	4.3%	4.9	4.0%
Total Revenues	108.2	117.9		117.9	9.7	9.0%		**117.9**	9.7	9.0%	5.1	4.3%	4.9	4.0%
NET EXP.														
Corp Partnership Initiative	223.5	221.1	(17.7)	203.4	(20.1)	(9.0%)		**203.4**	(20.1)	(9.0%)	6.2	3.0%	5.4	2.6%
Partnership Dev	418.8	405.4	(33.1)	372.3	(46.5)	(11.1%)		**372.3**	(46.5)	(11.1%)	11.3	3.0%	9.9	2.6%
Rev Gen and Mgt	129.6	122.9	(4.8)	118.1	(11.5)	(8.9%)		**118.1**	(11.5)	(8.9%)	3.1	2.6%	2.7	2.2%
Total Net Exp.	771.9	749.4	(55.6)	693.8	(78.1)	(10.1%)		**693.8**	(78.1)	(10.1%)	20.6	3.0%	18.0	2.5%
Approved Positions	6.5	6.5	(0.5)	6.0	(0.5)	(7.7%)		**6.0**	(0.5)	(7.7%)				

The ***Toronto Office of Partnerships*** service coordinates and develops Corporate Partnership Initiatives, manages Partnership Development and Revenue Generation on behalf of the City, including corporate partners such as the United Way of Toronto.

The Toronto Office of Partnerships' 2017 Operating Budget of $0.812 million gross and $0.694 million net is $0.078 million or 10.1% under the 2016 Approved Net Budget.

- The base budget pressures arising from inflationary increases in salary and benefits were offset by line-by-line expenditure savings, revenue changes and by eliminating 0.5 vacant position.

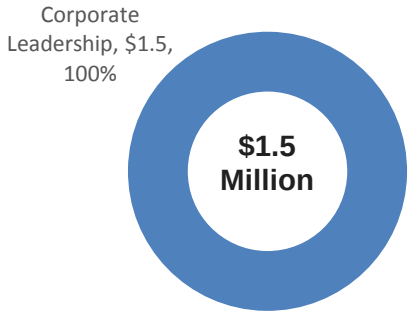
Corporate Leadership

Corporate Leadership

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.

2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)

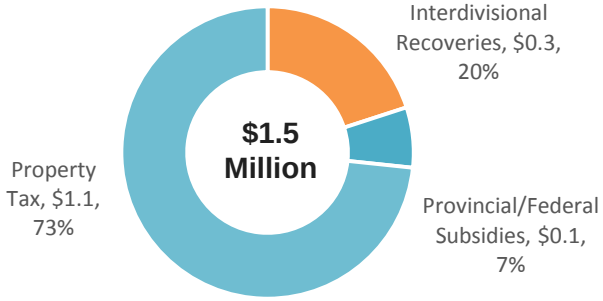


Table 7
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017. Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Corporate Leadership	1,259.5	1,476.6	(5.5)	1,471.1	211.6	16.8%		**1,471.1**	211.6	16.8%	35.0	2.4%	(274.5)	(18.2%)
Total Gross Exp.	1,259.5	1,476.6	(5.5)	1,471.1	211.6	16.8%		**1,471.1**	211.6	16.8%	35.0	2.4%	(274.5)	(18.2%)
REVENUE														
Corporate Leadership	188.0	386.2		386.2	198.2	105.4%		**386.2**	198.2	105.4%	4.3	1.1%	(300.4)	(76.9%)
Total Revenues	188.0	386.2		386.2	198.2	105.4%		**386.2**	198.2	105.4%	4.3	1.1%	(300.4)	(76.9%)
NET EXP.														
Corporate Leadership	1,071.5	1,090.4	(5.5)	1,084.9	13.4	1.3%		**1,084.9**	13.4	1.3%	30.7	2.8%	25.9	2.3%
Total Net Exp.	1,071.5	1,090.4	(5.5)	1,084.9	13.4	1.3%		**1,084.9**	13.4	1.3%	30.7	2.8%	25.9	2.3%
Approved Positions	8.5	8.5		8.5				**8.5**					(1.8)	(21.3%)

The ***Corporate Leadership*** service provides guidance to the corporation in the strategic direction for growth and program/service delivery, promotes collaboration and innovation inside Cluster A and across the organization and assists the City Manager in corporate governance and oversight activities to achieve Council's priorities.

The Corporate Leadership's 2017 Operating Budget of $1.471 million gross and $1.085 million net is $0.013 million or 1.3% over the 2016 Approved Net Budget.

- The base budget pressures arising from inflationary increases in salary and benefits were partially offset by line-by-line expenditure savings.

Toronto Employment & Social Services

2017 – 2026 CAPITAL BUDGET AND PLAN OVERVIEW

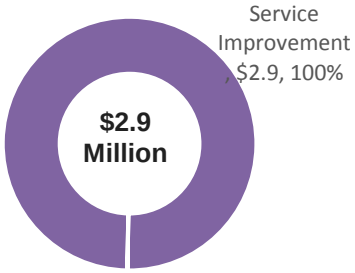
Toronto Employment & Social Services (TESS) manages the third largest social assistance delivery system in Canada. Under the authority of Ontario Works (OW) Act and Regulations, TESS provides employment services, financial assistance and social supports to Torontonians to strengthen their social and economic well-being in their communities through its 19 Employment and Social Services offices.

The 10-Year Capital Budget and Plan of $2.850 million includes funding to complete the renovation of the *Wellesley Place Employment & Social Services Office* which will provide clients with multiple closely connected services in one location, including the provincial Ontario Disability Support Program (ODSP), thereby improving the client experience.

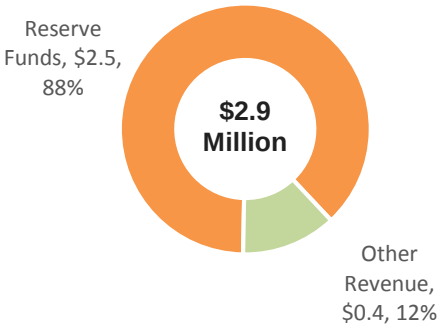
Funding is also included for the first phase of the multi-year *Human Services Integration (HSI)* project which will transform the current service delivery model for the delivery of services across the primary income support programs, namely Rent Geared to Income (Shelter Support & Housing Administration), Child Care Fee Subsidy (Children's Services), and Ontario Works (Toronto Employment & Social Services) into an integrated, client-centred model.

2017-2026 Capital Budget and Plan

Where the money goes: By Project Category

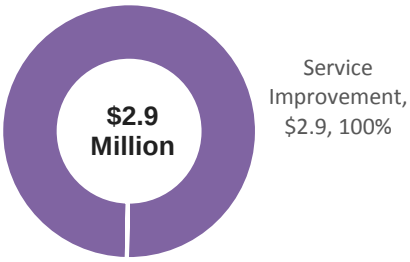


Where the money comes from: By Funding Source

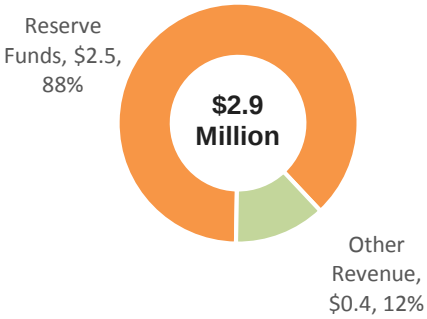


2017 Capital Budget

By Project Category



By Funding Source



Our Key issues & Priority Actions

- **Existing physical layout of the Wellesley Place Employment & Social Services Office** is obstructing efficient service delivery**.** As part of the office transformation and modernization exercise undertaken by TESS in the past couple of years, a majority of its offices have been transformed through physical redesign allowing co-location of social, employment and financial services which has radically improved customer service and experience.
  - ✓ The 10-Year Capital Plan provides funding to complete the renovation and modernization of 111 Wellesley facility to better represent, align, and deliver services by integrating employment, financial and social supports within one reception area.
  - ✓ Leveraging opportunities to more efficiently delivery services, TESS and the Provincial Ontario Disability Support Program (ODSP) will be co-locating at the office.
- **An assessment of City's income support programs completed in 2015 identified a need to enhance the delivery of human services programming to better meet client needs**.
  - ✓ Funding of $0.350 million is included for Phase 1 of a multi-year Human Services Integration (HSI) project that will transform the way services are delivered across three City income support programs: Child Care Fee Subsidy, Rent Geared to Income and Ontario Works.
  - ✓ HSI will implement an integrated service delivery model that will place the clients at the centre through creating easy to navigate pathways to service, accessible and intuitive information about City programs.

Capital Deliverables for 2017

The 2017 Capital Budget for Toronto Employment & Social Services of $2.850 million, excluding carry forward funding, will:

- Complete the renovation of the *Wellesley Place Employment & Social Service Office* ($2.500 million).
- Begin research and planning for the implementation of the Channel and Identity Management Strategies with the funding to develop telephony requirements and complete a gap analysis as well as to identify digital tools that will enhance the delivery of human services through the *Human Services Integration* project ($0.350 million).

State of Good Repair Backlog

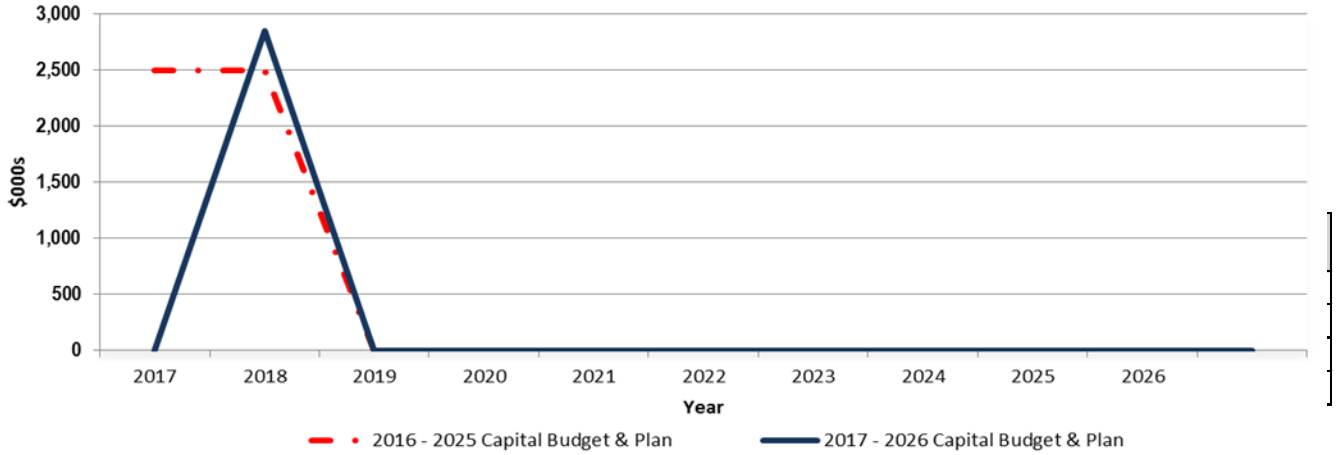
Toronto Employment & Social Services' 10-Year Capital Plan does not include any SOGR projects. TESS's facilities SOGR capital funding requirements were previously transferred and consolidated within the Facilities, Real Estate, Environment & Energy (FREEE) Capital Budget and Plan.Chart 1

Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Capital Budget and the 2018 – 2026 Capital Plan reflects a decrease of $2.150 million in capital funding from the 2016 - 2025 Approved Capital Plan.

The table and chart below provide a breakdown of the $2.150 million or 43.0% decrease in the Capital Program on an annual basis from 2016 to 2026.

Chart 2
Changes to the 2016 - 2025 Approved Capital Plan (In $000s)



($000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025	2,500	2,500	0	0	0	0	0	0	0	0		5,000
2017 - 2026		2,850	0	0	0	0	0	0	0	0	0	2,850
Change %		14.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		(43.0%)
Change $		350	0	0	0	0	0	0	0	0		(2,150)

As shown in the chart above, the $2.150 million decrease in the Capital Program reflects the completion of funding for the first Phase renovation project of the *Wellesley Place Employment & Social Service Office*.

As reflected in Table 2 below, changes to the 2016 – 2025 Approved Capital Plan, specifically the $0.350 million increase in capital funding over the nine common years of the Capital Plans (2017 – 2026) is attributed to the inclusion of a new capital project in the Capital Plan.

The following table details, by project category, the capital projects in the 2017 – 2026 Capital Budget and Plan for Toronto Employment & Social Services:

Table 1
2017 - 2026 Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total	Total Project Cost
Total Expenditures by Category													
Service Improvements													
Wellesley Place Renovation	2,500	2,500										**2,500**	5,000
Human Service Integration		350										**350**	350
Sub-Total	**2,500**	**2,850**										**2,850**	**5,350**
Total Expenditures by Category (excluding carry forward)	**2,500**	**2,850**										**2,850**	**5,350**

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

	2017 Budget		2018 Plan		2019 Plan		2020 Plan		2021 Plan		2017 - 2021		2017 - 2026	
Projects	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**
Previously Approved														
Wellesley Place Renovation	(150.0)		(300.0)								(450.0)	-	(450.0)	-
Total (Net)	**(150.0)**	**-**	**(300.0)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**(450.0)**	**-**	**(450.0)**	**-**

The 10-Year Capital Plan will bring additional revenues of $0.150 million in 2017 and $0.300 million in 2018 from the Province for its use of the office for ODSP. These additional revenues have been included in the 2017 Operating Budget for Toronto Employment and Social Services.

Toronto Employment and Social Services

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.

2017 Operating Budget Highlights

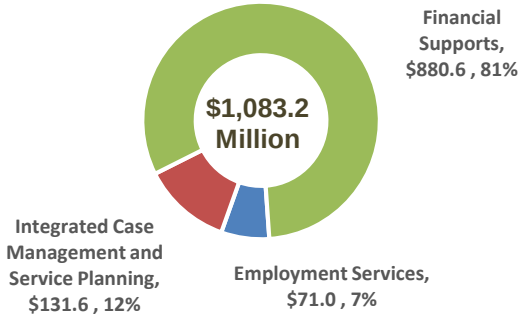
The 2017 Operating Budget of $1,083.234 million in gross expenditures and $110.551 million net provides funding for 3 services: Employment Services, Integrated Case Management & Service Planning and Financial Supports. The total cost to deliver these services to Toronto residents is summarized below:

(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	1,100,879.9	1,083,233.8	(17,646.1)	(1.6%)
Revenues	963,136.6	972,682.6	9,546.0	1.0%
Net Expenditures	**137,743.3**	**110,551.2**	**(27,192.1)**	**(19.7%)**

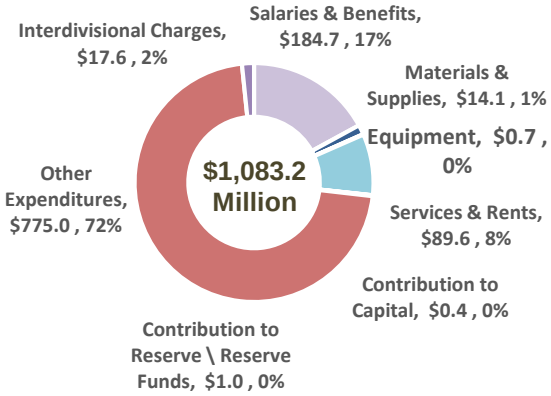
2017 Operating Budget

Where the money goes:

2017 Budget by Service

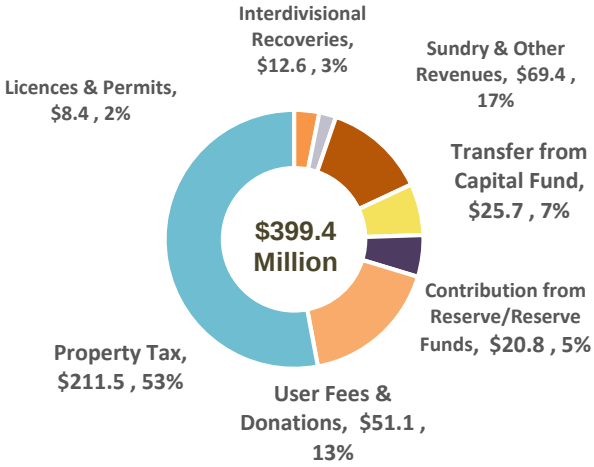


2017 By Expenditure Category



Where the money comes from:

By Funding Source



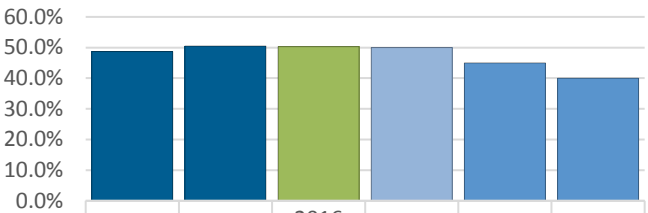
Fast Facts

- 3rd largest social assistance delivery system in Canada, providing benefits and services through a network of 19 offices across the City.
- Contracts with 59 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 developing/implementing the City's Poverty Reduction Strategy.
- Will be co-locating with ODSP at multiple sites in order to improve and streamline services to mutual clients
- Supported 27,600 clients to either exit OW for employment or start a job placement.
- Assessed 50,000 applications for OW.
- Developed / updated 199,000 individual service plans.

Trends

- Caseload has gradually declined since 2012 and is projected to be 83,750 in 2016, 6,250 cases or 6.9% lower than the approved budget of 90,000.
- 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 % of people on assistance for more than 2 years is declining as shown below.
- On average in 2016, 67.5% of OW clients are on assistance for more than 1 year and 50.3% for more than 2 years. The target is to reduce the % of people on assistance for more than 2 years as shown below.

% of Caseload on Assistance More Than 2 Years



2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
48.7%	50.5%	50.3%	50.0%	45.0%	40.0%

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, including the Partnership to Advance Youth Employment (PAYE) program, work-based learning opportunities for Toronto youth (18-29), and new sector based approaches to expand job opportunities.
  - ✓ In light of caseload changes and service modernization, the 66 temporary SAMS related positions.
  - ✓ Continue to advocate with the Province to add an inflation adjustment mechanism.
- **Provincial program delivery funding will be down a projected $12 million in 2017** as a result of the declining caseload.
  - ✓ The impact of this reduction has been mitigated through a combination of efficiency gains ($3.5 million) and reserve draws ($8.5 million).
  - ✓ Continue development of the City's Human Service Integration initiative.

Key Service Deliverables for 2017

Toronto Employment and Social Services (TESS) offers financial assistance for basic needs like shelter, food, clothing and health related items for clients and their families. In addition, it provides employment assistance such as one on one service planning, and skills/job-specific training.

The 2017 Operating Budget will:

- Manage an average caseload of 84,000 and assist 28,000 unemployed City residents.
- Increase the profile and success of the City's Workforce Development Initiatives:
  - ➢ Offer employment opportunities to youth through (PAYE) program
  - ➢ Increase work-based opportunities for youth through the implementation of the City's Youth Employment Action Plan
  - ➢ Work with employers to develop new sector based approaches to expand job opportunities for unemployed
- Implement key recommendations in the 2017 City of Toronto Poverty Reduction Work plan as well as support the implementation of broader Poverty Reduction Strategy objectives.

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.

Employment Services

Purpose:
To plan, manage and deliver integrated employment services and supports to Torontonians through direct service delivery as well as through partnerships and agreements with other service providers.

- Develop & Implement Integrated Employment Strategies
- Plan & Manage Employment & Career Services

Integrated Case Management & Service Planning

Purpose:
To assist low income earners and residents on fixed incomes with special services and supports (e.g. diabetic supplies, prosthetics, funerals) and to identify the social support needs of residents (ie child care, health, recreation, housing) and connect them with the appropriate City, community and other government service systems.

- Provide Individualized Employment Service Planning
- Eligibility Determination & Case Management

Financial Assistance

Purpose:
To provide income supports and health benefits to eligible residents of the City of Toronto.

- Financial & Employment Benefits Administration

Legend:
- Program
- Service
- Activity

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 Dependants
- 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 & Dependants
- 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 & Dependants
- Ontario Disability Support Program Recipients & Dependants

Indirect (Beneficial)

- Community Agencies
- Service Canada
- City Divisions & Agencies
- Ministry of Community & Social Services

Table 1
2017 Operating Budget and Plan by Service

	2016		2017 Operating Budget					Incremental Change			
(In $000s)	Budget	Projected Actual	Base	New/ Enhanced	Total Budget	2017 vs. 2016 Budget Change		2018 Plan		2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Employment Services											
Gross Expenditures	71,127.4	68,345.1	70,983.3		70,983.3	(144.2)	(0.2%)	(471.8)	(0.7%)	59.9	0.1%
Revenue	52,167.8	49,989.6	52,263.8		52,263.8	96.0	0.2%	(1,052.3)	(2.0%)	(839.4)	(1.6%)
Net Expenditures	18,959.6	18,355.5	18,719.4		18,719.4	(240.1)	(1.3%)	580.5	3.1%	899.3	4.7%
Financial Supports											
Gross Expenditures	889,940.4	855,128.8	880,646.9		880,646.9	(9,293.5)	(1.0%)	96.4	0.0%	76.0	0.0%
Revenue	825,647.0	791,173.2	842,766.8		842,766.8	17,119.8	2.1%	20,691.7	2.5%	(791.1)	(0.1%)
Net Expenditures	64,293.4	63,955.6	37,880.1		37,880.1	(26,413.3)	(41.1%)	(20,595.4)	(54.4%)	867.1	5.0%
Integrated Case Management and Service Planning											
Gross Expenditures	139,812.1	134,343.1	131,603.6		131,603.6	(8,208.4)	(5.9%)	(2,462.4)	(1.9%)	(1,448.2)	(1.1%)
Revenue	85,321.7	81,759.2	77,651.9		77,651.9	(7,669.8)	(9.0%)	(5,166.5)	(6.7%)	(4,051.4)	(5.6%)
Net Expenditures	54,490.4	52,583.9	53,951.7		53,951.7	(538.7)	(1.0%)	2,704.1	5.0%	2,603.3	4.6%
Total											
Gross Expenditures	1,100,879.9	1,057,817.0	1,083,233.8		1,083,233.8	(17,646.1)	(1.6%)	(2,837.8)	(0.3%)	(1,312.2)	(0.1%)
Revenue	963,136.6	922,922.0	972,682.6		972,682.6	9,546.0	1.0%	14,472.9	1.5%	(5,681.9)	(0.6%)
Total Net Expenditures	137,743.3	134,895.0	110,551.2		110,551.2	(27,192.1)	(19.7%)	(17,310.8)	(15.7%)	4,369.7	4.7%
Approved Positions	2,120.0	2,068.0	2,012.0		2,012.0	(108.0)	(5.1%)	(79.0)	(3.9%)	(60.0)	(3.1%)

The Toronto Employment and Social Services' 2017 Operating Budget is $1,083.234 million gross and $110.551 million net, representing a 19.7% decrease to the 2016 Approved Net Operating Budget. TESS has met the budget reduction target of -2.6% as set out in the 2017 Operating Budget Directions approved by Council and captured the entire $23.610 million in savings as a result of the 2017 provincial upload.

- Base pressures are mainly attributable to the inflationary increases for staff salaries and benefits common across all services, Ontario Works (OW) legislated rate increases, decrease in provincial program funding due to lower caseload, followed by additional local area office lease costs.

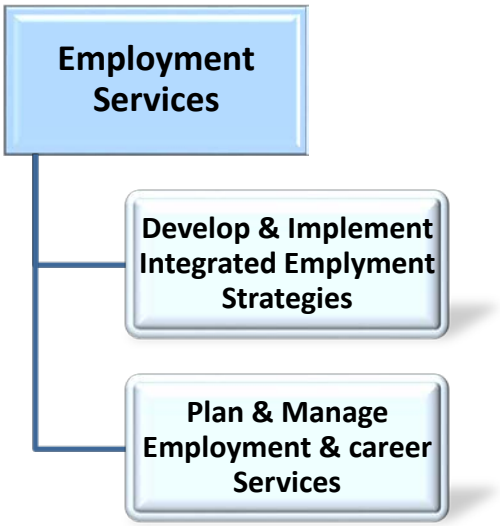
- The above pressures were more than offset by a phased-in approach of uploading OW benefit costs to the Province since 2010, expenditure savings related to a reduction in average caseload (6,000 cases) from 2016 budgeted levels, and additional draws from various reserves, consistent with their purposes, to bring expenditures in line with Provincial funding.

- In addition, the Program was able to identify base expenditure savings through a comprehensive line-by-line review of base expenses and achieve efficiency savings through optimizing the office space use of Wellesley Place, centralizing the pre and post eligibility review process, greater diligence and management of contracts, and reducing the number of summer part-time positions, all without service level impacts.

- Approval of the 2017 Operating Budget will result in Toronto Employment and Social Services reducing its total staff complement by 108.0 positions from 2,120.0 to 2,012.0.

The 2018 and 2019 Plan reflect inflationary increases in salaries and benefits which are expected to be more than offset by OW benefits budget savings as a result of the final year of the provincial upload in 2018 as well as a long-term strategy to reduce staff complement in the light of caseload changes and service modernization in the coming years.

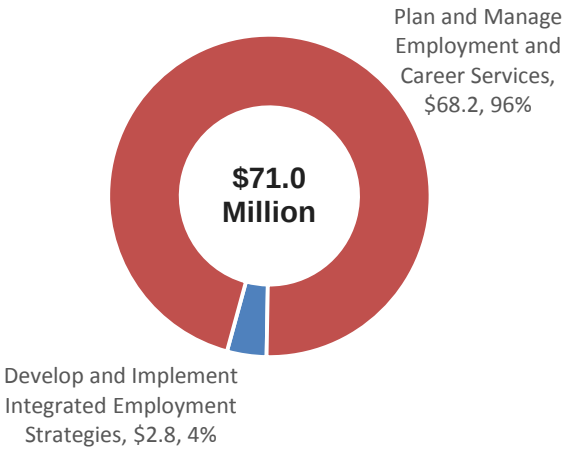
Employment Services



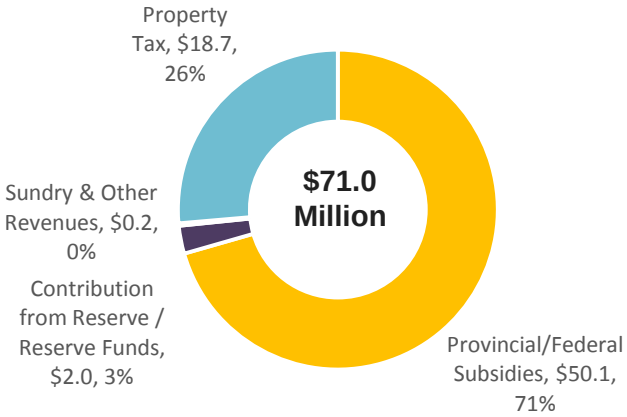
What We Do

- 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.

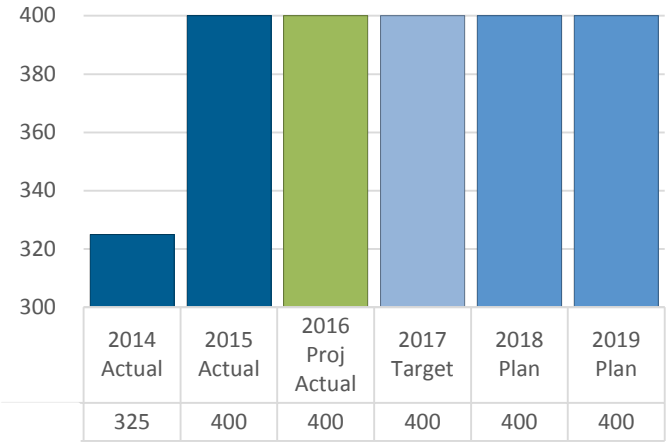
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Annual Number of Employer Partnerships



- The number of employer partnerships, a key element of the Workforce Development Strategy, is projected to remain at current levels from 2017 through 2019.

2017 Service Levels

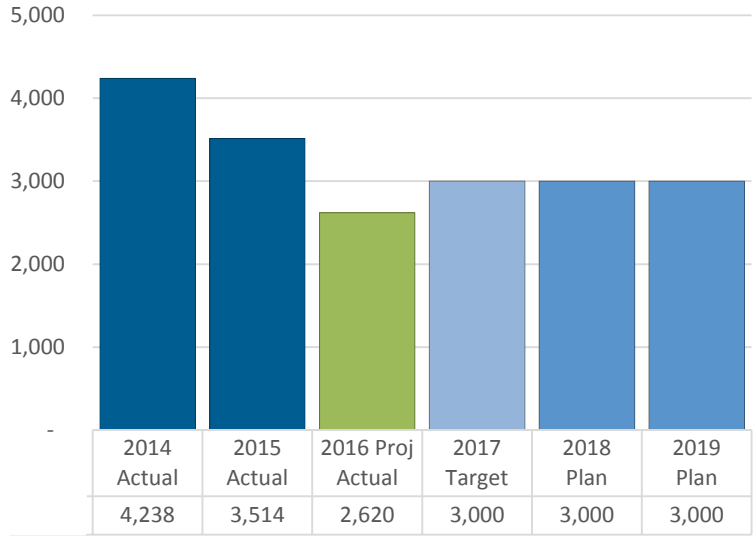
Employment Services

Activity	Type	Status	2014	2015	2016	2017
Develop and Implement Integrated Employment Strategies	Coordinated and accessible employment service system that meets the needs of employers, residents and communities.	Approved	Continue implementation of plan	Discontinued		Discontinued
	# of workforce development projects and initiatives that connect employers and job seekers	Approved	23 employment initiatives			23 employment initiatives
	# of employers with job opportunities	Approved	Provide a range of recruitment services from job matching to job fairs with 400 individual employers			Provide a range of recruitment services from job matching to job fairs with 400 individual employers
	Local Employment Service Plans	Approved	Continue implementation of 18 local employment service plans	Discontinued		Discontinued
	Government Partnerships; Interdivisional partnerships	Approved	Continue existing inter-governmental planning and co-ordination groups	Discontinued		Discontinued
Plan and Manage Employment and Career Services	External training program and employment placements (Private Sector and Non-Profit) to increase job prospects and employment	Approved	38,700 people attend education / upgrading programs	Discontinued		Discontinued
	# of OW recipients participating in a structured employment related activity	Approved		47,500 clients		47,500 clients
	# of employment centre service visits	Approved	255,000 visits to employment centres	260,000 visits to employment centres	265,000 visits to employment centres	**235,000 visits to employment centres**
	% of OW clients who left for employment and accessed extended employment health benefits	Approved	700 cases per month receive extended employment health benefits	11% of eligible recipients receive extended employment health benefits		11% of eligible recipients receive extended employment health benefits
	# of PAYE Employers Offering Jobs to Youth	Approved	n/a		120 employers offering jobs to youth (through PAYE)	120 employers offering jobs to youth (through PAYE)

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Employment Services. The Plan and Manage Employment and Career activity service level for the number of client visits to the employment centres is projected to decline to 235,000 visits in 2017 reflecting the drop in the caseload in line with the 2016 actual experience.

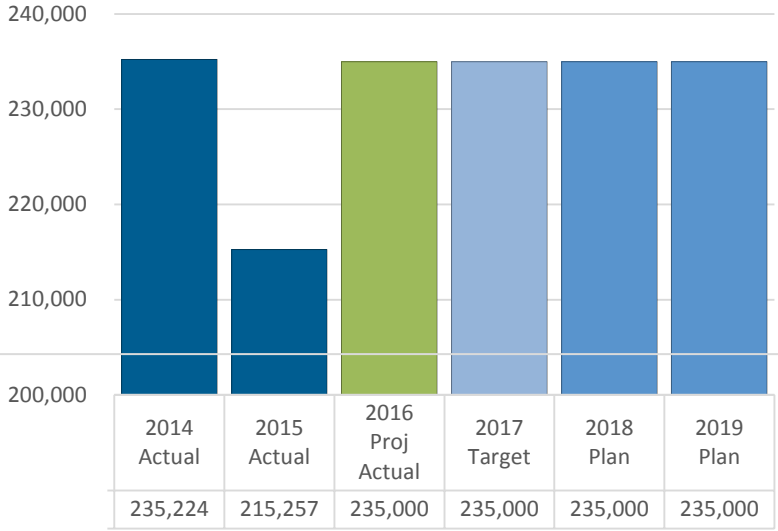
Service Performance Measures

Number of Jobs through Employer Partnerships (WFDS)



- Number of Jobs through Employer Partnerships (WFDS) is projected to increase from 2,620 in 2016 to 3,000 in 2017.

Annual Number of Visits to City Employment Centers



- 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.
- While caseload declined in 2016, visits increased as employment service levels returned to normal levels post implementation of SAMS. Visits are projected to remain at the same level in 2017.

Table 2
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	2017 Base	2017 Base Budget vs. 2016 Budget	% Change	New/ Enhanced	2017 Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Develop and Implement Integrated Employment Strategies	2,141.3	2,826.1	(12.7)	2,813.4	672.1	31.4%		**2,813.4**	672.1	31.4%	107.2	3.8%	123.6	4.2%
Plan and Manage Employment and Career Services	68,986.1	68,523.9	(354.1)	68,169.8	(816.3)	(1.2%)		**68,169.8**	(816.3)	(1.2%)	(578.9)	(0.8%)	(63.7)	(0.1%)
Total Gross Exp.	71,127.4	71,350.0	(366.7)	70,983.3	(144.2)	(0.2%)		**70,983.3**	(144.2)	(0.2%)	(471.8)	(0.7%)	59.9	0.1%
REVENUE														
Develop and Implement Integrated Employment Strategies	1,295.5	1,750.2		1,750.2	454.7	35.1%		**1,750.2**	454.7	35.1%	(55.5)	(3.2%)	(28.6)	(1.7%)
Plan and Manage Employment and Career Services	50,872.3	50,488.8	24.9	50,513.7	(358.7)	(0.7%)		**50,513.7**	(358.7)	(0.7%)	(996.8)	(2.0%)	(810.8)	(1.6%)
Total Revenues	52,167.8	52,238.9	24.9	52,263.8	96.0	0.2%		**52,263.8**	96.0	0.2%	(1,052.3)	(2.0%)	(839.4)	(1.7%)
NET EXP.														
Develop and Implement Integrated Employment Strategies	845.8	1,075.9	(12.7)	1,063.3	217.5	25.7%		**1,063.3**	217.5	25.7%	162.7	15.3%	152.2	12.4%
Plan and Manage Employment and Career Services	18,113.8	18,035.1	(379.0)	17,656.2	(457.6)	(2.5%)		**17,656.2**	(457.6)	(2.5%)	417.8	2.4%	747.1	4.1%
Total Net Exp.	18,959.6	19,111.1	(391.6)	18,719.4	(240.2)	(1.3%)		**18,719.4**	(240.2)	(1.3%)	580.5	3.1%	899.3	4.5%
Approved Positions	357.4	352.6	(5.9)	346.7	(10.7)	(3.0%)		**346.7**	(10.7)	(3.0%)	(13.1)	(3.8%)	(9.9)	(3.0%)

Employment Services plans, manages and delivers integrated employment services and supports to Torontonians through direct service delivery as well as through partnerships and agreements with other service providers.

The Employment Service's 2017 Operating Budget of $70.983 million gross and $18.719 million net is $0.240 million or 1.3% under the 2016 Approved Net Budget.

- Base budget pressures in Employment Service are primarily due to salary and benefit changes, partially offset by the impact of the OW benefit costs upload, OW reserve draw in response to reduced funding from the Province, and a line by line review to reflect actual experience.

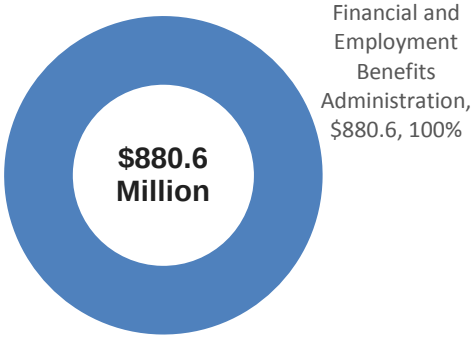
- In order to offset the above pressures, the service was able to achieve service efficiency savings of $0.392 million net mainly through the implementation of a centralized model for eligibility review and post-eligibility management.

Financial Supports

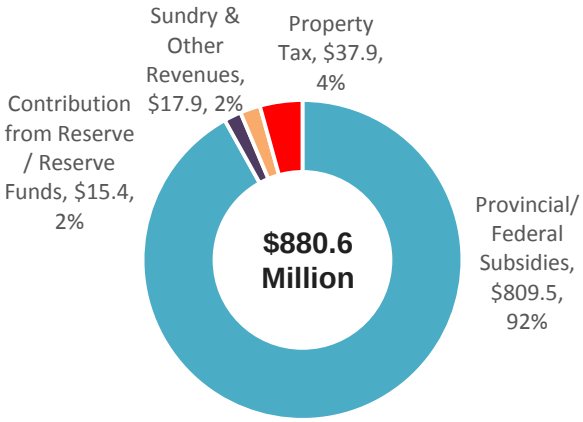
What We Do

- Deliver Ontario Works financial assistance and employment benefits to eligible residents.

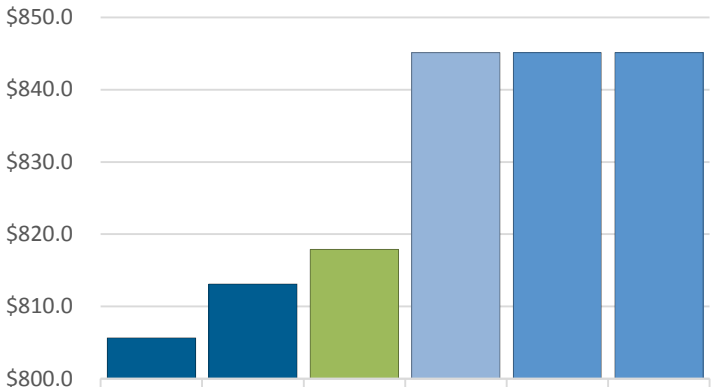
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Total Amount of Benefits Paid to OW Recipients ($ Millions)



2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
$805.7	$813.1	$817.9	$845.1	$845.1	$845.1

- Client benefits have steadily increased due to legislated provincial rate increases.
- Payments are determined by provincial policies, demand and caseload dynamics (i.e. singles versus families).

2017 Service Levels

Financial Supports

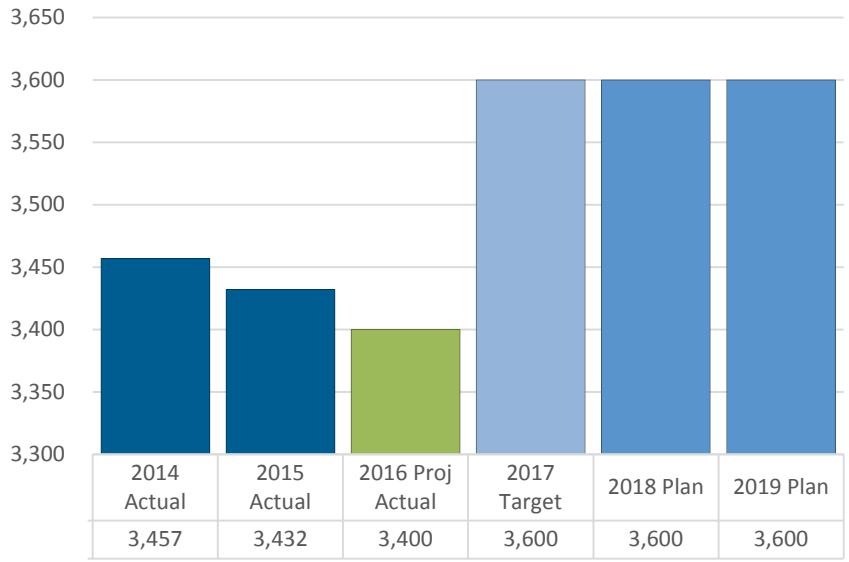
Activity	Type	Status	2014	2015	2016	2017
Financial and Employment Benefits Administration	# of financial and employment benefit payments processed annually	Approved	1.5 million benefit payments per year	1.3 million benefit payments per year	1.1 million benefit payments per year	**1.3 million benefit payments per year**
	Creation and maintenance of internal control systems, policies and procedures	Approved	Maintain a reasonable level of compliance and program integrity	Discontinued		Discontinued
	$ of overpayment recoveries per year	Approved	Maintain a reasonable level of compliance and program integrity	$15 million in overpayment recoveries per year		**$25 million in overpayment recoveries per year**
	% of client fraud allegations investigated	Approved	Investigate approximately 10,000 allegations (100% of allegations received)			Investigate approximately 10,000 allegations (100% of allegations received)
	Disclosure of information and personal privacy	Approved	100% compliance to all requests	Discontinued		Discontinued
	Record Management System	Approved	100% compliance to legislated documentation requirements	Discontinued		Discontinued
	Regular Internal Audits/Reviews to monitor program delivery, staff practices and to identify areas for improvement and validate compliance	Approved	Comply with provincial directives	Discontinued		Discontinued
	% of single parent families receiving support	Approved	24,200 single parent families	27% of single families covered by support		**Discontinued**
	Employment Related Expenses (ERE)	Approved	Comply with provincial directives	Discontinued		Discontinued
	# of monthly Housing Stabilization Fund payments	Approved	n/a	3,600 monthly payments to OW & ODSP		3,600 monthly payments to OW & ODSP

The 2017 Services Levels are consistent with the approved 2016 Service Levels except for the following changes:

- The number of financial and employment benefit payments processed annually was decreased in 2016 due to a lower budgeted caseload. Based on actual experience the service metric has been increased to 1.3 million for 2017.
- The annual overpayment recoveries have been increased to reflect 2016 actual experience. Due to the implementation of Social Administration Management System (SAMS), data on this metric was not available during the 2016 budget process.
- The Percentage of Single Parent Families Receiving Support service level will be discontinued in 2017 as child support payments will be fully exempt from social assistance benefit calculations starting February 1, 2017. Child care support payments are currently treated as income and deducted dollar-for-dollar from benefits. Clients will also no longer be required to pursue child support as a condition of eligibility for social assistance.

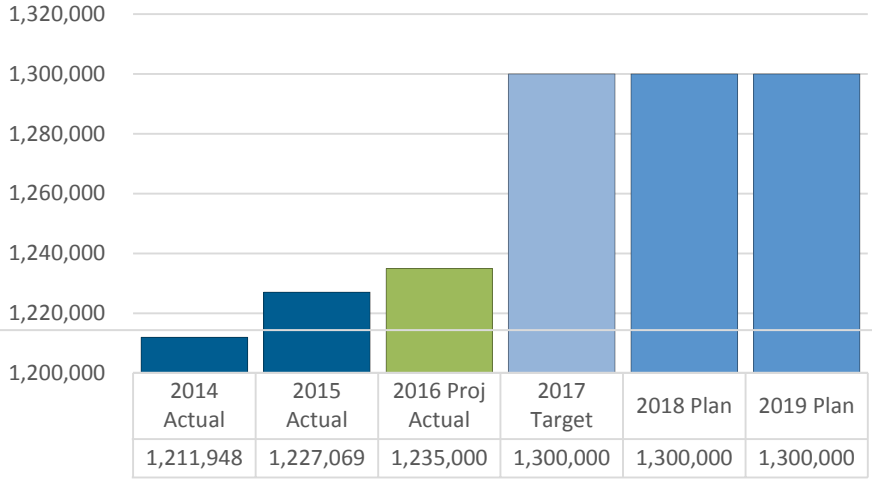
Service Performance Measures

Number of Monthly Housing Stabilization Fund Payments



- The number of Housing Stabilization Fund payments that have remained flat from 2014 to 2016, are projected to increase by 200 payments to 3,600 payments in 2017 and onwards due to proposed changes in eligibility criteria.
- 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.

Number of Payments Issued



- The total number of cheques, direct banking deposits and City Services Benefit Card payments have remained flat between 2014 and 2016.
- The number of payments issued to clients is expected to increase to 1,300,000 in 2017 and beyond.

Table 3
2017 Service Budget by Activity

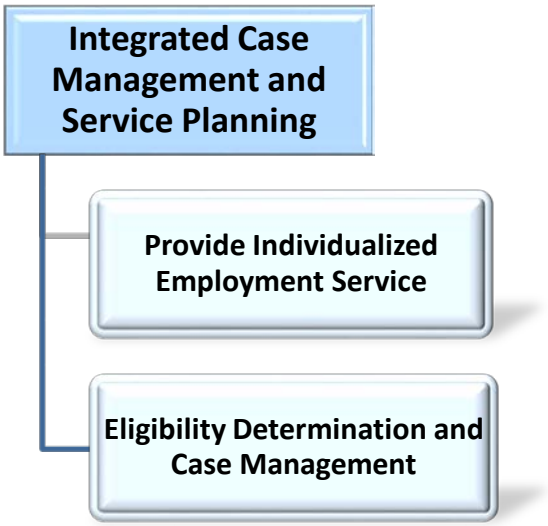
	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	2017 Base	2017 Base Budget vs. 2016 Budget	% Change	New/ Enhanced	2017 Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Financial and Employment Benefits Administration	889,940.4	880,532.6	114.2	880,646.9	(9,293.5)	(1.0%)		**880,646.9**	(9,293.5)	(1.0%)	96.4	0.0%	76.0	0.0%
Total Gross Exp.	889,940.4	880,532.6	114.2	880,646.9	(9,293.5)	(1.0%)		**880,646.9**	(9,293.5)	(1.0%)	96.4	0.0%	76.0	0.0%
REVENUE														
Financial and Employment Benefits Administration	825,647.0	842,754.8	12.0	842,766.8	17,119.8	2.1%		**842,766.8**	17,119.8	2.1%	20,691.7	2.5%	(791.1)	(0.1%)
Total Revenues	825,647.0	842,754.8	12.0	842,766.8	17,119.8	2.1%		**842,766.8**	17,119.8	2.1%	20,691.7	2.5%	(791.1)	(0.1%)
NET EXP.														
Financial and Employment Benefits Administration	64,293.4	37,777.9	102.2	37,880.1	(26,413.3)	(41.1%)		**37,880.1**	(26,413.3)	(41.1%)	(20,595.4)	(54.4%)	867.1	5.0%
Total Net Exp.	64,293.4	37,777.9	102.2	37,880.1	(26,413.3)	(41.1%)		**37,880.1**	(26,413.3)	(41.1%)	(20,595.4)	(54.4%)	867.1	4.8%
Approved Positions	295.5	294.1	3.3	297.4	2.0	0.7%		**297.4**	2.0	0.7%	(6.4)	(2.1%)	(4.8)	(1.7%)

Financial Supports provides income supports and health benefits to eligible Torontonians.

The Financial Supports' 2017 Operating Budget of $880.647 million gross and $37.880 million net is $26.413 million or 41.1% under the 2016 Approved Net Budget.

- The main driver for the significant year-over-year net decrease is attributed to the provincial upload of OW benefits, which will reduce the City's share from 5.8% in 2016 to 2.8% in 2017 and provide $23.139 million in savings to the service.
- In addition, the 2017 OW Caseload has been set at 84,000, the same level as projected for 2016 and 6,000 cases lower than the 2016 approved budget. Therefore, the 2017 Operating Budget includes a decrease of $38.677 million gross and $1.031 million net to reflect the 6,000 decrease in the average monthly caseload.
- Furthermore, expenditures related to Housing Stabilization Fund (HSF) and capped OW benefits such as prosthetics, adult dental and funerals that exceed the provincial cap for these programs, previously funded from the property tax base will now be funded from the Social Assistance Stabilization (SAS) Reserve in the event the actual expenditures exceed the funding cap.
- The above reductions, however, were partially offset by the legislated OW rate increase of 1.5 per cent for adults receiving Ontario Works effective October 1, 2016. Singles without children receiving Ontario Works received a top-up, bringing their total increase to $25 per month. This adds a budget pressure of $18.153 million gross and $0.508 million net.

Integrated Case Management and Service Planning

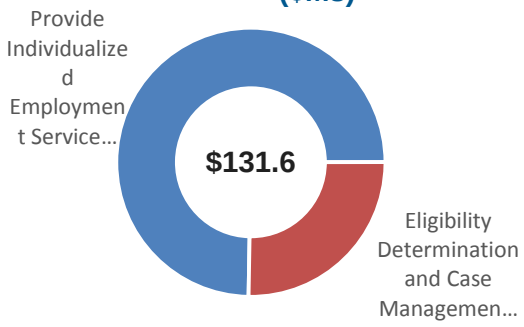


What We Do

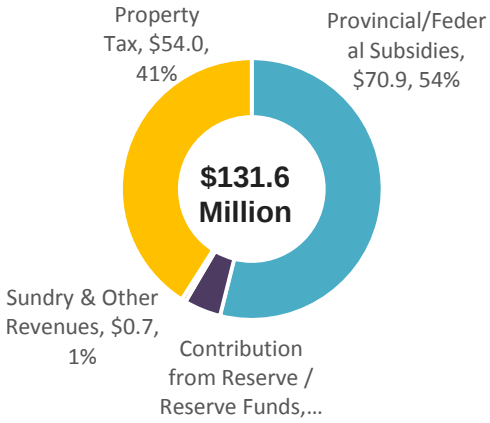
- Access eligibility for OW benefits and services for City residents.
- Develop and update service plans that support employment goals and link individuals and families to key social supports.

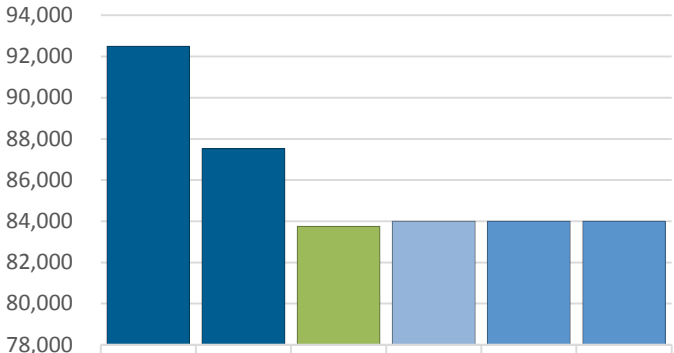
Ontario Works Average Monthly Caseload

2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)





	2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
Series1	92,500	87,524	83,750	84,000	84,000	84,000

- The OW caseload is primarily determined by the City's economic environment and provincial policies.
- The average monthly caseload dropped from 92,500 in 2014 to 83,750 in 2016 as a result of the economic recovery in the aftermath of the 2008/09 recession.
- Caseload has been set at 84,000 for 2017, down 6,000 from the 2016 budget and in-line with current projections for 2016.

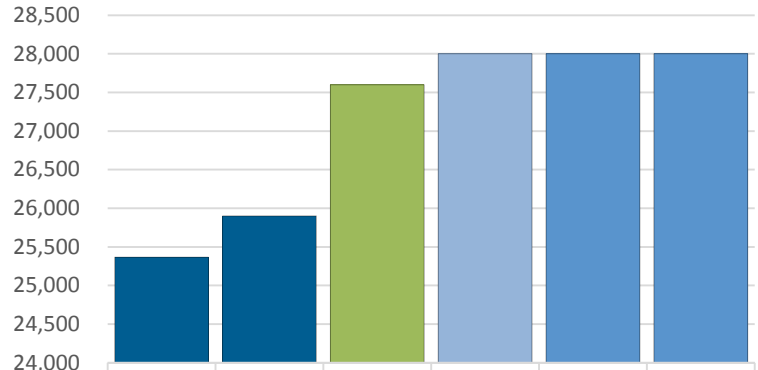
2017 Service Levels
Integrated Case Management and Service Planning

Activity	Type	Status	2014	2015	2016	2017
Provide Individualized Employment Service Planning	# of individual service plans developed and updated	Approved	260,000 individual plans	245,000 individual plans	245,000 individual plans	**200,000 individual plans**
	% of clients with employment income	Approved	n/a	9.0% of clients with employment income	9.0% of clients with employment income	**10.5% of clients with employment income**
Eligibility Determination and Case Management	% of eligibility decisions reached within 4 business days	Approved	An eligibility decision within 7.0 business days	An eligibility decision within 5.0 business days	80% of eligibility decisions reached within 5 business days	**60% of eligibility decisions reached within 4 business days**
	Referrals to other relevant services and supports (i.e. shelter, ODSP, food banks, etc.)	Approved	100% of referrals identified through completed service plans	Discontinued		Discontinued
	% of appeals and Internal Reviews reviewed within legislated 30 day timeframe	Approved	Maintain 100% of all appeals and Internal Reviews reviewed	100% of all appeals and Internal reviews reviewed within legislated time frames (30 days)		100% of all appeals and Internal reviews reviewed within legislated time frames (30 days)
	# of OW and ODSP recipients receiving medical benefits	Approved	20,000 residents receive medical benefits	25,000 OW and ODSP recipients receive medical benefits		25,000 OW and ODSP recipients receive medical benefits
	# of families and single Torontonians assessed for eligibility for OW financial assistance	Approved	176,000 families and single Torontonians	172,500 families and single Torontonians	Discontinued	Discontinued
	Provide assessment and referrals to appropriate social supports (e.g. Housing, Addictions Counselling, etc)	Approved	176,000 families and single Torontonians	Discontinued		Discontinued
	Extended Employment Health Benefit (EEHB)	Approved	Housing Stability Plan to be submitted to Council in Fall 2013	Discontinued		Discontinued
	# of approved welcome policy applications	Approved	n/a	150,000 approved applications		150,000 approved applications
	% of caseload on assistance more than 2 years	Approved	n/a	50% of caseload on assistance more than 2 years		50% of caseload on assistance more than 2 years
	average monthly OW cases served	Approved	n/a	average monthly caseload of 93,500	average monthly caseload of 90,000	**average monthly caseload of 84,000**
	# of OW applications processed annually	Approved	n/a	55,000 OW applications processed annually	55,000 OW applications processed annually	**50,000 OW applications processed annually**

- The service levels for number of service plans and OW applications have been reduced to 200,000 individual plans and 50,000 OW applications on an annual basis to reflect the lower average monthly caseload of 84,000.
- The eligibility decisions reached within 5 business days metric is no longer available. The metric in SAMS is eligibility decisions reached within 4 business days. The 2017 service level is consistent with 2016 experience.
- The percentage of clients with employment income metric was not available in the 2016 budget process due to SAMS reporting issues. The 2017 service level is consistent with the 2016 experience.

Service Performance Measures

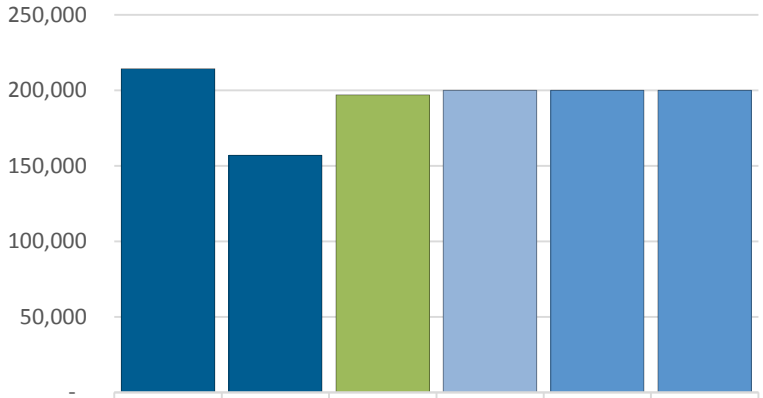
Number of Ontario Works Clients Placed in Jobs



2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
25,368	25,902	27,600	28,000	28,000	28,000

- The number of OW clients that exited OW for employment increased in 2016 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.
- The 2017 number is projected to increase to 28,000 and remain at that level going forward.

Number of Individual Service Plans Developed and Updated



2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
214,438	157,075	197,000	200,000	200,000	200,000

- 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.

Table 4
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	2017 Base	2017 Base Budget vs. 2016 Budget	% Change	New/ Enhanced	2017 Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Provide Individualized Employment Service Planning	38,673.5	34,274.5	(976.3)	33,298.2	(5,375.3)	(13.9%)		**33,298.2**	(5,375.3)	(13.9%)	(899.6)	(2.7%)	(479.2)	(1.5%)
Eligibility Determination and Case Management	101,138.6	99,919.3	(1,613.8)	98,305.4	(2,833.1)	(2.8%)		**98,305.4**	(2,833.1)	(2.8%)	(1,562.8)	(1.6%)	(969.0)	(1.0%)
Total Gross Exp.	139,812.1	134,193.8	(2,590.2)	131,603.6	(8,208.4)	(5.9%)		**131,603.6**	(8,208.4)	(5.9%)	(2,462.4)	(1.9%)	(1,448.2)	(1.1%)
REVENUE														
Provide Individualized Employment Service Planning	25,713.6	21,890.5	45.8	21,936.3	(3,777.3)	(14.7%)		**21,936.3**	(3,777.3)	(14.7%)	(2,206.0)	(10.1%)	(1,757.0)	(8.9%)
Eligibility Determination and Case Management	59,608.1	55,648.3	67.4	55,715.7	(3,892.4)	(6.5%)		**55,715.7**	(3,892.4)	(6.5%)	(2,960.5)	(5.3%)	(2,294.5)	(4.3%)
Total Revenues	85,321.7	77,538.9	113.1	77,652.0	(7,669.8)	(9.0%)		**77,652.0**	(7,669.8)	(9.0%)	(5,166.5)	(6.7%)	(4,051.4)	(5.9%)
NET EXP.														
Provide Individualized Employment Service Planning	12,959.9	12,384.0	(1,022.1)	11,361.9	(1,598.0)	(12.3%)		**11,361.9**	(1,598.0)	(12.3%)	1,306.4	11.5%	1,277.8	10.1%
Eligibility Determination and Case Management	41,530.4	44,270.9	(1,681.2)	42,589.8	1,059.3	2.6%		**42,589.8**	1,059.3	2.6%	1,397.6	3.3%	1,325.5	3.0%
Total Net Exp.	54,490.4	56,655.0	(2,703.3)	53,951.7	(538.7)	(1.0%)		**53,951.7**	(538.7)	(1.0%)	2,704.1	5.0%	2,603.3	4.4%
Approved Positions	1,467.2	1,401.3	(33.5)	1,367.9	(99.3)	(6.8%)		**1,367.9**	(99.3)	(6.8%)	(59.6)	(4.4%)	(45.2)	(3.5%)

Integrated Case Management and Service Planning develops individual service plans to support social assistance recipients in obtaining the financial, social, and employment services they require to stabilize their lives and achieve independence

The Integrated Case Management and Service Planning's 2017 Operating Budget of $131.604 million gross and $53.952 million net is $0.539 million or 1.0% lower than the 2016 Approved Net Budget.

- Base budget pressures are primarily due the decline in provincial program delivery funding of $9.514 million, partially offset by increased OW reserve draw of $5.680 million to fund the shortfall and $0.802 million in line-by-line review savings.

- In order to offset the above pressures, the service was able to achieve efficiency savings of $2.703 million net mainly through the implementation of a centralized model for eligibility review and post-eligibility management and other staff changes, followed by additional leasing revenues from ODSP to co-locate at Wellesley Place in order to improve and streamline services to mutual clients.

Toronto Paramedic Services

2017 – 2026 CAPITAL BUDGET AND PLAN OVERVIEW

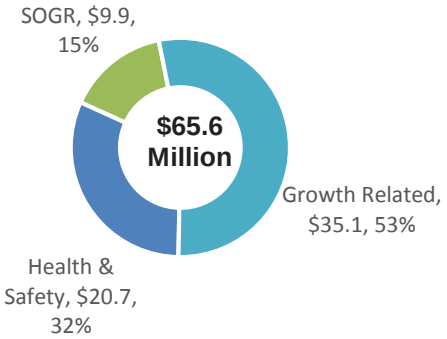
Toronto Paramedic Services (PS) provides 24-hour emergency pre-hospital and out-of-hospital medical care and transportation to individuals experiencing injury or illness through integrating mobile, paramedic based health care.

Toronto Paramedic Services operates out of 48 locations including 5 service district centres, and the Toronto Paramedic Services' headquarters that have a total area of just over 316,566 sq. ft. and an estimated replacement value of $139.092 million.

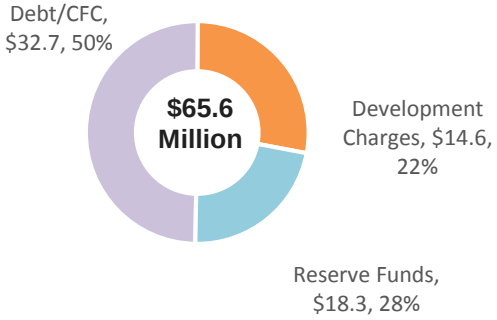
The 10-Year Capital Plan is balanced and advances Toronto Paramedic Services' objectives of improving Service delivery by investing in multi-function stations for efficient staff deployment and asset management while maintaining the current inventory of medical and mobile data equipment in a state of good repair.

2017-2026 Capital Budget and Plan

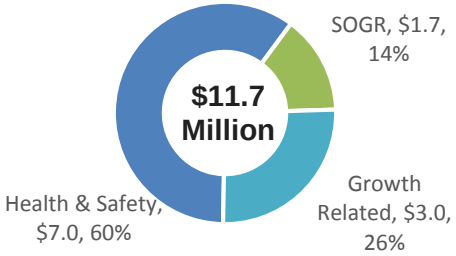
Where the money goes: By Project Category



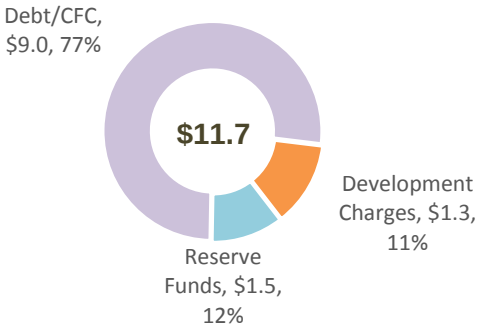
Where the money comes from: By Funding Source



2017 Capital Budget By Project Category



By Funding Source



Our Key issues & Priority Actions

Increase in Service Demand driven by aging and growing population results in the need for 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.

- ✓ The 10-year Capital Plan includes $30.360 million in funding for 3 Multi-Function Station projects and Ambulance Posts as part of PS' modernization of its service delivery model.
- ✓ Funding of $0.150 million is also included to continue with the Infrastructure Study to review existing station facilities to optimize the location of new stations and posts.

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 $14.750 million in funding for the purchase of 220 power stretchers over the 10-Year plan.

Capital Deliverables for 2017

The 2017 Capital Budget for Toronto Paramedic Services of $11.680 million, excluding carry forward funding, will:

- Deliver 18 new ambulances to meet the increased demand for Paramedic Services ($1.260 million)
- Address the health and safety of paramedics and patients by purchasing new and improved power stretchers ($6.350 million) and replacement of public access defibrillators ($0.140 million) and portable radios ($0.500 million).
- Continue with annual Mobile Data Terminal (MDT) maintenance activities of mobile data equipment installed in ambulances ($0.300 million).
- Initiate preparation and design of the Multi-Function Station #2 at 330 Progress Avenue ($0.600 million).

Complete the construction of North-West Multi-Function Station project ($1.000 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 2010 to ensure that consistency in maintenance standards are applied to all City facilities.

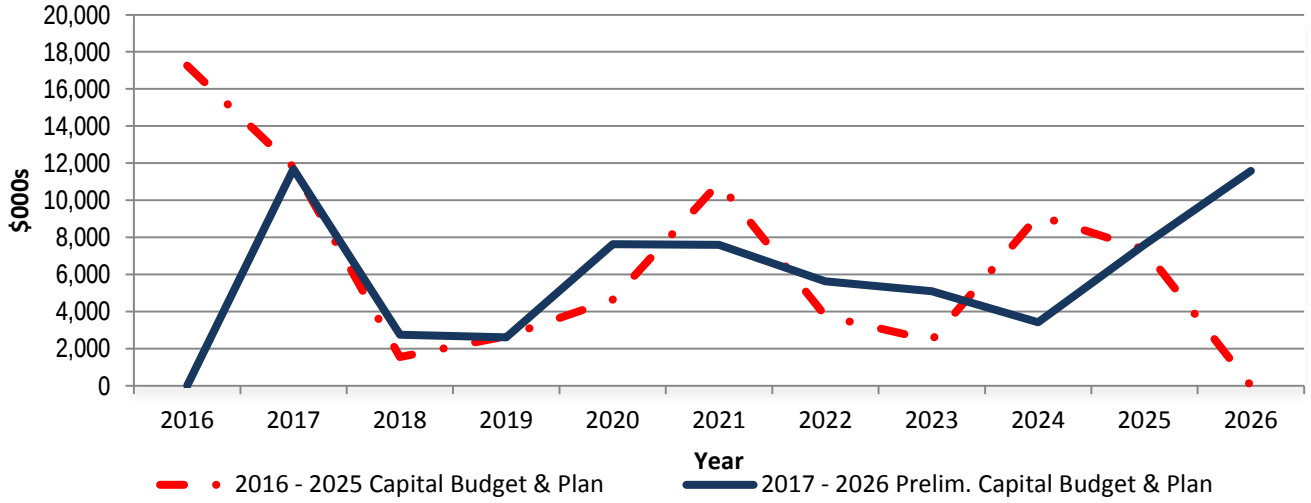
There is no state of good repair backlog for the replacement of equipment used by paramedics as these are replaced according to the Program's Equipment Replacement schedule in order to maintain regulatory compliance with the Ministry of Health and Long Term Care ensuring service continuity, staff and patient safety.

Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Capital Budget and the 2018 – 2026 Capital Plan reflects a decrease of $5.917 million in capital funding from the 2016 - 2025 Approved Capital Plan.

The chart and table below provide a breakdown of the $5.917 million or 8.3% decrease in the Capital Program on an annual basis from 2016 to 2026.

Chart 2
Changes to the 2016 - 2025 Approved Capital Plan (In $000s)



($000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025	17,260	11,780	1,542	2,677	4,630	10,930	3,750	2,450	9,170	7,345		71,534
2017 - 2026		11,680	2,752	2,610	7,630	7,598	5,622	5,090	3,430	7,620	11,585	65,617
Change %		(0.8%)	78.5%	(2.5%)	64.8%	(30.5%)	49.9%	107.8%	(62.6%)	3.7%		(8.3%)
Change $		(100)	1,210	(67)	3,000	(3,332)	1,872	2,640	(5,740)	275		(5,917)

As made evident in the chart above, the $5.917 million decrease in the Capital Program reflects a decrease in capital projects planned for 2026 as compared to 2016. The remaining $0.242 million reflects a decrease in capital funding over the nine common years of the Capital Plan (2017-2025) as reflected in the Table 2 on the following page.

The decrease arises from the reprioritization of Toronto Paramedic Services capital projects based on the following factors:

- The decline in costs of defibrillators allowed PS to complete Defibrillator Replacements in 2015 and 2016 freeing up planned cash flow funding for this project in 2017 which has been redirected to accommodate increased costs for Power Stretchers.
- The need to realign cash flows with delivery timelines and the Program's historical spending patterns for equipment purchases such as the Dispatch Console project.
- Reduction in project cost estimates for the Multi-Function Station #3 project that had assumed land acquisition costs, which is no longer required.

The following table details, by project category, the capital projects funded in the 2017 – 2026 Capital Budget and Plan for Toronto Paramedic Services.

Table 1
2017 - 2026 Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
Radio Infrastructure for Portable Coverage	1,000	500										**500**	1,000
Public access Defibrillator Program		140										**140**	1,000
Defibrillator Replacement Purchases							2,640	2,640				**5,280**	5,280
Power Stretchers	5,000	6,350	400				1,600	1,600	1,600	1,600	1,600	**14,750**	14,750
Sub-Total	**6,000**	**6,990**	**400**	**-**	**-**	**-**	**4,240**	**4,240**	**1,600**	**1,600**	**1,600**	**20,670**	**22,030**
State of Good Repair													
Mobile Data Communications		300	500	300	300	300	300	300	500	300	300	**3,400**	3,400
Radio Infrastructure for Portable Coverage		1,050	950	1,000								**3,000**	3,000
Medical Equipment Replacement Program		330										**330**	330
Medical Equipment Replacement Program			330	330	330	330	350	350	375	375	375	**3,145**	3,145
Sub-Total	**-**	**1,680**	**1,780**	**1,630**	**630**	**630**	**650**	**650**	**875**	**675**	**675**	**9,875**	**9,875**
Growth Related													
North West District - Multi-Function Station		1,000										**1,000**	15,505
Multi-Function Station #2		600		250	7,000	6,968	732					**15,550**	15,550
Additional Ambulances (2017-2019)		1,260	572	730								**2,562**	2,562
Multi-Function Station #3									500	4,000	9,310	**13,810**	15,550
Ambulance Post Program								200	455	1,345		**2,000**	2,000
Paramedic Services Infrastructure Study	150	150										**150**	150
Sub-Total	**150**	**3,010**	**572**	**980**	**7,000**	**6,968**	**732**	**200**	**955**	**5,345**	**9,310**	**35,072**	**51,317**
Total Expenditures by Category (excluding carry forward)	**6,150**	**11,680**	**2,752**	**2,610**	**7,630**	**7,598**	**5,622**	**5,090**	**3,430**	**7,620**	**11,585**	**65,617**	**83,222**

Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital projects (i.e. Civic Improvement projects)

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

	2017 Budget		2018 Plan		2019 Plan		2020 Plan		2021 Plan		2017 - 2021		2017 - 2026	
Projects	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**
Previously Approved														
Power Stretchers	113.0		(113.0)								-	-	-	-
NW District Multi-Function Station	90.0		(45.0)								45.0	-	45.0	-
Additional Ambulance	256.0		28.0		39.0		13.0		(42.0)		294.0	-	294.0	-
New Defibrillators	(88.0)										(88.0)	-	(88.0)	-
New Projects - Future Years											-	-	-	-
Multi-Function Station #2											-	-	60.0	-
Total (Net)	**371.0**	**-**	**(130.0)**	**-**	**39.0**	**-**	**13.0**	**-**	**(42.0)**	**-**	**251.0**	**-**	**311.0**	**-**

The 10-Year Capital Plan will increase future year Operating Budgets by a total of $0.311 million net over the 2017 – 2026 period, as shown in the table above.

This is required to sustain the following capital projects that will be completed in 2017:

- An increase to the Equipment Reserve of $0.113 million is required for the lifecycle replacement of new Stretchers which is expected to be 5 years.
  - These operating costs are eligible for 50% provincial funding based on budgeted spending in previous years what results in cost reduction of $0.113 million in 2018.
- With the anticipated completion, the North West District Multi-function Station will result in an impact of $0.090 million in 2017 required for utilities and maintenance of the new station with a reduction of $0.045 million in 2018 when operating costs become eligible for provincial subsidy of 50%.
- In 2017, Additional Ambulances project will result in an operating impact of $0.256 million due to Contribution required to the Vehicle Reserve for the purchase of new ambulance vehicles ($0.216 million), vehicle parts

and maintenance of additional ambulances ($0.040 million) after receiving provincial subsidy grant of $0.090 million for the 2016 increase in expenditures. In addition, this project will create a pressure of $0.080 million from 2018 to 2020 with a reduction of $0.042 million as costs become eligible in 2021 for provincial subsidy of 50%.

- New Defibrillators – Reduction of $0.088 million in 2017 is a result of receiving provincial revenue for the 2016 budgeted transfer to Equipment Reserve of $0.175 million.

These operating costs receive 50% provincial funding based on budgeted spending in previous years.

Toronto Paramedic Services

2017 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

2017 Operating Budget Highlights

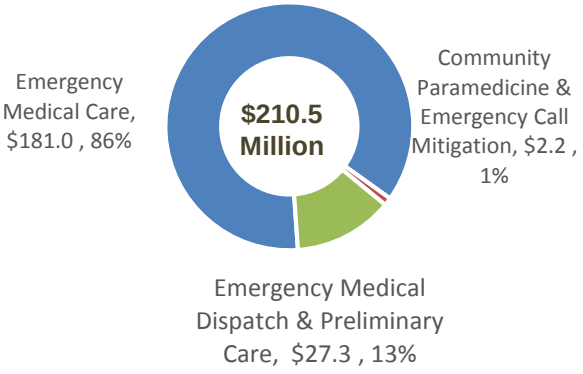
The 2017 Operating Budget for Toronto Paramedic Services of $210.484 million in gross expenditures and $78.189 million net provides funding for 3 services: Community Paramedicine & Emergency Call Mitigation, Emergency Medical Care and Emergency Medical Dispatch & Preliminary Care. The total cost to deliver these services to Toronto residents is summarized below:

(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	204,912.7	210,483.6	5,570.9	2.7%
Revenues	125,991.2	132,294.5	6,303.3	5.0%
Net Expenditures	**78,921.5**	**78,189.1**	**(732.4)**	**(0.9%)**

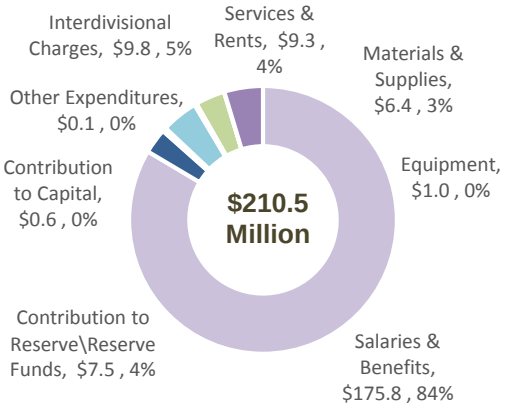
2017 Operating Budget

Where the money goes:

By Service

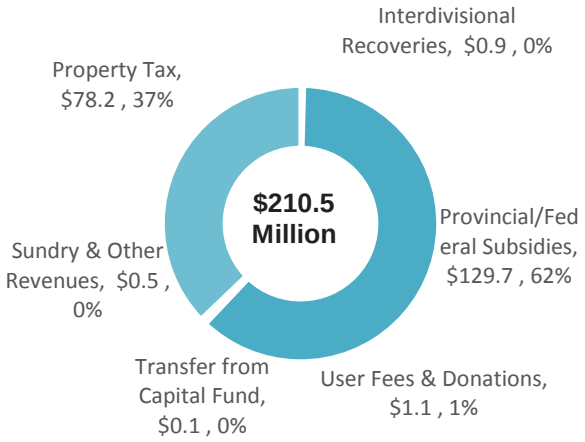


By Expenditure Category



Where the money comes from:

By Funding Source



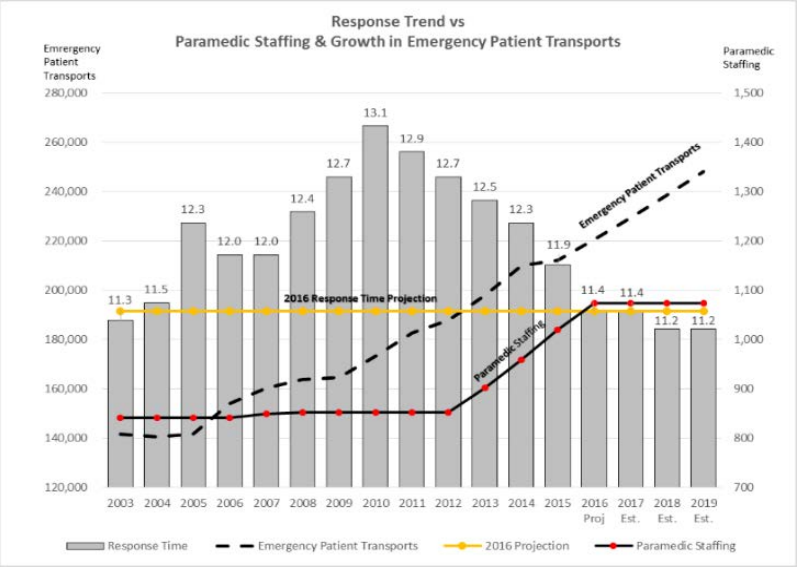
Fast Facts

- Toronto Paramedic Services is the largest municipal paramedic ambulance service in Canada.
- 193 ambulances and response vehicles will transport 220,667 patients to hospital in 2016, a 4.0% increase from 2015.
- 2016 estimated response time is 11.4 minutes, which is the lowest since 2003.

Trends

- Since 2005, the number of emergency patient transports provided by Paramedic Services annually has increased by 79,268 patients (56%) from 141,409 transports in 2005 to an estimated 220,677 transports in 2016 due to a growing and aging population.
- In 2016 alone, this translates to approximately 8,500 additional emergency transports over 2015.
- In spite of the increasing service demands, PS staffing relatively unchanged from 2002 to 2012. During the 2013 to 2016 period, City Council approved funding to increase staffing by 220 paramedic positions.
- As a result, PS has been able to improve its service levels during this period and achieved a projected response time of 11.4 minutes in 2016, which is the lowest it has been since 2004 by implementing several initiatives that have resulted in operating efficiencies.

Response Trends vs Paramedic Staffing & Growth



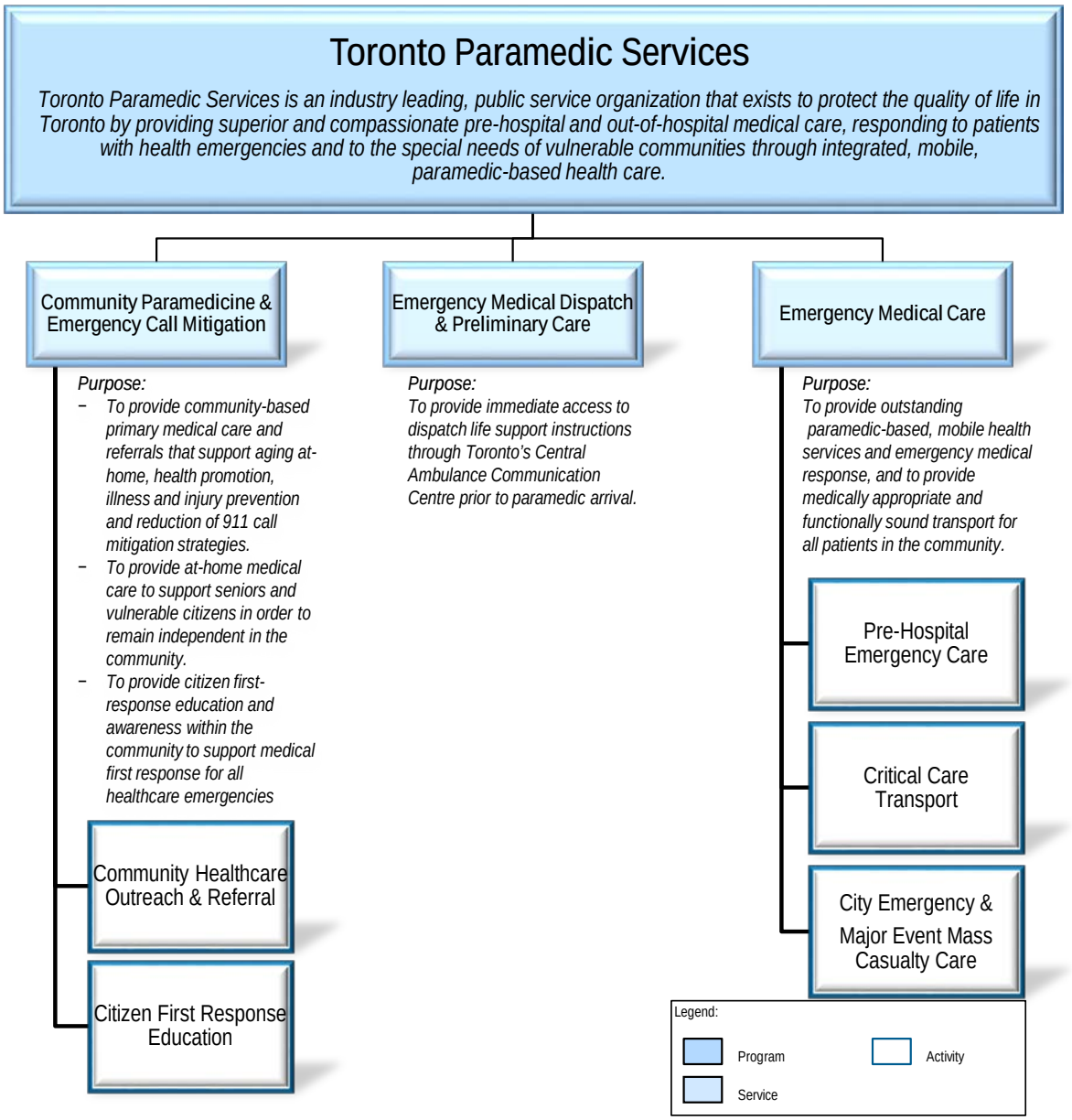
Our Key Issues & Priority Actions

- **Increase in emergency call volumes** with a projected annual increase of 4% to 5% due to a growing and aging population continues to be a challenge for Toronto Paramedic Services.
  - ✓ Efforts continue to focus on technological improvements such as a unit-assignment software program to improve deployment and response time.
  - ✓ Implementing Call diversion strategies including emergency patient transport protocol that have reduced the number of emergency transfers from community hospitals to specialty hospitals thereby improving ambulance availability.
- **Provincial Subsidy Shortfall** for the Central Ambulance Communications Centre (CACC) as the annual provincial funding envelope is not adjusted for cost of living adjustments.
  - ✓ PS continues to institute cost containment policies including delayed hiring to manage within Program envelope.
  - ✓ Negotiations are continuing with MOHLTC to increase funding to cover cost of living increases.

Key Service Deliverables for 2017

- The 2017 Operating Budget for Toronto Paramedic Services of $210.484 million in gross expenditures and $78.189 million net provides funding for 3 services: Community Paramedicine & Emergency Call Mitigation, Emergency Medical Care and Emergency Medical Dispatch & Preliminary Care.
- This represents a decrease of 0.9% to the 2016 Approved Net Budget through measures taken based on the following:
  - ➢ Service efficiency through deletion of a temporary position and reallocation of staff ($0.135 million).
  - ➢ Service Adjustments through discontinuation of Public Awareness Campaign ($0.075 million).

Program Map



Service Customer

Community Paramedicine & Emergency Call Mitigation

- Incident Victims
- Hospitals
- Health Care Providers
- 911 Callers

Indirect (Beneficial)

- Residents
- Visitors

Emergency Medical Dispatch & Preliminary Care

- 911 Callers
- Incident Victims
- Hospitals

Indirect (Beneficial)

- Residents
- Visitors

Emergency Medical Care

- Patient
- Hospitals
- Health Care Providers

Indirect (Beneficial)

- Residents
- Visitors

Table 1
2017 Operating Budget and Plan by Service

	2016		2017 Operating Budget					Incremental Change			
(In $000s)	Budget	Projected Actual	Base	New/ Enhanced	Total Budget	2017 vs. 2016 Budget Change		2018 Plan		2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Community Paramedicine & Emergency Call Mitigation											
Gross Expenditures	2,624.5	2,281.2	2,153.9		2,153.9	(470.6)	(17.9%)	(52.5)	(2.4%)	50.2	2.4%
Revenue	2,141.4	1,884.4	1,735.3		1,735.3	(406.1)	(19.0%)	(114.8)	(6.6%)	30.6	1.9%
Net Expenditures	483.1	396.8	418.6		418.6	(64.5)	(13.3%)	62.4	14.9%	19.6	4.1%
Emergency Medical Care											
Gross Expenditures	175,733.8	175,534.0	181,041.9		181,041.9	5,308.1	3.0%	3,111.1	1.7%	3,716.7	2.0%
Revenue	97,716.2	98,301.7	103,914.1		103,914.1	6,197.9	6.3%	1,651.5	1.6%	8.6	0.0%
Net Expenditures	78,017.6	77,232.3	77,127.7		77,127.7	(889.9)	(1.1%)	1,459.6	1.9%	3,708.1	4.7%
Emergency Medical Dispatch & Preliminary Care											
Gross Expenditures	26,554.4	25,868.4	27,287.8		27,287.8	733.4	2.8%	568.3	2.1%	610.0	2.2%
Revenue	26,133.6	25,880.4	26,645.1		26,645.1	511.6	2.0%	1.4	0.0%	1.4	0.0%
Net Expenditures	420.8	(12.0)	642.7		642.7	221.8	52.7%	566.9	88.2%	608.6	50.3%
Total											
Gross Expenditures	204,912.7	203,683.6	210,483.6		210,483.6	5,570.9	2.7%	3,626.9	1.7%	4,376.9	2.0%
Revenue	125,991.2	126,066.5	132,294.5		132,294.5	6,303.4	5.0%			40.7	0.0%
Total Net Expenditures	78,921.5	77,617.1	78,189.0		78,189.0	(732.5)	(0.9%)	3,626.9	4.6%	4,336.2	5.3%
Approved Positions	1,450.4	1,425.0	1,446.3		1,446.3	(4.0)	(0.3%)	(2.0)	(0.1%)		

The Toronto Paramedic Services' 2017 Operating Budget is $210.5 million gross and $78.2 million net, representing a 0.9% decrease to the 2016 Approved Net Operating Budget and is below the reduction target as set out in the 2017 Operating Budget Directions approved by Council by $1.319 million or 1.7%.
Base pressures are mainly attributable to inflationary increases in salaries and benefits changes, increased funding requirements for the Workplace Safety Insurance Board (WSIB) claim payments and operating impact of capital projects.

- To help mitigate the above pressures, the Program was able to achieve service efficiency savings by deleting vacant temporary Deputy Chief position, reallocating Safe City Program staff from a Corporate facility to a Paramedic Services property and discontinuing the Public Awareness campaign established in 2014. In addition, higher Land Ambulance Grant funding from the Province has helped mitigate 2017 pressures.
  - Any further service adjustments would severely impact Toronto Paramedic Services' service levels, such as response time.
- Approval of the 2017 Operating Budget will result in Toronto Paramedic Services reducing its total staff complement by 4 positions from 1,450.4 to 1,446.3.

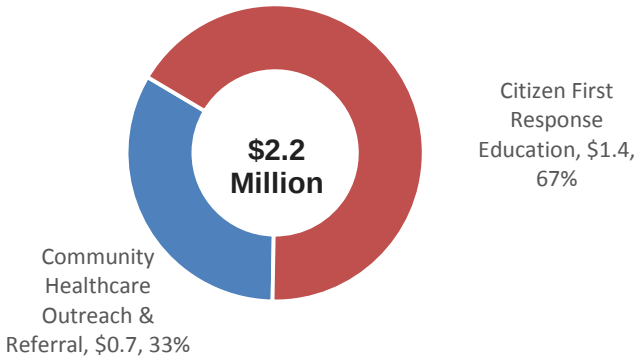
  The 2018 and 2019 Plan increases are attributable to salary and benefits partially offset by an increase in provincial subsidies for salaries and benefits increases.

Community Paramedicine & Emergency Call Mitigation

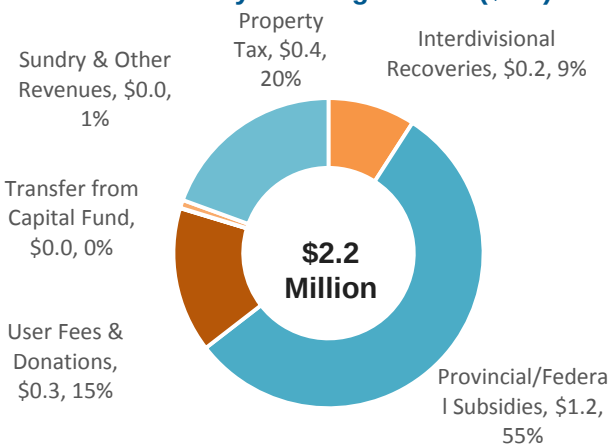
What We Do

- 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.

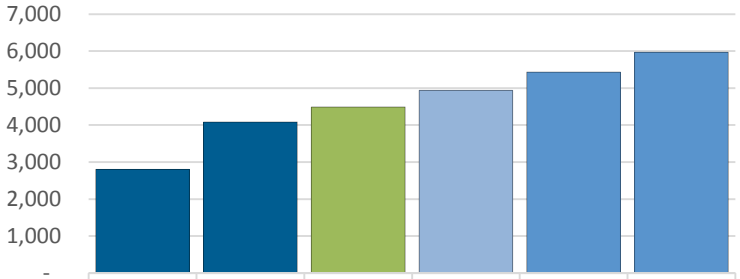
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Number of Community Referrals by Paramedic Services (CREMS)



	2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Target	2019 Target
Series1	2,798	4,079	4,487	4,936	5,429	5,972

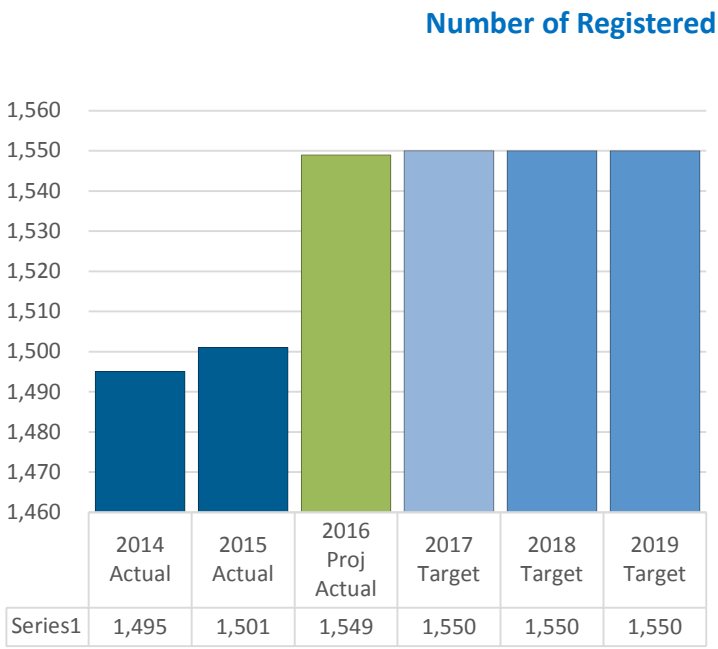
- Paramedics refer patients to community health agencies which allow independent and supportive aging at home and reduces emergency department visits.
- Due to an aging population, paramedic referrals are expected to increase. (81.9% of all CREMS in 2015 were for those 65 years and older).
- The paramedic's ability to refer patients electronically to Community Care Access Agencies was introduced in April 2013 leading to a significant increase in referrals.

2017 Service Levels
Community Paramedicine & Emergency Call Mitigation

	Sub-Activity/Type	Status	2014	2015	2016	2017
Citizen First Response Education	Safe city - **Emergency Medical Training Courses Provided**	Approved	1000 courses are to be provided and over 13,000 participants certified in CPR/PAD and First Aid in 2014	1000 courses are to be provided and estimated 13,821 participants certified in CPR/PAD and First Aid in 2015	1000 courses are to be provided and estimated 13,900 participants certified in CPR/PAD and First Aid in 2016	**650** courses are to be provided and estimated **11,000** participants certified in CPR/PAD and First Aid in 2017
		Actual	1,000 Courses Provided with approximately 13,163 participants	782 Courses Provided with approximately 11,054 participants		
	Number of Registered (PAD) Public Access Defibrillators = **(AED) Automated External Defibrillators**	Approved	1,425 AED's registered throughout the city in 2014.	1,495 AED's registered throughout the city in 2015	1,523 AED's registered throughout the city in 2016	**1,550** AED's registered throughout the city in 2017
		Actual	1,495 AED's registered throughout the city in 2014	1,501 AED's registered throughout the city in 2015		

2017 Service Levels have been adjusted to reflect program changes realized in 2016. In particular the number of Safe City courses provided and students trained is expected to drop due to Council's decision to no longer require Taxi Drivers to obtain CPR/First Aid training.

Service Performance Measures



- 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.

Table 2

2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Citizen First Response Education	1,624.8	1,497.3	(60.3)	1,437.0	(187.7)	(11.6%)		**1,437.0**	(187.7)	(11.6%)	26.1	1.8%	27.8	1.9%
Community Healthcare Outreach & Referral	999.7	765.3	(48.5)	716.9	(282.8)	(28.3%)		**716.9**	(282.8)	(28.3%)	(78.6)	-11.0%	22.4	3.5%
Total Gross Exp.	2,624.5	2,262.7	(108.8)	2,153.9	(470.6)	(17.9%)		**2,153.9**	(470.6)	(17.9%)	(52.5)	-2.4%	50.2	2.3%
REVENUE														
Citizen First Response Education	1,496.2	1,239.0	(20.0)	1,219.0	(277.1)	(18.5%)		**1,219.0**	(277.1)	(18.5%)	(19.6)		30.6	2.6%
Community Healthcare Outreach & Referral	645.2	516.3		516.3	(129.0)	(20.0%)		**516.3**	(129.0)	(20.0%)	(95.2)			
Total Revenues	2,141.4	1,755.3	(20.0)	1,735.3	(406.1)	(19.0%)		**1,735.3**	(406.1)	(19.0%)	(114.8)		30.6	1.9%
NET EXP.														
Citizen First Response Education	128.6	258.3	(40.3)	218.0	89.4	69.5%		**218.0**	89.4	69.5%	45.8	21.0%	(2.8)	(1.1%)
Community Healthcare Outreach & Referral	354.5	249.1	(48.5)	200.6	(153.9)	(43.4%)		**200.6**	(153.9)	(43.4%)	16.6	8.3%	22.4	10.3%
Total Net Exp.	483.1	507.4	(88.8)	418.6	(64.5)	(13.3%)		**418.6**	(64.5)	(13.3%)	62.4	14.9%	19.6	3.9%
Approved Positions	12.9	11.9	(0.3)	11.6	(1.3)	(10.1%)		**11.6**	(1.3)	(10.1%)		0.0%		

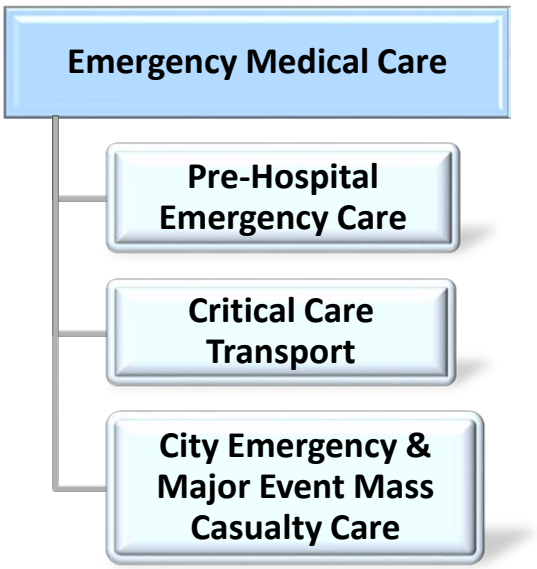
The ***Community Paramedicine and Emergency Call Mitigation*** is a non-emergency, community-based service with a focus on health promotion, system navigation and injury prevention. In this service, referrals are made by paramedics who respond to 911 calls based on a determination that a patient is in need of additional healthcare or support services.

The Community Paramedicine and Emergency Call Mitigation's 2017 Operating Budget of $2.154 million gross and $0.419 million net is $0.065 million or 13.3% under the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service is experiencing a reduction in interdivisional recoveries of $0.242 million mainly attributable to the Council's decision to remove the requirement for Taxi Drivers to be trained in CPR/First Aid and a reduction in user fees of $0.181 million due to a decline in volume at Safe City for CPR/First Aid training.

- In order to partially offset these pressures, the 2017 Operating Budget includes savings of $0.144 million resulting from a line-by-line review and realignment of these non-payroll accounts to other services, an increase in Land Ambulance Grant from the Province totaling $0.270 million and through service efficiency savings with the deletion of a temporary Deputy Chief position and the reallocation of Safe City Program staff to Paramedic Services property totaling $0.089 million net.

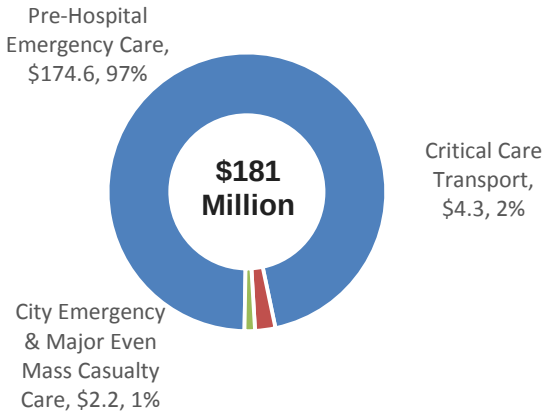
Emergency Medical Care



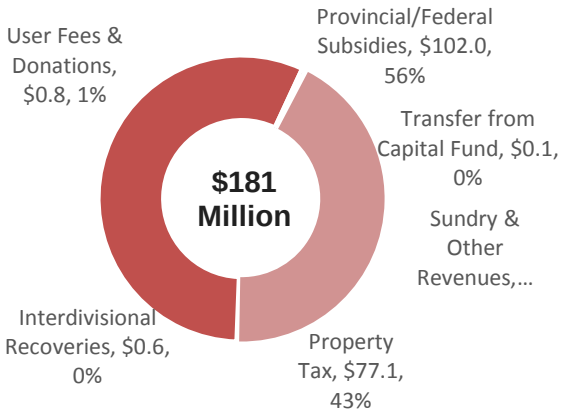
What We Do

- 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.

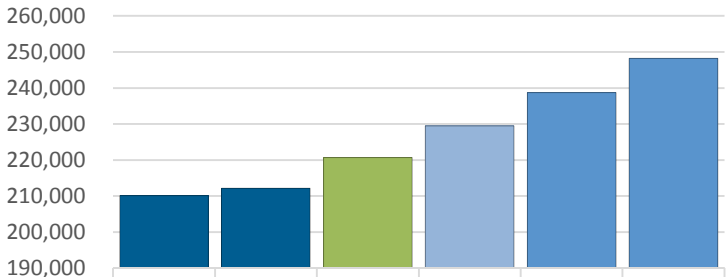
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Number of Emergency Transports Provided



	2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Target	2019 Target
Series1	210,098	212,189	220,677	229,504	238,684	248,231

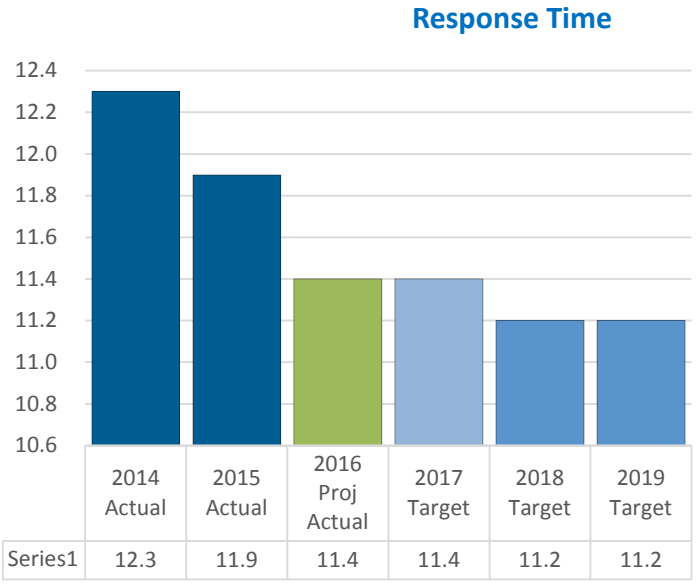
- The number of Emergency Patient Transports is projected to increase at a rate of 4% per year.
- Emergency Patient Transports are rising at a rate greater than Toronto's population growth.
- An aging population also contributes to the increased number of Emergency Patient Transports.

2017 Service Levels
Emergency Medical Care

	Sub-Activity/Type	Status	2014	2015	2016	2017
Pre-Hospital Emergency Care	Number of Emergency Calls (Unique Incidents)	Approved	During 2014, Toronto EMS expects to respond to 272,165 unique incidents	During 2015, Toronto EMS expects to respond to 285,189 unique incidents	During 2016, Toronto EMS expects to respond to 296,597 unique incidents	During 2017, Toronto EMS expects to respond to **305,092** unique incidents
		Actual	274,200	282,075		
	Number of Patient Transports	Approved	During 2014, Toronto EMS expects to transport 206,778 patients	During 2015, Toronto EMS expects to transport 218,502 patients	During 2016, Toronto EMS expects to transport 227,242 patients	During 2017, Toronto EMS expects to transport **229,504** patients
		Actual	210,098	212,189		
	Length of time in minutes to arrive at life threatening calls 90% of the time	Approved	New in 2015	During 2015, Toronto PS expects to arrive at life threatening calls 90% of the time in 12.0 minutes	During 2016, Toronto PS expects to arrive at life threatening calls 90% of the time in 11.6 minutes	During 2017, Toronto PS expects to arrive at life threatening calls 90% of the time in **11.4** minutes
		Actual		11.9		

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Emergency Medical Care.

Service Performance Measures



- Despite increased emergency call volumes, PS has been able to achieve an improvement in response time performance.
- Improved performance is attributed to: scheduling changes for frontline staff, (paramedics and dispatchers), use of part-time 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 2017-2019.

Table 3
2017 Service Budget by Activity

($000s)	2016 Budget $	2017 Operating Budget: Base Budget $	Service Changes $	Base $	Base Budget vs. 2016 Budget $	% Change %	New/ Enhanced $	Budget $	2017 Budget vs. 2016 Budget $	%	Incremental Change: 2018 Plan $	%	2019 Plan $	%
GROSS EXP.														
AM-City Emergency & Major Event Mass Casualty Care	1,901.7	2,207.7	(8.1)	2,199.6	297.9	15.7%		**2,199.6**	297.9	15.7%	48.0	2.2%	47.8	2.1%
Critical Care Transport	1,660.0	4,270.1	(2.5)	4,267.6	2,607.6	157.1%		**4,267.6**	2,607.6	157.1%	75.9	1.8%	73.9	1.7%
Pre-Hospital Emergency Care	172,172.1	174,867.6	(292.9)	174,574.7	2,402.6	1.4%		**174,574.7**	2,402.6	1.4%	2,987.2	1.7%	3,594.9	2.0%
Total Gross Exp.	175,733.8	181,345.3	(303.5)	181,041.9	5,308.1	3.0%		**181,041.9**	5,308.1	3.0%	3,111.1	1.7%	3,716.7	2.0%
REVENUE														
AM-City Emergency & Major Event Mass Casualty Care	1,680.8	1,825.5		1,825.5	144.6	8.6%		**1,825.5**	144.6	8.6%	9.5		9.6	0.5%
Critical Care Transport	3,355.5	3,672.4		3,672.4	316.9	9.4%		**3,672.4**	316.9	9.4%	0.1		0.1	0.0%
Pre-Hospital Emergency Care	92,679.8	98,606.6	(190.4)	98,416.2	5,736.4	6.2%		**98,416.2**	5,736.4	6.2%	1,641.9		(1.0)	
Total Revenues	97,716.2	104,104.5	(190.4)	103,914.1	6,197.9	6.3%		**103,914.1**	6,197.9	6.3%	1,651.5		8.6	0.0%
NET EXP.														
AM-City Emergency & Major Event Mass Casualty Care	220.9	382.2	(8.1)	374.1	153.2	69.4%		**374.1**	153.2	69.4%	38.4	10.3%	38.3	9.3%
Critical Care Transport	(1,695.6)	597.7	(2.5)	595.1	2,290.7	(135.1%)		**595.1**	2,290.7	(135.1%)	75.9	12.7%	73.8	11.0%
Pre-Hospital Emergency Care	79,492.3	76,260.9	(102.5)	76,158.5	(3,333.8)	(4.2%)		**76,158.5**	(3,333.8)	(4.2%)	1,345.3	1.8%	3,596.0	4.6%
Total Net Exp.	78,017.6	77,240.8	(113.1)	77,127.7	(889.9)	(1.1%)		**77,127.7**	(889.9)	(1.1%)	1,459.6	1.9%	3,708.1	4.5%
Approved Positions	1,235.6	1,249.9	(0.7)	1,249.2	13.6	1.1%		**1,249.2**	13.6	1.1%	(2.0)	-0.2%		

The ***Emergency Medical Care*** services provide emergency and preventative care to the people of

Toronto through activities such as pre-hospital emergency care, inter-facility patient transport services and mass casualty care.

The Emergency Medical Care's 2017 Operating Budget of $181.042 million gross and $77.128 million net is $0.890 million or 1.1% under the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service is experiencing pressures from adding new power stretchers and ambulance vehicles requiring an increase of $0.371 million to the Equipment Reserve and the Vehicle Reserve to ensure adequate funding for the replacement of these added fleet and equipment.
- A pressure $0.300 million to develop course materials for the Primary Care Paramedic Program for vulnerable students aimed at recruiting from diverse communities, funded by Toronto Employment and Social Services (TESS).
- The annualized impact of $0.055 million for 59 positions (57 Paramedics and 2 Superintendent) approved in 2016.
- An increase in WSIB budget to align with actual experience of $0.337 million.
- These pressures were more than offset by revenue changes from increased Land Ambulance Grant funding totaling $2.823 million and service efficiency savings of $0.113 million net as noted below:
  - Reduction of one temporary Deputy Chief position of $0.154 million gross and $0.038 million net; and
  - Discontinuation of the Paramedic Services Public Awareness Campaign of $0.150 million gross and $0.075 million net.

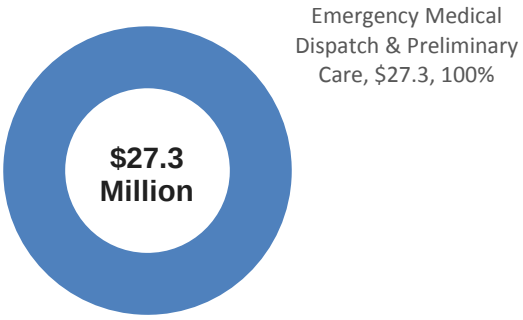
Emergency Medical Dispatch & Preliminary Care

Emergency Medical Dispatch & Preliminary Care

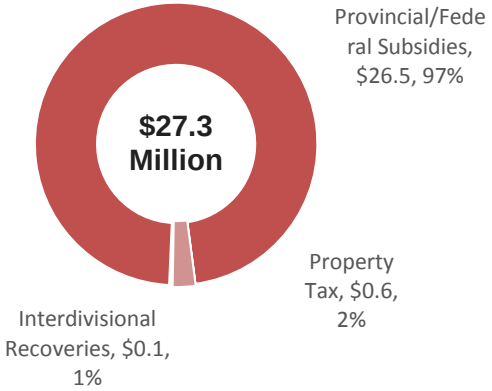
What We Do

- Provide immediate access to dispatch life support instructions through Toronto's Central Ambulance Communications Centre prior to paramedic arrival.

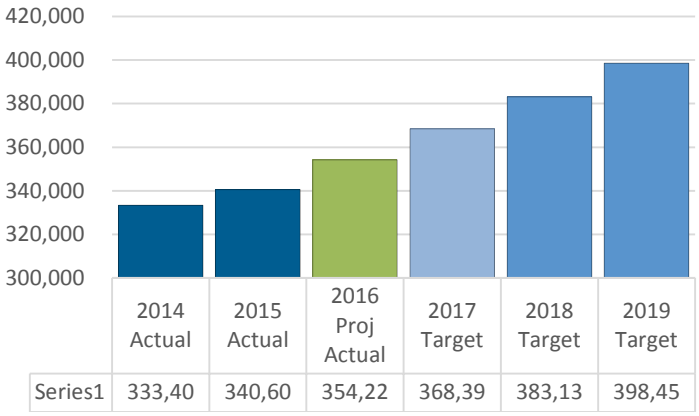
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Number of Calls Processed



	2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Target	2019 Target
Series1	333,40	340,60	354,22	368,39	383,13	398,45

- The number of emergency calls to be processed is projected to increase at a rate of 4% per year.
- 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.

2017 Service Levels
Emergency Medical Dispatch & Preliminary Care

	Sub-Activity/Type	Status	2014	2015	2016	2017
Emergency Medical Dispatch & Preliminary Care	Length of time in minutes to process life threatening calls 90% of the time	Approved	New in 2016		During 2016, Toronto PS expects to process life threatening calls 90% of the time in 3.0 minutes	During 2017, Toronto PS expects to process life threatening calls 90% of the time in **2.47** minutes
		Actual	N/A	2.51 minutes		
	Number of Calls Processed	Approved	New in 2016		In 2016, Toronto PS expects to process 360,611 calls	In 2017, Toronto PS expects to process **368,397** calls
		Actual	333,405	340,604		

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Emergency Medical Dispatch & Preliminary Care.

Table 4
2017 Service Budget by Activity

	2016	2017 Operating Budget							2017 Budget vs. 2016 Budget		Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget			2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Emergency Medical Dispatch & Preliminary Care	26,554.4	27,296.3	(8.5)	27,287.8	733.4	2.8%		**27,287.8**	733.4	2.8%	568.3	2.1%	610.0	2.2%
Total Gross Exp.	26,554.4	27,296.3	(8.5)	27,287.8	733.4	2.8%		**27,287.8**	733.4	2.8%	568.3	2.1%	610.0	2.1%
REVENUE														
Emergency Medical Dispatch & Preliminary Care	26,133.6	26,645.1		26,645.1	511.6	2.0%		**26,645.1**	511.6	2.0%	1.4		1.4	0.0%
Total Revenues	26,133.6	26,645.1		26,645.1	511.6	2.0%		**26,645.1**	511.6	2.0%	1.4		1.4	0.0%
NET EXP.														
Emergency Medical Dispatch & Preliminary Care	420.8	651.2	(8.5)	642.7	221.8	52.7%		**642.7**	221.8	52.7%	566.9	88.2%	608.6	50.3%
Total Net Exp.	420.8	651.2	(8.5)	642.7	221.8	52.7%		**642.7**	221.8	52.7%	566.9	88.2%	608.6	33.5%
Approved Positions	189.6	185.5	(0.0)	185.5	(4.1)	(2.2%)		**185.5**	(4.1)	(2.2%)		0.0%		

The ***Emergency Medical Dispatch & Preliminary Care*** service is the initial access point to City of Toronto's Paramedic Services. This service responds to victims of illness or injury through its Central Ambulance Communication Centre (CACC). PS provides ambulance communication services that are seamless, integrated, accountable, accessible and responsive to the emergency requirements of the City of Toronto residents.

The Emergency Medical Dispatch & Preliminary Care's 2017 Operating Budget of $27.288 million gross and $0.643 million net is $0.222 million or 52.7% above the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service is experiencing cost increase of $0.156 million for increased maintenance costs to support Radio Infrastructure shared equally by Toronto Police Services, Toronto Fire Services and Toronto Paramedic Services; increase in WSIB budget to align with actual experience of $0.063 million and the realignment of non-payroll accounts based on actual experience totaling $0.140 million.
- The above pressures have been partially offset by increased Land Ambulance Grant funding from the Province totaling $0.710 million.

Operating & Capital Budget Summaries for City Programs And Agencies:

City Building and Infrastructure Services

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City Planning

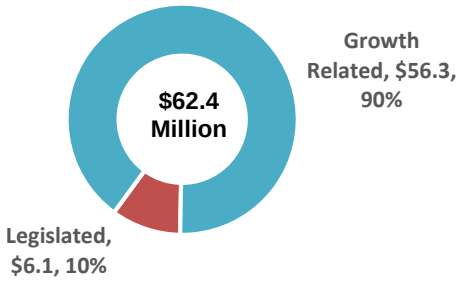
2017 – 2026 CAPITAL BUDGET AND PLAN OVERVIEW

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.

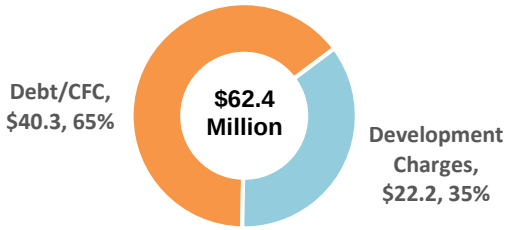
The 2017–2026 Capital Plan of $62.432 million provides funding for Legislated and Growth-Related projects that focus on achieving and reinforcing the on-going legislated and statue based requirements related to the City's Official Plan, Zoning By-Law and Archaeological Management Plan Phase II; in addition to undertaking various growth-related studies; and creating great public places.

2017-2026 Capital Budget and Plan

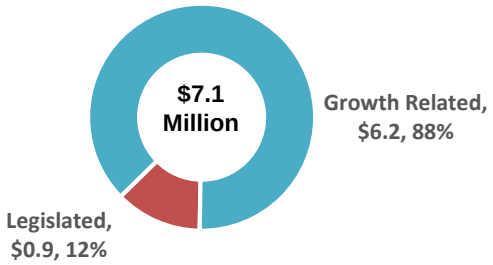
Where the money goes: By Project Category



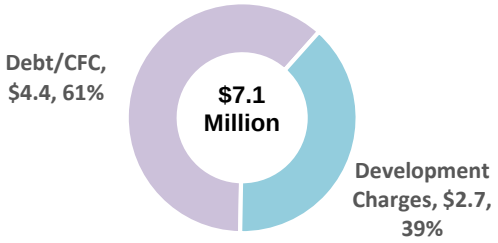
Where the money comes from: By Funding Source



2017 Capital Budget By Project Category



By Funding Source



Our Key issues & Priority Actions

- **Support for Future Growth** – The continued focus of supporting future growth in the City through proactive planning initiatives.
  - ✓ $56.287 million in funding for growth related project is included in the 10-Year Capital Plan to help guide the way the City grows.
  - ✓ This includes a $1.5 million increased investment in Growth Studies to support local area studies across four service districts to develop a framework to guide future growth.
- **Civic Improvement Places Project –** Coordination with other City Programs is required for identified projects that will enhance the quality of the City's open spaces within the road allowance.
  - ✓ Six to eight urban design projects in strategic locations across Toronto that are chosen every year so over time, all areas of the city receive the benefits of enhancements to the public realm.
  - ✓ The 10-Year Capital Plan includes $29.112 million in funding to advance on these projects.

Capital Deliverables for 2017

The 2017 Capital Budget for City Planning of $7.098 million, excluding carry forward funding, will:

- Support on-going legislated projects ($0.880 million) for 5-Year review of the Official Plan, Natural Heritage Inventory & Integration Evaluation System and Toronto Archaeological Resources Plan Phase 2 -Implementation
- Continue Civic Improvement Program – Places ($2.823 million) projects including various streetscape improvements city-wide.
- Continue to provide Development Charge Funded Studies ($3.395 million) that will focus on undertaking growth related studies, including: Avenue Studies; Transportation & Transit Planning Studies; Local Avenue/Area Studies and Heritage Conservation District Studies.

State of Good Repair Backlog

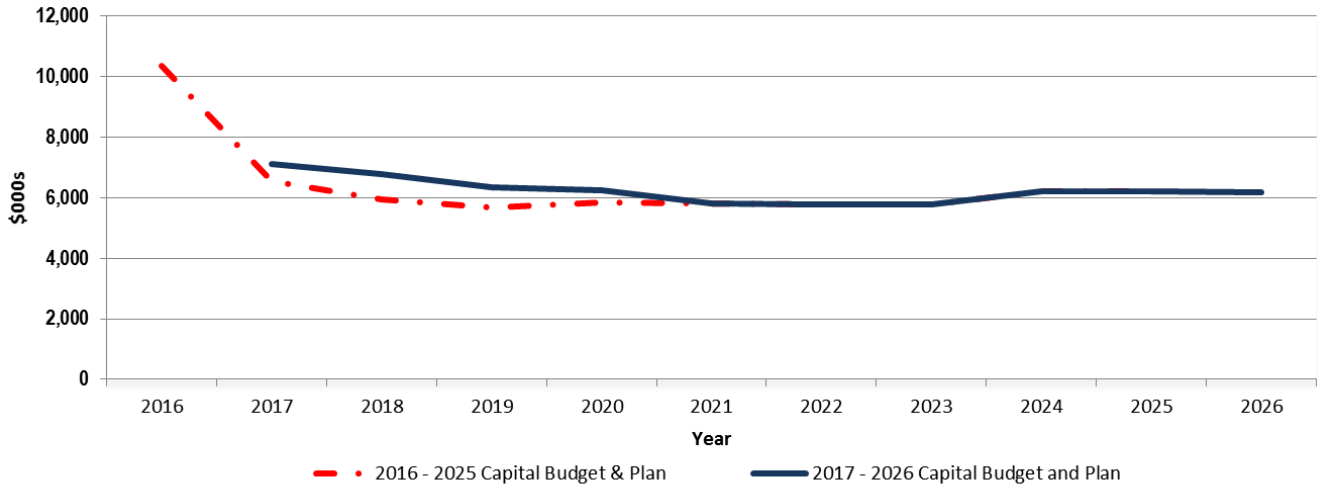
A backlog for State of Good Repair work does not exist for City Planning since the Program has no inventory of capital assets. Any capital assets that City Planning may create, are maintained by other City Programs or Agencies

Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Capital Budget and the 2018 – 2026 Capital Plan reflects a decrease of $1.652 million in capital funding from the 2016 - 2025 Approved Capital Plan.

The chart and table below provide a breakdown of the $1.652 million or 2.6% decrease in the Capital Program on an annual basis from 2016 to 2026.

Chart 1
Changes to the 2016 - 2025 Approved Capital Plan (In $000s)



($000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025	10,332	6,548	5,931	5,658	5,834	5,813	5,768	5,768	6,216	6,216		64,084
2017 - 2026		7,098	6,781	6,358	6,234	5,813	5,768	5,768	6,216	6,216	6,180	62,432
Change %		8.4%	14.3%	12.4%	6.9%	0.0%	0.0%	0.0%	0.0%	0.0%		(2.6%)
Change $		550	850	700	400	0	0	0	0	0		(1,652)

As made evident in the chart above, the $1.652 million decrease in the Capital Program is entirely attributed to a the difference in capital spending approved in 2016 as compared to planned capital investments in the year 2026.

As reflected in Table 2 on the following page, changes to the 2016 – 2025 Approved Capital Plan, specifically the $2.5 million increase in capital funding over the nine common years of the Capital Plans (2017 – 2025) arise from the reprioritization of City Planning's capital projects based on the following factors:

- Increased investment in transportation and transit planning studies to support Council directed transit expansion priorities; and
- Added funding to continue to deliver Growth Studies, which have experienced increased costs over the last few years.

The following table provides details by project category within the 2017 – 2026 Capital Budget and Plan for City Planning:

Table 1
2017 - 2026 Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total	Total Project Cost
Total Expenditures by Category													
Legislated													
Five Year review of the Official Plan-Future Years		750	750	300	300	-	-	-	750	750	300	**3,900**	
New Zoning Bylaw - OP 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 Plan Ph 2 - Future Yrs Implementation		50	50	50	50	50	50	50	50	50	50	**500**	
Sub-Total		**880**	**880**	**430**	**430**	**445**	**445**	**445**	**880**	**880**	**430**	**6,145**	
Growth Related													
Places - Future Years		2,823	2,851	2,883	2,914	2,923	2,923	2,923	2,936	2,936	3,000	**29,112**	
Transportation & Transit Planning Studies		250	250	250	250	250	250	250	250	250	350	**2,600**	
Add'l Transportation & Transit Planning Studies 2017		250	250	-	-	-	-	-	-	-	-	**500**	
Growth Studies		945	700	845	990	945	900	900	900	900	1,100	**9,125**	
Replacement Growth Studies		400	-	-	-	-	-	-	-	-	-	**400**	
Add'l Growth Studies 2017		300	600	700	400	-	-	-	-	-	-	**2,000**	
Avenue/Area Studies		250	250	250	250	250	250	250	250	250	300	**2,550**	
Heritage Conservation District Studies		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	**10,000**	
Sub-Total		**6,218**	**5,901**	**5,928**	**5,804**	**5,368**	**5,323**	**5,323**	**5,336**	**5,336**	**5,750**	**56,287**	**-**
Total Expenditures by Category (excluding carry forward)	**-**	**7,098**	**6,781**	**6,358**	**6,234**	**5,813**	**5,768**	**5,768**	**6,216**	**6,216**	**6,180**	**62,432**	**-**

Life to Datecash flows are provided for multi-year capital projects with prior to 2016, excluding ongoing capital projects (i.e. Civic Improvement projects)

10-Year Capital Plan: Net Operating Budget Impact

The 10-Year Capital Plan does not result in any operating impacts.

City Planning

2017 OPERATING BUDGET OVERVIEW

City Planning helps guide and manage the City's growth and physical form, and the effects on the social, economic and natural environment while striving to enhance the quality of life for Toronto's diverse residential and business communities.

2017 Operating Budget Highlights

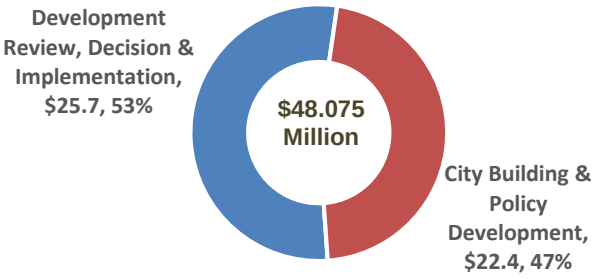
The 2017 Operating Budget of $48.075 million gross and $15.292 million net provides funding for two services: Development Review, Decision & Implementation and City Building & Policy Development. The total cost to deliver these services to Toronto residents is $48.075 million gross and $15.292 million net as shown below:

(In $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	45,752.3	48,074.9	2,322.7	5.1%
Revenues	30,058.4	32,783.1	2,724.7	9.1%
Net Expenditures	**15,693.9**	**15,291.9**	**(402.0)**	**(2.6%)**

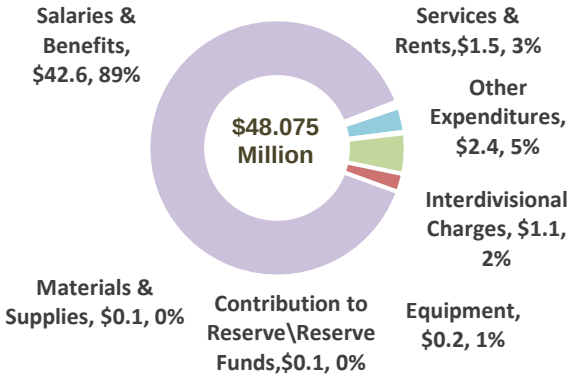
2017 Operating Budget

Where the money goes:

By Service

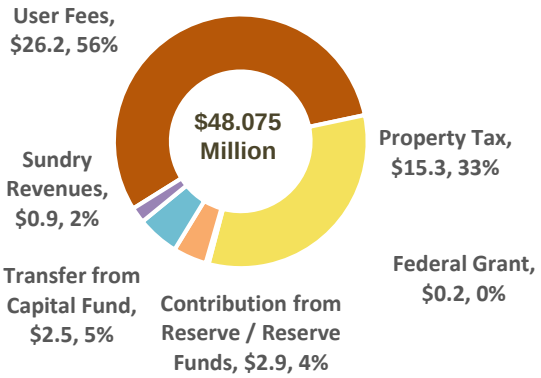


By Expenditure Category



Where the money comes from:

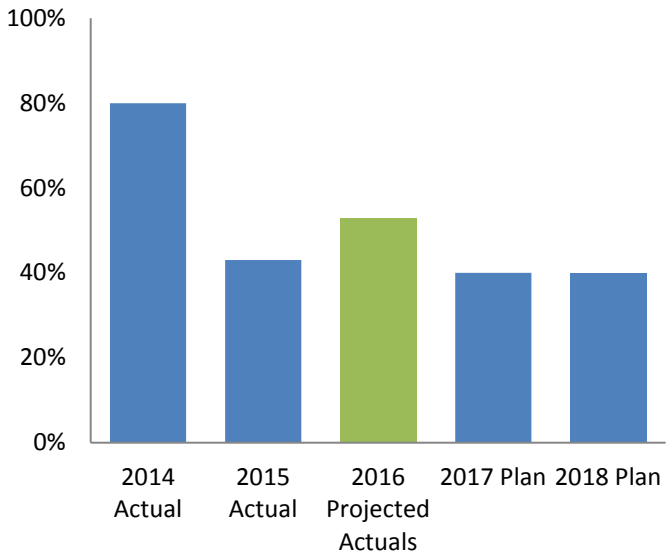
By Funding Source



Fast Facts

- From January to the end of October 2016, City Planning completed:
  - 378 reports to Committees and Council
  - 409 planning applications
  - 3,447 CoA applications
  - 1,508 heritage permit applications
  - 265 community consultations engaging over 11,863 individuals
  - 130 competitions resulting in new hires and promotions across all functional groups
  - 35 project reviews by the Design Review Panel

% of Approved Non-Residential Gross Floor Area within 500m of Higher Order Transit



Our Key Issues & Priority Actions

- **Development Application Fee Review**

  In accordance with the User Fee Policy, the cost recovery model has been updated to ensure that City Planning is recovering the 2016 cost of reviewing development applications.

  If approved, the new fee schedule will generate additional revenue for all divisions contributing to the City-wide application review process.

- **Actions Taken to Address Service Demand and Service Levels**

  Progress has been made towards matching Planning staffing levels with Council-approved service levels, including filling vacancies, hiring temporary staff and funding positions from external parties.

  As of January 1, 2017, Toronto Building will be taking over a function previously carried out by four City Planning staff, which increases City Planning's capacity to respond to high CoA volumes.

  A report to Planning and Growth Management Committee on January 1, 2017 will identify appropriate staffing and service levels to meet the increased workload demands.

Key Service Deliverables for 2017

The 2017 Operating Budget will enable City Planning to:

- Lead growth by advancing proactive city building initiatives
- Continue to process development applications that contribute to the health, growth and tax base of the City
- Undertake a review of the CoA and implement E-service delivery
- Add a new permanent Director position for the CoA that will review current process and implement operational improvements
- Address Ontario Municipal Board appeals
- Undertake significant transportation and transit planning initiatives including: Travel Demand Forecasting, Relief Line Assessment Study, Scarborough Subway Extension, SmartTrack, Waterfront Transit Reset, Feeling Congested Official Plan Review of Transportation Policies, and Metrolinx Big Move Plan Review and Update.
- Lead interdivisional city building initiatives including significant Area Studies, Heritage Conservation District plans and studies and revitalization initiatives/studies.

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.

Legend:
Program
Activity
Service

Service Customer

Development Review, Decision & Implementation

- Property Owner(s)
- Community Groups
- Interest Groups
- Applicants

Indirect (Beneficial)

- Residents
- Businesses
- Visitors
- Staff – City Divisions
- Staff – Agencies & Boards

City Building & Policy Development

- Property Owner(s)
- Community Groups
- Interest Groups
- Applicants

Indirect (Beneficial)

- Residents
- Businesses
- Visitors
- Staff – City Divisions
- Staff – Agencies & Boards

Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2017 Operating Budget Base	New / Enhanced	Total Budget	2017 vs. 2016 Budget Change		Incremental Change 2018 Plan		2019 Plan	
By Service	$	$	$	$	$	%	$	%	$	%
Development Review, Decision & Implementation										
Gross Expenditures	23,891.4	24,587.3	1,092.40	25,679.7	1,788.3	7.5%	933.5	3.6%	-263.1	-1.0%
Revenue	24,966.8	26,232.8	1,092.40	27,325.2	1,468.4	5.9%	248.1	0.9%	-881.6	-3.2%
Net Expenditures	(1,075.4)	(1,645.5)	-	(1,645.5)	319.9	(29.7%)	685.4	-41.7%	618.5	0.0%
City Building & Policy Development										
Gross Expenditures	21,860.8	22,220.2	175.0	22,395.2	534.3	2.4%	-260.8	(1.2%)	249.0	1.1%
Revenue	5,091.6	5,282.8	175.0	5,457.8	366.2	7.2%	(871.0)	(16.0%)	(300.0)	(6.5%)
Net Expenditures	16,769.2	16,937.3	-	16,937.3	168.1	1.0%	610.2	3.6%	549.0	3.1%
Total										
Gross Expenditures	45,752.3	46,807.5	1,267.4	48,074.9	2,322.7	5.1%	672.7	1.4	-14.1	
Revenue	30,058.4	31,515.7	1,267.4	32,783.1	2,724.7	9.1%	-622.9	-1.9	-1,181.6	(3.7%)
Total Net Expenditures	15,693.9	15,291.9	-	15,291.9	(402.0)	(2.6%)	1,295.6	8.5	1,167.5	7.0%
Approved Positions	376.0	376.0	10.0	386.0	10.0	0.3%	-4.0	(1.0%)		

City Planning's 2017 Operating Budget is $48.075 million gross and $15.292 million net, which represents a 2.6% decrease to the 2016 Approved Net Operating Budget in accordance with the reduction target set out in the 2017 Operating Budget Directions approved by Council.

- Base pressures are mainly attributable to inflationary increases in costs related to staff salaries and benefits that are common across both City Planning services.
- These pressures have been fully offset through a combination of inflationary increases in user fees coupled with increased recovery of Development Application fees following completion of the Development Application Fee Review.
  - In accordance with the User Fee Policy, a review of costs was undertaken after four years and it determined that over $12.9 million in costs to provide development application review services across multiple City Programs in 2016 were being subsidized by the tax/rate base.
- The 2017 Budget includes funding to convert the Director, CoA, position from temporary to permanent status, thereby providing consistent leadership across all four districts.
- $0.890 million is also included for 9.0 new temporary positions to help the program meet its key performance indicators regarding the timelines required to review applications for new development.
- The 2017 Budget also includes $0.175 million in new federal government grant funding awarded to the City to support programming for The Bentway as part of the national celebration of the 150th anniversary of Confederation.
- Approval of the 2017 Operating Budget will result in City Planning increasing its total staff complement by 10.0 positions from 376.0 to 386.0.
- The 2018 and 2019 Plans reflect increases attributable to COLA, progression pay, step and other payroll costs for total increments of $1.296 million gross in 2018 and $1.167 million gross in 2019 over the 2017 budget.

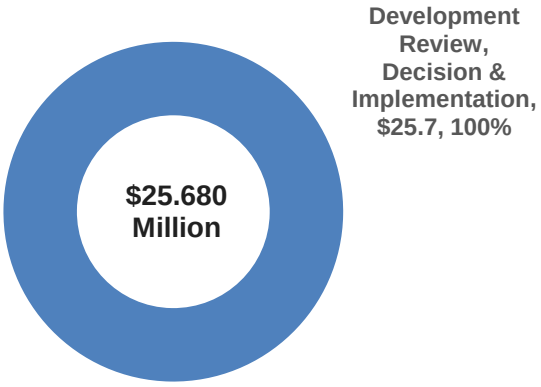
Development Review, Decision & Implementation

Development Review, Decision & Implementation

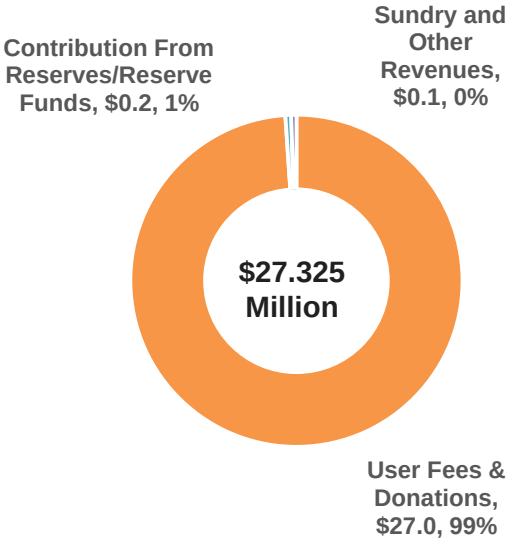
What We Do

- 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.

2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



2017 Service Levels

Development Review, Decision & Implementation

Activity	Sub-Activity/Type	Status	2014	2015	2016	2017
Minor variance		Approved	75% of applications have Committee hearing within 60 days of application receipt			75% of applications have Committee hearing within 60 days of application receipt
Consent		Approved	75% of applications have Committee hearing within 60 days of application receipt			75% of applications have Committee hearing within 60 days of application receipt
Judicial Boards & Commission Appearances	Attendance at Judicial Boards & Commissions (eg. Ontario Municipal Board)	Approved	100% of Ontario Municipal Board hearings requiring City Planning attendance			100% of Ontario Municipal Board hearings requiring City Planning attendance
Public engagement and information facilitation	Community Consultation Meetings & Working Group	Approved	Coordinate and attend 100% of all meetings required, and attend a second meeting on OPA/Rezoning applications at the request of the Ward Councillor			Coordinate and attend 100% of all meetings required, and attend a second meeting on OPA/Rezoning applications at the request of the Ward Councillor
Teams, task forces, and committee guidance and		Approved	Provide City Planning representation at 100% of teams, task forces and committee meetings/activities			Provide City Planning representation at 100% of teams, task forces and committee meetings/activities
Planning Act Applications	Official Plan Amendment/Zoning By-law Amendment Application	Approved	80% of Complex Applications are completed within 9 - 18 months			80% of Complex Applications are completed within 9 - 18 months
	Condominium Amendment Application	Approved	100% of Routine Applications are completed within 4 - 8 months			100% of Routine Applications are completed within 4 - 8 months
	Part Lot Control Application	Approved	100% of Routine Applications are completed within 4 - 8 months			100% of Routine Applications are completed within 4 - 8 months
	Site Plan Approval Application	Approved	65% of Routine Applications are completed within 4 - 8 months / 62% of Complex Applications are completed within 9-18 months			65% of Routine Applications are completed within 4 - 8 months / 62% of Complex Applications are completed within 9-18 months
Planning Act Applications	Plans of Subdivision Application	Approved	80% of Complex Applications are completed within 9 - 18 months			80% of Complex Applications are completed within 9 - 18 months
	Holding Designation Removal Application	Approved	80% of Complex Applications are completed within 9 - 18 months			80% of Complex Applications are completed within 9 - 18 months
	Interim Control By-law	Approved	Process 100% of all interim control by-law requests			Process 100% of all interim control by-law requests
City of Toronto Act Applications	Rental Demolition & Conversion Control By-law Applications (Municipal Code)	Approved	10 applications			10 applications

2017 Service Levels

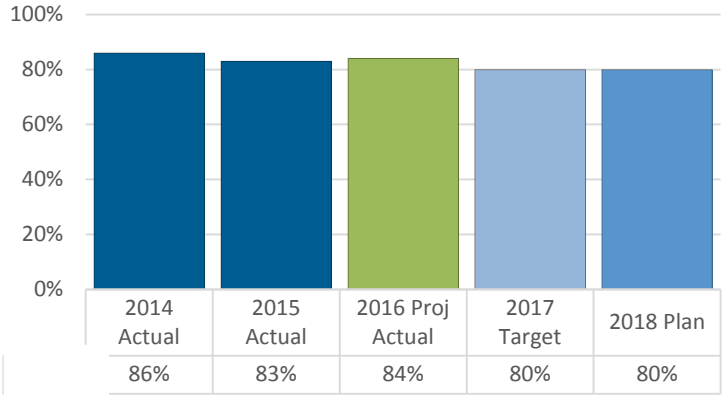
Development Review, Decision & Implementation - Continued

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Development Review, Decision & Implementation.

Activity	Sub-Activity/Type		2014	2015	2016	2017
Ontario Heritage Act (OHA) Applications	Alteration Permits - Part IV	Approved	Respond to all complete applications made under this section			Respond to all complete applications made under this section
	Demolition Permits - Part IV	Approved	Respond to all complete applications made under this section			Respond to all complete applications made under this section
	Alteration Permits - Part V	Approved	Respond to all complete applications made under this section			Respond to all complete applications made under this section
	Demolition Permits - Part V	Approved	Respond to all complete applications made under this section			Respond to all complete applications made under this section
	Archaeological Review	Approved	Screen all applications			Screen all applications
Development Implementation	Review of detailed design at development implementation stage and ensuring conditions of approval are met	Approved	As required - linked to Building Permit Applications			As required - linked to Building Permit Applications
Developer Public Art Implementation	Public Art Commitment/Plan	Approved	Approximately 25 public art projects and plans approved per year			Approximately 25 public art projects and plans approved per year
Design Review Panel		Approved	Review 30 projects			Review 30 projects
Section 37 Implementation		Approved	48 agreements			48 agreements
Information Management and Development Tracking	Tracking progress of applications through the approval process and measuring impacts of development activity	Approved	Track 100% of applications within 5 days			Track 100% of applications within 5 days

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 target for growth in the Official Plan.
- The Program is targeting 80% of development in designated areas.

Table 2
2017 Service Budget by Activity

($000s)	2016 Budget $	2017 Operating Budget: Base Budget $	Service Changes $	Base $	Base Budget vs. 2016 Budget $	% Change %	New / Enhanced $	Budget $	2017 Budget vs. 2016 Budget $	%	Incremental Change: 2018 Plan $	%	2019 Plan $	%
GROSS EXP.														
Development Review, Decision & Implementation	23,891.4	24,587.3		24,587.3	695.9	2.9%	1,092.4	**25,680.0**	1,788.3	7.5%	933.5	3.6%	-263.1	-19.6%
Total Gross Exp.	23,891.4	24,587.3		24,587.3	695.9	2.9%	1,092.4	**25,680.0**	1,788.3	7.5%	933.5	3.6%	-263.1	-19.6%
REVENUE														
Development Review, Decision & Implementation	24,966.8	25,646.7	586.1	26,232.8	1,266.0	5.1%	1,092.4	**27,325.2**	2,358.4	9.4%	248.1	0.9%	-881.6	-3.2%
Total Revenues	24,966.8	25,646.7	586.1	26,232.8	1,266.0	5.1%	1,092.4	**27,325.2**	2,358.4	9.4%	248.1	0.9%	-881.6	-3.2%
NET EXP.														
Development Review, Decision & Implementation	(1,075.4)	(1,059.4)	(586.1)	(1,645.5)	(570.1)	53.0%	0	**(1,645.5)**	(570.1)	53.0%	685.4	-41.7%	618.5	-64.4%
Total Net Exp.	(1,075.4)	(1,059.4)	(586.1)	(1,645.5)	(570.1)	53.0%	0	**(1,645.5)**	(570.1)	53.0%	685.4	-41.7%	618.5	-64.4%
Approved Positions	210.5	209.8		209.8	(0.7)	(0.3%)	10.0	**219.8**	9.3	4.4%		0.0%	(9.0)	-4.1%

The Development Review, Decision & Implementation service reviews 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.

The Development Review, Decision & Implementation's 2017 Operating Budget of $25.680 million gross and net revenue of $1.645 million is $0.570 million or 53% lower than the 2016 Approved Net Budget for the service.

- In addition to the base budget pressures common across both services, there is pressure on this service from management consulting costs to support anticipated 2017 service requirements ($0.095 million), as well as for increases in interdivisional charges from the Information & Technology Program for ongoing support and sustainment costs ($0.074 million).
- In order to offset these pressures, the 2017 Operating Budget reflects a move towards higher reliance on user pay for development services, as opposed to tax support, and a higher rate of cost recovery through fees that have been carefully studied to ensure that the true cost of service provision is covered by applicants.

The 2017 Operating Budget for Development Review, Decision & Implementation service also includes funding of $0.202 million gross and $0 net to create a permanent Director, CoA, position that will be fully funded through additional Development Application Review revenues, and funding of $0.890 gross and $0 net to create 9.0 temporary positions funded through the Development Application Review Reserve Fund.

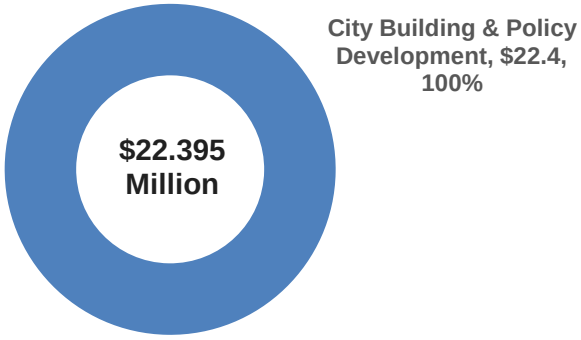
City Building & Policy Development

City Building & Policy Development

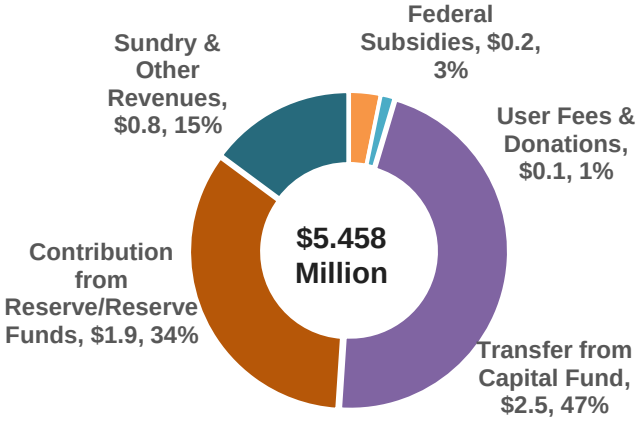
What We Do

- Improve the built and natural environment, the integration of land use and transportation, the optimization of the City's waterfront assets, access to community services and facilities and provides the foundation for a strong and diverse economic base, conservation of heritage resources, design of "Special Places" as part of the public realm infrastructure, and achieving revitalization while ensuring the creation of sustainable neighbourhoods.

2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



2017 Service Levels

City Building & Policy Development

Activity	Sub-Activity/Type		2014	2015	2016	2017
Judicial Boards & Commission Appearances	Attendance at Judicial Boards & Commissions (eg. Ontario Municipal Board)	Approved	100% of Ontario Municipal Board hearings requiring City Planning attendance are fulfilled.			100% of Ontario Municipal Board hearings requiring City Planning attendance are fulfilled.
	Attendance at Judicial Boards & Commissions (eg. Heritage Review Board)	Approved	100% of hearings requiring City Planning attendance are fulfilled.			100% of hearings requiring City Planning attendance are fulfilled.
Public engagement and information facilitation	Community Consultation Meetings & Working Group	Approved	100% of all meetings required are coordinated and attended			100% of all meetings required are coordinated and attended
Teams, task forces, and committee guidance and participation		Approved	Provide City Planning representation at 100% of teams, task forces and committee meetings/activities			Provide City Planning representation at 100% of teams, task forces and committee meetings/activities
Heritage Designations & Listings		Approved	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.			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.
Heritage Tax Rebate Program		Approved	Review and process all eligible applications for MPAC and Revenue Services. Pay out rebates to property owners.			Review and process all eligible applications for MPAC and Revenue Services. Pay out rebates to property owners.
Heritage Grant Program		Approved	Review all applications and present eligible ones to evaluation committee			Review all applications and present eligible ones to evaluation committee
Places		Approved	12 public spaces 100% of the time			12 public spaces 100% of the time
Civic Design Service for Infrastructure Improvements		Approved	10 Infrastructure improvement projects			10 Infrastructure improvement projects
Official Plan Policies (city-wide & local)	City-wide	Approved	Official Plan in force 2006, Official Plan Review 2011 - 2013			Official Plan in force 2006, Official Plan Review 2011 - 2013
	Local	Approved	As directed by Council			As directed by Council
	Comprehensive Zoning By-law (Development & Maintenance)	Approved	Undertake comprehensive Zoning By-law Review			Undertake comprehensive Zoning By-law Review
Implementation Plans, Studies & Guidelines	Secondary Plan Study	Approved	Complete 18 city building studies / Complete 75% of the city building studies to the timeline identified to the community or approved by Council			Complete 18 city building studies / Complete 75% of the city building studies to the timeline identified to the community or approved by Council
	Avenue Studies	Approved				
	Area Studies	Approved				
	Environmental Assessments	Approved				
	Transportation Master Plan	Approved				
	Heritage Management Plan	Approved	Heritage Management Plan completed and reviewed			Heritage Management Plan completed and reviewed
	Heritage Conservation District Studies	Approved	Complete 3 HCD Studies and/or Plans, and initiate 3 new HCD Studies when 3 studies completed			Complete 3 HCD Studies and/or Plans, and initiate 3 new HCD Studies when 3 studies completed
	Archaeological Master Plan	Approved	Prepare maps, policy and requirements for archaeological screening in phases over 5 years			Prepare maps, policy and requirements for archaeological screening in phases over 5 years

2017 Service Levels

City Building & Policy Development - Continued

Activity	Sub-Activity/Type		2014	2015	2016	2017
Implementation Plans, Studies & Guidelines	Community Improvement Plans	Approved	Complete 2 C.I.P.'s			Complete 2 C.I.P.'s
	Community Services & Facility Studies and Strategies	Approved	Ongoing studies 8; new 4; application review 11			Ongoing studies 8; new 4; application review 11
	City-wide Urban Design Guidelines	Approved	1 City-wide Urban Design Guideline or Review			1 City-wide Urban Design Guideline or Review
	Site-specific Urban Design Guidelines	Approved	4 Site-specific Urban Design Guidelines / year			4 Site-specific Urban Design Guidelines / year
	Toronto Green Standard	Approved	Council Mandated / City By-Law			Council Mandated / City By-Law
Inter-regional / Inter-governmental	Legislative Change	Approved	Prepare policy recommendations for Council on legislative proposals			Prepare policy recommendations for Council on legislative proposals
	Provincial Plans & Policy	Approved	Prepare policy recommendations for Council on new or proposed changes to, provincial plans			Prepare policy recommendations for Council on new or proposed changes to, provincial plans
	Transportation Planning	Approved	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.			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.
	Adjacent Municipalities	Approved	Prepare policy recommendations for Council on impacts of new plans or development activity in neighbouring municipalities.			Prepare policy recommendations for Council on impacts of new plans or development activity in neighbouring municipalities.
Surveys	Employment Survey	Approved	100% survey completion within timeframes			100% survey completion within timeframes
	Resident Surveys	Approved	Surveys currently being conducted as part of Official Plan Review			Surveys currently being conducted as part of Official Plan Review
	Transportation Surveys	Approved	Surveys being conducted as part of 5-year Official Plan Review			Surveys being conducted as part of 5-year Official Plan Review
	Transportation Tomorrow Survey	Approved	Data collected is essential to ongoing monitoring of the Official Plan and other Council policies			Data collected is essential to ongoing monitoring of the Official Plan and other Council policies
Monitoring	Demographic, Economic, Social, Environmental	Approved	Analysis forms part of periodic policy reviews as well as the 5-year Official Plan Review and in addition to periodic assessments of various city programs			Analysis forms part of periodic policy reviews as well as the 5-year Official Plan Review and in addition to periodic assessments of various city programs
	Regional Growth Patterns	Approved	Analysis forms part of periodic policy reviews as well as the 5-year Official Plan Review and in addition to periodic assessments of various city programs			Analysis forms part of periodic policy reviews as well as the 5-year Official Plan Review and in addition to periodic assessments of various city programs
	Development Activity (city-wide & regional)	Approved	Analysis forms part of periodic policy reviews as well as the 5-year Official Plan Review and in addition to periodic assessments of various city programs			Analysis forms part of periodic policy reviews as well as the 5-year Official Plan Review and in addition to periodic assessments of various city programs
	Section 37 Tracking	Approved	Track Section 37 and Section 45 applications; produce database reports; respond to inquiries and motions			Track Section 37 and Section 45 applications; produce database reports; respond to inquiries and motions

2017 Service Levels

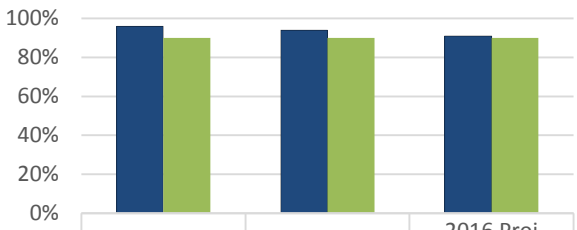
City Building & Policy Development – Continued

Activity	Sub-Activity/Type		2014	2015	2016	2017
Forecasting	Population Projections	Approved	Projections fundamental to the 5-year Official Plan Review as well as to various capital budget and infrastructure planning by all City departments.			Projections fundamental to the 5-year Official Plan Review as well as to various capital budget and infrastructure planning by all City departments.
	Employment Projections	Approved	Projections fundamental to the 5-year Official Plan Review as well as to various capital budget and infrastructure planning by all City departments.			Projections fundamental to the 5-year Official Plan Review as well as to various capital budget and infrastructure planning by all City departments.
	Housing Capacity Assessment	Approved	Projections fundamental to the 5-year Official Plan Review as well as to various capital budget and infrastructure planning by all City departments.			Projections fundamental to the 5-year Official Plan Review as well as to various capital budget and infrastructure planning by all City departments.
	Employment Land Assessment	Approved	Projections fundamental to the 5-year Official Plan Review as well as to various capital budget and infrastructure planning by all City departments.			Projections fundamental to the 5-year Official Plan Review as well as to various capital budget and infrastructure planning by all City departments.
	Transportation Demand Forecasting for all City and TTC Environmental Assessments	Approved	Travel Demand forecast essential to the Environmental Assessment process.			Travel Demand forecast essential to the Environmental Assessment process.
Waterfront Project	Tri-government / Waterfront Toronto partnership	Approved	As required by the Act and City Council		As required by the Act and City Council	As required by the Act and City Council
	Financial Management of Tri-government commitment	Approved	As required by the Act and City Council			As required by the Act and City Council
	Waterfront Capital Project Management	Approved	Compliance with Contribution Agreement			Compliance with Contribution Agreement
	Waterfront Municipal Ownership Transfer	Approved	Compliance with Contribution Agreement and business transactional requirements			Compliance with Contribution Agreement and business transactional requirements
Corporate	Facilitation of Inter-jurisdictional Cooperation	Approved	As directed by Council			As directed by Council
	Delivery of City-led Capital Projects	Approved	As directed by Council			As directed by Council

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for City Building & Policy Development.

Service Performance Measures

Per Cent of Heritage Permits that Received a First Review Within 3 days of Receipt



	2014 Actual	2015 Actual	2016 Proj Actual
Quality Measure - % of heritage permits that received a first review within 3 days	96%	94%	91%
Benchmark	90%	90%	90%

- Heritage conservation is a priority in the development of the City. Applications for heritage permits have continued to rise in concert with development application volume across the City.
- In 2016, 91% of heritage permit applications received an initial review within 3 days of submitting an application. Despite increasing volumes, Heritage Preservation Services continues to meet the target of 90% of heritage permit applications receiving initial review within 3 days of submitting an application.

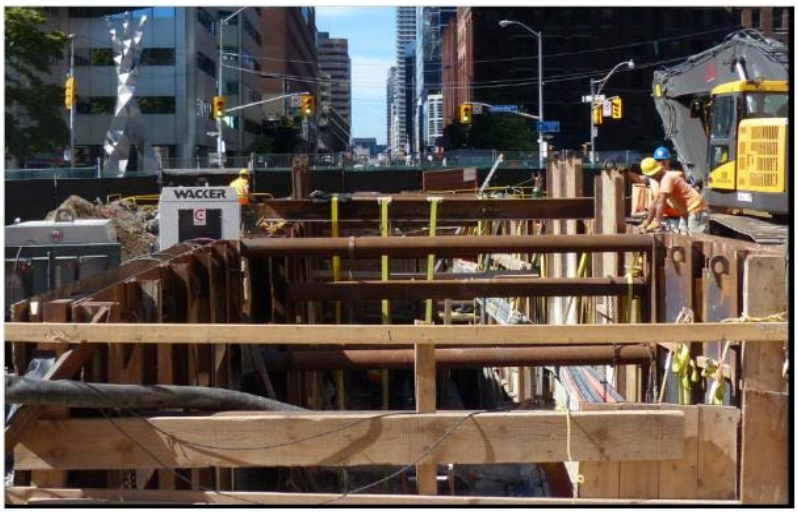
Table 3
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New / Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
City Building & Policy Development	21,860.8	22,220.2		22,220.2	359.3	1.6%	175.0	**22,395.2**	534.3	2.4%	(260.8)	(1.2%)	249.0	1.1%
Total Gross Exp.	21,860.8	22,220.2		22,220.2	359.3	1.6%	175.0	**22,395.2**	534.3	2.4%	(260.8)	(1.2%)	249.0	1.1%
REVENUE														
City Building & Policy Development	5,091.6	5,282.8		5,282.8	191.2	3.8%	175.0	**5,457.8**	366.2	7.2%	(871.0)	(16.0%)	(300.0)	(6.5%)
Total Revenues	5,091.6	5,282.8		5,282.8	191.2	3.8%	175.0	**5,457.8**	366.2	7.2%	(871.0)	(16.0%)	(300.0)	(6.5%)
NET EXP.														
City Building & Policy Development	16,769.2	16,937.3		16,937.3	168.1	1.0%		**16,937.3**	168.1	1.0%	610.2	3.6%	549.0	3.1%
Total Net Exp.	16,769.2	16,937.3		16,937.3	168.1	1.0%		**16,937.3**	168.1	1.0%	610.2	3.6%	549.0	3.1%
Approved Positions	165.5	162.2		166.2	0.7	0.4%		**166.2**	0.7	0.4%	(4.0)			

The City Building & Policy Development service improves the built and natural environment, the integration of land use and transportation, the optimization of the City's waterfront assets, access to community services and facilities, foundation for a strong and diverse economic base, conservation of heritage resources, design of "Special Places" as part of the public realm infrastructure, and achieving revitalization while ensuring the creation of sustainable neighbourhoods.

The City Building & Policy Development service's 2017 Operating Budget of $22.395 million gross and $16.937 million net is $0.168 million, or 1%, over the 2016 Approved Net Budget for this service.

- Base pressures within the Policy Development services are predominately attributed to inflationary pressures within salary and benefits.
- The 2017 Operating Budget also includes funding of $0.175 million gross and $0 net for the one-time contribution of federal funding towards the national celebration of Canada's sesquicentennial.



Engineering & Construction Services

2017 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 agencies, boards, commissions and divisions), and external clients (development industry, utility companies and other public agencies) creating safe and sustainable municipal infrastructure.

2017 Operating Budget Highlights

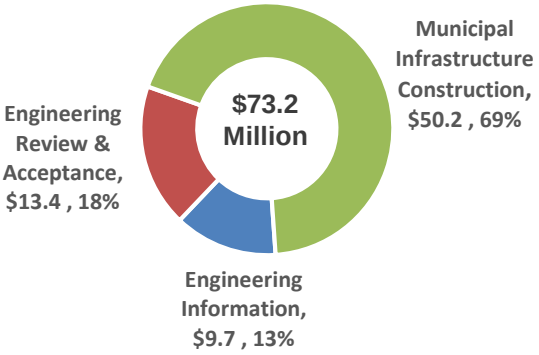
The 2017 Operating Budget for Engineering & Construction Services of $73.247 million in gross expenditures and $4.056 million net provides funding for three services: Municipal Infrastructure Construction; Engineering Review & Acceptance; and, Engineering Information. The total cost to deliver these services to Toronto residents is $73.247 million gross and $4.056 million net as shown below:

(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	71,415.7	73,246.7	1,831.0	2.6%
Revenues	63,798.7	69,191.1	5,392.4	8.5%
Net Expenditures	**7,616.9**	**4,055.5**	**(3,561.4)**	**(46.8%)**

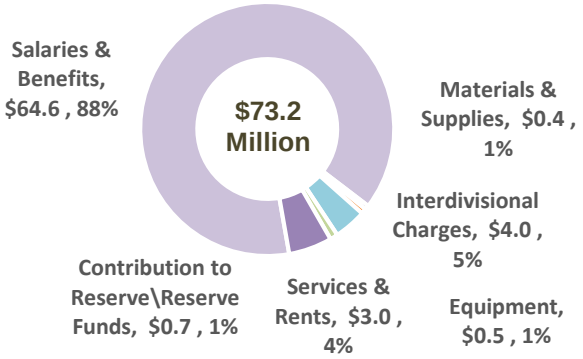
2017 Operating Budget

Where the money goes:

By Service

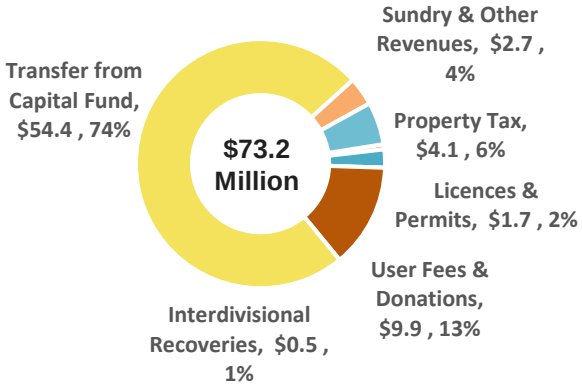


By Expenditure Category



Where the money comes from:

By Funding Source



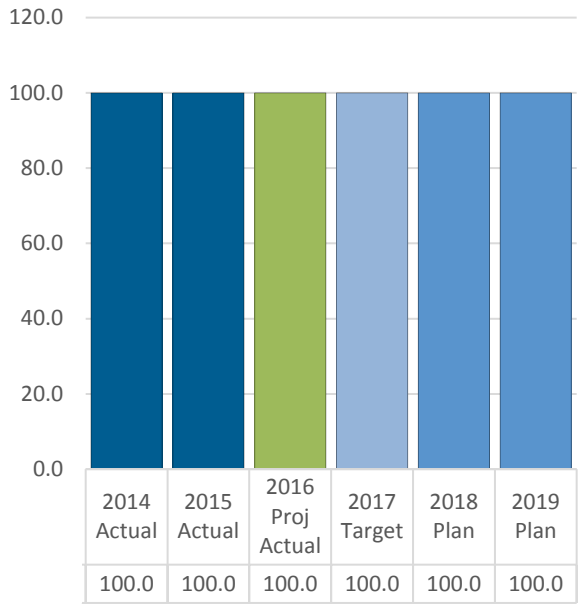
Fast Facts

- $527 million in capital projects delivered in 2016, $55 million more than in 2015.
- 649 bridge condition inspections completed in 2016.
- 1,700 engineering reviews of development applications completed in 2016.

Trends

- In 2016, ECS is projecting to again complete 100% of planned bridge condition inspections – 649 bridge spans in total, including large diameter culverts and 330 bridge spans along the F.G. Gardiner Expressway, thus, ensuring full compliance with regulatory requirements.
- ECS is targeting to maintain a 100% completion rate in 2017 and future years for the 2-year bridge condition inspection cycle that requires a consistent level of effort in each year.

% bridge condition inspections completed compared to plan



Our Key Issues & Priority Actions

- **Minimizing traffic disruption**
  - ✓ Extend construction working hours to shorten project durations;
  - ✓ Improve public awareness and education;
  - ✓ Explore the use of incentive-based contracts;
  - ✓ Improve work zone management; and,
  - ✓ Work to improve the utility locate process with utility companies and the Province of Ontario.
- **Increasing delivery capacity**
  - ✓ Match capital delivery approaches to project type, value and timing to achieve best value.
  - ✓ This may include bundling of client needs such as road and sewer projects, and TTC track and Toronto Hydro plant where feasible; pre-qualifying consultants and contractors; using multi-year program management assignments; relying on alternative procurement strategies such as Design-Build.

Key Service Deliverables for 2017

The 2017 Operating Budget will fund the Program's ability to:

- Sustain capital delivery at an estimated 80% year end actual expenditure as a percentage of approved capital budget.
- Sustain at least 75% compliance with STAR timelines for review of development applications.
- Implement an internal ECS Audit function to monitor construction contracts for compliance with City, Cluster and Divisional standards.
- Establish dedicated engineering expertise to review City and other agency projects.
- Proactively manage construction-related disruption, including traffic disruption, at the project planning stage and during construction.
- Continue to improve communications and relations with the public and businesses before, during and after construction.
- Enhance planning and coordination of the Multi-year Capital Program with internal and external stakeholders.
- Continue to work with the construction industry to explore ways to accelerate construction.

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.

- Design
- Construction

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

Legend:
Program
Activity
Service

Service Customer

Municipal Infrastructure Construction

- Staff – City Divisions
- Staff – Agencies & Boards
- Business Improvement Areas (BIAs)
- Utility Companies

Indirect (Beneficial)

- Residents
- Businesses
- Visitors

Engineering Review & Acceptance

- Staff – City Divisions
- Staff – Agencies & Boards
- Business Improvement Areas (BIAs)
- Utility Companies

Indirect (Beneficial)

- Residents
- Businesses
- Visitors

Engineering Information

- Mayor & City Council
- Residents
- Staff – City Divisions
- Staff – Agencies & Boards
- Go Transit
- Waterfront Toronto

Indirect (Beneficial)

- Businesses
- Visitors

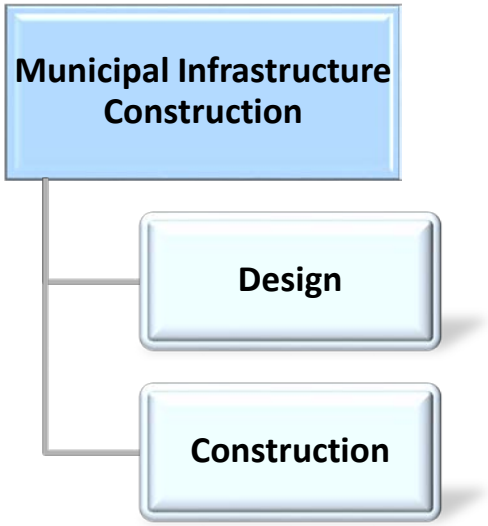
Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2016 Projected Actual	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 vs. 2016 Budget Change		Incremental Change 2018 Plan		Incremental Change 2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Municipal Infrastructure Construction											
Gross Expenditures	48,834.8	44,404.0	49,680.2	470.4	50,150.6	1,315.9	2.7%	54.2	0.1%	1,453.3	2.9%
Revenue	46,967.5	44,763.9	47,707.9	375.8	48,083.7	1,116.2	2.4%	358.1	0.7%	1,347.6	2.8%
Net Expenditures	1,867.3	(360.0)	1,972.3	94.6	2,066.9	199.7	10.7%	(303.9)	(14.7%)	105.7	6.0%
Engineering Review & Acceptance											
Gross Expenditures	13,209.7	12,011.2	13,350.6	59.1	13,409.7	200.0	1.5%	323.3	2.4%	419.6	3.1%
Revenue	10,716.0	10,213.2	13,183.1	59.1	13,242.3	2,526.3	23.6%	51.9	0.4%	48.8	0.4%
Net Expenditures	2,493.8	1,798.0	167.5		167.5	(2,326.3)	(93.3%)	271.4	162.1%	370.8	84.5%
Engineering Information											
Gross Expenditures	9,371.2	8,520.9	9,603.5	82.8	9,686.3	315.1	3.4%	194.4	2.0%	265.7	2.7%
Revenue	6,115.2	5,828.3	7,806.0	59.1	7,865.1	1,749.9	28.6%	207.6	2.6%	221.2	2.7%
Net Expenditures	3,255.9	2,692.6	1,797.5	23.7	1,821.2	(1,434.8)	(44.1%)	(13.2)	(0.7%)	44.5	2.5%
Total											
Gross Expenditures	71,415.7	64,936.1	72,634.4	612.3	73,246.7	1,831.0	2.6%	571.9	0.8%	2,138.6	2.9%
Revenue	63,798.7	60,805.5	68,697.1	494.1	69,191.1	5,392.4	8.5%	617.6	0.9%	1,617.6	2.3%
Total Net Expenditures	7,616.9	4,130.6	3,937.3	118.3	4,055.5	(3,561.4)	(46.8%)	(45.7)	(1.1%)	521.0	13.0%
Approved Positions	566.1	524.1	569.1	5.0	574.1	8.0	1.4%				

The Engineering & Construction Services' 2017 Operating Budget is $73.247 million gross and $4.056 million net, representing a 46.8% decrease from the 2016 Approved Net Operating Budget that exceeds the -2.6% reduction target set out in the 2017 Operating Budget Directions approved by Council.

- The Program is experiencing a decrease in its base budget of $3.212 million net, which is primarily attributable to an increased recovery of Development Application fees following completion of the Development Application Fee Review process.
  - The fee review determined that over $12.9 million in costs to provide development application review services across multiple City Programs were being subsidized by the tax/rate base.
- In addition to the above, the Program was able to achieve base expenditure changes and service efficiency savings of $0.467 million through line-by-line reviews based on actual experience and reducing the need for leased premises and fleet vehicles.
- Enhanced service funds of $0.612 million gross and $0.118 million net with 5.0 new positions are included for work that will be performed on behalf of Metrolinx; additional project management resources to deliver infrastructure after the completion of Environmental Assessments; and for the implementation of an audit function in ECS to evaluate contracts and strengthen compliance with City, Cluster, and Division standards and project management best practices.
- Approval of the 2017 Operating Budget will result in ECS increasing its total staff complement by 8.0 positions from 566.1 to 574.1.
- The 2018 and 2019 Plans reflect increases attributable to COLA, progression pay, step and other payroll costs, as well as the reversal of one-time expenditures resulting in a decrease of $0.046 million in 2018 and an increase of $0.521 million in 2019.

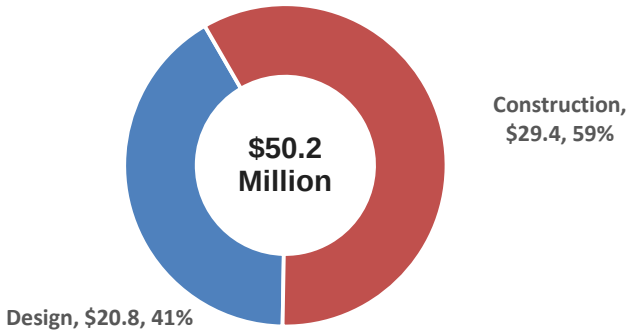
Municipal Infrastructure Construction



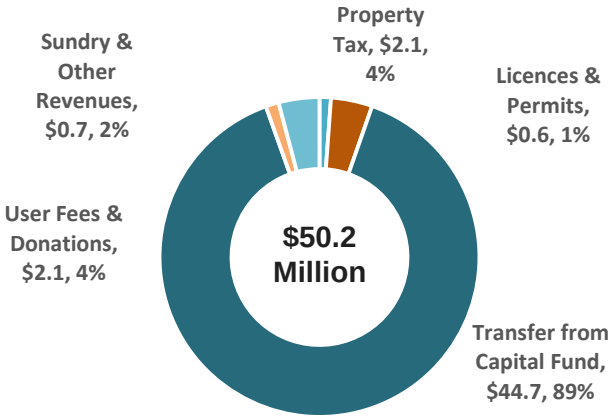
What We Do

- 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.

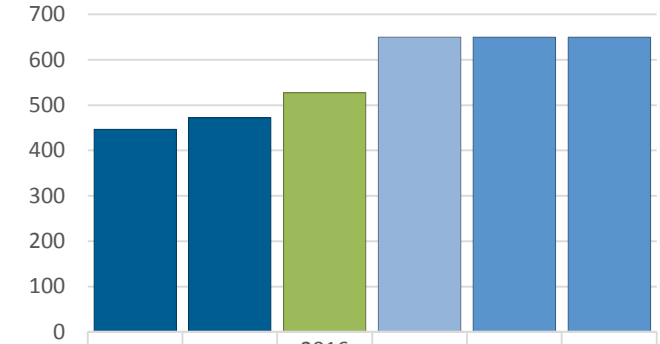
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



YTD Expenditure on Municipal Infrastructure Design &Construction ($Millions)



	2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
Series1	447	472	527	650	650	650

- ECS continues to experience substantial growth in construction activity for clients' capital programs.
- $527 million in capital projects are anticipated to be delivered by ECS in 2016, an increase of $55 million compared to 2015.
- The 2017 Operating Budget is targeting the delivery of 80% of the capital budget assigned to the Program, which is estimated to be more than $650 million in 2017.

2017 Service Levels

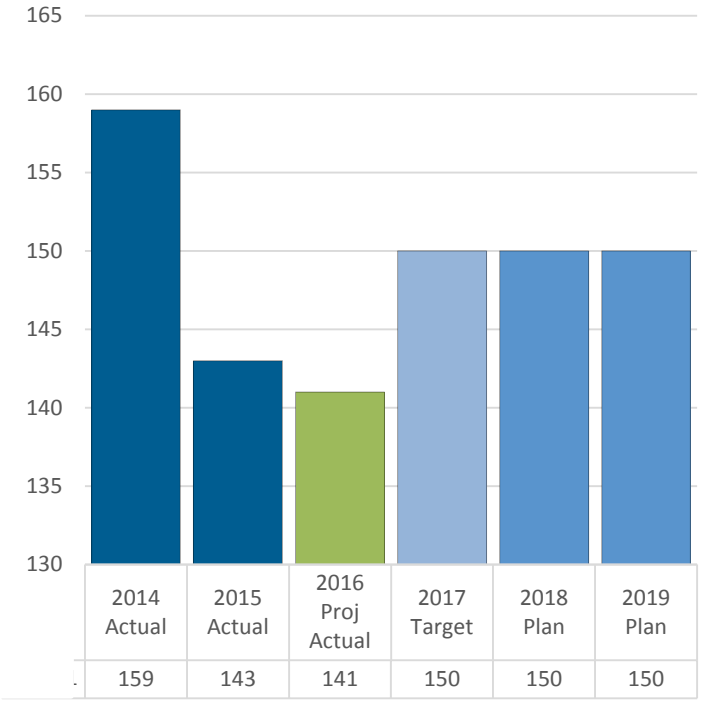
Municipal Infrastructure Construction

	Sub-Activity/Type	2014	2015	2016	2017
Design	Tenders issued compared to plan	90% as scheduled			90% as scheduled
Construction	Contracts substantially completed compared to plan	90% as scheduled			90% as scheduled
	Year End Actual Expenditure as a percentage of Approved Capital budget	80% Year End Actual Expenditure as a percentage of Approved Capital budget			80% Year End Actual Expenditure as a percentage of Approved Capital budget

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Municipal Infrastructure Construction.

Service Performance Measures

% Tenders issued Compared to Plan, at Year End



- The number of tenders, requests for proposals and requests for qualifications decreased from 159 in 2014 to 143 in 2015, and to 141 in 2016.
- One reason for the decrease can be attributed to the tenders that were cancelled where the low bids were well in excess of capital budget and original cost estimates.
- In 2017, ECS expects to issue an estimated 150 tenders for a capital program assigned to the Program that is currently valued at over $650 million.
- Future year estimates are 150 for each of 2018 and 2019, and will be based on client's requirements and the planned continued bundling of construction projects into single tenders.

Table 2
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Construction	28,207.5	29,489.5	(460.6)	29,028.9	821.4	2.9%	371.6	**29,400.5**	1,193.0	4.2%	100.5	0.3%	920.6	3.1%
Design	20,627.2	20,867.2	(215.8)	20,651.3	24.1	0.1%	98.8	**20,750.2**	122.9	0.6%	(46.3)	-0.2%	532.7	2.6%
Total Gross Exp.	48,834.8	50,356.7	(676.4)	49,680.2	845.5	1.7%	470.4	**50,150.6**	1,315.9	2.7%	54.2	0.1%	1,453.3	2.8%
REVENUE														
Construction	27,427.9	27,633.8	(107.0)	27,526.8	98.9	0.4%	300.6	**27,827.4**	399.5	1.5%	284.8	1.0%	891.0	3.2%
Design	19,539.6	20,301.0	(119.8)	20,181.1	641.6	3.3%	75.2	**20,256.3**	716.7	3.7%	73.3	0.4%	456.6	2.2%
Total Revenues	46,967.5	47,934.8	(226.8)	47,707.9	740.4	1.6%	375.8	**48,083.7**	1,116.2	2.4%	358.1	0.7%	1,347.6	2.7%
NET EXP.														
Construction	779.6	1,855.7	(353.6)	1,502.1	722.5	92.7%	71.0	**1,573.1**	793.5	101.8%	(184.2)	-11.7%	29.6	2.1%
Design	1,087.7	566.2	(96.0)	470.2	(617.5)	(56.8%)	23.7	**493.9**	(593.8)	(54.6%)	(119.7)	-24.2%	76.1	20.3%
Total Net Exp.	1,867.3	2,421.9	(449.6)	1,972.3	105.0	5.6%	94.6	**2,066.9**	199.7	10.7%	(303.9)	-14.7%	105.7	5.7%
Approved Positions	373.9	376.9		376.9	3.0	0.8%	3.8	**380.7**	6.8	1.8%				

The ***Municipal Infrastructure Construction Service*** provides 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.

The Municipal Infrastructure Construction's 2017 Operating Budget of $50.151 million gross and $2.067 million net is $0.200 million or 10.7% over the 2016 Net Budget.

Base budget pressures that are common across all services (i.e. salaries & benefits) are partially offset by increased capital funding of $1.047 million for expenditures related to the delivery of capital projects.

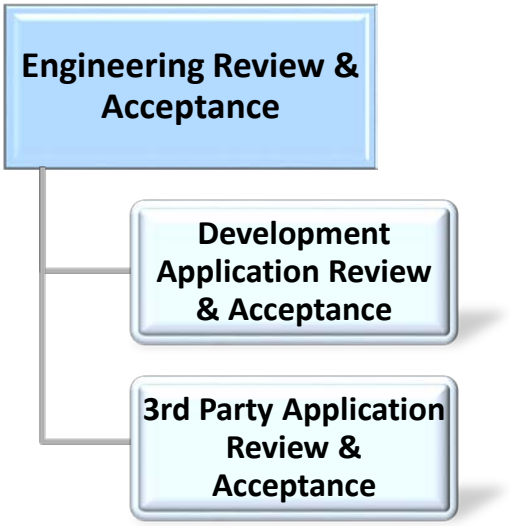
The base budget pressures were also partially offset by:

- Efficiency savings of $0.428 million by relocating staff to Metro Hall from leased premises at 310 Front St. W.
- Additional $0.011 million in efficiency savings by reducing the Program's need for fleet vehicles (from 64 to 55) after a review of vehicle usage (based on 2015 experience) which represented the first full year of the new organization structure. The results indicated that ECS can effectively deliver its mandate and meet its service levels with 9 fewer vehicles.
- Additional expenditure savings of $0.011 million net will be realized through a line-by-line review to align the budget with actual experience and projected 2017 requirements.

The 2017 Operating Budget for Municipal Infrastructure Construction includes funding of $0.470 million gross and $0.095 million net for the following new/enhanced initiatives:

- Funding for 2 positions to provide engineering and project management oversight and expertise to deliver the infrastructure that is identified through the completion of EAs, fully funded from the capital program ($0.240 million gross and $0 net).
- Creating an audit function (1 position) to undertake construction contract evaluations on an ongoing basis to improve capital project delivery efficiency and cost-effectiveness, fully funded from the capital program ($0.136 million gross and $0 net).
- Partial funding (0.8 position) for reviewing the impacts on the City of other gov't / agency projects ($0.095 million gross and $0.095 million net).

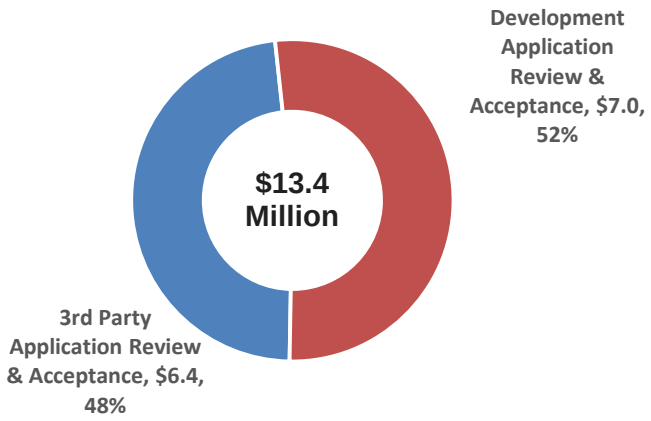
Engineering Review & Acceptance



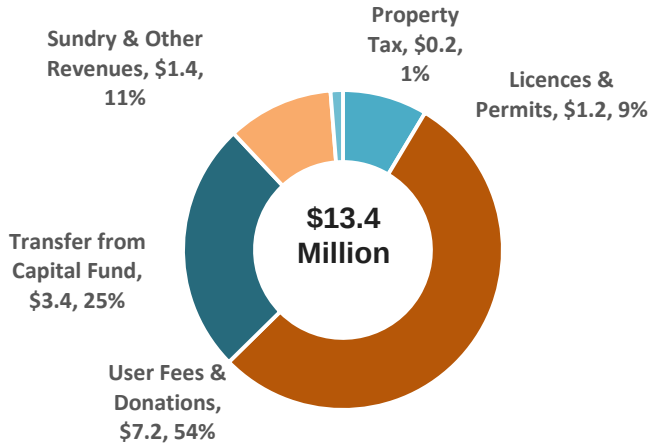
What We Do

- 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.

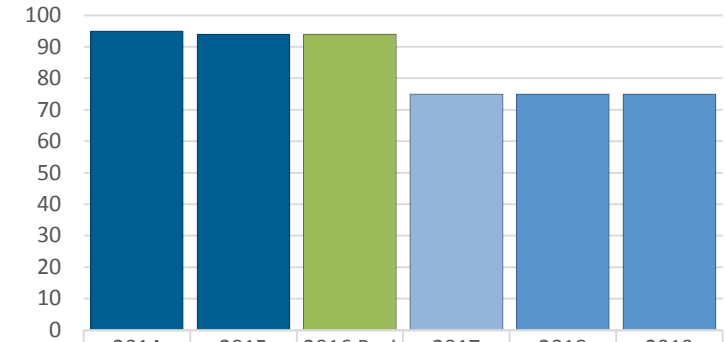
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



% Development Applications and Revisions Reviewed Within STAR Timelines



	2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
Series1	95	94	94	75	75	75

- In 2016, 94% of development applications and revisions by ECS were completed within STAR (Streamlining the Application Review) timelines, the same as in 2015.
- This high level of achievement builds on the trend set in 2014, when 95% of applications were reviewed within STAR timelines.
- ECS will continue to target compliance with STAR timelines in 2017 and future years.

2017 Service Levels

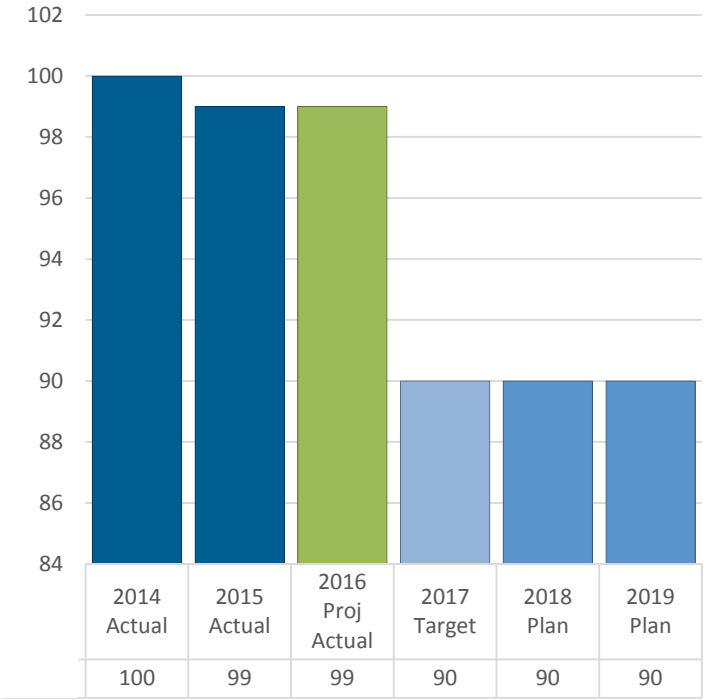
Engineering Review & Acceptance

	Sub-Activity/Type	2014	2015	2016	2017
Development Applications Review and Acceptance	Development Applications	75% compliance rate within STAR timelines			75% compliance rate
	Engineering Drawings	75% compliance rate			75% compliance rate
Third Party Application Review and Acceptance	Third Party applications	90% compliance within 20 working days			90% compliance within 20 working days

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Engineering Review & Acceptance.

Service Performance Measures

% Third Party and Utility Applications and Revisions Reviewed Within Set Timelines



- In 2016, for the 4th year in a row, ECS reviewed 99% of third party and utility applications within set timelines.
- This represents a very high level of responsiveness to third party and utility clients.
- 2017 and future year targets will continue to be 90% compliance with set timelines.

Table 3
2017 Service Bud.6get by Activity

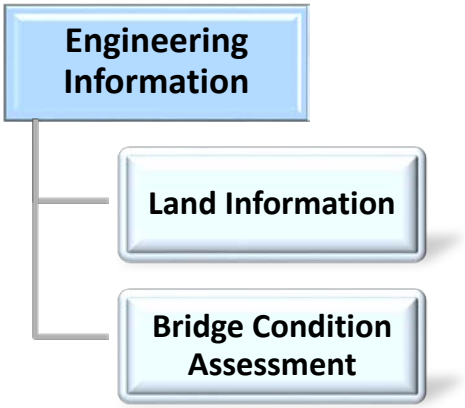
	2016	2017 Operating Budget							2017 Budget vs. 2016 Budget		Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget			2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
3rd Party Application Review & Acc	4,624.6	6,410.3	(33.0)	6,377.3	1,752.7	37.9%	59.1	**6,436.4**	1,811.8	39.2%	59.5	0.9%	110.8	1.7%
Development Application Review &	8,585.1	6,979.2	(5.9)	6,973.3	(1,611.8)	(18.8%)		**6,973.3**	(1,611.8)	(18.8%)	263.8	3.8%	308.8	4.3%
Total Gross Exp.	13,209.7	13,389.5	(38.9)	13,350.6	140.9	1.1%	59.1	**13,409.7**	200.0	1.5%	323.3	2.4%	419.6	3.0%
REVENUE														
3rd Party Application Review & Acc	4,260.1	6,621.7	(28.2)	6,593.5	2,333.4	54.8%	59.1	**6,652.6**	2,392.5	56.2%	52.5	0.8%	49.5	0.7%
Development Application Review &	6,455.9	6,589.9	(0.2)	6,589.7	133.8	2.1%		**6,589.7**	133.8	2.1%	(0.6)	0.0%	(0.7)	(0.0%)
Total Revenues	10,716.0	13,211.5	(28.4)	13,183.1	2,467.2	23.0%	59.1	**13,242.3**	2,526.3	23.6%	51.9	0.4%	48.8	0.4%
NET EXP.														
3rd Party Application Review & Acc	364.5	(211.4)	(4.8)	(216.2)	(580.7)	(159.3%)		**(216.2)**	(580.7)	(159.3%)	7.0	-3.2%	61.3	(29.3%)
Development Application Review &	2,129.2	389.3	(5.7)	383.6	(1,745.6)	(82.0%)		**383.6**	(1,745.6)	(82.0%)	264.4	68.9%	309.5	47.8%
Total Net Exp.	2,493.8	178.0	(10.5)	167.5	(2,326.3)	(93.3%)		**167.5**	(2,326.3)	(93.3%)	271.4	162.1%	370.8	45.8%
Approved Positions	105.8	105.8		105.8			0.5	**106.3**	0.5	0.5%				

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 by-laws, standards and regulatory requirements.

The Engineering Review & Acceptance's 2017 Operating Budget of $13.410 million gross and $0.168 million net is $2.326 million or 93.3% under the 2016 Net Budget.

- In addition to base budget pressures common across all services, the Engineering Review & Acceptance service is experiencing a reduction in projected Metrolinx recoveries ($1.022 million) based on required support going forward. However, these base pressures are more than offset by increased recovery of development application review costs following completion of the Development Application Fee Review ($3.239 million).
- Savings of $0.011 million net will also be realized through a line-by-line review to align the budget with actual experience and projected 2017 requirements.
- The 2017 Operating Budget for Engineering Review & Acceptance includes funding of $0.059 million gross and $0 net to provide review and approvals for the Eglinton Crosstown and Finch West Light Rail Transit projects, fully funded via recovery from Metrolinx.

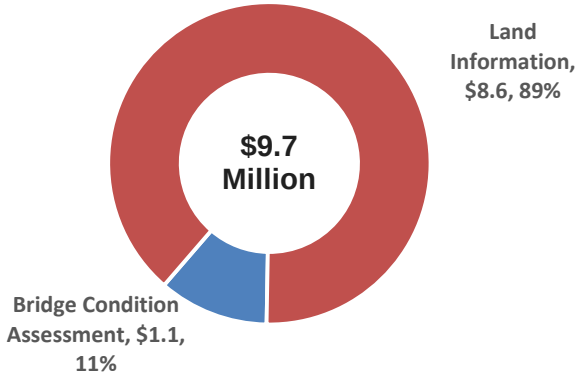
Engineering Information



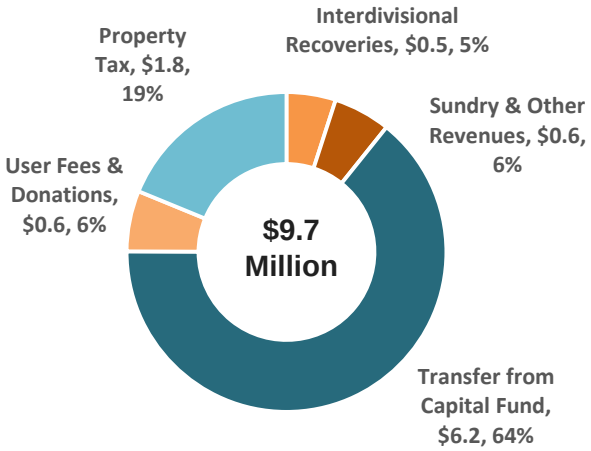
What We Do

- 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.

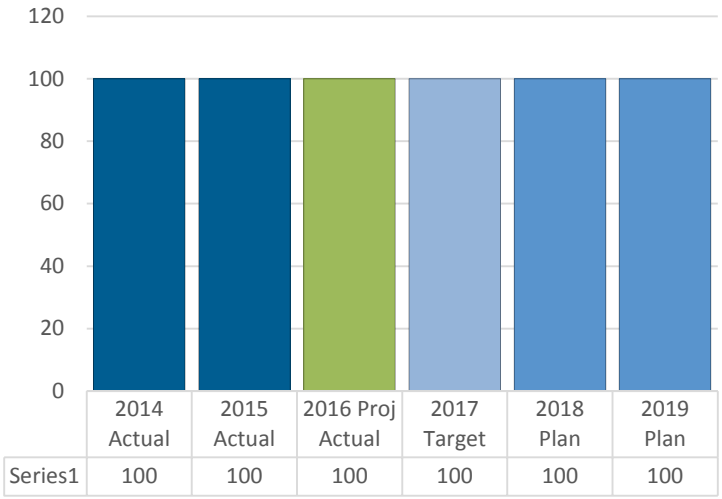
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



% of Bridge Condition Inspections Completed Compared to Plan



- In 2016, ECS again completed 100% of planned bridge condition inspections.
- ECS is targeting to maintain a 100% completion rate in 2016 and future years for the legislated 2-year bridge condition inspection cycle.

2017 Service Levels

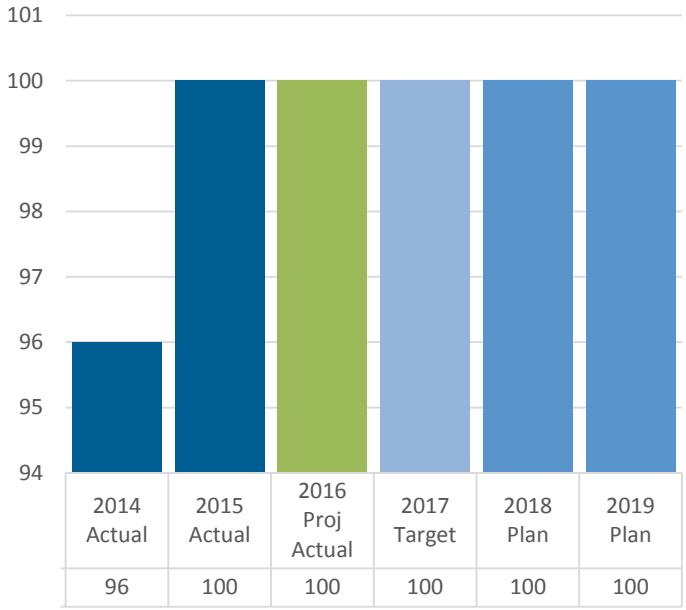
Engineering Information

Sub-Activity/Type		2014	2015	2016	2017
Land Information	Land Surveying	completed projects by estimate date, 90% of the time			completed projects by estimate date, 90% of the time
	Street Naming	recommendation within 6 months 90% of time			recommendation within 6 months 90% of time
	Municipal Numbering	provide comments within 5 working days, 100% of the time			provide comments within 5 working days, 100% of the time
	Utility Mapping	90% completion of planned km to update			90% completion of planned km to update
Bridge Condition Assessment	Bridge Inspection & Assessment	100% inspection compliance within regulatory timelines			100% inspection compliance within regulatory timelines

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Engineering Information.

Service Performance Measures

% Municipal Numbers Processed Within Timelines



- In 2016, ECS again completed 100% of requests for municipal numbering within 5 days.
- ECS is targeting to maintain a 100% completion rate in 2017 and future years.

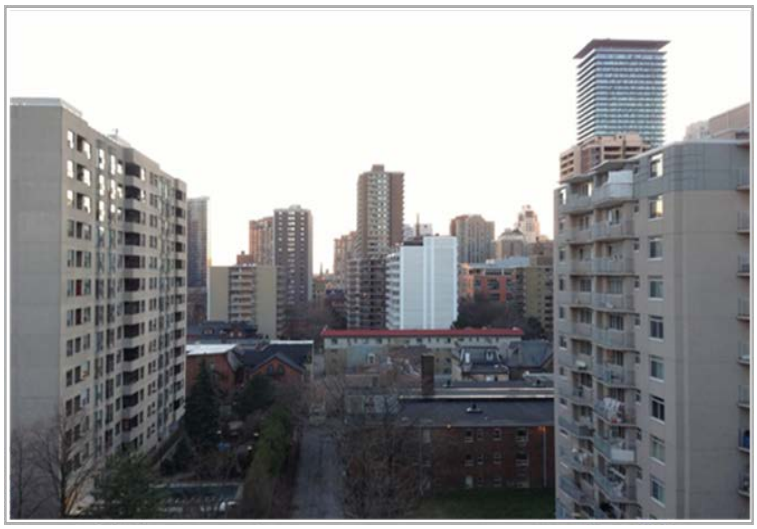
Table 4
2017 Service Budget by Activity

($000s)	2016 Budget	2017 Operating Budget: Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		Incremental Change: 2018 Plan		2019 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Bridge Condition Assessment	971.9	989.1	(0.2)	988.9	17.0	1.7%	82.8	**1,071.7**	99.8	10.3%	(25.2)	-2.4%	30.8	2.9%
Land Information	8,399.3	8,632.9	(18.3)	8,614.6	215.4	2.6%		**8,614.6**	215.4	2.6%	219.6	2.5%	234.9	2.7%
Total Gross Exp.	9,371.2	9,622.0	(18.5)	9,603.5	232.3	2.5%	82.8	**9,686.3**	315.1	3.4%	194.4	2.0%	265.7	2.6%
REVENUE														
Bridge Condition Assessment	874.3	970.5	(0.4)	970.1	95.8	11.0%	59.1	**1,029.2**	154.9	17.7%	(10.2)	-1.0%	16.4	1.6%
Land Information	5,240.9	6,846.7	(10.8)	6,835.9	1,595.0	30.4%		**6,835.9**	1,595.0	30.4%	217.8	3.2%	204.8	2.9%
Total Revenues	6,115.2	7,817.2	(11.2)	7,806.0	1,690.8	27.6%	59.1	**7,865.1**	1,749.9	28.6%	207.6	2.6%	221.2	2.7%
NET EXP.														
Bridge Condition Assessment	97.6	18.6	0.2	18.8	(78.8)	(80.7%)	23.7	**42.4**	(55.1)	(56.5%)	(15.0)	-35.4%	14.4	52.6%
Land Information	3,158.3	1,786.2	(7.5)	1,778.7	(1,379.6)	(43.7%)		**1,778.7**	(1,379.6)	(43.7%)	1.8	0.1%	30.0	1.7%
Total Net Exp.	3,255.9	1,804.8	(7.3)	1,797.5	(1,458.4)	(44.8%)	23.7	**1,821.2**	(1,434.8)	(44.1%)	(13.2)	-0.7%	44.5	2.4%
Approved Positions	86.4	86.4		86.4			0.7	**87.1**	0.7	0.8%				

The ***Engineering Information Service*** establishes and maintains effective technical and data support to the various business units across the Program and Cluster involved in managing and building the City's infrastructure.

The Engineering Information's 2017 Operating Budget of $9.686 million gross and $1.821 million net is $1.435 million or 44.1% under the 2016 Net Budget.

- Base budget pressures common across all services (i.e. salaries & benefits) are more than offset by increased capital funding of $1.194 million for expenditures related to the delivery of capital projects and by increased recovery of costs of $0.447 million.
- Savings of $0.007 million net will also be realized through a line-by-line review to align the budget with actual experience and projected 2017 requirements.
- The 2017 Operating Budget for Engineering Information includes funding of $0.083 million gross and $0.024 million net to provide review and approvals for the Eglinton Crosstown and Finch West Light Rail Transit projects (fully funded via recovery from Metrolinx) and reviewing the impacts on the City of other gov't / agency projects.



Municipal Licensing & Standards

2017 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 including control, sheltering and adoption services.

2017 Operating Budget Highlights

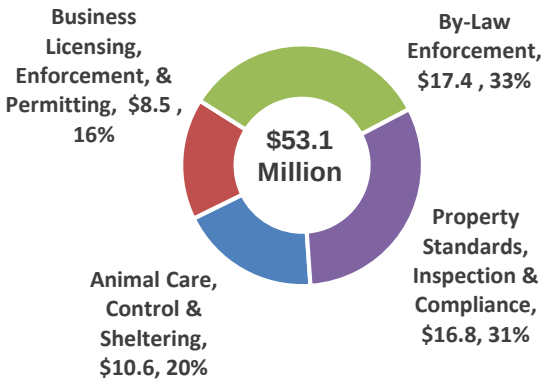
The 2017 Operating Budget for ML&S of $53.122 million in gross expenditures provides funding for four services: Animal Care, Business Licensing, By-Law Enforcement and Property Standards. The total cost to deliver these services to Toronto residents is $53.122 million gross and $19.376 million net as shown below:

(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	50,734.6	53,121.9	2,387.4	4.7%
Revenues	30,841.5	33,746.1	2,904.6	9.4%
Net Expenditures	**19,893.1**	**19,375.9**	**(517.2)**	**(2.6%)**

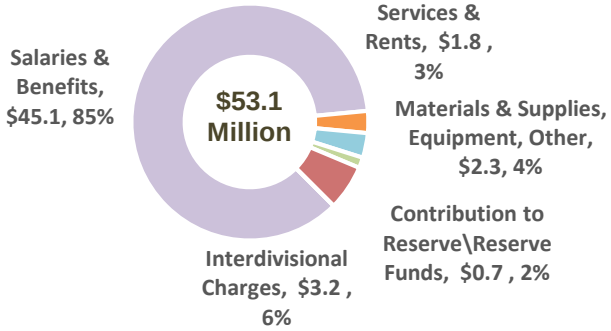
2017 Operating Budget

Where the money goes:

By Service

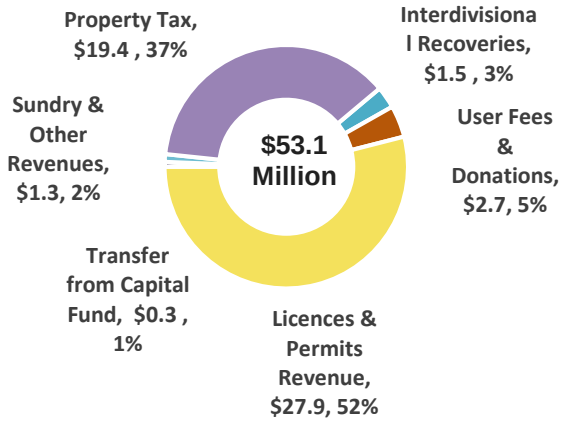


By Expenditure Category



Where the money comes from:

By Funding Source

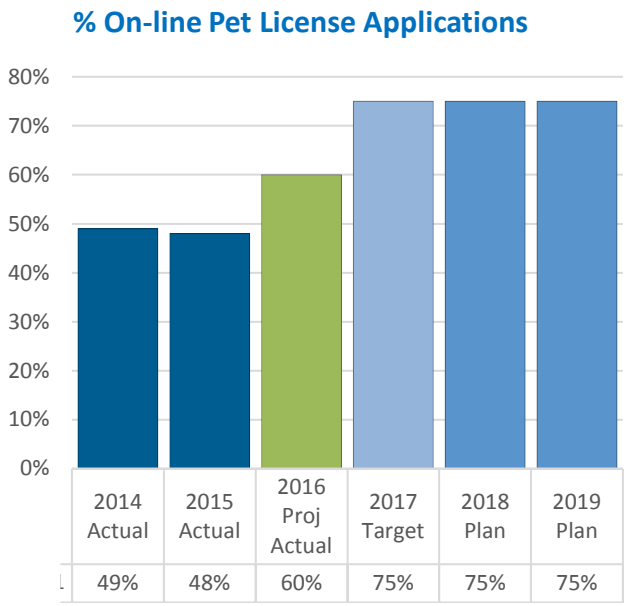


Fast Facts

- 80,000 dog and cat licenses, with a 90% renewal rate and 75% completed online.
- 60,000 Property Standards inspections with 80% conducted in 5 days & 75% resolved within 60 days.
- 56,000 Business licenses and permits, (new & renewed).
- ML&S has 12 district offices including Licensing, Bylaw Enforcement, Investigation and Animal Services (including animal shelters) across the City.
- 1 CHIP Truck for animal Radio Frequency Identification (RFID) and licensing, 1 mobile Spay/Neuter Truck; 145 vehicles for inspection and enforcement.

Trends

- The efficiency of conducting pet license applications on-line is evident by the growing % of applications being completed using this service since 2014.
- It is anticipated that this trend will continue in 2017 with on-line pet license applications expected to increase to 75%.
- ML&S is prioritizing on-line services to increase licenses issued and associated revenue to improve service for pet owners.



Our Key Issues & Priority Actions

- **Modernization of Bylaws and Business Processes.**
  - ✓ Bylaws governing licensing, animals, property standards and maintenance will be updated to reflect community concerns and eliminate redundancy/conflict with other statutes.
  - ✓ Alternative resolution options will be developed to manage neighbour disputes on certain issue types.
- **Multi-Residential Apartment Building Program**
  - ✓ The 2017 Operating Budget includes funding of $4.4 million and associated revenues for a framework for multi-residential rental property licensing.
- **Continued Review of All User Fees**
  - ✓ MLS is continuing to review all user fees to ensure identification of full cost, with recommendations on the level of cost recovery based on the service provided.
  - ✓ Following the completion of the cost recovery review for Ground Transportation and the Multi-Residential Apartment Building program, the final phase of this review is anticipated to be completed in 2017 for consideration in the 2018 Budget process.

Key Service Deliverables for 2017

By-law Enforcement

- Proactive waste enforcement on multi-residential properties, PTC and nuisance complaints in City Parks.
- Securing substantive prosecution outcomes.

Business Licensing and Permitting

- Continue review/update of the Municipal Code for Licensing, and report back on the new Vehicle-for-Hire bylaw.

Property Standards, Inspection & Compliance

- Develop regulations & plans for problem properties including multi-tenant homes.
- Enhance service delivery i.e. SPIDER program.
- Implement new cost recovery mechanisms for MRAB.

Animal Care, Control, Management & Sheltering

- Dangerous dog enhanced bylaws & enforcement.
- Improve live outcome rates by eliminating euthanasia increase adoption rates

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.

By-Law Enforcement

Purpose:
The enforcement of City of Toronto By-Laws to mitigate public nuisances, enhance public safety and maximize compliance.

- License & Permit Enforcement
- Waste By-Law Enforcement
- Parks By-Law Enforcement
- Animal By-Law Enforcement

Business Licensing & Permitting

Purpose:
The regulatory oversight of municipally licensed businesses, including issuance of business licenses, issuance of right-of-way permits, and training of the taxi/limousine industries.

- Business & Trade Licensing
- Business Permitting
- Vehicle for Hire Licensing
- Licensing Tribunal

Property Standards, Inspection & Compliance

Purpose:
The enforcement of City of Toronto By-laws to ensure the maintenance of housing, private property and community standards, including the mitigation of nuisance and appropnate land use.

- Property Standards Inspection & Enforcement
- Property Maintenance
- Zoning Investigation & Enforcement
- Exemptions & Permits

Animal Care, Control & Sheltering

Purpose:
The management, sheltering, care and control of domestic animals, including the promotion of responsible pet ownership through licensing, and emergency animal rescue.

- Cat & Dog Licensing
- Veterinary Care
- Animal Mobile Response
- Animal Sheltering & Adoption

Legend:
Program
Activity
Service

Service Customer

By-Law Enforcement

- Public
- Community/Resident groups
- Property owners
- Industry Associations
- Business Operators
- Business industry associations
- Enforcement agencies
- Visitors

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

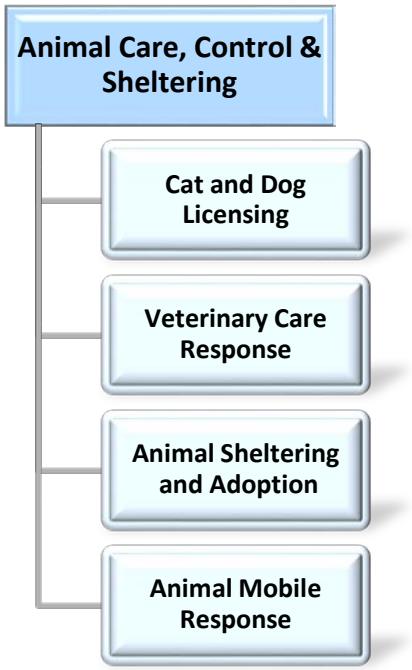
Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2016 Projected Actual	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 vs. 2016 Budget Change		Incremental Change 2018 Plan		Incremental Change 2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Animal Care, Control & Sheltering											
Gross Expenditures	9,883.4	9,850.1	10,556.3		10,556.3	672.9	6.8%	(563.8)	(5.3%)	191.6	1.9%
Revenue	2,815.6	2,693.1	3,332.7		3,332.7	517.1	18.4%	(750.0)	(22.5%)	0.3	0.0%
Net Expenditures	7,067.9	7,157.0	7,223.6		7,223.6	155.8	2.2%	186.2	2.6%	191.2	2.6%
Business Licensing, Enforcement, & Permitting											
Gross Expenditures	8,737.1	8,707.6	8,452.2		8,452.2	(284.8)	(3.3%)	185.7	2.2%	161.1	1.9%
Revenue	25,247.9	24,149.7	25,967.2		25,967.2	719.3	2.8%	185.6	0.7%	54.3	0.2%
Net Expenditures	(16,510.9)	(15,442.1)	(17,515.0)		(17,515.0)	(1,004.1)	(6.1%)	0.1	(0.0%)	106.8	(0.6%)
By-Law Enforcement											
Gross Expenditures	15,866.0	15,812.4	17,357.4		17,357.4	1,491.4	9.4%	377.1	2.2%	398.3	2.2%
Revenue	1,915.7	1,832.3	1,915.7		1,915.7						
Net Expenditures	13,950.3	13,980.1	15,441.7		15,441.7	1,491.4	10.7%	377.1	2.4%	398.3	2.5%
Property Standards, Inspection & Compliance											
Gross Expenditures	16,248.2	16,193.3	16,248.9	507.2	16,756.1	507.9	3.1%	1,671.1	10.0%	424.5	2.3%
Revenue	862.4	824.9	873.4	1,657.2	2,530.5	1,668.2	193.4%	1,747.1	69.0%	1.9	0.0%
Net Expenditures	15,385.8	15,368.4	15,375.5	(1,150.0)	14,225.5	(1,160.2)	(7.5%)	(76.0)	(0.5%)	422.7	3.0%
Total											
Gross Expenditures	50,734.6	50,563.3	52,614.8	507.2	53,122.0	2,387.4	4.7%	1,670.0	3.1%	1,175.5	2.1%
Revenue	30,841.5	29,500.0	32,088.9	1,657.2	33,746.1	2,904.6	9.4%	1,182.7	3.5%	56.5	0.2%
Total Net Expenditures	19,893.1	21,063.3	20,525.9	(1,150.0)	19,375.9	(517.2)	(2.6%)	487.3	2.5%	1,119.0	5.6%
Approved Positions	473.0	462.0	467.5	12.0	479.5	6.5	1.4%				

The Municipal Licensing & Standards' 2017 Operating Budget is $53.122 million gross and $19.375 million net, representing a 2.6% decrease to the 2016 Approved Net Operating Budget and meets with the reduction target as set out in the 2017 Operating Budget Directions approved by Council.

- Base pressures are mainly attributable to salary & benefit adjustments and the annualized impact of implementing decisions arising from the Ground Transportation Review (GTR).
- To help mitigate the above pressures, the Program was able to achieve service efficiency savings through reductions on fleet fuel costs, the rationalized closing of the South Animal Shelter, the elimination of the Fleet IDC for Inspection Services for Vehicle for Hire and other mobile business and the leveraging of seasonal deployment of student workers.
- The 2017 Operating Budget includes new and enhanced service within the Property Standards, Inspection & Compliance service for the implementation of the new regulatory regime for Rental Apartment Buildings that includes funding for 12 new MRAB staff, offset by new user fee revenues to support cost recovery.
- Approval of the 2017 Operating Budget will result in Municipal Licensing & Standards increasing its total staff complement by 6.5 positions from 473 to 479.5.
- The 2018 and 2019 Plan increases of $0.487 million and $1.119 million, respectively, are primarily attributable to salary and benefit adjustments including COLA and progression pay that are in line with the current collective agreements.

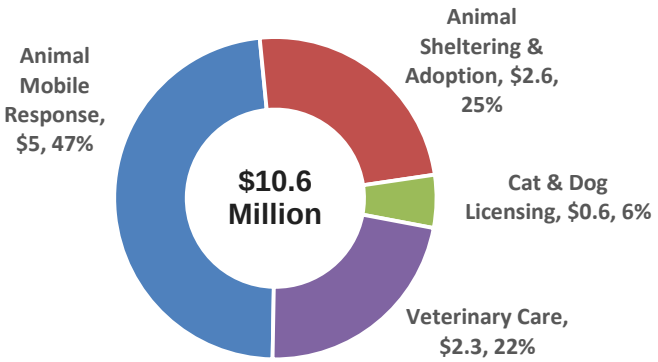
Animal Care, Control & Sheltering



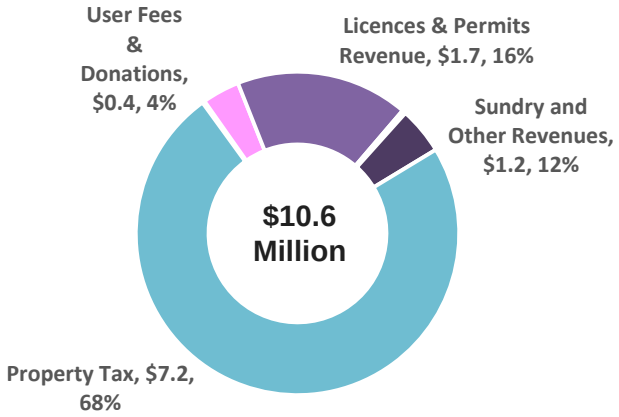
What We Do

- Animal Services promotes and supports the healthy and safe co-existence of people and animals in the City. This is done through 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.

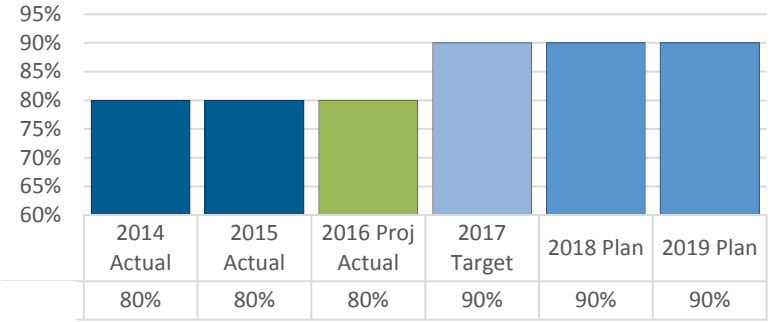
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



% of Pet Licenses Renewed



- Dog and cat licensing compliance has maintained the 2015 levels and is anticipated to continue to achieve the same renewal level in 2016.

2017 Service Levels

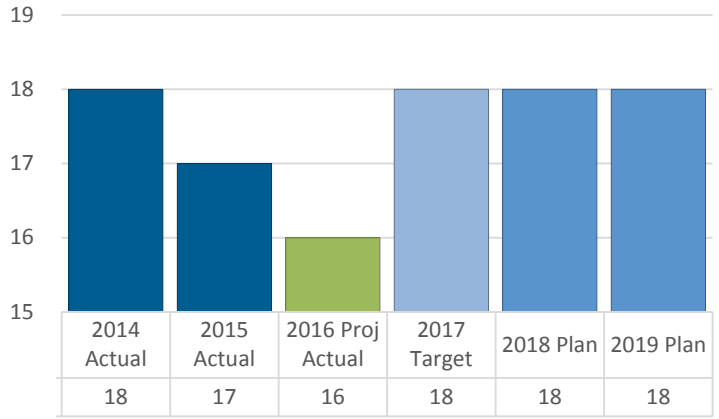
Animal Care, Control & Sheltering

	Sub-Activity/Type	Status	2014	2015	2016	2017
Animal Mobile Response	Emergency Animal Rescue & Care - Percentage response within 2 hours	Approved	n/a	80%	80%	80%
		Actual	n/a	85%	80%	
	Cadaver Removal - Percentage response within 48 hours	Approved	n/a	90%	85%	80%
		Actual	n/a	70%	80%	
Animal Sheltering and Adoption	Sheltered Animals-Average days in shelter	Approved	18	18	18	18
		Actual	18	17	16	
	Percentage of animals Adopted or Returned to Owner	Approved	66%	66%	70%	70%
		Actual	66%	70%	75%	
Cat and Dog Licensing	# Dogs licensed	Approved	65,000	65,000	65,000	65,000
		Actual	57,425	57,448	55,000	
	# Cats licensed	Approved	35,000	35,000	35,000	35,000
		Actual	23,455	23,465	25,000	
Veterinary Care	Percentage of sheltered animals given care	Approved	100%	100%	100%	100%
		Actual	100%	100%	100%	
	Animals Vaccinated, Spayed/neutered, micro-chipped	Approved	20,500	20,500	20,500	**18,000**
		Actual	20,500	20,500	12,500	

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Animal Care, Control & Sheltering. For Animals Vaccinated, Spayed/neutered, micro-chipped there is a decrease in the anticipated number of animals due to overall reduction in animals sheltered which is steady at 2015 values. However, the introduction of the SNYP Truck in 2016 to make services more accessible and affordable is expected to result in an increase in 2017 compared to 2016 projected actuals.

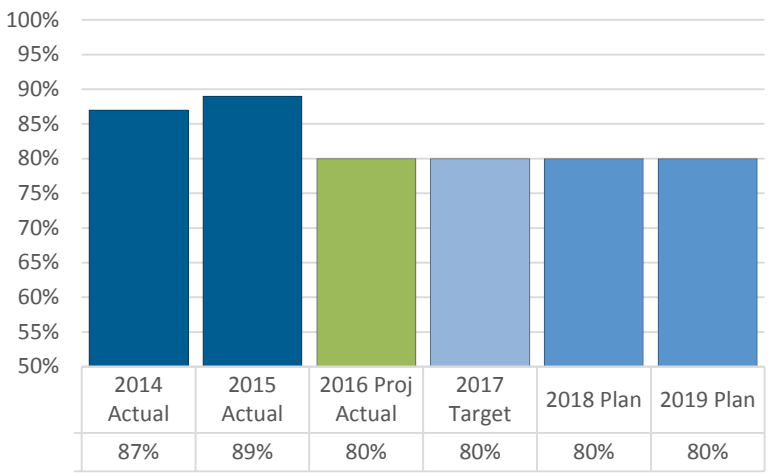
Service Performance Measures

Average # of Days Animal is Sheltered



- There are fewer animals being taken into the shelter which enables better care and less transfer of illnesses (in cats) while in shelter, enabling faster transfer / adoption out. Improved identification and transfer out to more partners has assisted in reducing the average shelter time.

% Mobile Responses within 2 hours



- Represents emergency response to injured and distressed animals including wildlife.
- TAS has increased mobile response unit staffing and reduced vacancies as a result of re-organization which has contributed to a significant improvement in response in 2015/16.
- A decrease in the Mobile Response rate to 80% is projected for 2016 to 2019. This is more reflective of the current state of service being provided due to resources being re-allocated to other emerging priority service requirements.

Table 2
2017 Service Budget by Activity

	2016	2017 Operating Budget							2017 Budget vs. 2016 Budget		Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget			2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Animal Mobile Response	4,648.5	4,818.8	(95.3)	4,723.6	75.1	1.6%	300.0	**5,023.6**	375.1	8.1%	(211.4)	-4.2%	91.2	1.9%
Animal Sheltering & Adoption	2,465.2	2,446.8	(71.8)	2,375.0	(90.2)	(3.7%)	225.0	**2,600.0**	134.8	5.5%	(184.5)	-7.1%	41.7	1.7%
Cat & Dog Licensing	481.0	521.3	(1.5)	519.9	38.9	8.1%	75.0	**594.9**	113.9	23.7%	(65.4)	-11.0%	11.9	2.2%
Veterinary Care	2,288.7	2,228.1	(40.3)	2,187.8	(100.9)	(4.4%)	150.0	**2,337.8**	49.1	2.1%	(102.5)	-4.4%	46.8	2.1%
Total Gross Exp.	9,883.4	10,015.0	(208.8)	9,806.3	(77.1)	(0.8%)	750.0	**10,556.3**	672.9	6.8%	(563.8)	-5.3%	191.6	1.9%
REVENUE														
Animal Mobile Response	1,004.8	1,005.7		1,005.7	0.9	0.1%	300.0	**1,305.7**	300.9	29.9%	(300.0)	-23.0%	0.2	0.0%
Animal Sheltering & Adoption	510.4	431.5		431.5	(78.9)	(15.5%)	225.0	**656.5**	146.1	28.6%	(225.0)	-34.3%	0.1	0.0%
Cat & Dog Licensing	855.4	855.4		855.4	0.0	0.0%	75.0	**930.4**	75.0	8.8%	(75.0)	-8.1%	0.0	0.0%
Veterinary Care	445.0	290.1		290.1	(155.0)	(34.8%)	150.0	**440.1**	(5.0)	(1.1%)	(150.0)	-34.1%	0.1	0.0%
Total Revenues	2,815.6	2,582.7		2,582.7	(232.9)	(8.3%)	750.0	**3,332.7**	517.1	18.4%	(750.0)	-22.5%	0.3	0.0%
NET EXP.														
Animal Mobile Response	3,643.7	3,813.1	(95.3)	3,717.9	74.2	2.0%		**3,717.9**	74.2	2.0%	88.6	2.4%	91.1	2.4%
Animal Sheltering & Adoption	1,954.9	2,015.3	(71.8)	1,943.5	(11.4)	(0.6%)		**1,943.5**	(11.4)	(0.6%)	40.5	2.1%	41.6	2.1%
Cat & Dog Licensing	(374.3)	(334.0)	(1.5)	(335.5)	38.9	(10.4%)		**(335.5)**	38.9	(10.4%)	9.6	-2.9%	11.9	(3.6%)
Veterinary Care	1,843.7	1,938.0	(40.3)	1,897.8	54.1	2.9%		**1,897.8**	54.1	2.9%	47.5	2.5%	46.7	2.4%
Total Net Exp.	7,067.9	7,432.4	(208.8)	7,223.6	155.8	2.2%		**7,223.6**	155.8	2.2%	186.2	2.6%	191.2	2.5%
Approved Positions	86.3	86.3		86.3	0.0	0.0%		**86.3**	0.0	0.0%		0.0%		

The ***Animal Care, Control & Sheltering*** *service* promotes and supports the healthy and safe co-existence of people and animals in the City. This is done through education and enforcement of animal related legislation, provision of animal sheltering, adoption, lost pet reunification, licensing, pet sterilization and emergency animal rescue, removal and care.

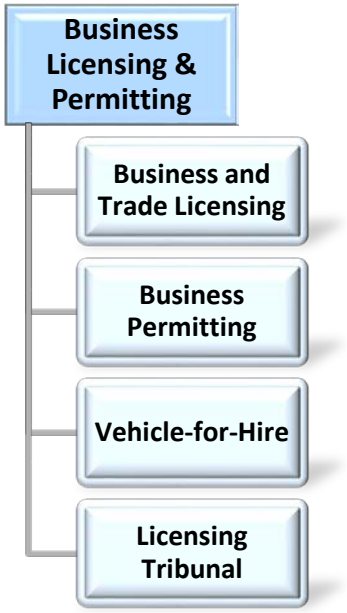
The Animal Care, Control & Sheltering service's 2017 Operating Budget of $10.556 million gross and $7.224 million net is $0.156 million or 2.2% above the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service is experiencing pressures which are predominately comprised of inflationary salary increases ($0.328 million) as well as reinstatement of the

annual contribution to the vehicle reserve ($0.138 million). This contribution was deferred in 2016 to enable the acquisition of vehicles for Property Standards, Inspection & Compliance.

- In order to offset these pressures, the 2017 Operating Budget includes:
  - Base expenditure reductions resulting from a line by line review reflecting a decrease $0.005 million based on actual experience and as determined by reviewing recent spending and considering future requirements;
  - A user fee inflationary increase of 2%, proportionally applied to this service will increase net revenue by $0.002 million; and
  - The rationalization of site locations whereby the under-utilized TAS South Shelter location will be closed, resulting in savings of $0.208 million net.
- The 2017 Operating Budget includes funding of $0.750 million gross, with $0 in net expenditures, to provide one-time grant funding to the Toronto Wildlife Centre.

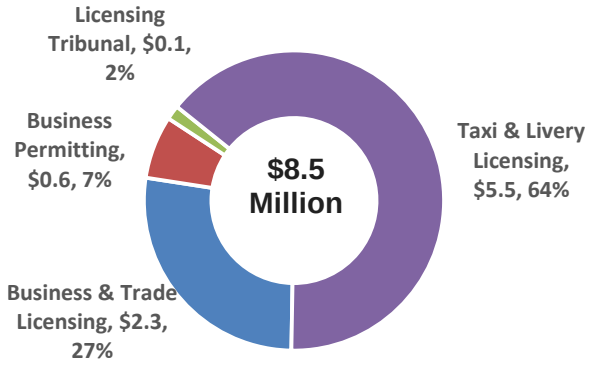
Business Licensing & Permitting



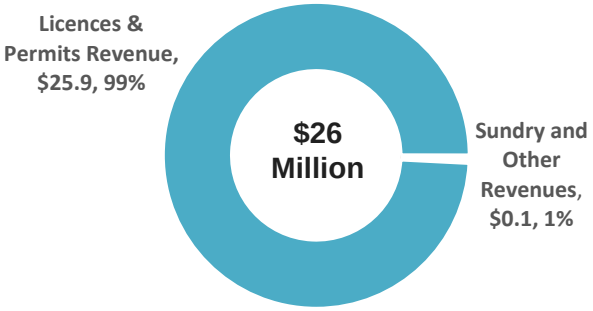
What We Do

- The issuance of new business licenses and renewals, right-of-way permits, temporary sign permits, and fireworks permits. The core activities include:
- Business and Trade Licensing
- Business Permitting
- Vehicle-for-Hire Licensing
- Licensing Tribunal

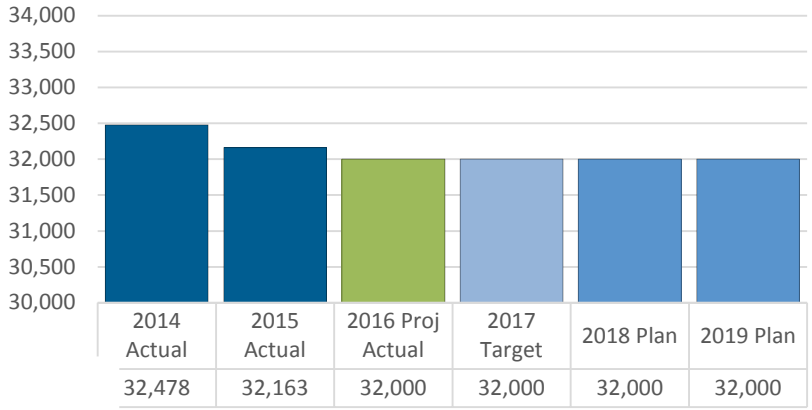
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



of Business Licenses issued (new and renewed



- Depending on sustained economic indicators and absent any significant changes to the municipal licensing regime, the 2016 service level of licensing including renewals is projected to be maintained over the next three years.

2017 Service Levels

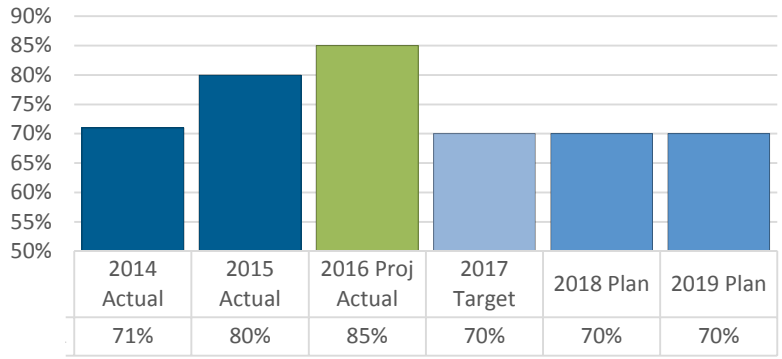
Business Licensing & Permitting

	Sub-Activity/Type	Status	2014	2015	2016	2017
Business and Trade Licensing	Stationary Licenses - Percentage of Licenses issued in 20 days or less (new & renewal)	Approved	71%	70%	70%	70%
		Actual	71%	85%	90%	
	Trade Licenses - Percentage of Licenses issued in 20 days or less (new & renewal)	Approved	71%	70%	70%	70%
		Actual	71%	85%	90%	
Business Permitting	Clothing Drop Box, Right of Way (Patio, Café, Marketing), Fireworks & Temporary Sign Permits - Percentage of Permits issued in 20 days or less (new & renewal)	Approved	90%	90%	90%	90%
		Actual	90%	91%	90%	
Vehicle for Hire	% of application compliance to bylaw of Vehicle-for-Hire drivers	Approved	n/a	n/a	n/a	**95%**
		Actual	n/a	n/a	n/a	
	% of application compliance Private Transportation Company drivers	Approved	n/a	n/a	n/a	**95%**
		Actual	n/a	n/a	n/a	

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Business Licensing & Permitting. 2017 Service Levels now include key figures for Vehicle for Hire which includes taxicabs, limousines and private transportation companies as a result of the Ground Transportation Review adopted as amended by Council in May 2016.

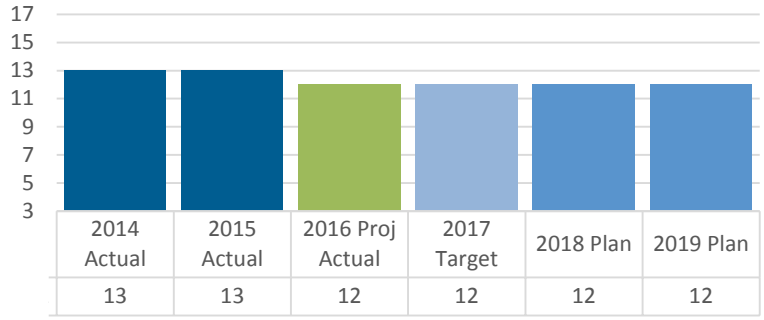
Service Performance Measures

% of Mobile Licenses issued in 20 Days or Less



- The increase in 2016 is due to business process improvements in queue and counter management and simplification of bylaw requirements for application (does not include the new PTC licenses).

Days to Renew a Vehicle for Hire License



- Number of days to renew a licence saw a slight improvement in 2016 compared to 2014 and 2015. Updates to simplify the by-laws and improve in-office services have resulted in faster turnaround in 2016.

Table 3
2017 Service Budget by Activity

($000s)	2016 Budget	2017 Operating Budget: Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		Incremental Change: 2018 Plan		2019 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Business & Trade Licensing	2,981.2	2,588.1	(292.3)	2,295.8	(685.4)	(23.0%)		**2,295.8**	(685.4)	(23.0%)	27.2	1.2%	36.8	1.6%
Business Permitting	679.1	618.6	(45.5)	573.1	(106.0)	(15.6%)		**573.1**	(106.0)	(15.6%)	9.5	1.7%	11.3	1.9%
Licensing Tribunal	178.3	149.7	(19.5)	130.2	(48.1)	(27.0%)		**130.2**	(48.1)	(27.0%)	1.3	1.0%	1.9	1.4%
Vehicle-for-Hire Licensing	4,898.5	5,745.5	(292.3)	5,453.1	554.7	11.3%		**5,453.1**	554.7	11.3%	147.7	2.7%	111.1	2.0%
Total Gross Exp.	8,737.1	9,101.8	(649.6)	8,452.2	(284.8)	(3.3%)		**8,452.2**	(284.8)	(3.3%)	185.7	2.2%	161.1	1.8%
REVENUE														
Business & Trade Licensing	11,448.3	9,119.3		9,119.3	(2,329.1)	(20.3%)		**9,119.3**	(2,329.1)	(20.3%)	83.5		24.4	0.3%
Business Permitting	1,794.7	1,432.4		1,432.4	(362.3)	(20.2%)		**1,432.4**	(362.3)	(20.2%)	13.0		3.8	0.3%
Licensing Tribunal	762.1	606.9		606.9	(155.3)	(20.4%)		**606.9**	(155.3)	(20.4%)	5.6		1.6	0.3%
Vehicle-for-Hire Licensing	11,242.8	14,808.7		14,808.7	3,565.9	31.7%		**14,808.7**	3,565.9	31.7%	83.5		24.4	
Total Revenues	25,247.9	25,967.2		25,967.2	719.3	2.8%		**25,967.2**	719.3	2.8%	185.6		54.3	0.2%
NET EXP.														
Business & Trade Licensing	(8,467.1)	(6,531.1)	(292.3)	(6,823.5)	1,643.7	(19.4%)		**(6,823.5)**	1,643.7	(19.4%)	(56.3)	0.8%	12.4	(0.2%)
Business Permitting	(1,115.6)	(813.9)	(45.5)	(859.3)	256.3	(23.0%)		**(859.3)**	256.3	(23.0%)	(3.4)	0.4%	7.5	(0.9%)
Licensing Tribunal	(583.8)	(457.2)	(19.5)	(476.7)	107.2	(18.4%)		**(476.7)**	107.2	(18.4%)	(4.3)	0.9%	0.3	(0.1%)
Vehicle-for-Hire Licensing	(6,344.3)	(9,063.2)	(292.3)	(9,355.5)	(3,011.3)	47.5%		**(9,355.5)**	(3,011.3)	47.5%	64.1	-0.7%	86.7	(0.9%)
Total Net Exp.	(16,510.9)	(16,865.4)	(649.6)	(17,515.0)	(1,004.1)	6.1%		**(17,515.0)**	(1,004.1)	(6.1%)	0.1	0.0%	106.8	(0.6%)
Approved Positions	70.5	67.0		67.0	(3.5)	(5.0%)		**67.0**	(3.5)	(5.0%)		0.0%		

The ***Business Licensing, Enforcement and Permitting*** *service* provides for the issuance and monitoring of business licenses, right-of-way permits, temporary sign permits, and fireworks permits. This service primarily has jurisdiction over Business and Trade Licensing, Business Permitting, Vehicle for Hire Licensing and supports activities of the Licensing Tribunal.

The Business Licensing and Permitting service's 2017 Operating Budget of $8.452 million gross and $17.515 million net revenue is $1.004 million or 6.1% below the 2016 Approved Net Budget.

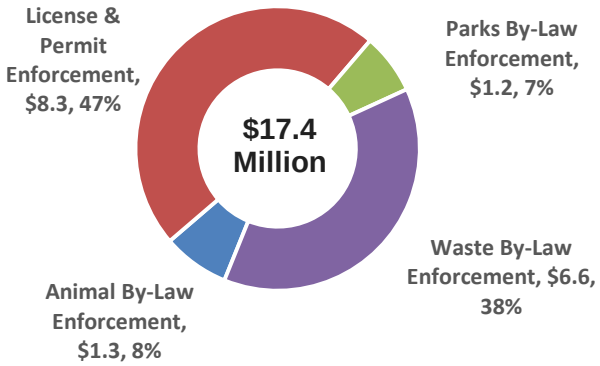
- In addition to the base budget pressures common to all services, pressures unique to Business Licensing, Enforcement and Permitting in 2017 are primarily due to:
  - Annualized impact of the GTR Structure changes for Vehicle-for-Hire Licensing including staffing and non-labour expenses of $0.447 million and user fee adjustments of $0.585 million;
  - Decreased inter-divisional charges of $0.297 million primarily reflecting reduced expenditures for Clerks for copying and postage and for Paramedic Services for delivery of CPR training; and,
  - Restored and increased credit card transaction fees of $0.280 million.
- In order to offset net pressures, the 2017 Operating Budget includes:
  - A user fee inflationary increase of 2%, proportionally applied to this service will increase net revenue by $0.134 million;
  - Service efficiency savings resulting from Council authorization for an alternate vehicle inspection program for vehicles for hire by accepting valid Safety Standard Certificates issued by a Motor Vehicle Inspection Station (MVIS) garage operator licensed by the Ontario Ministry of Transportation. The interdivisional charge from Fleet Services for inspection services can be reduced by $0.650 million.

By-Law Enforcement

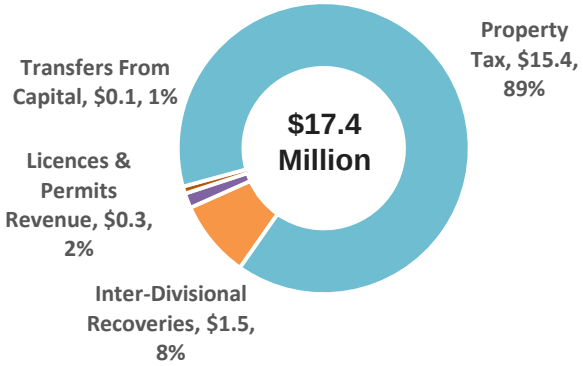
What We Do

- 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

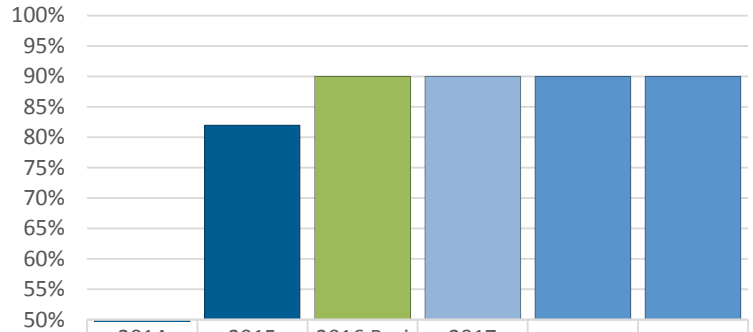
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



% Response Rate within 48 hours of Dogs Off-Leash



	2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
Series1	0%	82%	90%	90%	90%	90%

- Dogs Off-Leash Enforcement when owner/dog walker is present in a Public Park. Percentage of Dogs off Leash Inspections conducted within 48 hours of complaint had a sharp decline in 2015 but it has recovered in the first 8 months of year 2016 due to re-alignment of existing resources to address Parks complaints and is expected to reach the target by the end of

2017 Service Levels

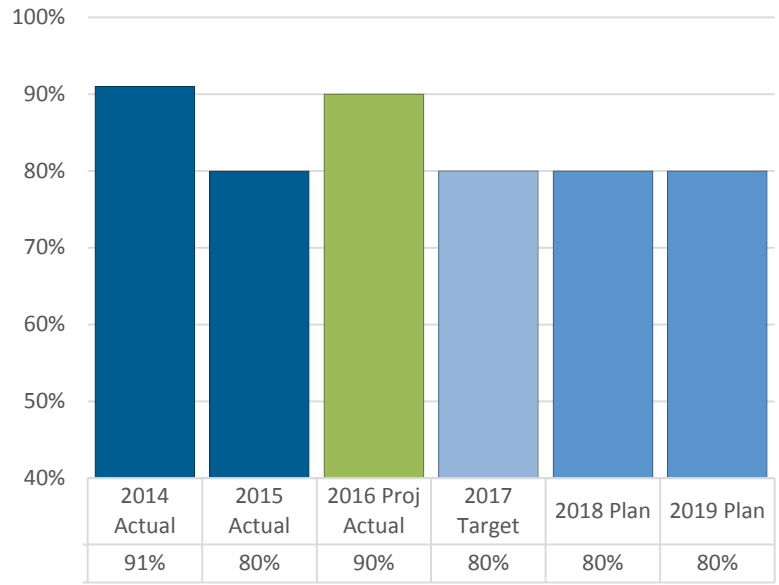
By-Law Enforcement

	Sub-Activity/Type	Status	2014	2015	2016	2017
Animal By-Law Enforcement	% rate response within 48 hours of report of dogs off-leash	Approved	100%	90%	90%	90%
		Actual	n/a	85%	90%	
	% dog bites reports emergency response occurs within 2 hours	Approved	n/a	n/a	80%	80%
		Actual	n/a	n/a	88%	
License and Permit Enforcement	% of By-law Enforcement service requests responded to within 48 hours	Approved	100%	90%	90%	90%
		Actual	51%	75%	60%	
Parks By-Law Enforcement	% parks reports where initial response occurs within 48 hours	Approved	100%	90%	90%	90%
		Actual	91%	89%	90%	
Waste By-Law Enforcement	% abandoned appliance reports where response occurs within 24 hrs	Approved	n/a	100%	100%	100%
		Actual	n/a	50%	80%	
	% illegal dumping by-law service response rate within 48 hrs	Approved	100%	90%	80%	80%
		Actual	91%	82%	90%	

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for By-Law Enforcement. A service level noted as "n/a" indicates a refinement of the previously used metric e.g. % response time going from "within 48 hours" to "within 24 hours".

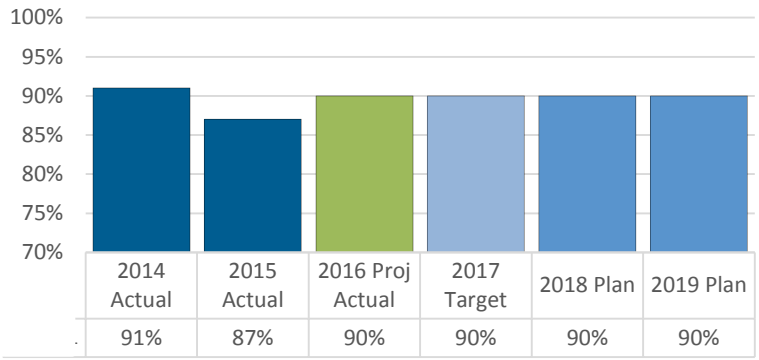
Service Performance Measures

% Waste By-law Inspections Conducted within 48 Hours



- Waste By-Law Enforcement - Percentage of service requests responded to within 48 hours for all illegal dumping and other service requests. It is anticipated 2016 will exceed the 80% target.
- The Program is continuing to perform a detailed review of the service levels and has refined and rearticulated the service level descriptions for each sub-activity to provide clarity and reflect shifting business practices. As such, the service level for Waste By-Law Enforcement has been adjusted to 80% within 48 hours.

% Parks By-law Inspections conducted within 48 hours



- Percentage of Parks By-law Inspections conducted within 48 hours of complaint is expected to meet the target in 2016 and maintain the same level of service in 2017 and outlook years.

Table 4
2017 Service Budget by Activity

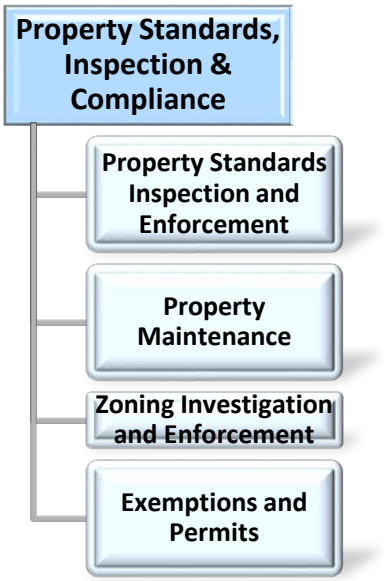
	2016	2017 Operating Budget								Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Animal By-Law Enforcement	1,315.0	1,320.8	(1.3)	1,319.6	4.6	0.3%		**1,319.6**	4.6	0.3%	28.8	2.2%	27.3	2.0%
License & Permit Enforcement	7,198.6	8,256.6		8,256.6	1,058.0	14.7%		**8,256.6**	1,058.0	14.7%	185.1	2.2%	196.0	2.3%
Parks By-Law Enforcement	1,882.1	1,193.8		1,193.8	(688.3)	(36.6%)		**1,193.8**	(688.3)	(36.6%)	26.3	2.2%	23.1	1.9%
Waste By-Law Enforcement	5,470.2	6,587.4		6,587.4	1,117.2	20.4%		**6,587.4**	1,117.2	20.4%	136.9	2.1%	151.9	2.3%
Total Gross Exp.	15,866.0	17,358.6	(1.3)	17,357.4	1,491.4	9.4%		**17,357.4**	1,491.4	9.4%	377.1	2.2%	398.3	2.2%
REVENUE														
Animal By-Law Enforcement	286.4	286.4		286.4				**286.4**						
License & Permit Enforcement	82.0	82.0		82.0				**82.0**						
Parks By-Law Enforcement	23.0	23.0		23.0				**23.0**						
Waste By-Law Enforcement	1,524.3	1,524.3		1,524.3				**1,524.3**						
Total Revenues	1,915.7	1,915.7		1,915.7				**1,915.7**						
NET EXP.														
Animal By-Law Enforcement	1,028.6	1,034.4	(1.3)	1,033.2	4.6	0.4%		**1,033.2**	4.6	0.4%	28.8	2.8%	27.3	2.6%
License & Permit Enforcement	7,116.6	8,174.6		8,174.6	1,058.0	14.9%		**8,174.6**	1,058.0	14.9%	185.1	2.3%	196.0	2.3%
Parks By-Law Enforcement	1,859.2	1,170.8		1,170.8	(688.3)	(37.0%)		**1,170.8**	(688.3)	(37.0%)	26.3	2.2%	23.1	1.9%
Waste By-Law Enforcement	3,945.9	5,063.1		5,063.1	1,117.2	28.3%		**5,063.1**	1,117.2	28.3%	136.9	2.7%	151.9	2.9%
Total Net Exp.	13,950.3	15,443.0	(1.3)	15,441.7	1,491.4	10.7%		**15,441.7**	1,491.4	10.7%	377.1	2.4%	398.3	2.5%
Approved Positions	159.6	159.9		159.9	0.2	0.1%		**159.9**	0.2	0.1%		0.0%		

The ***By-Law Enforcement*** *service* provides enforcement activities related to the Waste By-Law, Parks By-Law, Animal By-Law as well as Licensing and Permit enforcement. This service primarily provides monitoring and active enforcement the City of Toronto By-Laws to maximize compliance.

The By-Law Enforcement Service's 2017 Operating Budget of $17.357 million gross and $15.442 million net is $1.492 million or 10.7% above the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service incorporates the annualized impact of the GTR Structure changes including staffing costs of $1.231 million as well as costs to reinstatement the annual contribution to the vehicle reserve of $0.303 million, as this contribution was deferred in 2016 to enable the acquisition of vehicles for Property Standards, Inspection & Compliance.
- In order to offset these pressures, the 2017 Operating Budget includes base budget reductions from a line by line review reflecting a decrease $0.079 million that are based on historical spending experience as determined by reviewing recent spending and considering future requirements

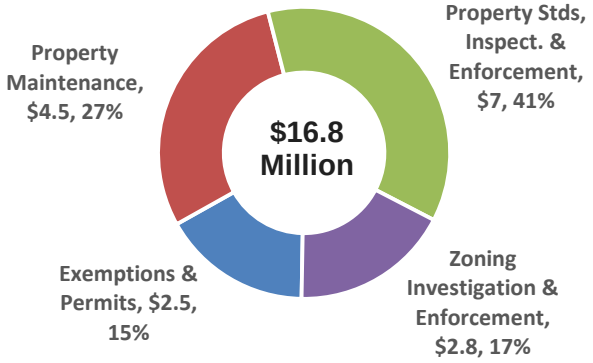
Property Standards, Inspection & Compliance



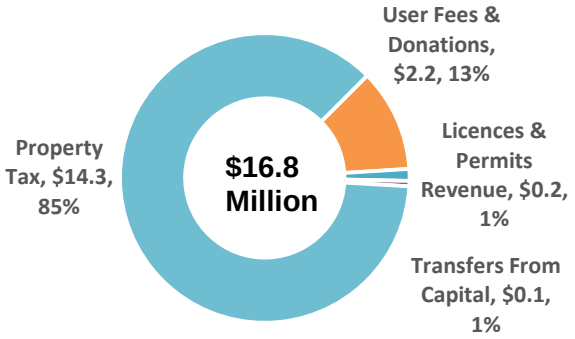
What We Do

- 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

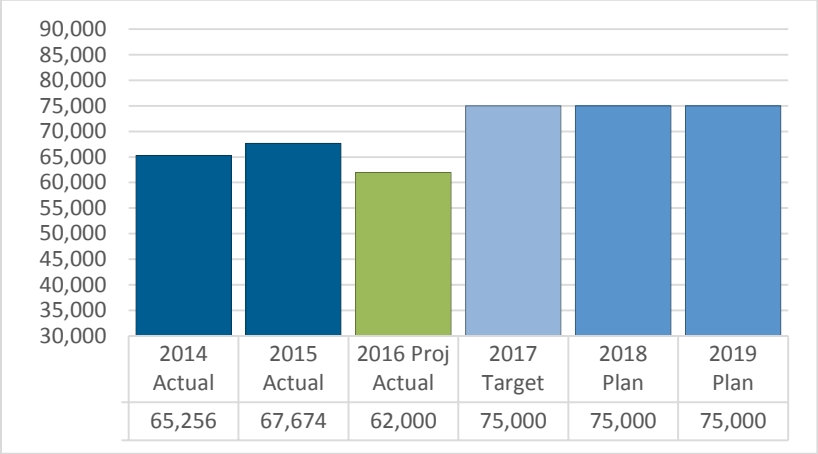
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Number of Property Standards Inspections



- The number of property standards inspections has decreased by 8% due to changes in business processes which optimize procedures with more efficient and effective response strategies.
- The 2016 level of inspections is projected to be lower than 2015.

2017 Service Levels

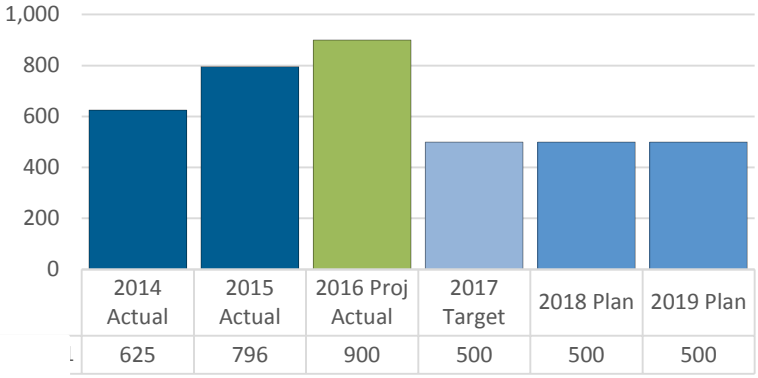
Property Standards, Inspection & Compliance

	Sub-Activity/Type	Status	2014	2015	2016	2017
Property Standards Inspection and Enforcement	% emergency responses conducted within 24 hours of reports	Approved	67%	100%	100%	100%
		Actual	84%	85%	90%	
	% non-emergency responses conducted within 5 days of report	Approved	62%	70%	80%	80%
		Actual	55%	60%	50%	
Property Maintenance	% emergency responses conducted within 24 hours of reports	Approved	67%	100%	100%	100%
		Actual	84%	85%	95%	
	% non-emergency responses conducted within 5 days of report	Approved	62%	70%	80%	80%
		Actual	55%	60%	75%	
Zoning Investigation and Enforcement	% responses conducted within 5 days of report	Approved	62%	70%	70%	70%
		Actual	55%	55%	70%	
Exemptions and Permits	Fence / Noise / Natural Gardens - % an exemption or permit referral to Community Council occurs in 30 days.	Approved	n/a	100%	100%	100%
		Actual	n/a	81%	80%	

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Property Standards, Inspection & Compliance.

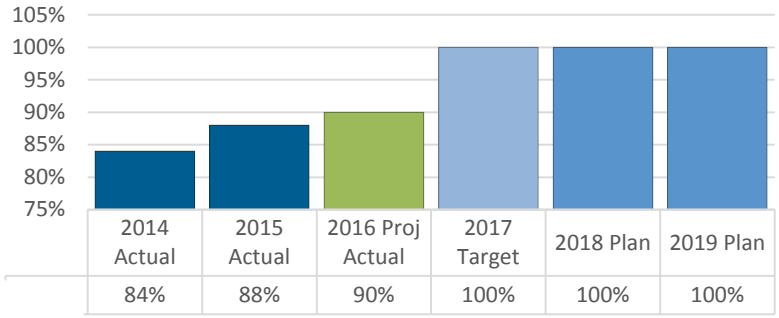
Service Performance Measures

Applications Reviewed for Exemptions & 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 2017 through 2019.

% of Initial Responses Conducted within 24 hours



- Percentage of Initial Response to Emergency Property Standards Service Request Conducted within 24 Hours is projected to trend at the same levels as 2015. 2017 and outlook year are expected to be at 100%

Table 5
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Exemptions & Permits	2,818.1	2,758.3	(48.3)	2,710.1	(108.0)	(3.8%)	(166.7)	**2,543.4**	(274.7)	(9.7%)	87.8	3.5%	59.4	2.3%
Property Maintenance	4,726.3	4,823.6	(72.4)	4,751.2	24.9	0.5%	(238.5)	**4,512.7**	(213.6)	(4.5%)	274.2	6.1%	114.3	2.4%
Property Stds, Inspect. & Enforc	5,769.3	5,990.5	(72.4)	5,918.1	148.8	2.6%	978.0	**6,896.1**	1,126.8	19.5%	1,124.6	16.3%	182.7	2.3%
Zoning Investigation & Enforcer	2,934.5	2,917.8	(48.3)	2,869.6	(64.9)	(2.2%)	(65.7)	**2,803.9**	(130.6)	(4.5%)	184.5	6.6%	68.2	2.3%
Total Gross Exp.	16,248.2	16,490.2	(241.3)	16,248.9	0.8	0.0%	507.2	**16,756.1**	507.9	3.1%	1,671.1	10.0%	424.5	2.3%
REVENUE														
Exemptions & Permits	168.9	171.1		171.1	2.2	1.3%	82.9	**254.0**	85.1	50.3%	87.3	34.4%	0.4	0.1%
Property Maintenance	278.5	281.8		281.8	3.3	1.2%	165.7	**447.5**	169.0	60.7%	174.7	39.0%	0.6	0.1%
Property Stds, Inspect. & Enforc	262.1	265.4		265.4	3.3	1.3%	1,242.9	**1,508.3**	1,246.2	475.4%	1,310.4	86.9%	0.6	0.0%
Zoning Investigation & Enforcer	152.8	155.0		155.0	2.2	1.4%	165.7	**320.7**	167.9	109.9%	174.7	54.5%	0.4	0.1%
Total Revenues	862.4	873.4		873.4	11.0	1.3%	1,657.2	**2,530.5**	1,668.2	193.4%	1,747.1	69.0%	1.9	0.0%
NET EXP.														
Exemptions & Permits	2,649.2	2,587.2	(48.3)	2,538.9	(110.2)	(4.2%)	(249.5)	**2,289.4**	(359.8)	(13.6%)	0.5	0.0%	59.0	2.6%
Property Maintenance	4,447.8	4,541.8	(72.4)	4,469.4	21.6	0.5%	(404.2)	**4,065.2**	(382.6)	(8.6%)	99.5	2.4%	113.7	2.7%
Property Stds, Inspect. & Enforc	5,507.2	5,725.1	(72.4)	5,652.7	145.5	2.6%	(264.9)	**5,387.8**	(119.4)	(2.2%)	(185.8)	-3.4%	182.2	3.5%
Zoning Investigation & Enforcer	2,781.7	2,762.8	(48.3)	2,714.6	(67.1)	(2.4%)	(231.4)	**2,483.2**	(298.5)	(10.7%)	9.8	0.4%	67.8	2.7%
Total Net Exp.	15,385.8	15,616.9	(241.3)	15,375.5	(10.2)	(0.1%)	(1,150.0)	**14,225.5**	(1,160.2)	(7.5%)	(76.0)	-0.5%	422.7	2.9%
Approved Positions	156.6	156.8	(2.5)	154.3	(2.3)	(1.4%)	6.0	**160.3**	3.8	2.4%		0.0%		

The ***Property Standards Inspection & Compliance s****ervice* provides enforcement activities related to property standards and property maintenance; zoning issues requiring investigation and/or enforcement. This service primarily addresses issues and/or service requests related to maintenance of buildings and property, waste, litter and dumping of refuse, waste collection, grass and weeds, graffiti, noise, fences, zoning, signs and processes required exemptions and permits.

The Property Standards Inspection & Compliance Service's 2017 Operating Budget of $16.756 million gross and $14.226 million net is $1.160 million or 7.5% under the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, in 2017, this service is projecting an increase in interdivisional charges of $0.310 million primarily for Information Technology support for business systems such as DataMart; the on-going sustainment of the Electronic Self-Serve Licensing System and support of IBMS reports.
  - The base pressure also includes the impact of the reversal of the 2016 one-time contribution to the vehicle reserve ($0.400 million) that was utilized in to enable the acquisition of 20 small vehicles for Property Standards, Inspection & Enforcement.
- In order to offset these pressures, the 2017 Operating Budget includes:

- A user fee inflationary increase of 2%, proportionally applied to this service that are anticipated to generate additional net revenue of $0.011 million in 2017; and
- Service efficiency savings of $0.241 million in 2017 resulting from the realignment of resources to support the seasonal deployment of student workers during peak periods where the service experiences a higher volume calls that are often less complex.

- The 2017 Operating Budget includes funding of $0.507 million gross, with $1.150 in net revenue for the enhanced initiative to implement a 'Licensing Framework for Rental Apartment Buildings'.
  - The initiative includes 12 new staff to support strengthened enforcement of city by-laws; to enhance tenant engagement and access to information; and to promote preventative maintenance in rental apartment buildings to prevent the deterioration of standards.
  - The enhanced MRAB program, that had previously been fully funded through the tax base will now recover 65% of costs through an annual per unit registration fee and revenues collected from enforcement actions.

Policy, Planning, Finance & Administration

2017 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.

2017 Operating Budget Highlights

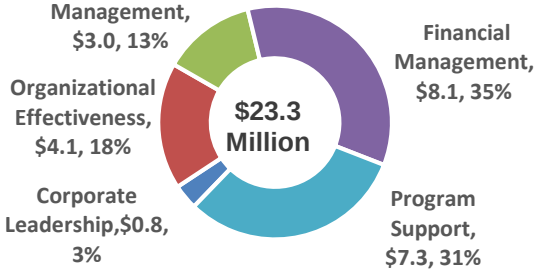
The 2017 Operating Budget of $23.301 million gross and $9.108 million net provides funding for Corporate Leadership, Organizational Effectiveness, Emergency Management, Financial Management and Program Support services. The total cost to deliver these services is $23.301 million gross and $9.108 million net as shown below:

(In $000's)	2016 Budget	2017 Budget	Change $	Change %
Gross Expenditures	22,207.7	23,300.7	1,093.0	4.9%
Revenues	12,448.4	14,192.4	1,744.0	14.0%
Net Expenditures	**9,759.3**	**9,108.3**	**(651)**	**(6.7%)**

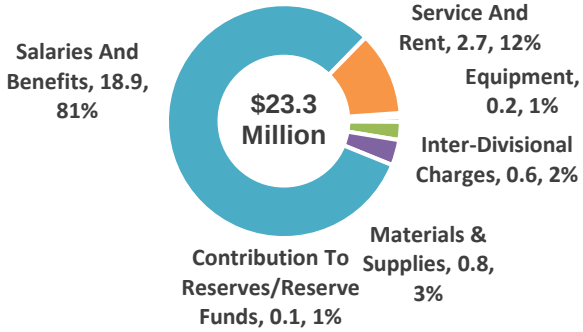
2017 Operating Budget

Where the money goes:

By Service

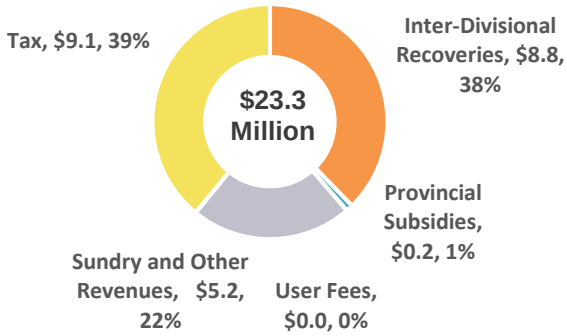


By Expenditure Category



Where the money comes from:

By Funding Source



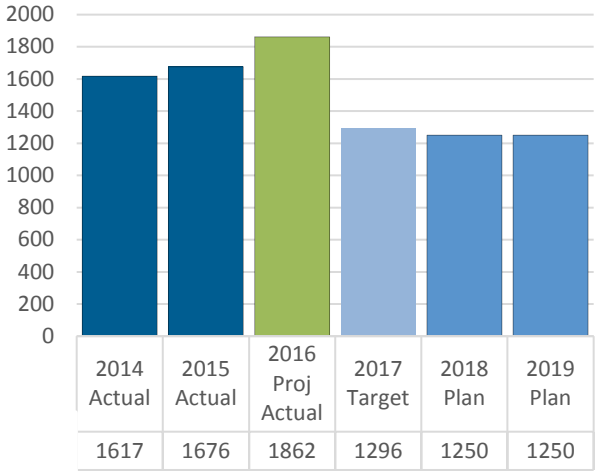
Fast Facts

- Processed over 43,000 vendor invoices
- Issued over 35,000 customer invoices
- Processed $153 million in accounts receivable transactions
- Processed bi-weekly payroll files for over 6,000 Cluster B employees
- Conducted 80 public consultation events to support Cluster B projects
- Support a culture of excellence in Cluster B through the B Excellent Team and the Excellence Toronto initiative

Trends

- The number of invoices/credit note lines entered per employee has increased by 101.5% since 2013.
- The Office of Emergency Management has maintained a current Business Impact Analysis for all City Divisions since 2013.
- The Program continues to transform service delivery through automation and streamlining processes.
- For 2017 and onwards, the Program anticipates that it will continue to maintain approved Service Levels.

Number of Purchasing Line Items Processed



Our Key Issues & Priority Actions

- **Increasing Demand for Service**
  - ✓ Continue to streamline operations through business process reviews to identify efficiencies.
- **Implementing new corporate technology improvements while maintaining Service Levels**
  - ✓ Leverage corporate technology improvements to automate manual processes such as Employee Self-Serve / Management Self-Serve.
  - ✓ Continue initiatives to automate City procurement processes and Cluster B dashboard report.
- **Attracting and retaining skilled staff to improve service delivery**
  - ✓ PPF&A will require staff with new and/or enhanced skill sets
  - ✓ Build workforce capacity through continued work with Human Resources to fill vacant positions and focus on staff training.

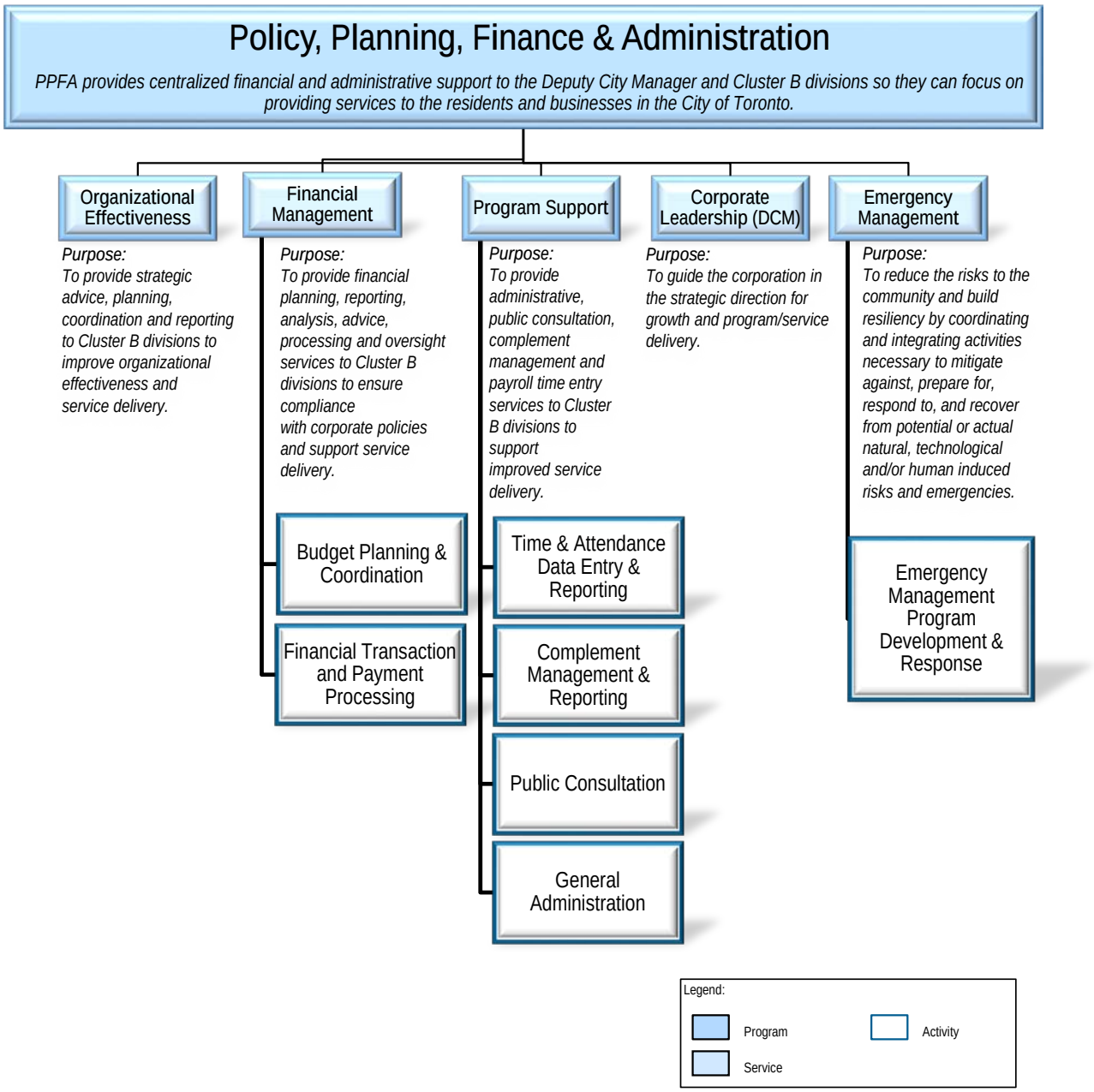
Key Service Deliverables for 2017

PPF&A offers 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.

The 2017 Operating Budget will:

- Continue 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.
- Continue the development of Five-year Capital Programs to ensure that construction is coordinated.
- 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.

Program Map



Service Customer

Organizational Effectiveness

- City Manager & DCMs
- Staff – City Divisions
- Waterfront Secretariat
- Customers of Cluster B Divisions

Indirect (Beneficial)

- Residents
- Businesses
- Visitors

Financial Management

- DCM Cluster B
- Staff – City Divisions
- Waterfront Secretariat
- Suppliers of Cluster B Divisions

Indirect (Beneficial)

- Residents
- Businesses
- Visitors

Program Support

- DCM Cluster B
- Staff – City Divisions
- Waterfront Secretariat
- Suppliers of Cluster B divisions

Indirect (Beneficial)

- Residents
- Businesses
- Visitors

Corporate Leadership

- Staff – City Divisions
- Waterfront Secretariat
- Customer of Cluster B Divisions
- Suppliers of Cluster B Divisions

Indirect (Beneficial)

- Residents
- Businesses
- Visitors

Office of Emergency Management

- Staff – City Divisions
- Staff – Agencies & Boards

Indirect (Beneficial)

- Residents
- Businesses
- Visitors

Table 1
2017 Operating Budget and Plan by Service

	2016		2017 Operating Budget					Incremental Change			
(In $000s)	Budget	Projected Actual	Base	New / Enhanced	Total Budget	2017 vs. 2016 Budget Change		2018 Plan		2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Corporate Leadership											
Gross Expenditures	801.4	761.6	818.8		818.8	17.3	2.2%	35.5	4.3%	33.8	4.0%
Revenue		-			-	-	-			-	
Net Expenditures	801.4	761.6	818.8		818.8	17.3	2.2%	35.5	4.3%	33.8	4.0%
Organizational Effectiveness											
Gross Expenditures	2,462.9	2,340.4	3,823.0	229.3	4,052.3	1,589.4	64.53	-2,087.3	(51.5%)	68.6	3.5%
Revenue	1,667.6	1,575.5	3,540.3	229.3	3,769.6	2,102.0	126.05	-2,115.4	(56.1%)	41.9	2.5%
Net Expenditures	795.3	764.9	282.7		282.7	-512.6	-64.45	28.1	9.9%	26.7	8.6%
Emergency management											
Gross Expenditures	3,086.6	2,933.0	3,016.8		3,016.8	(69.8)	(2.3%)	107.1	3.5%	101.6	3.3%
Revenue	235.0	222.0	235.0		235.0	-				-	
Net Expenditures	2,851.6	2,711.0	2,781.8		2,781.8	(69.8)	(2.4%)	107.1	3.8%	101.6	3.5%
Financial Management											
Gross Expenditures	7,928.2	7,533.8	8,102.1		8,102.1	173.9	2.2%	277.8	3.4%	259.5	3.1%
Revenue	4,033.7	3,810.8	3,856.5		3,856.5	(177.2)	(4.4%)	(0.0)	(0.0%)	-	
Net Expenditures	3,894.5	3,722.9	4,245.7		4,245.7	351.2	9.0%	277.8	6.5%	259.5	5.7%
Program Support											
Gross Expenditures	7,928.6	7,534.1	7,310.6		7,310.6	(618.0)	(7.8%)	176.8	2.4%	157.5	2.1%
Revenue	6,512.1	6,152.3	6,331.3		6,331.3	(180.9)	(2.8%)	(0.0)	(0.0%)	-	
Net Expenditures	1,416.5	1,381.8	979.4		979.4	(437.1)	(30.9%)	176.8	18.1%	157.5	13.6%
Total											
Gross Expenditures	22,207.7	21,102.9	21,141.4		23,300.3	1,092.6	0.0	-1,490.1	-64.0	621.0	2.6%
Revenue	12,448.4	11,760.6	12,033.0		14,192.3	1,743.9	0.0	-2,115.4	-149.0	41.9	0.3%
Net Expenditures	9,759.3	9,342.3	9,108.3		9,108.0	(651.3)	0.0	625.3	31.0%	579.1	6.0%
Approved Positions	196.4	188.4	188.4	1.0	189.4	(7.0)	(3.6%)	-1.0	(0.5%)	-	

PPF&A's 2017 Operating Budget of $23.301 million gross and $9.108 million net, reflects a 6.7% decrease from the 2016 Approved Net Operating Budget, exceeding the reduction target as set out in the 2017 Operating Budget Directions approved by Council.

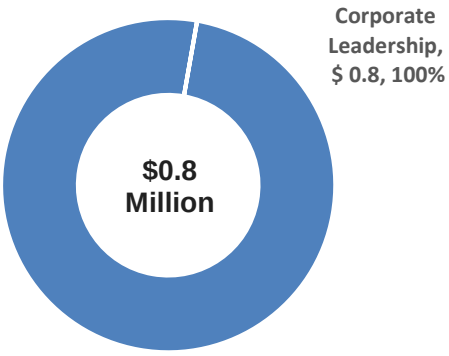
- The main source of upward pressure on PPF&A's budget of $0.256 million reflects routine increases in salary and benefit costs.
- To offset this pressure, the Program was able to achieve base expenditure, service efficiency and service adjustments savings of $0.907 million through line by line reviews comparing budget to actuals, an operational review of staffing requirements and a review of the Cooling Centre program against program objectives.
- Approval of the 2017 Operating Budget will result in PPF&A reducing its total staff complement by 8.0 positions from 196.4 to 188.4.
- The 2018 and 2019 Plan increases of $0.625 million and $0.579 million, respectively, are attributable to annual escalation in the cost of labour.

Corporate Leadership (DCM)

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.

2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)

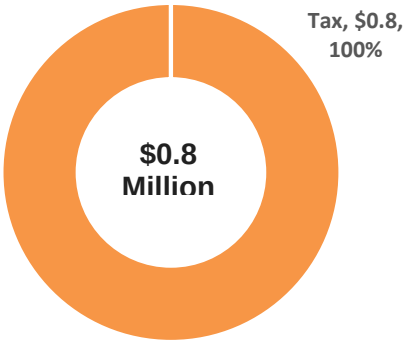


Table 2
2017 Service Budget by Activity

	2016		2017 Operating Budget									Incremental Change			
	Budget	Projected Actual	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.															
Corporate Leadership	801.4	761.6	818.8		818.8	17.3	2.2%		**818.8**	17.3	2.2%	35.5	4.3%	33.8	4.0%
Total Gross Exp.	801.4	761.6	818.8		818.8	17.3	2.2%		**818.8**	17.3	2.2%	35.5	4.3%	33.8	4.0%
REVENUE															
Corporate Leadership							-								-
Total Revenues	0.0						-				-				-
NET EXP.															
Corporate Leadership	801.4	761.6	818.8		818.8	17.3	2.2%		**818.8**	17.3	2.2%	35.5	4.3%	33.8	4.0%
Total Net Exp.	801.4	761.6	818.8		818.8	17.3	2.2%		**818.8**	17.3	2.2%	35.5	4.3%	33.8	4.0%
Approved Positions	5.00		5.0		5.0				**5.0**				0.0%		

The Corporate Leadership service's 2017 Operating Budget of $0.818 million gross and net is $0.017 million or 2.2% over the 2016 Approved Net Budget.

In addition to the base budget pressures common to all services, this service reflects minor pressures due to a functional area realignment between the five services in PPF&A, which has resulted in higher printing costs of $0.006 million.

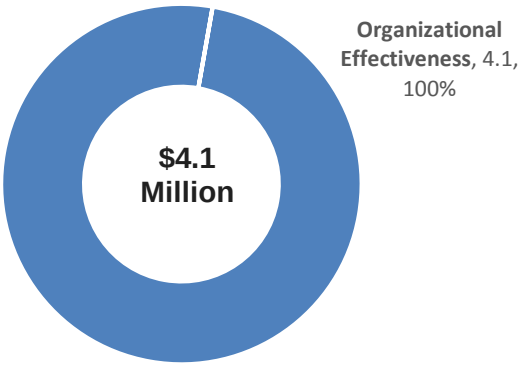
Organizational Effectiveness

Organizational Effectiveness

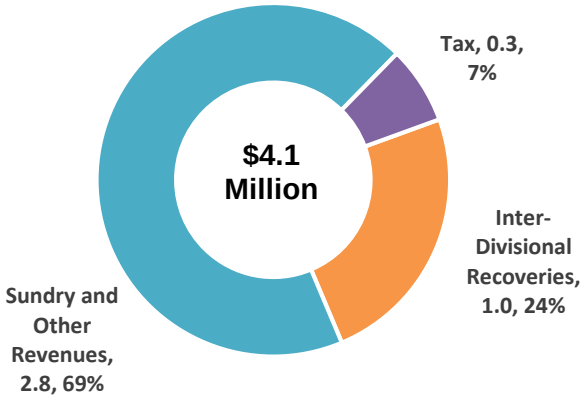
What We Do

- Management reporting
- Support for Excellence Toronto in Cluster B
- Coordination of major capital infrastructure projects
- Development of a coordinated 5-year capital program that integrates City divisions with external agencies and utilities

2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



2017 Service Levels
Organizational Effectiveness

Activity	Sub-Activity/Type	Status	2014	2015	2016	2017
Cross Divisional Planning & Coordination	Administrative Support and Coordination	Approved	The assignment is completed within agreed upon timeline 100% of the time			The assignment is completed within agreed upon timeline 100% of the time
	Strategy and Policy Development	Approved	This assignment is completed within agreed upon timeline 100% of the time			
	Implementation Support	Approved	This assignment is completed within agreed upon timeline 100% of the time			
Performance Measurement/ Management Reporting	Monitoring and Tracking	Approved	The indicator is updated/maintained according to the predetermined schedule 100% of the time			The indicator is updated/maintained according to the predetermined schedule 100% of the time
	Monthly Reports	Approved	Report issued within the agreed upon schedule 100% of the time			Report issued within the agreed upon schedule 100% of the time
	Quarterly Reports	Approved	Report issued within the agreed upon schedule 100% of the time			
	Annual Reports	Approved	Report issued within the agreed upon schedule 100% of the time			
	Ad hoc Reports	Approved	Report issued within the agreed upon schedule 100% of the time			
Program Review	Service Improvement	Approved	Report issued within the agreed upon schedule 100% of the time			Report issued within the agreed upon schedule 100% of the time
	Organizational Design	Approved	Report issued within the agreed upon schedule 100% of the time			
	New Business Process documentation Development	Approved	The new business process documentation is developed within the agreed upon timeframe 100% of the time			The new business process documentation is developed within the agreed upon timeframe 100% of the time
	Existing Business Process Documentation	Approved	Business process documentation is maintained 100% of the time			Business process documentation is maintained 100% of the time
	Process Improvement Recommendation	Approved	Business process improvement recommendations are developed within the agreed upon timeframe 100% of the time			Business process improvement recommendations are developed within the agreed upon timeframe 100% of the time

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Organizational Effectiveness.

Table 3
2017 Service Budget by Activity

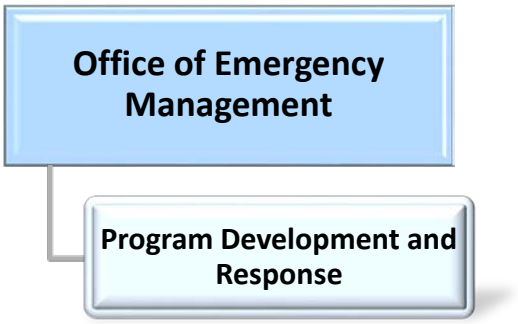
	2016		2017 Operating Budget									Incremental Change			
	Budget	Projected Actual	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.															
Organizational Effectiveness	2,462.9	2,340.4	4,114.7	(291.6)	3,823.1	1,360.2	55.2%	229.3	**4,052.4**	1,589.5	64.5%	-2,087.3	-51.5%	68.6	3.5%
Total Gross Exp.	2,462.9	2,340.4	4,114.7	(291.6)	3,823.1	1,360.2	55.2%	229.3	**4,052.4**	1,589.5	64.5%	-2,087.3	-51.5%	68.6	3.5%
REVENUE															
Organizational Effectiveness	1,667.6	1,575.5	3,543.9	(3.6)	3,540.3	1,873.0	112.3%	229.3	**3,769.6**	2,102.0	126.0%	-2,115.4	56.1%	41.9	2.5%
Total Revenues	1,667.6	1,575.5	3,543.9	(3.6)	3,540.3	1,873.0	112.3%	229.3	**3,769.6**	2,102.0	126.0%	-2,115.4	56.1%	41.9	2.5%
NET EXP.															
Organizational Effectiveness	795.3	764.9	570.7	(288.0)	282.8	(512.5)	(64.5%)		**282.7**	(512.6)	(64.5%)	28.1	9.9%	26.7	8.6%
Total Net Exp.	795.3	764.9	570.7	(288.0)	282.8	(512.5)	(64.4%)		**282.7**	(512.6)	(64.5%)	28.1	9.9%	26.7	8.6%
Approved Positions	13.8		13.8	(2.0)	11.8	(2.0)	(14.5%)	1.0	**12.8**	(1.0)	(7.2%)	(1.0)	(7.8)		

The Organizational Effectiveness service provides strategic advice, planning, coordination and reporting to Cluster B divisions to improve organizational effectiveness and service delivery.

The Organizational Effectiveness service's 2017 Operating Budget of $4.052 million gross and $0.283 million net is $0.513 million or 64.5% under the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service is experiencing minor pressures due to a functional area realignment between the five services in PPF&A that resulted in higher printing costs of $0.007 million.
- In order to offset these pressures, the 2017 Operating Budget includes efficiency savings arising from a review of staffing requirements that reduces the service's budget by $0.292 million gross and $0.288 million net.
- Revenue changes include an increase of $0.147 million in revenue to reflect a 100% cost recovery from Bell Canada for one position supporting the SmartCity initiative.

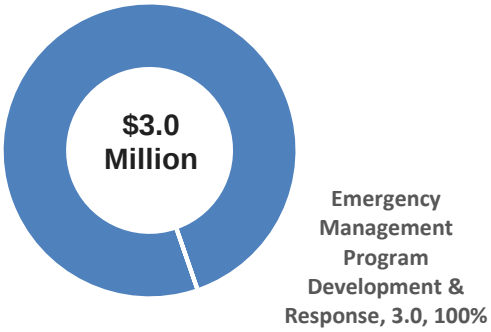
Office of Emergency Management



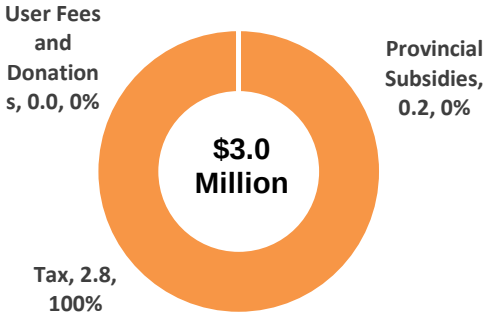
What We Do

- 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

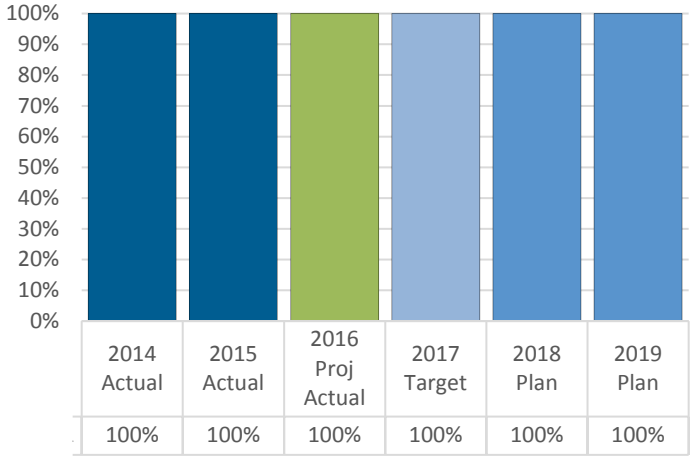
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Per Cent of On-Call Responses to All Calls Within 15 Minutes of Initiation



- This measure indicates the percentage of On-Call responses to all calls within 15 minutes of initiation.
- From 2017 onward, the Program anticipates that it will meet its target of 100%.

2017 Service Levels

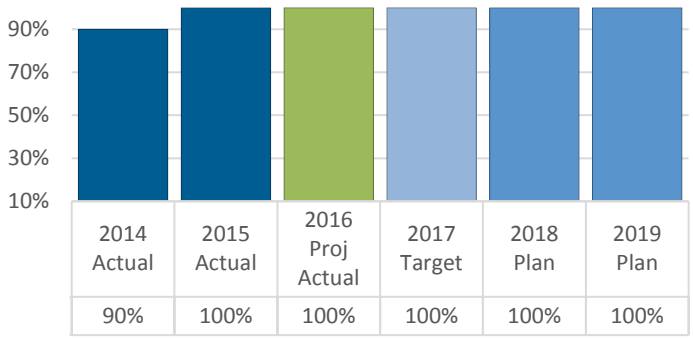
Office Emergency Management

Activity	Sub-Activity/Type	Status	2014	2015	2016	2017
Customer Service - Phone, Email, Material Request	Monthly	Approved	Acknowledge in 1 business day and respond within 3 business days 90% of the time.			Acknowledge in 1 business day and respond within 3 business days 90% of the time.
Municipal Program Requirements	Annually	Approved	100% compliance with the requirements under the Toronto Municipal Code			100% compliance with the requirements under the Toronto Municipal Code
Provincial Program Requirements	Annually	Approved	100% compliance with the requirements under the Act			100% compliance with the requirements under the Act
Training Program	Quarterly	Approved	Achieve 80% on satisfaction survey for all training courses, 50 Basic Emergency Management provincial certificates levels achieved, 75 Basic Incident Management System, 75 Incident Management System Level 200 provincial certificates achieved			Achieve 80% on satisfaction survey for all training courses, 50 Basic Emergency Management provincial certificates levels achieved, 100 Basic Incident Management System, 100 Incident Management System
Exercise Program	Annually	Approved	Achieve 80% satisfaction survey for annual exercise			Achieve 80% satisfaction survey for annual exercise
Public Education Program	Monthly	Approved	Achieve 80% satisfaction survey for public education/awareness presentations			Achieve 80% satisfaction survey for public education/awareness presentations
Business Continuity	Monthly	Approved	Ensure 90% of all Divisions have a current Business Impact Analysis, Ensure 90% of Divisions have a current Business Continuity Plan, Ensure 90% of Divisions have in place tested/exercised BC Plans			Ensure 90% of all Divisions have a current Business Impact Analysis, Ensure 90% of Divisions have a current Business Continuity Plan, Ensure 90% of Divisions have in place tested/exercised BC Plans
OEM 24/7 Standby	As required	Approved	Standby responds to all calls within 15 minutes of initiation			Standby responds to all calls within 15 minutes of initiation
Emergency Operation Centre (EOC)	Operationally ready to activate	Approved	Normal Hours: EOC staffed with OEM members within 15 minutes of requests, After Hours: EOC staffed with OEM members within 2 hours of request, To ensure that the 5 Deep EOC Staffing Plan remains at 80%			Normal Hours: EOC staffed with OEM members within 15 minutes of requests, After Hours: EOC staffed with OEM members within 2 hours of request, To ensure that the 5 Deep EOC Staffing Plan remains at 80%

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for the Office of Emergency Management.

Service Performance Measure

Per Cent of Divisions that Have a Current Business Impact Analysis



- The graph to the left measures the percentage of City divisions that have a current Business Impact Analysis.
- The Program is projecting that, from 2017 onward, it will meet the 100% target.

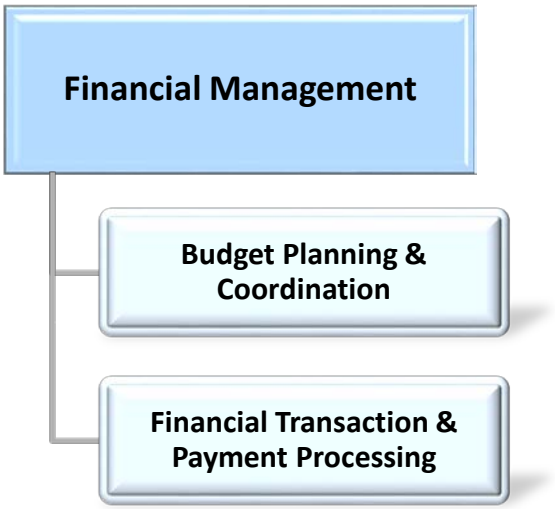
Table 4
2017 Service Budget by Activity

	2016		2017 Operating Budget									Incremental Change			
	Budget	Projected Actual	Base Budget	Service Changes	Preliminary Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.															
Program Development & Response	3,086.6	2,933.0	3,047.2	(30.4)	3,016.8	(69.8)	(2.3%)		**3,016.8**	(69.8)	(2.3%)	107.1	3.5%	101.6	3.3%
Total Gross Exp.	3,086.6	2,933.0	3,047.2	(30.4)	3,016.8	(69.8)	(2.3%)		**3,016.8**	(69.8)	(2.3%)	107.1	3.5%	101.6	3.3%
REVENUE															
Program Development & Response	235.0	222.0	235.0		235.0				**235.0**				0.0%		
Total Revenues	235.0	222.0	235.0		235.0				**235.0**						
NET EXP.															
Program Development & Response	2,851.6	2,711.0	2,812.2	(30.4)	2,781.8	(69.8)	(2.4%)		**2,781.8**	(69.8)	(2.4%)	107.1	3.8%	101.6	3.5%
Total Net Exp.	2,851.6	2,711.0	2,812.2	(30.4)	2,781.8	(69.8)	(2.4%)		**2,781.8**	(69.8)	(2.4%)	107.1	3.8%	101.6	3.5%
Approved Positions	18.0		18.0		18.0				**18.0**				0.0%		

The Emergency Management service's 2017 Operating Budget of $3.016 million gross and $2.781 million net is $0.069 million or 2.4% under the 2016 Approved Net Budget.

- Base budget pressures common to all services, such as inflationary increases to salary and benefit costs, are fully offset through reduced interdivisional charges and line by line savings.
- The 2017 Operating Budget for this service is further reduced by the proposed service adjustment to discontinue the Cooling Centre program.

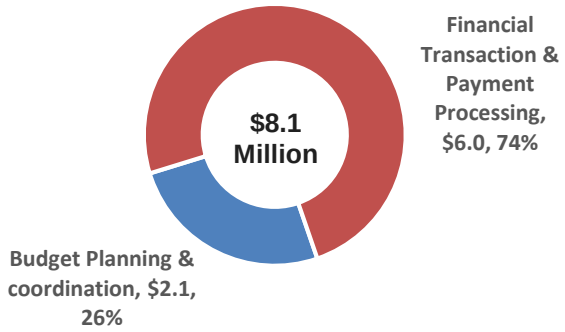
Financial Management



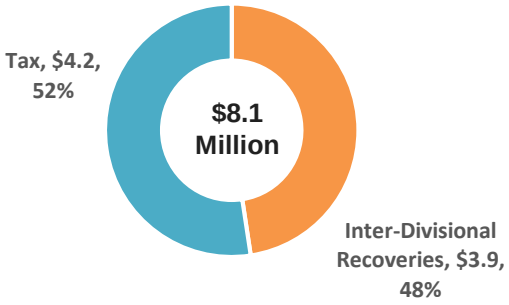
What We Do

- 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

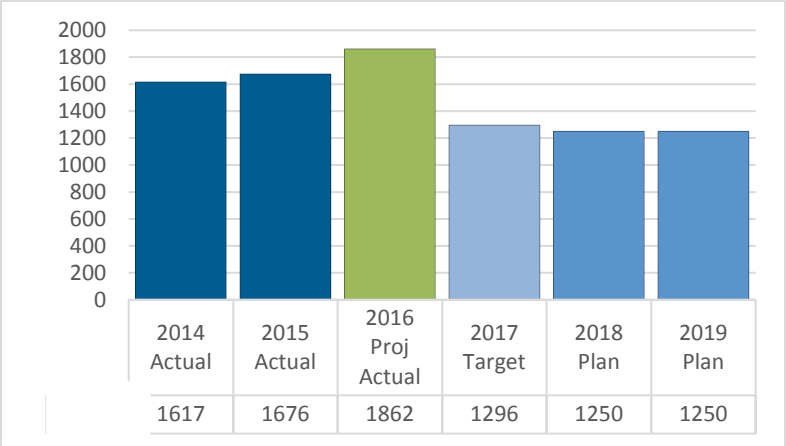
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Number of Purchasing Line Items Processed



- This chart indicates the average number of purchasing line items processed per Accounting Assistant.
- The division is projecting that 1,296 lines per employee will be processed for 2016 and it is estimating that 1,250 lines will be processed per employee for 2017, 2018 and 2019.
- Fewer line items are expected because Solid Waste Management started creating the majority of their own divisional purchase and contract orders and because PPF&A streamlined internal processes which reduces the number of entries needed.

2017 Service Levels
Financial Management

Activity	Sub-Activity/Type	Status	2014 2015 2016	2017
Budget Planning & Coordination	Budget coordinated, prepared and submitted	Approved	100% of Cluster B budgets supported and coordinated within deadlines	100% of Cluster B budgets supported and coordinated within deadlines
	Research, data generation, analysis and presentation	Approved	Provide acknowledgement of request within 2 days 95% of the time	Provide acknowledgement of request within 2 days 95% of the time
	Assistance with service planning	Approved	100% of Cluster B Service Plans Supported to submit within prescribed deadlines	100% of Cluster B Service Plans Supported to submit within prescribed deadlines
	Management Reporting & Control	Approved	Monthly variance reports issued within 7 days after month end 80% of the time. Corporate variance reports meet prescribed deadlines 100% of the time.	Monthly variance reports issued within 7 days after month end 80% of the time. Corporate variance reports meet prescribed deadlines
	Business advice & consultation	Approved	Provide acknowledgement of request within 2 days 100% of the time.	Provide acknowledgement of request within 2 days 100% of the time.
Financial Transaction & Payment Processing	Management Reporting & Control	Approved	Ensure reconciliation of accounts within 30 days of month end 100% of the time.	Ensure reconciliation of accounts within 30 days of month end 100% of the time.
	Business advice & consultation	Approved	Provide acknowledgement of request within 2 days 100% of the time.	Provide acknowledgement of request within 2 days 100% of the time.
	Purchasing and procurement	Approved	Process purchasing documents in SAP within 3 business days to source and place the order 90% of the time, Informal calls ($7,500 to $50,000) are processed within 60 days 90% of the time based on complete documentation submitted to PPFA Financial Services.	Process purchasing documents in SAP within 3 business days to source and place the order 90% of the time, Informal calls ($7,500 to $50,000) are processed within 60 days 90% of the time based on complete documentation submitted to PPFA Financial Services.
	Accounts payable	Approved	85% of invoices confirmed for payment within 60 days.	85% of invoices confirmed for payment within 60 days.
	Accounts receivable	Approved	90% of debtor invoices issued (created and mailed) within 48 hours of receipt or notification of completed request.	90% of debtor invoices issued (created and mailed) within 48 hours of receipt or notification of completed request.
	Collects and process customer payments	Approved	Undisputed accounts receivable collected within agreed upon payment terms 70% of the time. Customer payments deposited by next business day 100% of the time; accounts updated within 5 business days upon receipt of supporting documents 90% of the time.	Undisputed accounts receivable collected within agreed upon payment terms 70% of the time. Customer payments deposited by next business day 100% of the time; accounts updated within 5 business days upon receipt of supporting documents 90% of the time.
	Collects and process customer deposits and prepare refunds for payment	Approved	100% of customer deposits processed within 48 hours of receipt. 90% of completed refund requests processed within 10 business days of receipt.	100% of customer deposits processed within 48 hours of receipt. 90% of completed refund requests processed within 10 business days of receipt.

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Financial Management

Service Performance Measure

Refunds of Customer Deposits

	2014 Actual	2015 Actual	2016 Proj. Actual	2017 Target	2018 Plan	2019 Plan
Actual / Plan	95%	95%	95%	95%	95%	95%

% of Completed Requests for Refunds Processed within 10 Business Days of Receipt

- The City holds deposits from customers to guarantee completion of work according to contractual terms. Refunds are processed once the City is satisfied that the work is completed as agreed.
- PPF&A has set a 2017 target of processing 95% of refunds within 10 business days of receiving a request for a refund from the division authorizing satisfactory completion of the work.
- The division has and projects that it will continue to meet the target.

Table 5
2017 Service Budget by Activity

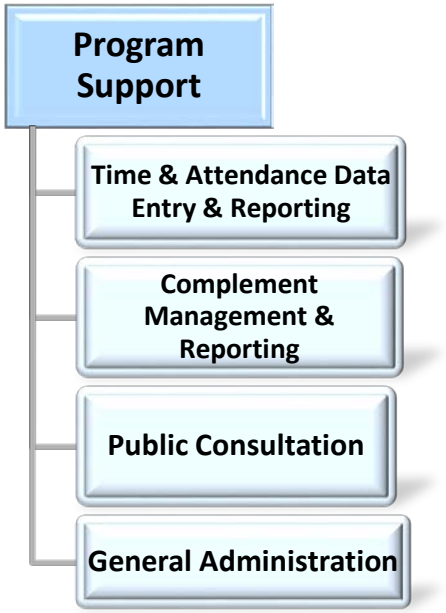
	2016		2017 Operating Budget									Incremental Change			
	Budget	Projected Actual	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.															
Budget Planning & Coordination	2,064.2	1,961.5	2,067.2		2,067.2	3.0	0.1%		2,067.2	3.0	0.1%	92.4	4.5%	88.1	4.1%
Financial Transaction & Payment Processing	5,864.0	5,572.3	6,320.7	(285.7)	6,034.9	170.9	2.9%		6,034.9	170.9	2.9%	185.4	3.1%	171.3	2.8%
Total Gross Exp.	7,928.2	7,533.8	8,387.9	(285.7)	8,102.1	173.9	2.2%		8,102.1	173.9	2.2%	277.8	3.4%	259.5	3.0%
REVENUE						-									
Budget Planning & Coordination	946.7	894.4	946.7	(41.6)	905.1	(41.6)	(4.4%)		905.1	(41.6)	(4.4%)				
Financial Transaction & Payment Processing	3,087.0	2,916.5	3,087.0	(135.6)	2,951.4	(135.6)	(4.4%)		2,951.4	(135.6)	(4.4%)				
Total Revenues	4,033.7	3,810.8	4,033.7	(177.2)	3,856.5	(177.2)	(4.4%)		3,856.5	(177.2)	(4.4%)				
NET EXP.															
Budget Planning & Coordination	1,117.5	1,067.1	1,120.5	41.6	1,162.1	44.6	4.0%		1,162.1	44.6	4.0%	92.4	8.0%	88.1	7.0%
Financial Transaction & Payment Processing	2,777.0	2,655.8	3,233.6	(150.1)	3,083.5	306.5	11.0%		3,083.5	306.5	11.0%	185.4	6.0%	171.3	5.2%
Total Net Exp.	3,894.5	3,722.9	4,354.2	(108.5)	4,245.7	351.2	9.0%		4,245.7	351.2	9.0%	277.8	6.5%	259.5	5.2%
Approved Positions	83.5		84.5	(2.0)	82.4	(1.0)	(1.2%)		82.4	(1.0)	(1.2%)				

The Financial Management service provides financial planning, reporting, analysis, advice, processing, and oversight services to Cluster B divisions to ensure compliance with corporate policies and support service delivery.

The Financial Management service's 2017 Operating Budget of $8.102 million gross and $4.256 million net is $0.351 million or 9% over the 2016 Approved Net Budget.

- Base budget pressures in this service are entirely driven by inflationary increases in salary and benefits.
- In order to offset these pressures, the 2017 Operating Budget includes service efficiency savings of 1.0 position, or $0.104 million, arising from an operational review of staffing requirements.

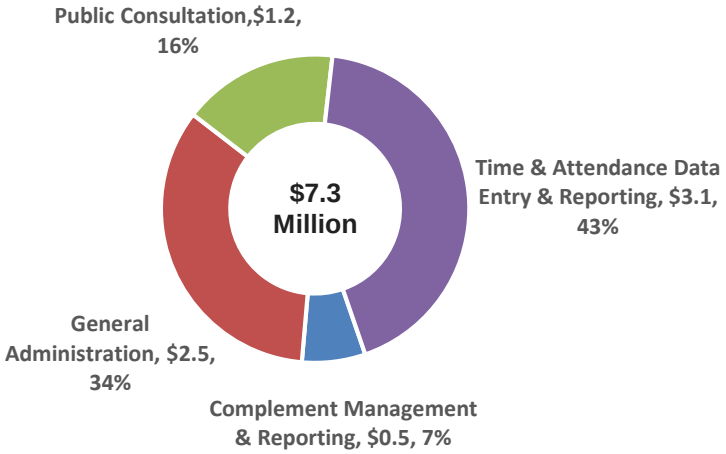
Program Support



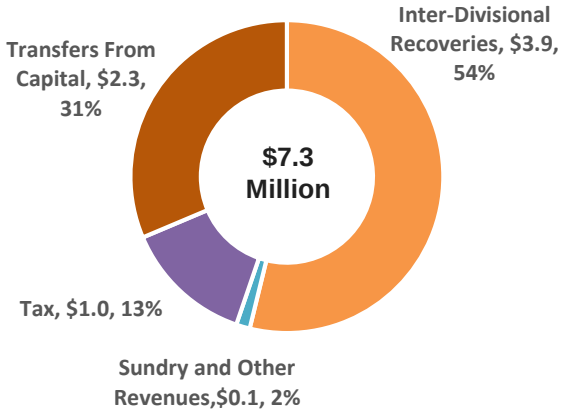
What We Do

- Payroll time entry for over 6,000 Cluster B employees
- Complement management and reporting
- Public consultation support for Cluster B divisions
- General administration support

2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



2017 Service Levels

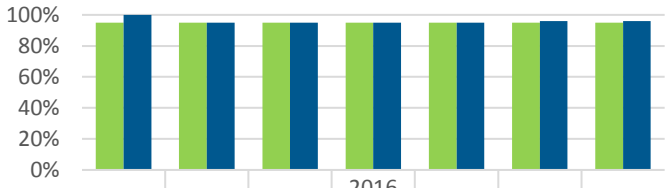
Program Support

Activity	Sub-Activity/Type	Status	2014	2015	2016	2017
Time & Attendance - Data Entry & Reporting	Payroll Advice & Reporting	Approved	Provide Monthly Attendance Management Reports 100% of the time. Other reports within 5 days 95% of the time.			Provide Monthly Attendance Management Reports 100% of the time. Other reports within 5 days 95% of the time.
	Time & Attendance Data Entry & Reporting	Approved	Enter Time Sheet on time 100% of the time			Enter Time Sheet on time 100% of the time
Complement Management & Reporting	Complement Management	Approved	Employee records update is completed within 2 days or as agreed upon 95% of the time.			Employee records update is completed within 2 days or as agreed upon 95% of the time.
	Various Monthly and/or Ad Hoc Reports	Approved	Monthly reports are completed within agreed upon timeline 95% of the time.			Monthly reports are completed within agreed upon timeline 95% of the time.
	Client Consultation / Support	Approved	Acknowledgement request in 2 business days			Acknowledgement request in 2 business days
	CM related documentation (HOCA, Staff Requisition)	Approved	One business day			One business day
Public Consultation		Approved	Meet notification guidelines, legilated requirements and client or program needs			Meet notification guidelines, legilated requirements and client or program needs.
General Administration	Office Space Coordination	Approved	Meet client needs met within Corporate Guidelines.			Meet client needs met within Corporate Guidelines.
	Telephony Coordination	Approved	Within 5 working days 95% of the time.			Within 5 working days 95% of the time.
	Courier/Mail Services	Approved	Delivery within 2 working days 90% of the time.			Delivery within 2 working days 90% of the time.

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Program Support.

Service Performance Measures

Timely Provision of Information

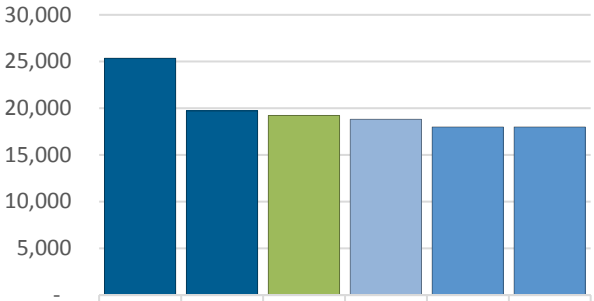


	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Plan	2018 Plan	2019 Plan
Benchmark	95%	95%	95%	95%	95%	95%	95%
Actuals / Projections	100%	95%	95%	95%	95%	96%	96%

Per Cent of Reports Delivered at Agreed Upon Timelines

- This chart measures the percentage of scheduled reports completed within agreed upon timelines, (within a certain number of days of pertinent information becoming available).
- The Program is projecting that in 2016 it will be in line with the 95% target.

Average Payroll Line Entries per Employee



	2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
Average Payroll Line Entries per Employee	25,358	19,720	19,227	18,818	18,000	18,000

- The measure to the left shows the average number of payroll lines entered per Payroll Assistant.
- The division is projecting that 19,227 lines per employee will be processed for 2016 and is estimating that around 18,000 lines will be processed per employee for 2016, 2017 and 2018.
- Fewer payroll lines are expected because technology improvements, (namely the modernization of SAP) streamlined the process which reduces the number of entries.
- Going forward, the Payroll Assistants will focus more on review, control and compliance functions.

Table 6
2017 Service Budget by Activity

	2016		2017 Operating Budget									Incremental Change			
	Budget	Projected Actual	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.															
Complement Management & Reporting	564.6	536.5	508.1	(21.4)	486.7	(77.8)	(13.8%)		**486.7**	(77.8)	(0.1)	15.9	3.3%	15.3	3.0%
General Administration	2,989.6	2,840.8	2,716.2	(224.9)	2,491.3	(498.2)	(16.7%)		**2,491.3**	(498.2)	(16.7%)	42.6	1.7%	38.5	1.5%
Public Consultation	1,223.0	1,162.2	1,216.5	(21.4)	1,195.1	(27.9)	(2.3%)		**1,195.1**	(27.9)	(2.3%)	38.9	3.3%	32.0	2.6%
Time & Attendance Data Entry & Reporting	3,151.4	2,994.6	3,232.8	(95.4)	3,137.4	(14.0)	(0.4%)		**3,137.4**	(14.0)	(0.4%)	79.4	2.5%	71.7	2.2%
Total Gross Exp.	7,928.6	7,534.1	7,673.6	(363.0)	7,310.6	(618.0)	(7.8%)		**7,310.6**	(618.0)	(7.8%)	176.8	2.4%	157.5	2.1%
REVENUE															
Complement Management & Reporting	320.4	302.7	320.4	(9.0)	311.4	(9.0)	(2.8%)		**311.4**	(9.0)	(2.8%)		-		
General Administration	1,602.1	1,513.6	1,602.1	(45.2)	1,556.9	(45.2)	(2.8%)		**1,556.9**	(45.2)	(2.8%)		-		
Public Consultation	2,026.3	1,914.3	2,026.3	(54.3)	1,972.0	(54.3)	(2.7%)		**1,972.0**	(54.3)	(2.7%)		-		
Time & Attendance Data Entry & Reporting	2,563.3	2,421.7	2,563.3	(72.3)	2,491.0	(72.3)	(2.8%)		**2,491.0**	(72.3)	(2.8%)		-		
Total Revenues	6,512.1	6,152.3	6,512.1	(180.9)	6,331.3	(180.9)	(2.8%)		**6,331.3**	(180.9)	(2.8%)		-		
NET EXP.															
Complement Management & Reporting	244.2	233.8	187.7	(12.3)	175.4	(68.8)	(28.2%)		**175.4**	(68.8)	(28.2%)	15.9	9.1%	15.3	8.0%
General Administration	1,387.5	1,327.3	1,114.1	(179.7)	934.5	(453.0)	(32.6%)		**934.5**	(453.0)	(32.6%)	42.6	4.6%	38.5	3.9%
Public Consultation	(803.2)	(752.1)	(809.8)	32.9	(776.9)	26.3	(3.3%)		**(776.9)**	26.3	(3.3%)	38.9	(5.0%)	32.0	(4.3%)
Time & Attendance Data Entry & Reporting	588.1	572.9	669.5	(23.0)	646.4	58.3	9.9%		**646.4**	58.3	9.9%	79.4	12.3%	71.7	9.9%
Total Net Exp.	1,416.5	1,381.8	1,161.5	(182.1)	979.4	(437.1)	(30.9%)		**979.4**	(437.1)	(30.9%)	176.8	18.1%	157.5	13.6%
Approved Positions	76.2		76.2	(4.0)	72.2	(4.0)	(5.2%)		**72.2**	(4.0)	(5.2%)				

The Program Support Service provides administrative, public consultation, complement management and payroll time entry services to Cluster B divisions to support service delivery.

Program Support's 2017 Operating Budget of $7.311 million gross and $0.979 million net is $0.437 million, or 30.9%, under the 2016 Approved Net Budget.

- In order to offset its staffing and benefit cost pressures, the 2017 Operating Budget includes line by line review savings of $0.281 million, savings from an operational review of staffing requirements of 5 positions, or $0.182 million, and increased interdivisional recoveries, worth $0.040 million.

Solid Waste Management Services

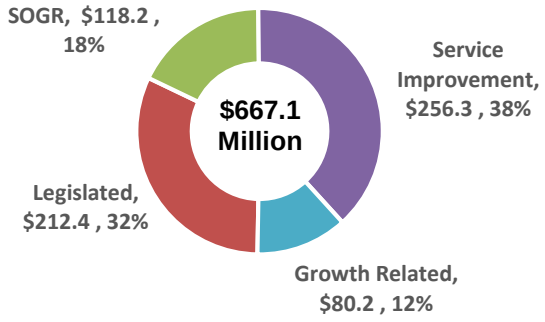
2017 – 2026 CAPITAL BUDGET AND PLAN OVERVIEW

Solid Waste Management Services (SWMS) is responsible for maintaining infrastructure valued at $596 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.

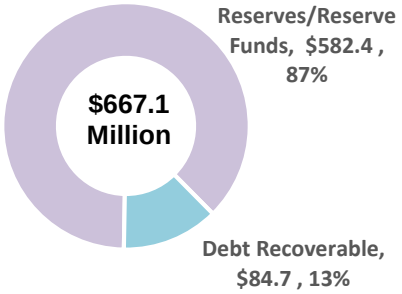
The 2017-2026 Capital Plan totaling $667.1 million focuses on funding major diversion facilities to advance the City's goal of 70% Waste Diversion by investing in facilities and systems necessary to achieve this target as well as to continue Collection Yard and Transfer Station Asset Management and Perpetual Care of closed landfills. The 10-Year Capital Plan includes funding of $138 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.

2017-2026 Capital Budget and Plan

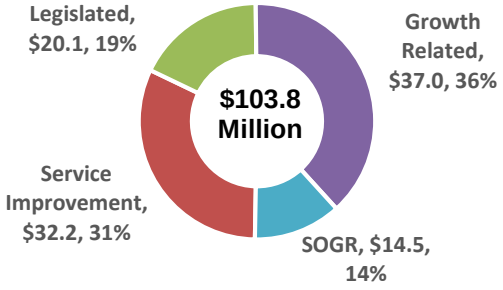
Where the money goes: By Project Category



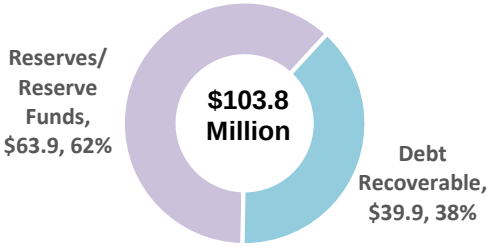
Where the money comes from: By Funding Source



2017-2026 Capital Budget by Project Category



By Funding Source



Our Key issues & Priority Actions

- **70% Waste Diversion -** The SWMS' capital program is driven primarily by the City's objective to achieve the 70% waste diversion target.
  - ✓ SWMS has developed a Waste Strategy that will guide how the City's waste will be managed over the next 30 – 50 years.
  - ✓ The 2017 – 2026 Capital Budget and Plan includes funding of $138 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 2017 Operating Budget for SWMS includes a 3.9% rate increase with anticipated 3.9% annual rate increases over the next 5 years 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.
  - ✓ Approval of a multi-year planned rate increases will allow for sustainable long term capital planning based on predictable annual rate increases.

Capital Deliverables for 2017

The 2017 Capital Budget for SWMS of $103.777 million, excluding carry forward funding, will:

- Continue improving Diversion Systems with multi-unit organics & recycling containers and single family next generation Green Bin organics containers & waste / recycling containers ($22.7 million);
- Continue building organics processing & waste capacity at the Dufferin & Disco facilities ($37 million);
- Continue improving and maintaining Transfer Stations and Collection Yards and Diversion Facilities ($12.5 million);
- Continue developing the Green Lane Landfill ($10.2 million) with Gas Utilization projects ($0.6 million) and providing perpetual care of closed landfills ($9.9 million);
- Continue implementation of approved Waste Strategy options ($5.4 million).

State of Good Repair Backlog

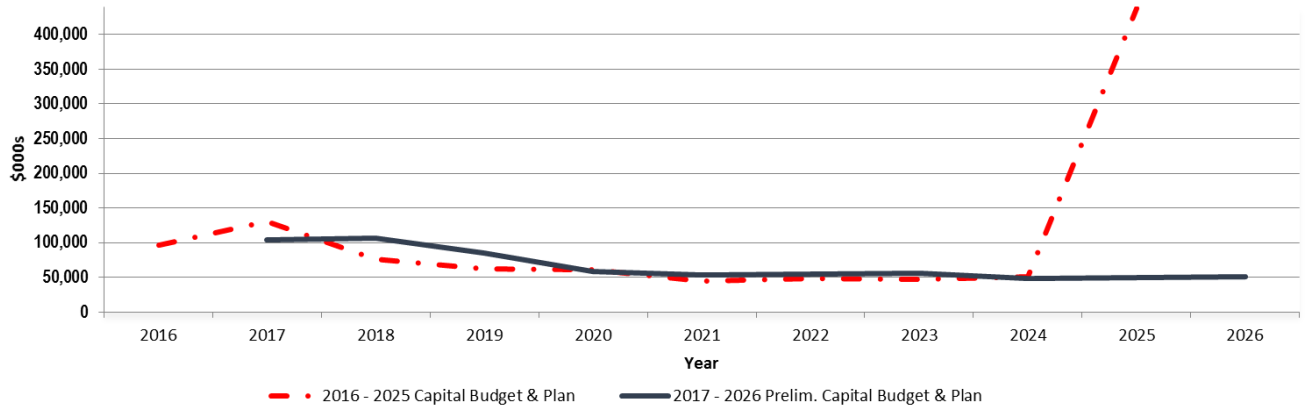
The Solid Waste Management Program does not currently have a backlog of State of Good Repair (SOGR). The funding allocated in the 10-Year Capital Plan for SWMS for SOGR projects for 2017 and future years is deemed appropriate to maintain the assets in a state of good repair. The Program is undertaking an asset condition assessment and will report any changes to their SOGR backlog during future Capital Budget processes.

Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Capital Budget and the 2018 – 2026 Capital Plan reflects a decrease of $388.581 million in capital funding from the 2016 - 2025 Approved Capital Plan.

The table and chart below provide a breakdown of the $388.581 million or 36.8% decrease in the Capital Program on an annual basis from 2016 to 2026.

Chart 1
Changes to the 2016 - 2025 Approved Capital Plan (In $000s)



($000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025 Capital Budget & Plan	96,669	130,772	76,535	61,958	60,579	44,614	48,783	47,011	50,501	438,255		1,055,677
2017 - 2026 Capital Budget & Plan		103,777	106,768	85,487	58,487	53,949	54,433	56,319	48,302	49,152	50,422	667,096
Change %		(20.6%)	39.5%	38.0%	(3.5%)	20.9%	11.6%	19.8%	(4.4%)	(88.8%)		(36.8%)
Change $		(26,995)	30,233	23,529	(2,092)	9,335	5,650	9,308	(2,199)	(389,103)		(388,581)

As made evident in the chart above, the $388.581 million decrease in the Capital Program reflects changes approved by Council regarding the implementation of the Waste Strategy and associated annual cash flow funding estimates. As a result, $500 million in funding to implement the Waste Strategy (including a $404.6 million provisional estimate) that were included in the 2016 – 2025 Plan have been replaced with $138.3 million in capital funding in defined Waste Strategy costs.

As reflected in Table 2 on the following page, changes to the 2016 – 2025 Approved Capital Plan, specifically the $342.334 million decrease in capital funding over the nine common years of the Capital Plans (2016 – 2025) arise from the reprioritization of Solid Waste Management Services' capital projects based on the following factors:

- A requirement to invest in Transfer Station Asset Management in the short term to ensure facilities are maintained in a state of good repair.
- Additional cost for the Dufferin organics processing facility as well as a revised project schedule.
- On-going revision to the estimates for the Waste Strategy with the majority of funding being moved beyond the year 2026.

The following table provides details by project category within the 2017 – 2026 Capital Budget and Plan for SWMS:

Table 1
2017 - 2026 Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total	Total Project Cost
Legislated													
Perpetual Care of Landfills	*	9,876	8,100	9,000	8,000	8,000	5,000	5,000	5,000	5,000	5,000	**67,976**	*
Landfill Development	*	10,229	15,153	15,108	17,070	13,080	14,501	14,815	14,815	14,815	14,815	**144,401**	*
Sub-Total		**20,105**	**23,253**	**24,108**	**25,070**	**21,080**	**19,501**	**19,815**	**19,815**	**19,815**	**19,815**	**212,377**	
State of Good Repair													
Transfer Stn Asset Mgmt	*	12,300	22,700	17,000	9,200	8,290	6,300	5,460	5,900	6,150	6,150	**99,450**	*
Collection Yard Asset Mgmt	*	200	200	200	200	200	200	200	200	200	200	**2,000**	*
Diversion Facilities Asset Mgmt	*	2,000	2,750	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	**16,750**	*
Sub-Total		**14,500**	**25,650**	**18,700**	**10,900**	**9,990**	**8,000**	**7,160**	**7,600**	**7,850**	**7,850**	**118,200**	
Service Improvements													
Diversion Systems	*	22,670	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,600	**57,470**	*
Green Lane: Landfill Gas Utilization	19,645	462	5,150	13,538	-							**19,150**	19,645
Biogas Utilization	11,182	188	3,435	1,442	900	3,570						**9,535**	13,492
Dufferin SSRM Facility	3,077	-	-	-	-								2,977
Engineering Planning Studies	15,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	**15,000**	16,500
SWM IT Application Initiatives	10,061	964	2,226	4,066	964	108	372					**8,700**	12,566
IT Corporate Initiatives	11,266	1,003	3,289	1,776	2,061							**8,129**	11,843
Long Term Waste Mgmt Strategy	502,407	5,385	7,136	8,457	9,192	13,801	21,160	23,944	15,487	16,087	17,657	**138,306**	144,104
Sub-Total	**572,638**	**32,172**	**26,636**	**34,679**	**18,517**	**22,879**	**26,932**	**29,344**	**20,887**	**21,487**	**22,757**	**256,290**	**221,127**
Growth Related													
Dufferin SSO Facility	74,943	36,500	18,824	-	-							**55,324**	74,943
Disco SSO Facility	87,506	-	4,405	-	-							**4,405**	87,506
Dufferin Waste Facility	n/a	500	8,000	8,000	4,000							**20,500**	20,500
Sub-Total	**162,449**	**37,000**	**31,229**	**8,000**	**4,000**							**80,229**	**182,949**
Total Expenditures by Category (excluding carry forward)	**735,088**	**103,777**	**106,768**	**85,487**	**58,487**	**53,949**	**54,433**	**56,319**	**48,302**	**49,152**	**50,422**	**667,096**	**404,077**

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

	2017 Budget		2018 Plan		2019 Plan		2020 Plan		2021 Plan		2017 - 2021		2017 - 2026	
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)		(1,126.0)	-	(1,406.0)	-
Disco SSO Processing Facilities	(44.0)		(44.0)								(88.0)	-	(88.0)	-
IT Stakeholder-Cust Relation Mgmt-2014					74.0						74.0	-	74.0	-
IT Transfer Station Efficiencies-2014	224.0		90.0								314.0	-	314.0	-
IT Electronic Doc & Records Mgmt -2015			52.0								52.0	-	52.0	-
IT Work Mgmt System Implementation	86.0		86.0		180.0						352.0	-	352.0	-
New Projects - 2017											-	-	-	-
IT KPI Reporting and Measuring - Change			209.0								209.0	-	209.0	-
New Projects - Future Years											-	-	-	-
IT Business Systems Integration							117.0				117.0	-	117.0	-
IT SWMS eService Delivery											-	-	50.0	-
IT Time & Attendance Management Solution					50.0						50.0	-	50.0	-
IT Learning Management Solution (LMS)							50.0				50.0	-	50.0	-
Total (Net)	**266.0**	**-**	**393.0**	**-**	**(703.0)**	**-**	**109.0**	**-**	**(61.0)**	**-**	**4.0**	**-**	**(226.0)**	**-**

The 10-Year Capital Plan will decrease future year Operating Budgets by a total of $0.226 million net over the 2017 – 2026 period, as shown in the table above.

This is mainly comprised of operating impacts from the following projects once completed:

- Biogas Utilization – The City's organics processing facilities at the Dufferin Facility and Disco Road transfer station 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 2026, the estimated incremental net operating revenue is $1.406 million.
- Various Information Technology projects for SWMS which will address issues such as key performance indicators reporting and monitoring, business system integration, document management and e-service delivery. By 2026, the estimated incremental net operating cost is estimated to be $1.268 million.

  These future operating impacts will be reviewed each year as part of the annual Operating Budget process.

Solid Waste Management Services

2017 OPERATING BUDGET OVERVIEW

Solid Waste Management Services is responsible for collecting, transporting, processing, composting and disposal of municipal and some private sector waste. This includes garbage, Blue Bin recyclables, Green Bin organics, litter, yard waste, oversized and metal items, as well as household hazardous waste and electronic 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.

2017 Operating Budget Highlights

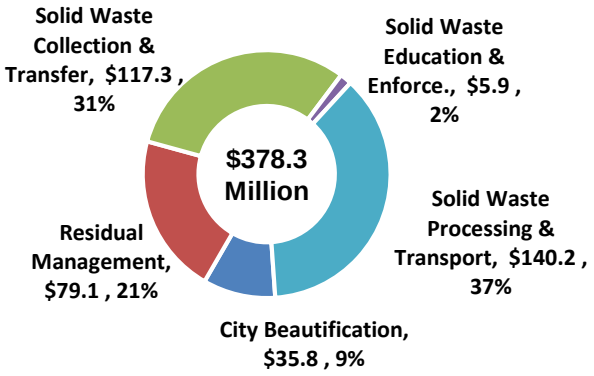
The 2017 Operating Budget for SWMS of $378.292 million in gross expenditures provides Funding of $19.8 million to support the capital reserve, $38 million for general debt servicing and loan repayment, as well as updated contract pricing increases for the processing and collection; and planning for implementation of new contracts. The total cost to deliver these services to Toronto residents, businesses and visitors is $378.292 million gross with a $19.831 million net reserve contribution as shown below.

(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	368,463.2	378,292.4	9,829.2	2.7%
Gross Revenues	388,938.4	398,123.7	9,185.3	2.4%
Net Contribution	**(20,475.2)**	**(19,831.3)**	**643.9**	**(3.1%)**

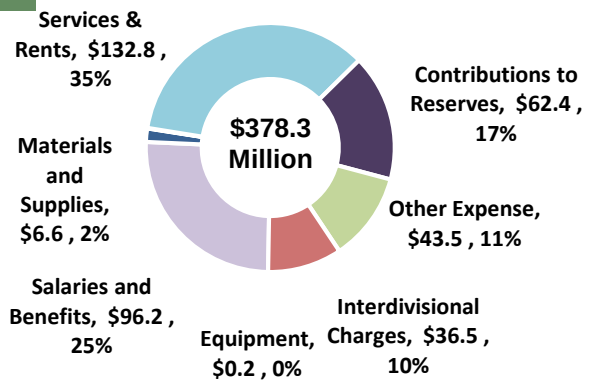
2017 Operating Budget

Where the money goes:

By Service

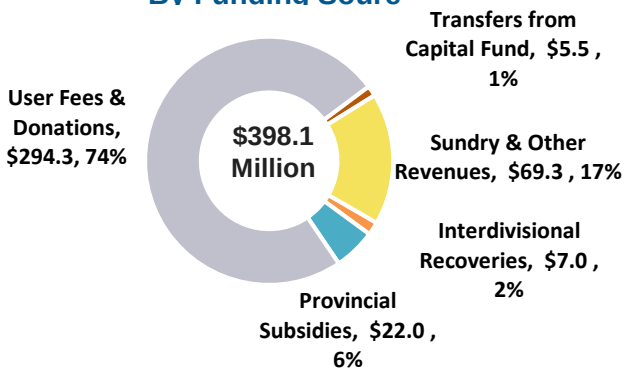


By Expenditure Category



Where the money comes from:

By Funding Soure

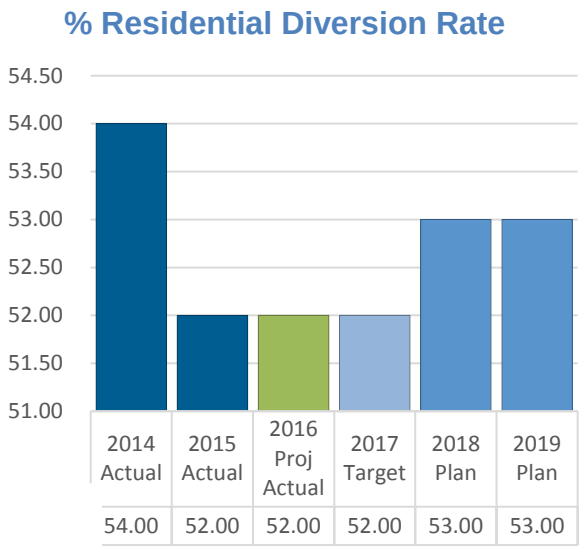


Fast Facts

- 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

- 598,699 tonnes of waste projected to be landfilled in 2016; 528,277 in 2017.
- Overall Residential Diversion – increase from 44% to 52% from 2008 – 2016 and is projected to be at 52% in 2017
- The 2017 and 2018 Plans for Overall Residential Diversion have been re-established following Council's consideration and approval of the Long Term Waste Management Strategy (Waste Strategy).
- Curbside Collection complaints per year decreased by 45% in 2013 and a further 10% in 2014. 2015 saw an increase of 46%, which is now projected to decrease by 21% in 2016.



Our Key Issues & Priority Actions

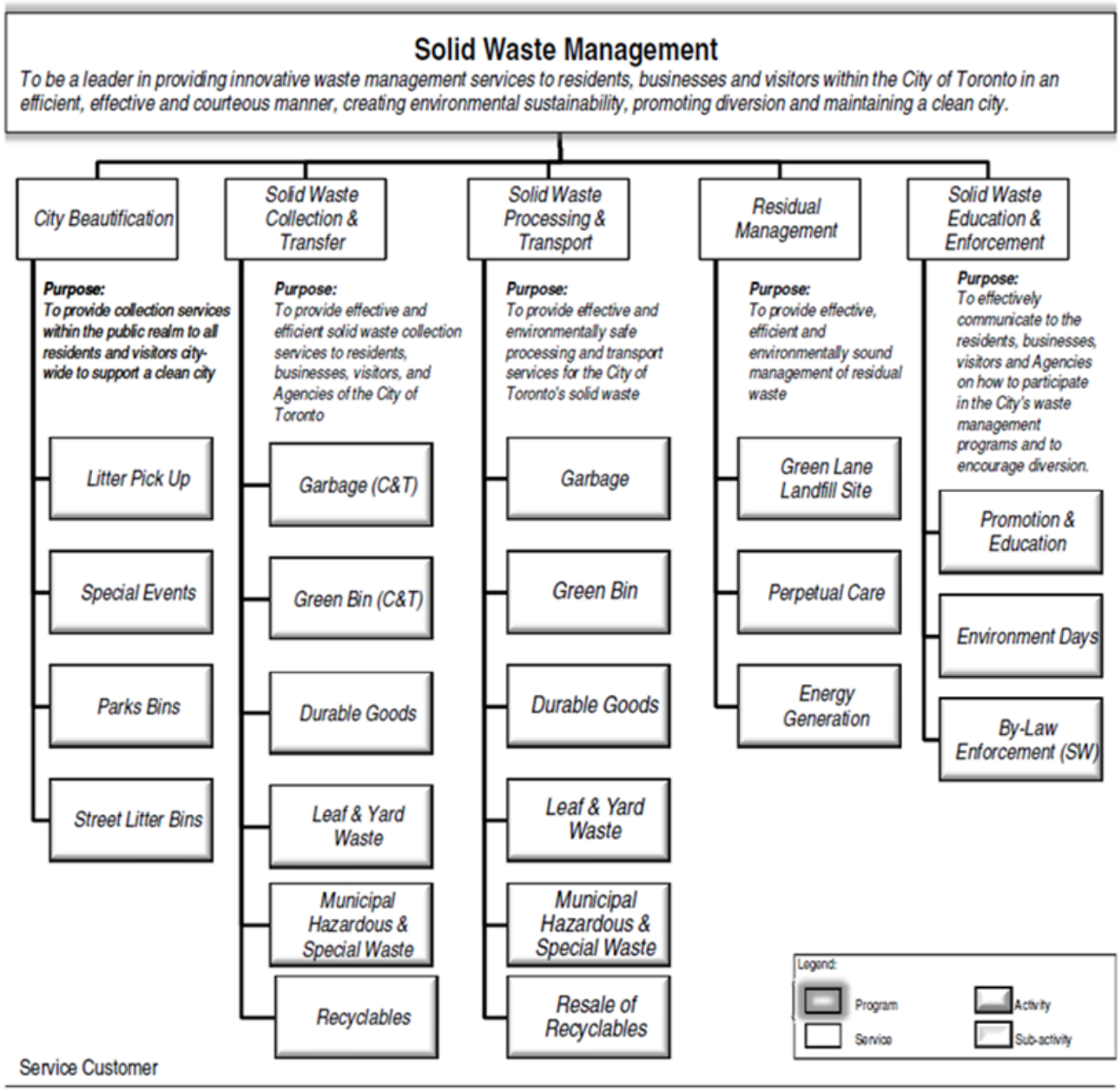
- Moving toward 70% waste diversion and balancing this target with program sustainability. This is being addressed through:
  - ✓ The Long Term Waste Strategy establishes diversion targets and guides future SWMS activities and investment in the City for the next 30 to 50 years.
  - ✓ Continuation of 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 3.9% blended rate increase is with anticipated 3.9% annual blended rate increases over the next 10 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 2017

In moving forward towards 70% overall waste diversion, SWMS has established strategic directions with the following 2017 deliverables:

- Planning and implementation of the Long Term Waste Management Strategy.
- Continuing to implement a comprehensive multi-residential education and engagement program, including 3Rs Ambassador Program.
- Continued rollout of Next Generation Green Bins for curbside customers & continuing to support Green Bin organics programs in multi-residential locations.
- Completion of a comprehensive Asset Management Framework and Implementation Plan.
- Implement Design, Build, Operate and Maintain contract for Dufferin Green Bin organics facility expansion.
- Continue Disco Road Biogas Utilization project.
- Ongoing monitoring and maintenance plan for perpetual care closed landfill sites.
- Ongoing installation of landfill gas control and leachate control as legislated, as well as ongoing engineering, development and monitoring of the Green Lane landfill site.

Program Map



Service Customer

City Beautification
- Public realm users
- Local businesses
- Local Communities

Solid Waste Collection & Transfer
- Property owners (residential households - single, semi, townhouse)
- Multi unit residences
- Small Commercial/ Industrial businesses
- institutional/ ABCDs
- Recyclable material purchasers
- Contracted municipalities/ private sector disposal (Green Lane landfill).

Solid Waste Processing & Transport
- Solid Waste Service Providers

Residual Management
- Solid Waste Service Providers

Solid Waste Education & Enforcement
- Property owners (residential households - single, semi, townhouse)
- Multi unit residences
- Small Commercial/ Industrial businesses
- Institutional/ ABCDs

Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2016 Projected Actual	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 vs. 2016 Budget Changes		Incremental Change 2018 Plan		Incremental Change 2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
City Beautification											
Gross Expenditures	33,008.3	32,949.6	35,755.6	23.7	35,779.3	2,771.0	8.4%	545.6	1.5%	514.0	1.4%
Revenue	1,354.8	1,346.7	2,613.9		2,613.9	1,259.1	92.9%				
Net Expenditures	31,653.4	31,603.0	33,141.7	23.7	33,165.4	1,511.9	4.8%	545.6	1.6%	514.0	1.5%
Residual Management											
Gross Expenditures	80,395.2	77,067.9	79,100.1	1.9	79,101.9	(1,293.3)	(1.6%)	234.6	0.3%	229.5	0.3%
Revenue	49,997.1	49,696.2	45,214.3		45,214.3	(4,782.8)	(9.6%)				
Net Expenditures	30,398.1	27,371.7	33,885.8	1.9	33,887.6	3,489.6	11.5%	234.6	0.7%	229.5	0.7%
Solid Waste Collection & Transfer											
Gross Expenditures	107,765.3	103,334.0	117,242.9	84.9	117,327.8	9,562.5	8.9%	(318.9)	(0.3%)	5,552.6	4.7%
Revenue	286,654.4	284,929.0	299,136.6		299,136.6	12,482.2	4.4%	17,277.9	5.8%	11,880.7	3.8%
Net Expenditures	(178,889.1)	(181,595.0)	(181,893.7)	84.9	(181,808.8)	(2,919.7)	1.6%	(17,596.8)	9.7%	(6,328.0)	3.2%
Solid Waste Education & Enforce.											
Gross Expenditures	5,840.6	5,429.0	5,865.3		5,865.3	24.7	0.4%	14.5	0.2%	13.9	0.2%
Revenue	1.0	1.0	4.5		4.5	3.5	345.4%				
Net Expenditures	5,839.6	5,428.0	5,860.8		5,860.8	21.2	0.4%	14.5	0.2%	13.9	0.2%
Solid Waste Processing & Transport											
Gross Expenditures	141,453.8	138,243.9	140,211.3	6.7	140,218.1	(1,235.8)	(0.9%)	2,138.7	1.5%	2,110.4	1.5%
Revenue	50,931.0	50,624.5	51,154.4		51,154.4	223.4	0.4%				
Net Expenditures	90,522.8	87,619.4	89,056.9	6.7	89,063.6	(1,459.2)	(1.6%)	2,138.7	2.4%	2,110.4	2.3%
Total											
Gross Expenditures	368,463.2	357,024.3	378,175.2	117.2	378,292.4	9,829.2	2.7%	2,614.6	0.7%	8,420.4	2.2%
Revenue	388,938.4	386,597.3	398,123.7		398,123.7	9,185.3	2.4%	17,277.9	4.3%	11,880.7	2.9%
Total Capital Contribution	(20,475.2)	(29,573.0)	(19,948.5)	117.2	(19,831.3)	643.9	(3.1%)	(14,663.3)	73.9%	(3,460.3)	10.0%
Approved Positions	1,108.7	1,022.7	1,112.7	1.0	1,113.7	5.0	0.5%				

The Solid Waste Management Services' 2017 Operating Budget is $378.292 million gross and $19.831 million net contribution, representing $0.644 million or 3.1% decrease to the 2016 Approved Net Operating Budget contribution to the Waste Management Reserve Fund.

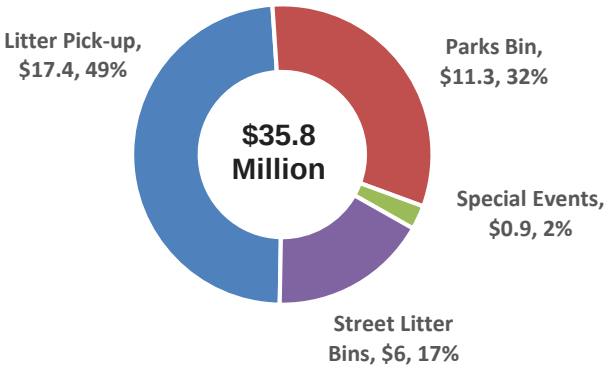
- Base pressures are mainly attributable to salary & benefit changes, contracted services for collection and processing, interdivisional charges, contribution to vehicle maintenance, sending waste to alternate landfills and implementation of the long term strategy. This was partially offset by user fee & volume adjustments, interdivisional and capital recoveries, tipping fees and Blue Box subsidies.
- To help mitigate the above pressures, the Program was able to achieve service efficiency savings and changes through the program to convert vehicles to Compressed Natural Gas (CNG), changes to Green Bin collections, harmonized bin exchange fee and oversized item fees as well as rationalizing the commercial collection fee.
- New and enhanced services includes funding for one staff position for enhanced SWMS By-law Enforcement. Going forward, greater enforcement of waste by-laws and staff resources within SWMS will oversee and develop strategy for a multi-year communication and enforcement plan.
- Approval of the 2017 Operating Budget will result in SWMS increasing its total staff complement by 5 positions from 1,108.7 to 1,113.7. This includes 10 staff for the Waste Strategy and 1 position for By-law Enforcement offset by 6 positions reduced due to conclusion of the Charity Rate Waiver Program.
- The 2018 and 2019 Plan increases are attributable to salary & benefit increases, contracted services price increases and fleet maintenance charges. These increases are offset by planned rate increases of 3.9% (blended), on-going service efficiencies and savings from the Fleet Services Alternate Service Delivery study.

City Beautification

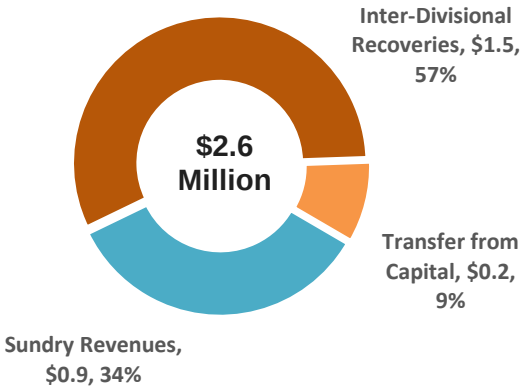
What We Do

- 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.

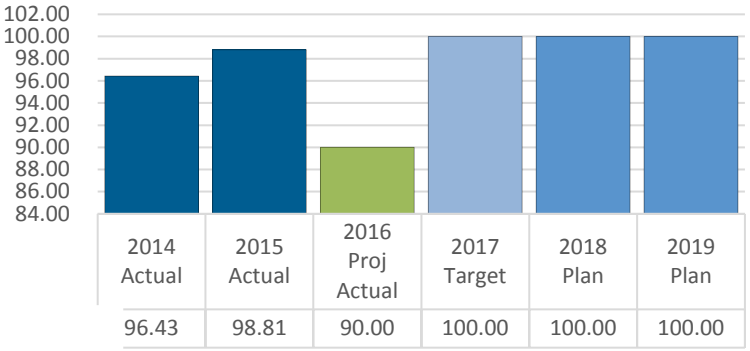
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



% City-Wide Litter Service Requests Completed Within Standards



- Challenges in 2014 & 2016 due to staffing shortages and increase in number of litter bins.

2017 Service Levels

City Beautification

Activity	Sub-Activity/Type	Status	Approved Service Levels 2014	2015	2016	2017
Litter Pick-up	Residual Waste	Approved	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk
Litter Pick-up	Single Stream Recycling	Approved	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk
Parks Bin	Residual Waste	Approved	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk
Parks Bin	Single Stream Recycling	Approved	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk
Street Litter Bins	Residual Waste	Approved	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk
Street Litter Bins	Single Stream Recycling	Approved	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk
Special Events	Residual Waste	Approved	On Demand	On Demand	On Demand	On Demand
Special Events	Single Stream Recycling	Approved	On Demand	On Demand	On Demand	On Demand
Special Events	Organics	Approved	On Demand	On Demand	On Demand	On Demand

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for City Beautification.

Table 2

2017 Service Budget by Activity

($000s)	2016 Budget $	2017 Operating Budget: Base Budget $	Service Changes $	Base $	Base Budget vs. 2016 Budget $	% Change %	New/ Enhanced $	Budget $	2017 Budget vs. 2016 Budget $	%	Incremental Change: 2018 Plan $	%	2019 Plan $	%
GROSS EXP.														
Litter Pick-up	16,829.0	17,409.8	(12.3)	17,397.5	568.5	3.4%	14.4	**17,411.9**	582.9	3.5%	268.1	1.5%	253.7	1.4%
Parks Bin	9,265.2	11,328.2	(4.5)	11,323.7	2,058.5	22.2%	5.3	**11,329.0**	2,063.8	22.3%	130.8	1.2%	121.7	1.1%
Special Events	920.5	925.3		925.3	4.8	0.5%		**925.3**	4.8	0.5%	15.4	1.7%	14.7	1.6%
Street Litter Bins	5,993.5	6,112.6	(3.4)	6,109.2	115.7	1.9%	4.0	**6,113.2**	119.7	2.0%	127.2	2.1%	123.8	2.0%
Total Gross Exp.	33,008.3	35,775.9	(20.2)	35,755.7	2,747.4	8.3%	23.7	**35,779.4**	2,771.1	8.4%	541.5	1.5%	514.0	1.4%
REVENUE														
Litter Pick-up		142.0		142.0	142.0	-		**142.0**	142.0	-				
Parks Bin		52.4		52.4	52.4	-		**52.4**	52.4	-				
Special Events						-				-				-
Street Litter Bins	1,354.8	1,519.6	900.0	2,419.6	1,064.7	78.6%		**2,419.6**	1,064.7	78.6%				
Total Revenues	1,354.8	1,713.9	900.0	2,613.9	1,259.1	92.9%		**2,613.9**	1,259.1	92.9%				
NET EXP.														
Litter Pick-up	16,829.0	17,267.8	(12.3)	17,255.6	426.6	2.5%	14.4	**17,269.9**	440.9	2.6%	268.1	1.6%	253.7	1.4%
Parks Bin	9,265.2	11,275.8	(4.5)	11,271.3	2,006.1	21.7%	5.3	**11,276.6**	2,011.4	21.7%	130.8	1.2%	121.7	1.1%
Special Events	920.5	925.3		925.3	4.8	0.5%		**925.3**	4.8	0.5%	15.4	1.7%	14.7	1.6%
Street Litter Bins	4,638.7	4,593.1	(903.4)	3,689.6	(949.1)	(20.5%)	4.0	**3,693.6**	(945.1)	(20.4%)	127.2	3.4%	123.8	3.2%
Total Net Exp.	31,653.4	34,062.0	(920.2)	33,141.8	1,488.3	4.7%	23.7	**33,165.5**	1,512.0	4.8%	541.5	1.6%	514.0	1.5%
Approved Positions	293.0	292.0	(0.2)	291.8	(1.2)	(0.4%)	0.2	**292.0**	(1.0)	(0.3%)				

The ***City Beautification*** Service promotes and supports a clean and beautiful city by providing collection services within the public realm to all residents and visitors city-wide. This is done by collection of litter, collection of garbage and recycling in Parks and from street bins within the road allowance. This service also provides recycling and litter collection at special events.

The 2017 Operating Budget for City Beautification of $35.779 million gross and $33.166 million net is $1.512 million or 4.8% above the 2016 Approved Net Budget.

- City Beautification has base budget pressures common across all services, base pressures totaling $2.457 million in the service are primarily due to various salary adjustments of $0.776 million, including progression pay and step increases and aligning salaries and benefits to actual expenditures.

- The 2017 Operating Budget for the City Beautification service also includes an increase of $1.426 million to the contribution to the vehicle reserve to align with projected vehicle acquisitions and an increase to interdivisional charges of $0.569 million.

In order to offset the above net expenditure pressures, the 2017 service changes for City Beautification consist of base and service change savings of $0.932 million net, as detailed below:

Base Budget *(savings of $0.012 million gross and net)*

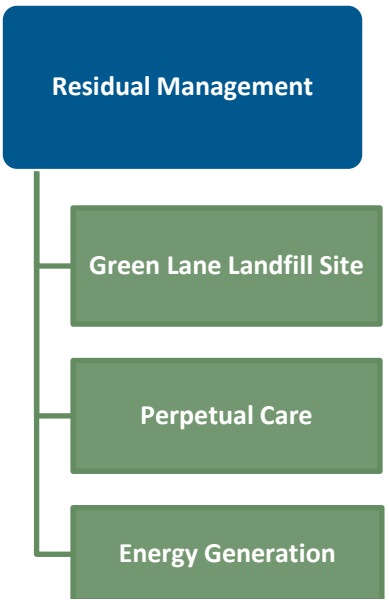
- Expenditures of $0.012 million have been reduced based on a line by line review of recent spending and considering future requirements.

Service Changes (savings of $0.020 million gross and $0.920 million net)

- Service Changes related to the completion of the Charity Rate Waiver Program will generate savings of $0.020 million gross and net.

- Revenue increases of $0.900 million will result from the implementation of a Special Event Clean-up fee to be charged to event organizers.

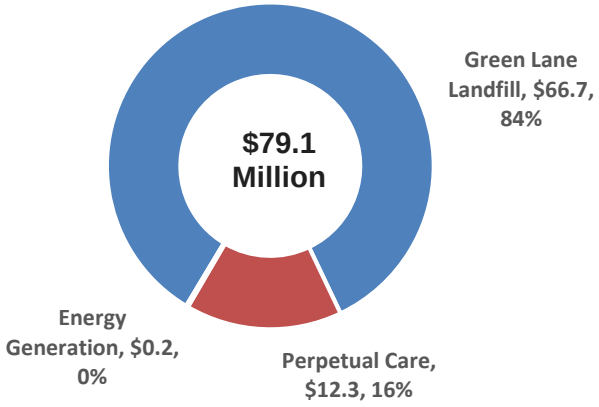
Residual Management



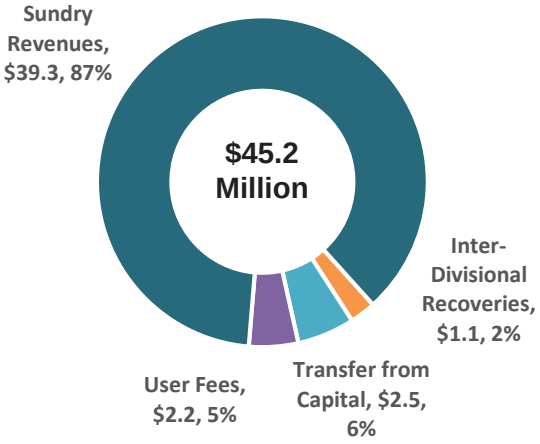
What We Do

- 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 biogas; and
- Perpetual Care of closed landfill sites.

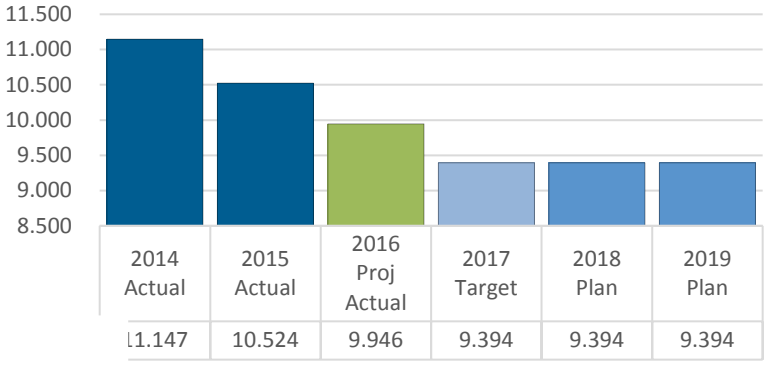
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Green Lane Landfill Volume Remaining (Millions of Cubic Metres)



- Steadily decreasing remaining volume according to rate of annual waste fill.
- Tonnages are changing due to lower private tonnes received being offset by expected slight increase in City tonnages.

2017 Service Levels

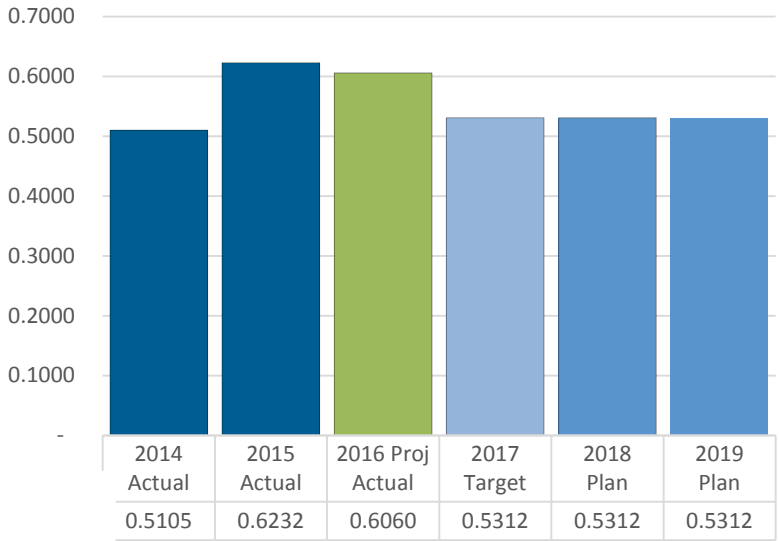
Residual Management

Activity	Sub-Activity/Type	Status	Approved Service Levels			
			2014	2015	2016	2017
Green Lane Landfill Site		Approved	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval
Perpetual Care		Approved	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval
Energy Generation		Approved	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for the Residual Management Service.

Service Performance Measures

Green Lane Landfill Volume filled Per Year (Millions of Cubic Metres)



- 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 projected decrease of 2.8% between 2015 and 2016. 2017 is targeted to be 12.4% less than 2016.
- The volume of waste landfilled is inversely proportional to the waste diversion rate i.e. more diversion means less waste. The short term targets are not projecting any decrease in volume. The Long Term Waste Strategy, whose target has been re-established by Council at 70% diversion, will impact the volume of waste in future years.

Table 3
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Green Lane Landfill	66,967.4	66,695.2		66,695.2	(272.2)	(0.4%)		**66,695.2**	(272.2)	(0.4%)	152.7	0.2%	154.8	0.2%
Perpetual Care	13,195.1	12,252.0	(1.6)	12,250.4	(944.7)	(7.2%)	1.9	**12,252.3**	(942.8)	(7.1%)	76.1	0.6%	69.1	0.6%
Energy Generation	232.7	154.5		154.5	(78.2)	(33.6%)		**154.5**	(78.2)	(33.6%)	5.8	3.8%	5.6	3.5%
Total Gross Exp.	80,395.2	79,101.7	(1.6)	79,100.1	(1,295.1)	(1.6%)	1.9	**79,101.9**	(1,293.3)	(1.6%)	234.6	0.3%	229.5	0.3%
REVENUE														
Green Lane Landfill	46,410.3	42,495.2		42,495.2	(3,915.0)	(8.4%)		**42,495.2**	(3,915.0)	(8.4%)				
Perpetual Care	2,326.6	2,219.3		2,219.3	(107.3)	(4.6%)		**2,219.3**	(107.3)	(4.6%)				
Energy Generation	1,260.3	499.8		499.8	(760.5)	(60.3%)		**499.8**	(760.5)	(60.3%)				
Total Revenues	49,997.1	45,214.3		45,214.3	(4,782.8)	(9.6%)		**45,214.3**	(4,782.8)	(9.6%)				
NET EXP.														
Green Lane Landfill	20,557.1	24,199.9		24,199.9	3,642.8	17.7%		**24,199.9**	3,642.8	17.7%	152.7	0.6%	154.8	0.6%
Perpetual Care	10,868.5	10,032.7	(1.6)	10,031.1	(837.4)	(7.7%)	1.9	**10,033.0**	(835.5)	(7.7%)	76.1	0.8%	69.1	0.7%
Energy Generation	(1,027.6)	(345.3)		(345.3)	682.3	(66.4%)		**(345.3)**	682.3	(66.4%)	5.8	(1.7%)	5.6	(1.6%)
Total Net Exp.	30,398.1	33,887.4	(1.6)	33,885.8	3,487.7	11.5%	1.9	**33,887.6**	3,489.6	11.5%	234.6	0.7%	229.5	0.7%
Approved Positions	38.9	37.6	(0.0)	37.6	(1.2)	(3.1%)	0.0	**37.7**	(1.2)	(3.1%)				

The ***Residual Management Service*** provides effective, efficient and environmentally sound management of residual waste. Residual Management's core activities include operating the Green Lane landfill site including engineering, monitoring, development and maintenance of waste cells. The service is also proceeding with development of Energy Generation Facilities to utilize landfill gas and biogas and continues to provide Perpetual Care of closed landfill sites including site and systems maintenance.

The 2017 Operating Budget for Residual Management of $79.102 million gross and $33.888 million net is $3.49 million or 11.5% over the 2016 Approved Net Budget.

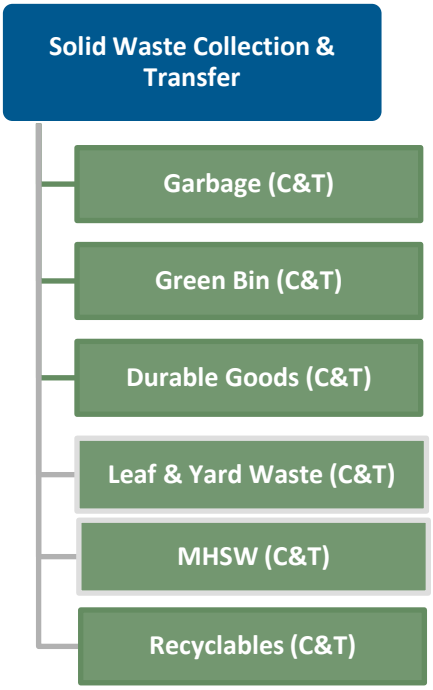
- Base budget pressures of $2.821 million for the Residual Management service are primarily due to expenditures for sending waste to alternate landfills for $3.383 million, reserve fund contributions of $0.424 million and Green Lane operations cost partially offset by City payments for waste tonnage going to Green Lane of $0.392 million, reduced contributions to the perpetual care reserve fund of $1.049 million and the discontinuation of the handling of glass fines which saves $0.320 million.
- The 2017 Operating Budget for the for the Residual Management service includes a net revenue loss of $0.815 million due to decreased recoveries of $0.208 million from capital as well as $0.675 million less from the Landfill Gas Royalties.

In order to offset the above net expenditure pressures, the 2017 service changes for Residual Management consist of base and service efficiency savings of $0.149 million net, as detailed below:

Base and Service Change (savings of $0.066 million gross and $0.149 million net)

- Expenditures of $0.064 million gross and net have been reduced due to a line by line review of recent spending and consideration of future requirements.
- Net base revenue of $0.083 million results from the 2017 average rate increase of 3.9% which is a blended rate for volume based user fees.
- Service Changes related to the completion of the Charity Rate Waiver Program will generate savings of $0.002 million gross and net.

Solid Waste Collection & Transfer



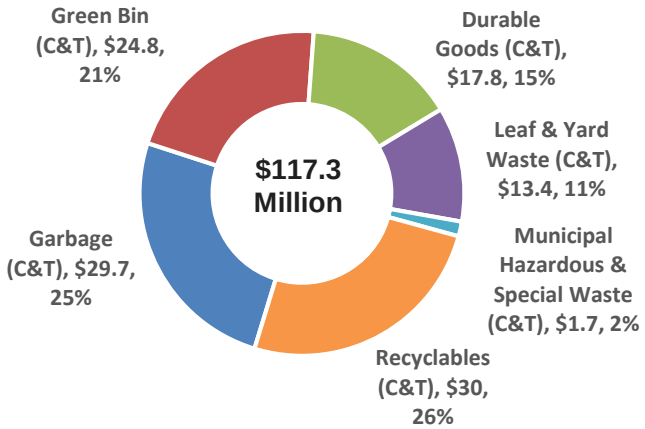
What We Do

Provide effective and efficient solid waste collection services to residents, businesses, visitors and ABCDs of the City of Toronto.

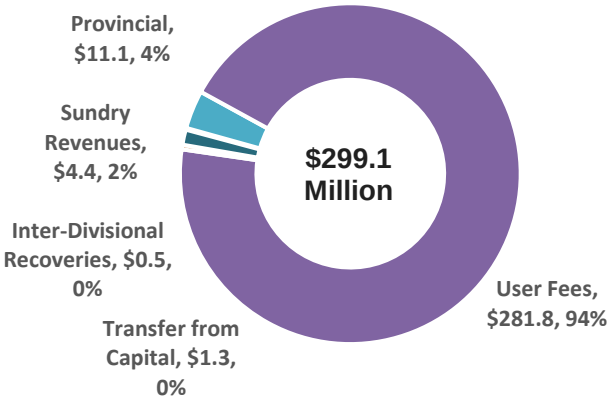
The core activities include collection and transferring the following materials to our Transfer Stations:

- 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).

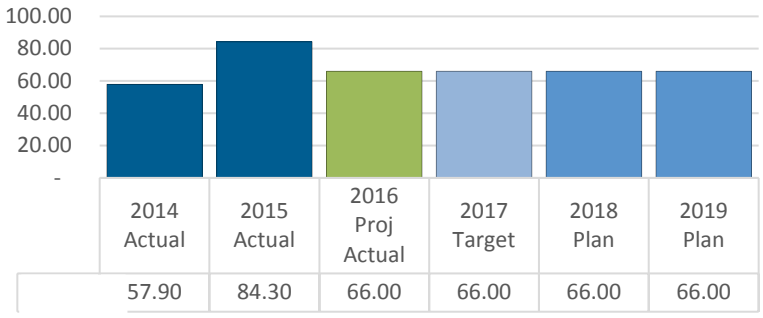
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Complaints/1,000 Households



- Projections for the # of complaints decreased by 9.5% in 2014, while 2015 had an increase of 46%.
- The expectation for 2017 is 66 complaints per 100 households or a drop of 22%. This rate is affected by both in-house staff and contracted collection services.

2017 Service Levels

Solid Waste Collection & Transfer

Activity	Sub-Activity/Type	Status	Approved Service Levels 2014	2015	2016	2017
Garbage (C&T)	Single Residential	Approved	1x /2wks	1x /2wks	1x /2wks	1x /2wks
Garbage (C&T)	Multi Residential		2x /wk	1x - 2x /wk	1x - 2x /wk	1x - 2x /wk
Garbage (C&T)	Commercial	Approved	1x - 2x /wk	1x - 2x /wk	1x - 2x /wk	1x - 2x /wk
Green Bin (C&T)	Single Residential	Approved	1x /wk	1x /wk	1x /wk	1x /wk
Green Bin (C&T)	Multi Residential	Approved	1x /wk (where provided)	1x /wk (where provided)	1x /wk (where provided)	1x /wk (where provided)
Green Bin (C&T)	Commercial	Approved	1x - 6x /wk	1x - 6x /wk	1x - 6x /wk	1x - 6x /wk
Durable Goods (C&T)	Single Residential	Approved	1x /2wks	1x /2wks	1x /2wks	1x /2wks
Durable Goods (C&T)	Multi Residential		On Demand	1x /wk	1x /wk	1x /wk
Leaf & Yard Waste (C&T)		Approved	1x /2wks (seasonal)	1x /2wks (seasonal)	1x /2wks (seasonal)	1x /2wks (seasonal)
Municipal Hazardous & Special Waste (C&T)	Single Residential	Approved	On Demand	On Demand	On Demand	On Demand
Municipal Hazardous & Special Waste (C&T)	Multi Residential	Approved	On Demand	On Demand	On Demand	On Demand
Recyclables	Single Residential	Approved	1x /2wks	1x /2wks	1x /2wks	1x /2wks
Recyclables	Multi Residential	Approved	1x - 2x /wk	1x - 2x /wk	1x - 2x /wk	1x - 2x /wk
Recyclables	Commercial	Approved	1x - 2x /wk	1x - 2x /wk	1x - 2x /wk	1x - 2x /wk

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for the Solid Waste Collection & Transfer Service.

Table 4

2017 Service Budget by Activity

($000s)	2016 Budget	2017 Operating Budget: Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		Incremental Change: 2018 Plan		2019 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Garbage (C&T)	26,232.1	29,844.9	(199.3)	29,645.6	3,413.5	13.0%	25.0	**29,670.6**	3,438.6	13.1%	294.0	1.0%	282.8	0.9%
Green Bin (C&T)	23,793.6	25,212.4	(415.5)	24,796.8	1,003.3	4.2%	20.6	**24,817.5**	1,023.9	4.3%	433.1	1.7%	410.8	1.6%
Durable Goods (C&T)	16,681.6	18,014.3	(209.2)	17,805.1	1,123.5	6.7%	10.6	**17,815.7**	1,134.2	6.8%	311.4	1.7%	302.0	1.7%
Leaf & Yard Waste (C&T)	12,929.8	13,966.2	(545.8)	13,420.4	490.6	3.8%	11.1	**13,431.4**	501.7	3.9%	233.7	1.7%	223.8	1.6%
Municipal Hazardous & Specia	1,665.3	1,761.4	(39.0)	1,722.4	57.1	3.4%	1.5	**1,723.8**	58.5	3.5%	31.1	1.8%	28.8	1.6%
Recyclables (C&T)	26,463.0	30,028.2	(175.5)	29,852.6	3,389.6	12.8%	16.1	**29,868.7**	3,405.7	12.9%	331.5	1.1%	322.7	1.1%
Total Gross Exp.	107,765.3	118,827.2	(1,584.3)	117,242.9	9,477.6	8.8%	84.9	**117,327.8**	9,562.5	8.9%	1,634.8	1.4%	1,570.9	1.3%
REVENUE														
Garbage (C&T)	275,059.5	276,979.5	9,902.2	286,881.8	11,822.2	4.3%		**286,881.8**	11,822.2	4.3%	5,798.1	2.0%	(46.8)	(0.0%)
Green Bin (C&T)		204.0		204.0	204.0	-		**204.0**	204.0	-				
Durable Goods (C&T)		105.0		105.0	105.0	-		**105.0**	105.0	-				
Leaf & Yard Waste (C&T)	700.1	612.6		612.6	(87.5)	(12.5%)		**612.6**	(87.5)	(12.5%)				
Municipal Hazardous & Special Waste (C&		14.4		14.4	14.4	-		**14.4**	14.4	-				
Recyclables (C&T)	10,894.8	11,318.8		11,318.8	424.0	3.9%		**11,318.8**	424.0	3.9%				
Total Revenues	286,654.4	289,234.3	9,902.2	299,136.6	12,482.1	4.4%		**299,136.6**	12,482.1	4.4%	5,798.1	1.9%	(46.8)	(0.0%)
NET EXP.														
Garbage (C&T)	(248,827.5)	(247,134.7)	(10,101.5)	(257,236.2)	(8,408.7)	3.4%	25.0	**(257,211.2)**	(8,383.7)	3.4%	(5,504.1)	2.1%	329.6	(0.1%)
Green Bin (C&T)	23,793.6	25,008.4	(415.5)	24,592.9	799.3	3.4%	20.6	**24,613.5**	819.9	3.4%	433.1	1.8%	410.8	1.6%
Durable Goods (C&T)	16,681.6	17,909.3	(209.2)	17,700.1	1,018.5	6.1%	10.6	**17,710.7**	1,029.2	6.2%	311.4	1.8%	302.0	1.7%
Leaf & Yard Waste (C&T)	12,229.7	13,353.6	(545.8)	12,807.8	578.1	4.7%	11.1	**12,818.8**	589.1	4.8%	233.7	1.8%	223.8	1.7%
Municipal Hazardous & Specia	1,665.3	1,747.0	(39.0)	1,708.0	42.7	2.6%	1.5	**1,709.4**	44.1	2.7%	31.1	1.8%	28.8	1.7%
Recyclables (C&T)	15,568.2	18,709.3	(175.5)	18,533.8	2,965.6	19.0%	16.1	**18,549.9**	2,981.7	19.2%	331.5	1.8%	322.7	1.7%
Total Net Exp.	(178,889.1)	(170,407.1)	(11,486.5)	(181,893.7)	(3,004.6)	1.7%	84.9	**(181,808.7)**	(2,919.6)	1.6%	(4,163.3)	2.3%	1,617.8	(0.9%)
Approved Positions	459.1	473.2	(5.6)	467.6	8.4	1.8%	0.7	**468.3**	9.2	2.0%				

The ***Solid Waste Collection & Transfer*** Service provides for effective and efficient solid waste collection services to residents, businesses, visitors and agencies, boards, commissions and divisions (ABCDs) of the City of Toronto. Collection and transport to transfer stations is accomplished for 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).

The 2017 Operating Budget for Collection & Transfer of $117.328 million gross and $181.809 million net revenue is $2.920 million or 1.6% over the 2016 Approved Net Budget.

- Base budget pressures of $10.279 million for the Collection & Transfer service are primarily due to expenditures for salary & benefit adjustments for $1.706 million, increases of $2.326 million for collection contracts, increases of $1.791 million for interdivisional charges and reserve fund contributions of $4.654 million.

- The 2017 Operating Budget for the for the Collection & Transfer service includes a net revenue loss of $3.405 million mainly due to decreased revenue of $4.437 million from user fee adjustments including lower volumes of customers.

In order to offset the above net expenditure pressures, the 2017 service changes for Collection & Transfer consist of base and service efficiency and change savings of $22.127 million net, as detailed below:

Base Change (savings of $0.165 million gross and $5.202 million net revenue)

- Expenditures of $0.165 million gross and net have been reduced due to a line by line review of recent spending and consideration of future requirements.

- Net base revenue of $5.037 million results from the 2017 average rate increase of 2.2% which is a blended rate for volume based user fees.

Service Change (savings of $1.585 million gross and $11.487 million net)

- Service Efficiency savings of $0.776 million will be realized through the on-going transition to vehicles fueled by compressed natural gas (CNG);

- Service Revenue Changes for the implementation of a base fee for commercial collection customers will result in additional revenue of $2.6 million in 2017;

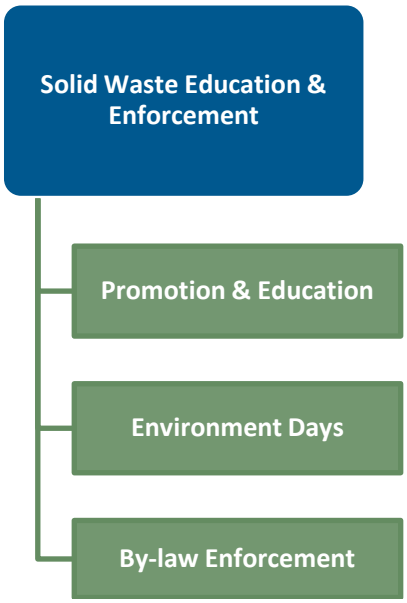
- Service Revenue Changes for the implementation of a harmonized bin exchange fee for all collection customers will result in additional revenue of $0.6 million in 2017;

- Service Revenue Changes for the implementation of an annual oversized item fee for residential customers will result in additional revenue of $7 million in 2017;

- Service Changes related to the frequency reduction for Green Bin Winter Collection will generate $0.200 million gross & net in savings in 2017.

- Service Changes associated with the successful completion of the Charity Rate Waiver Program will result in savings of $0.609 million gross and $0.311 million net.

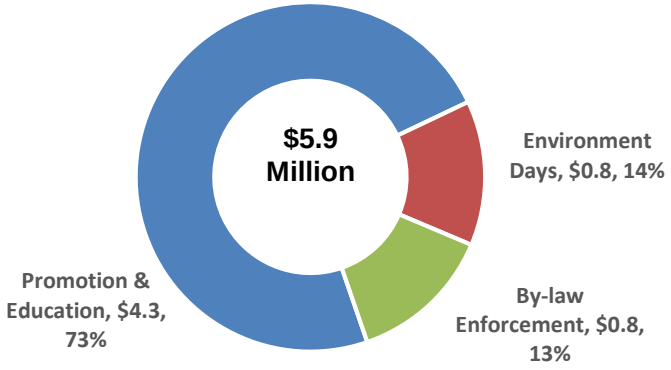
Solid Waste Education & Enforcement



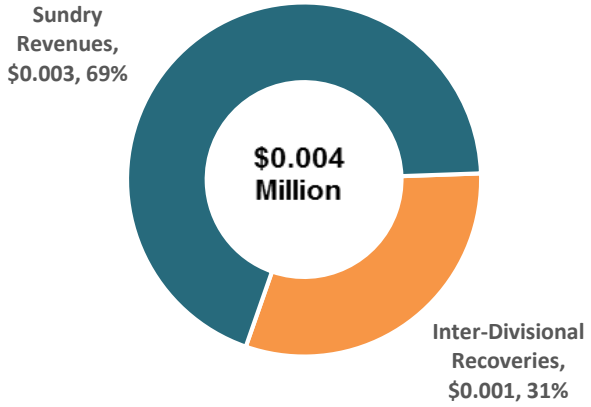
What We Do

- 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.

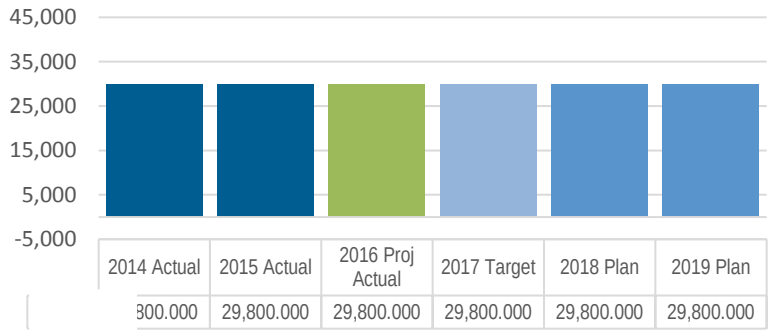
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Number of Attendees to all Environment Days



- In 2014, the number of attendees increased by 21% to 29,800.
- This level of participation is expected to remain stable through 2018. The number of Environment Days increased to 45 in 2015 with an additional event planned.

2017 Service Levels

Solid Waste Education & Enforcement

Activity	Sub-Activity/Type	Status	Approved Service Levels			
			2014	2015	2016	2017
Promotion & Education	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
Promotion & Education	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	80% of information content updated in advance of a change to a program
Promotion & 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
Promotion & Education	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
Promotion & Education	3R Ambassadors	Approved	170 volunteers recruited	400 volunteers recruited	400 volunteers recruited	400 volunteers recruited
Environment Days	Household Hazardous Waste	Approved	44 events	44-45 events	44-45 events	44-45 events
Environment Days	Electronic Waste	Approved	44 events	44-45 events	44-45 events	44-45 events
Environment Days	Re-Use/Donations	Approved	44 events	44-45 events	44-45 events	44-45 events
By-law Enforcement (SW)	By-Law Amendment	Approved	Annually or as required	Annually or as required	Annually or as required	Annually or as required
By-law Enforcement (SW)	By-Law Complaints	Approved	Enforcement as required	Enforcement as required	Enforcement as required	Enforcement as required
By-law Enforcement (SW)	Proactive By-Law Enforcement	Approved	Daily	Daily	Daily	Daily

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for the Solid Waste Education & Enforcement Service.

Table 5

2017 Service Budget by Activity

	2016	2017 Operating Budget									Increme			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Promotion & Education	4,314.9	4,313.0	(18.7)	4,294.4	(20.6)	(0.5%)		**4,294.4**	(20.6)	(0.5%)	3.2	0.1%	3.2	0.1%
Environment Days	762.6	787.2		787.2	24.6	3.2%		**787.2**	24.6	3.2%	11.0	1.4%	10.4	1.3%
By-law Enforcement	763.0	783.7		783.7	20.7	2.7%		**783.7**	20.7	2.7%	0.3	0.0%	0.3	0.0%
Total Gross Exp.	5,840.6	5,883.9	(18.7)	5,865.3	24.7	0.4%		**5,865.3**	24.7	0.4%	14.5	0.2%	13.9	0.2%
REVENUE														
Promotion & Education						-				-		-		-
Environment Days	1.0	4.5		4.5	3.5	345.4%		**4.5**	3.5	345.4%				
By-law Enforcement						-				-		-		-
Total Revenues	1.0	4.5		4.5	3.5	345.4%		**4.5**	3.5	345.4%				
NET EXP.														
Promotion & Education	4,314.9	4,313.0	(18.7)	4,294.4	(20.6)	(0.5%)		**4,294.4**	(20.6)	(0.5%)	3.2	0.1%	3.2	0.1%
Environment Days	761.6	782.8		782.8	21.1	2.8%		**782.8**	21.1	2.8%	11.0	1.4%	10.4	1.3%
By-law Enforcement	763.0	783.7		783.7	20.7	2.7%		**783.7**	20.7	2.7%	0.3	0.0%	0.3	0.0%
Total Net Exp.	5,839.6	5,879.5	(18.7)	5,860.8	21.2	0.4%		**5,860.8**	21.2	0.4%	14.5	0.2%	13.9	0.2%
Approved Positions	12.7	12.4	(0.2)	12.2	(0.5)	(3.8%)		**12.2**	(0.5)	(3.8%)				

The ***Solid Waste Education & Enforcement*** Service provides effective communications to the residents, business, visitors and Agencies and Corporations on how to participate in the City's waste management programs and encourages diversion. This is achieved through rigorous by-law enforcement, sponsoring Community Environment Days and promotion and education about waste diversion principles and practices.

The 2017 Operating Budget for Education & Enforcement of $5.865 million gross and $5.861 million net is $0.021 million or 0.4% above the 2016 Approved Net Budget.

- Base budget pressures of $0.066 million for the Education & Enforcement service are primarily due to expenditures for salary & benefit adjustments for $0.028 million, interdivisional charge increases of $0.025 million and reserve fund contributions of $0.038 million.

- The 2017 Operating Budget for the Education & Enforcement service also includes a net revenue of $0.003 million mainly due to adjustment to the harmonization of user fees.

In order to offset the above net expenditure pressures, the 2017 service changes for Education & Enforcement consist of base and service efficiency and change savings of $0.041 million net, as detailed below:

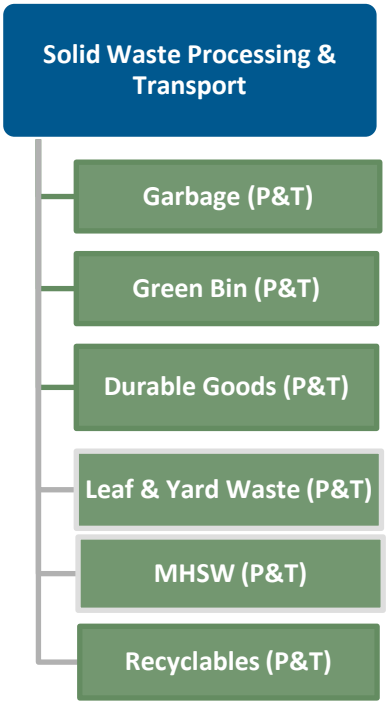
Base Change (savings of $0.022 million gross & net)

- Expenditures of $0.022 million gross and net have been reduced due to a line by line review of recent spending and consideration of future requirements.

Service Change (savings of $0.019 million gross and net)

- Service Changes associated with the successful completion of the Charity Rate Waiver Program will result in savings of $0.019 million gross and net.

Solid Waste Processing & Transport

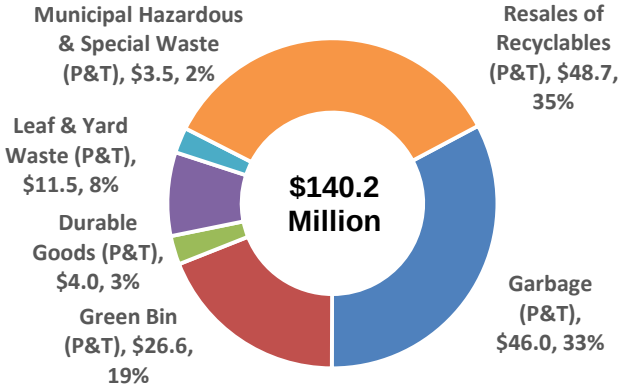


What We Do

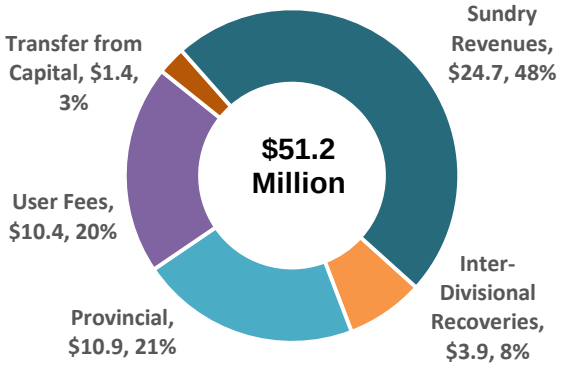
Provide effective and environmentally safe processing and transport services for the City of Toronto's solid waste. The service's activities include processing and transporting the following materials:

- 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,
- In addition to processing and transport, revenue generation from sale of recyclable materials.

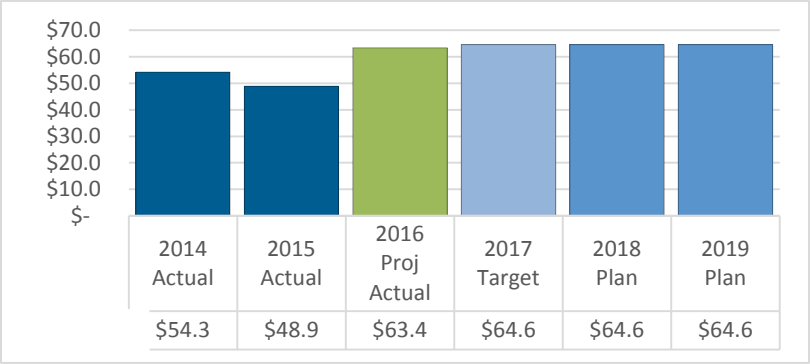
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



$ Processing and Transport Per Tonne Managed



- Trending up from 2015 through 2017 due to higher processing costs for Single Stream Recycling.
- By 2017, the cost is expected to stabilize at 32% higher than 2015.

2017 Service Levels

Solid Waste Processing & Transport

Activity	Sub-Activity/Type	Status	Approved Service Levels 2014	2015	2016	2017
Residual Waste		Approved	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval
Organics (SSO)		Approved	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval
Durable Goods		Approved	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval
Leaf & Yard Waste		Approved	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval
Municipal Hazardous & Special Waste		Approved	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval
Resale of Recyclables		Approved	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for the Solid Waste Processing & Transport Service.

Table 6

2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Garbage (P&T)	48,815.6	46,040.9		46,040.9	(2,774.7)	(5.7%)		**46,040.9**	(2,774.7)	(5.7%)	439.9	1.0%	427.7	0.9%
Green Bin (P&T)	26,773.0	26,550.7		26,550.7	(222.3)	(0.8%)		**26,550.7**	(222.3)	(0.8%)	461.7	1.7%	463.9	1.7%
Durable Goods (P&T)	3,812.6	3,950.9		3,950.9	138.3	3.6%		**3,950.9**	138.3	3.6%	73.3	1.9%	72.5	1.8%
Leaf & Yard Waste (P&T)	11,131.4	11,498.5		11,498.5	367.1	3.3%		**11,498.5**	367.1	3.3%	199.8	1.7%	195.2	1.7%
Municipal Hazardous & Specia	3,791.2	3,499.3	(1.4)	3,497.9	(293.3)	(7.7%)	1.6	**3,499.5**	(291.7)	(7.7%)	74.6	2.1%	66.3	1.9%
Resales of Recyclables (P&T)	47,130.1	48,676.8	(4.3)	48,672.5	1,542.3	3.3%	5.1	**48,677.5**	1,547.4	3.3%	889.5	1.8%	884.7	1.8%
Total Gross Exp.	141,453.8	140,217.1	(5.7)	140,211.3	(1,242.5)	(0.9%)	6.7	**140,218.1**	(1,235.8)	(0.9%)	2,138.7	1.5%	2,110.4	1.5%
REVENUE														
Garbage (P&T)	12,929.1	14,155.4		14,155.4	1,226.3	9.5%		**14,155.4**	1,226.3	9.5%				
Green Bin (P&T)	120.7	117.5		117.5	(3.2)	(2.7%)		**117.5**	(3.2)	(2.7%)				
Durable Goods (P&T)	1,121.4	1,250.1		1,250.1	128.6	11.5%		**1,250.1**	128.6	11.5%				
Leaf & Yard Waste (P&T)	633.2	643.0		643.0	9.8	1.5%		**643.0**	9.8	1.5%				
Municipal Hazardous & Specia	1,976.4	1,916.6		1,916.6	(59.8)	(3.0%)		**1,916.6**	(59.8)	(3.0%)				
Resales of Recyclables (P&T)	34,150.2	33,071.9		33,071.9	(1,078.3)	(3.2%)		**33,071.9**	(1,078.3)	(3.2%)				
Total Revenues	50,931.0	51,154.4		51,154.4	223.4	0.4%		**51,154.4**	223.4	0.4%				
NET EXP.														
Garbage (P&T)	35,886.4	31,885.5		31,885.5	(4,001.0)	(11.1%)		**31,885.5**	(4,001.0)	(11.1%)	439.9	1.4%	427.7	1.3%
Green Bin (P&T)	26,652.3	26,433.3		26,433.3	(219.0)	(0.8%)		**26,433.3**	(219.0)	(0.8%)	461.7	1.7%	463.9	1.7%
Durable Goods (P&T)	2,691.1	2,700.8		2,700.8	9.7	0.4%		**2,700.8**	9.7	0.4%	73.3	2.7%	72.5	2.6%
Leaf & Yard Waste (P&T)	10,498.2	10,855.5		10,855.5	357.3	3.4%		**10,855.5**	357.3	3.4%	199.8	1.8%	195.2	1.8%
Municipal Hazardous & Specia	1,814.8	1,582.7	(1.4)	1,581.3	(233.5)	(12.9%)	1.6	**1,583.0**	(231.9)	(12.8%)	74.6	4.7%	66.3	4.0%
Resales of Recyclables (P&T)	12,979.9	15,604.9	(4.3)	15,600.6	2,620.7	20.2%	5.1	**15,605.6**	2,625.8	20.2%	889.5	5.7%	884.7	5.4%
Total Net Exp.	90,522.8	89,062.7	(5.7)	89,056.9	(1,465.9)	(1.6%)	6.7	**89,063.6**	(1,459.2)	(1.6%)	2,138.7	2.4%	2,110.4	2.3%
Approved Positions	305.1	303.6	(0.1)	303.5	(1.5)	(0.5%)	0.1	**303.6**	(1.5)	(0.5%)				

The ***Solid Waste Processing & Transport*** Service provides effective and environmentally safe processing and transport services for the City of Toronto's solid waste. The service's activities include processing and transporting 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). This service also provides revenue from sale of recyclable materials.

The 2017 Operating Budget for Processing & Transport of $140.218 million gross and $89.064 million net is $2.207 million or 2.4% below the 2016 Approved Net Budget.

- Base budget savings of $1.209 million for the Processing & Transport service are primarily due to expenditures for salary & benefit adjustments for $0.611 million, increases of $0.649 million for processing contracts, increases of $0.649 million for interdivisional charges and reserve fund contributions of $0.456 million offset by decreases of $2.919 million to processing & transport costs related to Green Lane and sending waste to alternate Ontario landfills.

- The 2017 Operating Budget for the Processing & Transport service also includes a net revenue loss of $1.046 million mainly due to decreased revenue from the sale of recyclable materials.

In order to offset the above net expenditure pressures, the 2017 service changes for Processing & Transport consist of base and service efficiency and change savings of $1.302 million net, as detailed below:

Base Change (savings of $0.597 million gross and $1.297 million net)

- Expenditures of $0.597 million gross and net have been reduced due to a line by line review of recent spending and consideration of future requirements.

- Net base revenue of $0.700 million results from the 2017 average rate increase of 3.9% which is a blended rate for volume based user fees.

Service Change (savings of $0.006 million gross and net)

- Service Changes associated with the successful completion of the Charity Rate Waiver Program will result in savings of $0.006 million gross and net.

Toronto Building

2017 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.

2017 Operating Budget Highlights

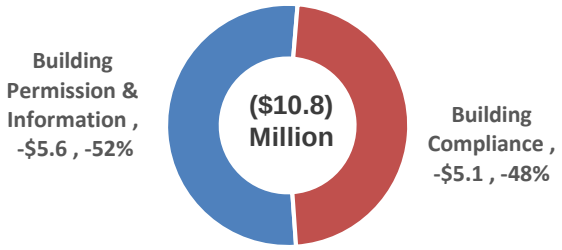
The 2017 Operating Budget for Toronto Building of $56.037 million in gross expenditures provides funding for two services, Building Permission & Information and Building Compliance The total cost to deliver these services to Toronto residents is $56.037 million gross with ($10.755) million in net revenues as shown below:

(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	53,825.4	56,036.8	2,211.5	4.1%
Revenues	64,579.9	66,791.4	2,211.5	3.4%
Net Expenditures	**(10,754.5)**	**(10,754.5)**	**(0.0)**	**0.0%**

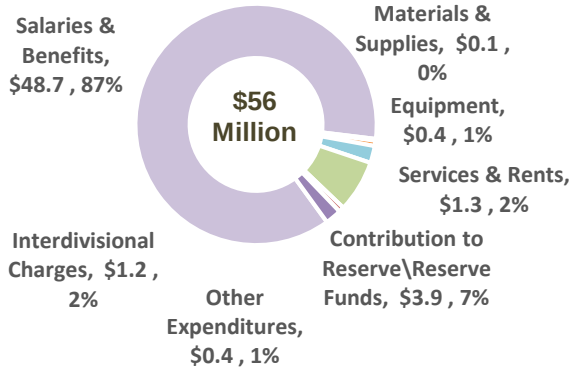
2017 Operating Budget

Where the money goes:

By Service

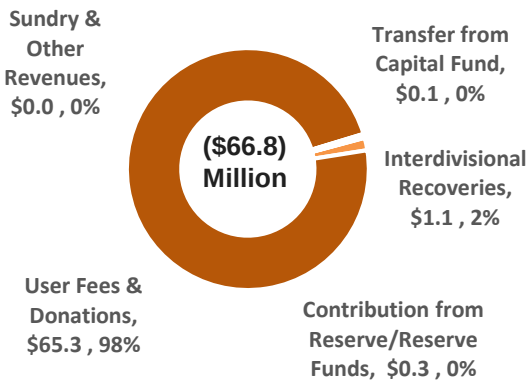


By Expenditure Categoy



Where the money comes from:

By Funding Source



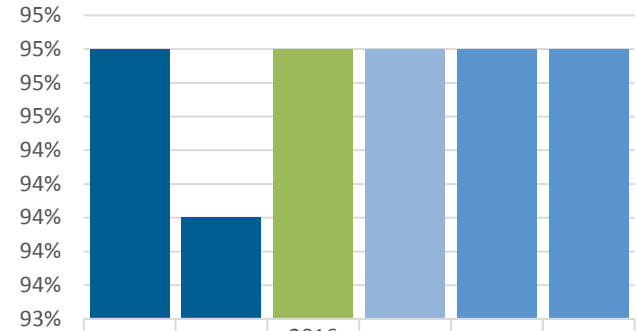
Fast Facts

- By the third quarter of 2016, over 40,000 building permits were issued at a construction value of $5.9 billion.
- By the third quarter of 2016, over 128,000 building inspections were conducted.
- By the third quarter of 2016, over 3,700 building related service requests (complaints) were investigated and over 6,000 preliminary projects reviews were completed.

Trends

- From 2014 to 2016, complete building permit applications (all building types) were processed within legislated time frames 94% - 95% 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 2017, Toronto Building will meet service levels.

% of Building Permit (complete) applications reviewed within the service standard



2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
95%	94%	95%	95%	95%	95%

Our Key Issues & Priority Actions

- **Modernization of Service Delivery,** Toronto Building continues to modernize its services.
  - ✓ In 2017, Toronto Building will launch new ways for residents to access services to make applying for a permit easier and more efficient.
  - ✓ Improvements include launching the first stage of the Program's e-Service website.
- **Residential Infill Strategy,** Toronto Building is working to reduce the negative impact of construction in residential neighbourhoods.
  - ✓ In 2017, the Program will improve communication with residents, improve the City's complaint management strategy, and encourage good construction practices through education and more effective enforcement.
- **Customer Service**
  - ✓ In 2017, Toronto Building will integrate City Planning and Toronto Building customer service counters to offer a 'one-window' solution for both planning and building applications in each of the four districts, as well as introducing email submission for Committee of Adjustment applications.

Key Service Deliverables for 2017

Toronto Building's 2017 Operating Budget of $56.037million gross and ($10.755) million net revenue will provide funding to:

- Maintain and improve the rate of processing applications and responding to inspection requests within legislated time frames.
- Further modernization of service delivery including implementation of first stage of e-Service website.
- Address and further reduce existing dormant permit inventory.
- Implement customer service improvements, including improved response to complaints regarding infill construction sites.
- Expand Committee of Adjustment application intake in all districts including introduction of email submission
- Advance succession planning.
- Implement enhanced training program for building inspectors.
- Support delivery of further Transit Expansion.

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.

Building Permission & Information

Purpose:
To review building permit and other applications. The building permission section guides and supports permit applicants in obtaining permits for demolition, construction and renovation of buildings to ensure that the buildings are safe, healthy, structurally sufficient, accessible and environmentally sustainable. To manage the administration of the application process to guide and support applicants in obtaining building permits as well as providing information and property records in accordance with Freedom of Information policies and procedures. To provide preliminary review of project documents to identify areas of non-compliance with applicable laws or requirement for approvals related to other applicable laws.

- Preliminary Review
- Building Permits
- Building Information

Building Compliance

Purpose:
To conduct mandatory inspections for new building construction and demolition of buildings to ensure that the buildings are safe, healthy, structurally sufficient, accessible and environmentally sustainable. To investigate building related complaints, resolve issues or take appropriate enforcement action.

- Building Inspections
- Building Investigations
- Sign Tax Billing & Collection

Legend:
Program
Activity
Service

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 (Beneficial)

- Adjacent Property Owners
- Residents

Building Compliance

- Property Owner / Occupant
- Sign Owner
- Agent / Contractor
- Design Professional
- Developer
- Staff - City Divisions

Indirect (Beneficial)

- Residents
- Council / Mayor
- Adjacent Property Owners

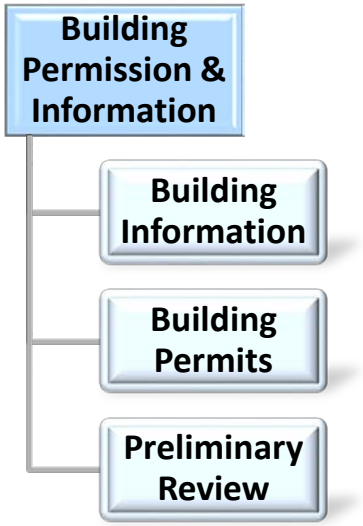
Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2016 Projected Actual	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 Budget vs. 2016 Budget Change		Incremental Change 2018 Plan		Incremental Change 2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Building Permission & Information											
Gross Expenditures	28,797.5	27,812.0	29,766.9	1,167.5	30,934.4	2,136.9	7.4%	750.1	2.4%	531.0	1.7%
Revenue	35,382.0	38,121.4	35,943.1	629.0	36,572.2	1,190.2	3.4%	717.1	2.0%	495.6	1.3%
Net Expenditures	(6,584.5)	(10,309.4)	(6,176.3)	538.5	(5,637.8)	946.7	(14.4%)	33.0	(0.6%)	35.4	(0.6%)
Building Compliance											
Gross Expenditures	25,027.9	24,171.4	25,085.3	17.1	25,102.4	74.6	0.3%	556.1	2.2%	371.7	1.4%
Revenue	29,197.9	31,458.5	29,663.6	555.6	30,219.2	1,021.2	3.5%	589.0	1.9%	407.1	1.3%
Net Expenditures	(4,170.1)	(7,287.2)	(4,578.2)	(538.5)	(5,116.7)	(946.7)	22.7%	(33.0)	0.6%	(35.4)	0.7%
Total											
Gross Expenditures	53,825.4	51,983.4	54,852.2	1,184.6	56,036.8	2,211.5	4.1%	1,306.1	2.3%	902.8	1.6%
Revenue	64,579.9	69,579.9	65,606.7	1,184.6	66,791.4	2,211.5	3.4%	1,306.1	2.0%	902.8	1.3%
Total Net Expenditures	(10,754.5)	(17,596.5)	(10,754.5)		(10,754.5)	(0.0)	0.0%	0.0	(0.0%)	(0.0)	0.0%
Approved Positions	456.0		456.0	12.0	468.0	12.0	2.6%				

The Toronto Building 2017 Operating Budget is $56.037 million gross and ($10.755) million in net revenue, representing 0% net increase over the 2016 Approved Net Operating Budget. The Program was able to achieve the -2.6% reduction target through $0.397 million in gross expenditure efficiency savings. In accordance with the Building Code Act (BCA), these savings were utilized to reduce the initial increase to permit fees of 2.68% based on inflationary increases associated with the basket of goods required to deliver this service, downward to 2.24%.

- Base pressures of $1.803 net are mainly attributable to inflationary increases in salaries and benefits $1.372 million, and $0.065 million for prior year impacts associated with the operationalization of the Digitization of Building Records component of the Electronic Service Delivery initiative. These pressures are proportionately consistent across both services within Toronto Building.
- To offset the above pressures, Toronto Building was able to achieve service efficiency savings of $0.397 million gross and $0.122 million net through a review and realignment of program resource requirements and an increase of $1.681 million in revenues generated from a 2.24% inflationary increase to permit fees.
- The 2017 Operating Budget for Toronto Building includes funding of $1.185 million gross and $0 net for 12.0 additional staff to allow the Program to:
  - ✓ Assume responsibility for the intake of all Committee of Adjustment applications in all districts, providing a "one-window, any-counter" solution for clients (4.0 positions); as well as introduce email submission for Committee of Adjustment applications; and
  - ✓ Add 8.0 Zoning Examiner positions to address the 40% increase in workload since 2010 for zoning review services conducted in support of development application and preliminary project reviews across the City.
  - ✓ The 12 additional positions will be fully funded from an increased recovery of Development Application fees following completion of the Development Application Fee Review. The full cost recovery increase in Development Application fees will be considered by Council at its meeting of December 13 and 14, 2016.
- Approval of the 2017 Operating Budget will result in Toronto Building increasing its total staff complement by 12.0 positions from 456.0 to 468.0.
- The 2018 and 2019 Plans reflect increases attributable to COLA, progression pay, step and other payroll gross expenditures of $1.306 million in 2018 and $0.903 million in 2019 that are fully offset in both years through inflationary increases to building permit fees.

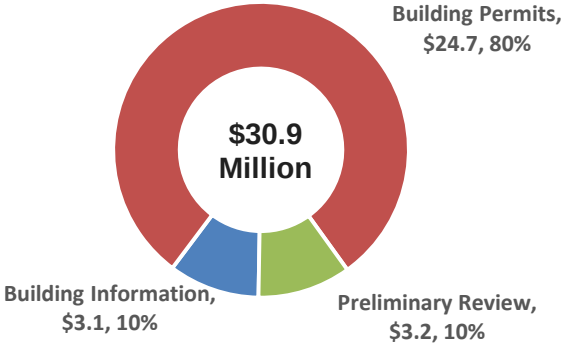
Building Permission & Information



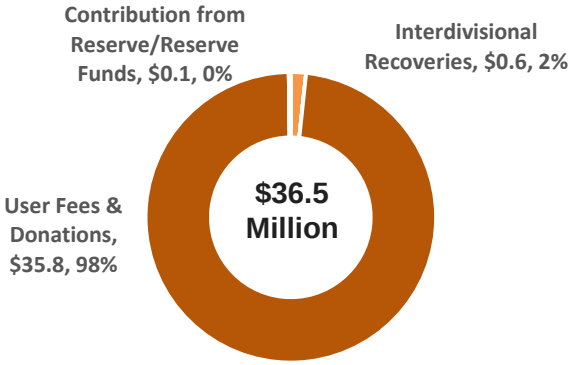
What We Do

- 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.

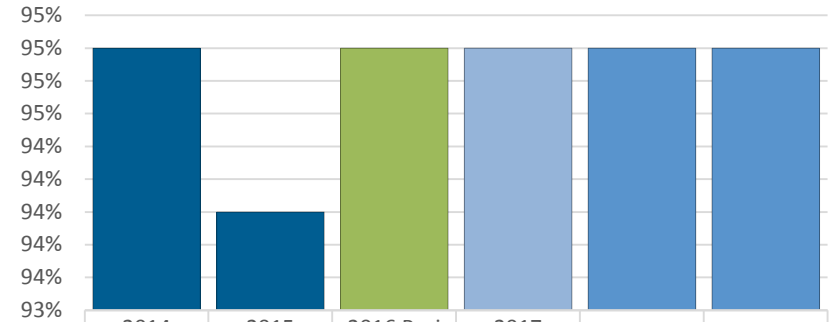
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



% of Building Permit (complete) applications reviewed within the legislated time frames



	2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
Series1	95%	94%	95%	95%	95%	95%

- This measure indicates the percentage of complete building permit applications, for all types of buildings, which are reviewed for compliance with the building code and all applicable law within legislated time frames.
- It is anticipated that the time frame to review complete applications for all types of buildings will be achieved 95% of the time in 2016 as a result of reduced vacancies and the Program's eService initiatives.
- This action will allow the target to be sustained through 2019.

2017 Service Levels

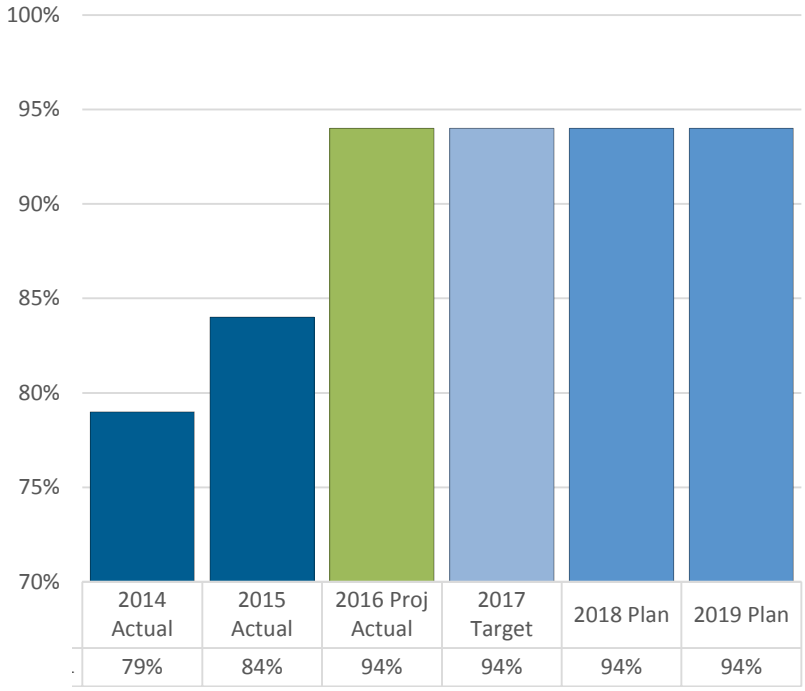
Building Permission & Information

Activity Type	Type	Sub-Type	Standard	Status	Service Levels 2013	2014	2015	2016	2017
Preliminary Review	Preliminary Project Review	House	10 Days	Approved (all building types)	N/A	60%	65%	65%	65%
		Small Building	15 Days						
		Large Building	20 Days	Actual (all building types)	47%	57%	57%	60%	
		Complex Building	30 Days						
	Zoning Certificate Review	House	10 Days	Approved (all building types)	N/A	55%	55%	55%	58%
		Small Building	15 Days						
		Large Building	20 Days	Actual (all building types)	Under Development	53%	54%	55%	
		Complex Building	30 Days						
Building Permits	Construction Permit Review (includes demolition) Complete Applications	House	10 Days	Approved (all building types)	85%	82%	95%	95%	95%
		Small Building	15 Days						
		Large Building	20 Days	Actual (all building types)	89%	95%	94%	95%	
		Complex Building	30 Days						
	Construction Permit Review (includes demolition) Incomplete Applications	House	10 Days	Approved (all building types)	N/A	65%	75%	75%	75%
		Small Building	15 Days						
		Large Building	20 Days	Actual (all building types)	59%	75%	71%	75%	
		Complex Building	30 Days						
	Sign Permit Review	Sign Permit Review	10 Days	Approved	N/A	95%	80%	94%	94%
				Actual	82%	79%	84%	94%	
		Sign Variances & By-law Amendments - drafting reports for approval/refusal of sign variances and By-law amendments	TBD	Under Development	Under Development			Under Development	Under Development
			TBD	Actual	Under Development				
		Preliminary Review of applications for compliance with Sign By-law	TBD	Under Development	Under Development			Under Development	Under Development
			TBD	Actual	Under Development				
	Building Permit Review - FASTRACK Program	Complete Application	5 days	Approved	N/A	95%	95%	95%	95%
				Actual	94%	99%	98%	**95%**	
		Incomplete Application	5 days	Approved	N/A	90%	95%	95%	95%
				Actual	89%	94%	92%	**95%**	
	Business License Zoning Review		20 Days	Approved	N/A	85%	85%	85%	95%
				Actual	N/A	93%	91%	94%	
Building Information	Compliance Letter Issuance		5 days	Approved	98%	98%	98%	98%	98%
				Actual	99%	99%	98%	98%	
	Freedom of Information Request	Routine Disclosure	30 Days	Approved	99%	90%	90%	90%	90%
				Actual	93%	100%	90%	90%	
	Review Liquor License Application		10 Days	Approved	100%	95%	95%	95%	95%
				Actual	89%	88%	87%	95%	

Overall, the 2017 Service Levels will be consistent with the approved 2016 Service Levels.

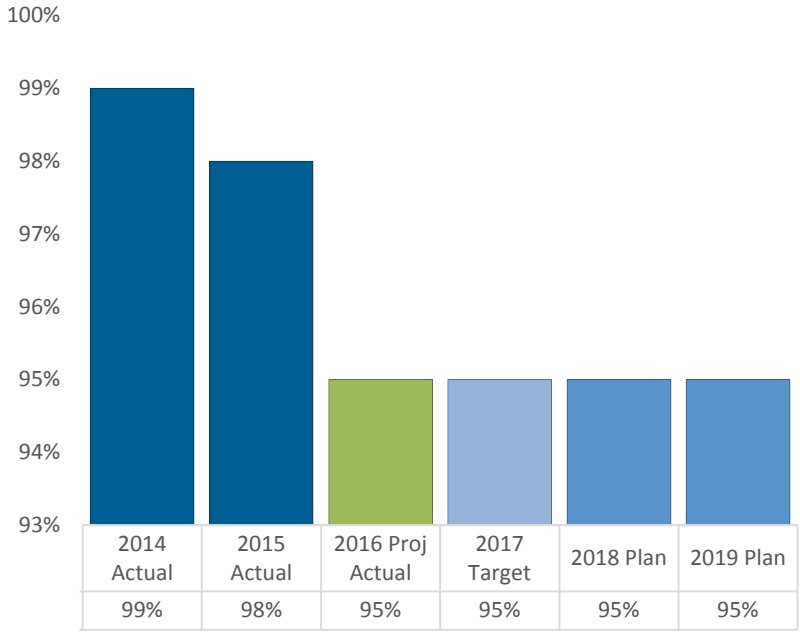
Service Performance Measures

% of Sign Permit Applications Reviewed within Legislated Time Frames



- This measure indicates the percentage of Sign Permit Applications reviewed within legislated time frames.
- Sign permit applications fluctuate with market demands. Toronto Building anticipates improving this service by maintaining the target of 94% in 2017 and future years.

% of Residential Fast Track (complete) Applications Reviewed within Service Standards



- 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.
- It is anticipated that the Program will continue to review applications within 5 business days, 95% of the time in 2017 and future years

Table 2
2017 Service Budget by Activity

	2016	2017 Operating Budget							2017 Budget vs. 2016 Budget		Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget			2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Building Information	2,613.4	2,999.7	(34.3)	2,965.3	352.0	13.5%	118.5	**3,083.8**	470.4	18.0%	58.2	1.9%	17.4	0.6%
Building Permits	21,507.6	23,882.2	(111.7)	23,770.5	2,262.9	10.5%	922.2	**24,692.7**	3,185.1	14.8%	628.6	2.5%	482.2	1.9%
Preliminary Review	4,676.5	3,057.6	(26.5)	3,031.0	(1,645.5)	(35.2%)	126.8	**3,157.8**	(1,518.7)	(32.5%)	63.3	2.0%	31.4	1.0%
Total Gross Exp.	28,797.5	29,939.4	(172.6)	29,766.9	969.4	3.4%	1,167.5	**30,934.4**	2,136.9	7.4%	750.1	2.4%	531.0	1.6%
REVENUE														
Building Information	7,039.5	7,179.7	(30.0)	7,149.6	110.2	1.6%	90.0	**7,239.7**	200.2	2.8%	200.2	2.8%	98.6	1.3%
Building Permits	22,903.0	23,366.6	(97.8)	23,268.8	365.8	1.6%	466.7	**23,735.5**	832.5	3.6%	832.5	3.5%	320.9	1.3%
Preliminary Review	5,439.5	5,547.9	(23.2)	5,524.7	85.2	1.6%	72.3	**5,597.0**	157.5	2.9%	157.5	2.8%	76.2	
Total Revenues	35,382.0	36,094.2	(151.0)	35,943.1	561.2	1.6%	629.0	**36,572.2**	1,190.2	3.4%	1,190.2		495.6	1.3%
NET EXP.														
Building Information	(4,426.1)	(4,180.0)	(4.3)	(4,184.3)	241.8	(5.5%)	28.4	**(4,155.9)**	270.3	(6.1%)	(142.0)	3.4%	(81.2)	1.9%
Building Permits	(1,395.4)	515.6	(14.0)	501.7	1,897.1	(136.0%)	455.5	**957.2**	2,352.6	(168.6%)	(203.9)	-21.3%	161.3	21.4%
Preliminary Review	(762.9)	(2,490.4)	(3.3)	(2,493.7)	(1,730.7)	226.9%	54.5	**(2,439.1)**	(1,676.2)	219.7%	(94.2)	3.9%	(44.7)	1.8%
Total Net Exp.	(6,584.5)	(6,154.7)	(21.6)	(6,176.3)	408.2	(6.2%)	538.5	**(5,637.8)**	946.7	(14.4%)	(440.1)	7.8%	35.4	(0.6%)
Approved Positions	234.6	248.0		248.0	13.4	5.7%	12.0	**260.0**	25.4	10.8%		0.0%		

The **Building Permission and Information Service** reviews building permits and applications, guides and supports permit applicants in obtaining building related permits, manages the administration of the application process, provides information and property records in accordance with Freedom of Information policies and procedures, and provides preliminary reviews of project documents to identify areas of non-compliance with applicable laws or requirements for approvals.

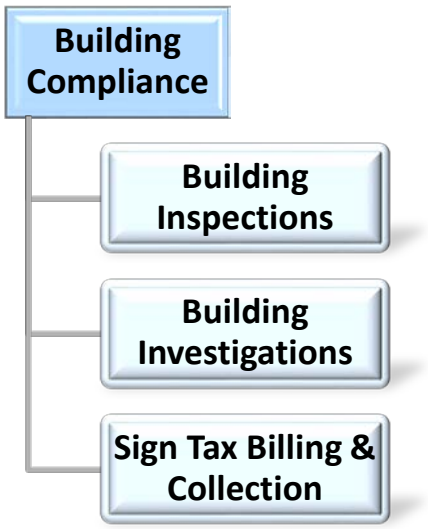
The Building Permission and Information service's 2017 Operating Budget of $30.934 million gross and $5.638 million in net revenue is $0.947 million or 14.4% above the 2016 Net Budget.

- In addition to salary and benefit base budget pressures common to all services, this service is experiencing an increase of 25.4 positions, 13.4 existing positions resulting from a service realignment, and 12 new positions related to the development application review service enhancements related to both Committee of Adjustment intake functions and zoning reviews.

The base budget and enhanced service pressures were partially offset by:

- Increased development application fee recoveries of $0.629 million arising from the results of the Development Application Fee Review;
- Additional revenue generated from inflationary increases to Building Permit fees ($0.758 million); and
- Efficiency savings achieved through the Toronto Building operational review ($0.022 million).

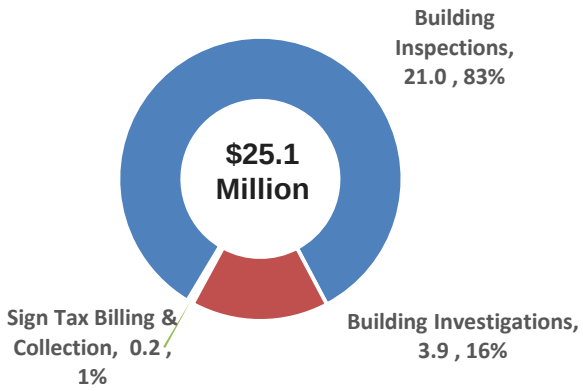
Building Compliance



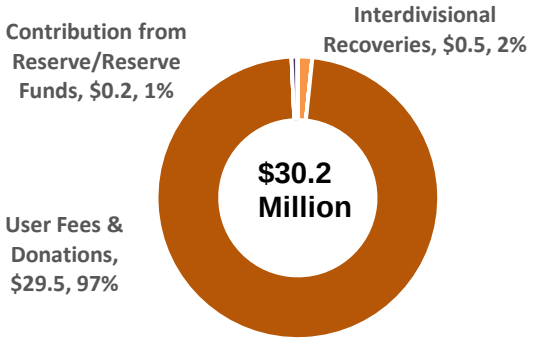
What We Do

- 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.

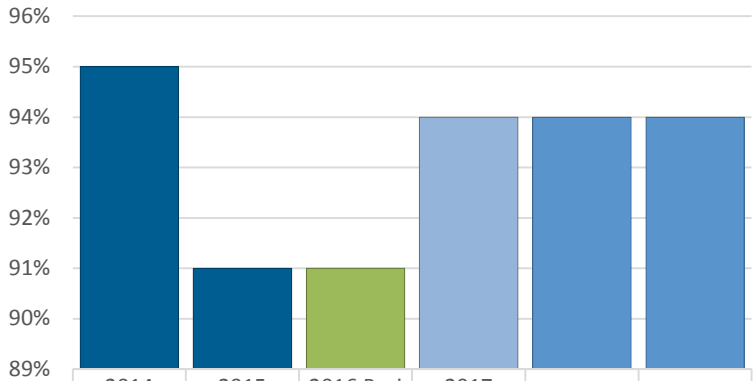
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



% of Mandatory Building Inspections Conducted Within Legislated Time Frames



2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
95%	91%	91%	94%	94%	94%

- This measure indicates the percentage of requested mandatory inspections that are completed within 2 business days of receiving requests for inspections.
- It is a requirement of the Ontario Building Code that an inspection be conducted within the prescribed time frames.
- The actual performance in 2016 increased slightly to meet target. It is anticipated that the target of 94% will be achieved in 2017 and onwards.

2017 Service Levels

Building Compliance

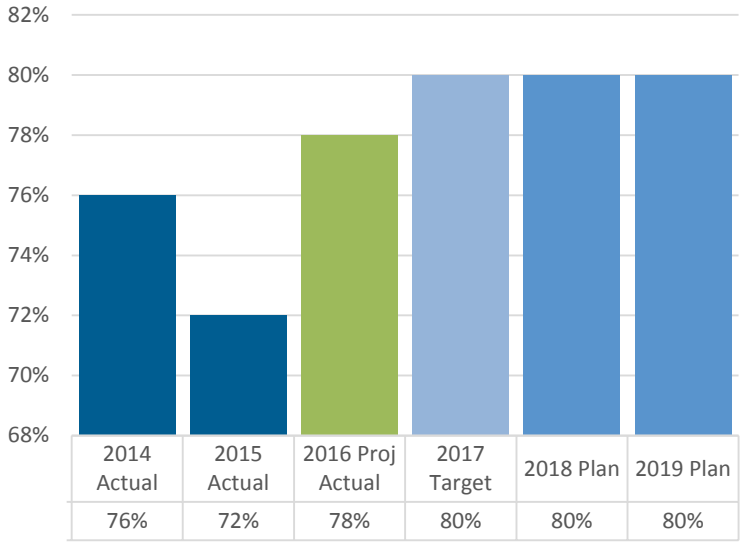
Activity Type	Type	Sub-Type	Standard	Status	Service Levels 2013	2014	2015	2016	2017
Sign Tax Billing & Collection	Billing, Collection and Administration of the Third Party Sign Tax (TPST)		TBD	Approved	Invoiced and Payable Annually			Under Development	Under Development
			TBD	Actual	Under Development				
Building Inspections	Construction (Mandatory inspections for building permits, includes demolition)		48 Hours	Approved	95%	94%	94%	94%	94%
				Actual	92%	95%	91%	91%	
	Sign (mandatory inspections for Sign Permits)		48 Hours	Approved	95%	95%	95%	95%	95%
				Actual	95%	95%	98%	95%	
	Sign Investigation Request		2 Days	Approved	N/A	95%	95%	95%	95%
				Actual	91%	95%	98%	95%	
Building Investigations	Emergency/ Unsafe		1 Day	Approved	95%	95%	95%	95%	95%
				Actual	94%	96%	76%	95%	
	Response to Construction without a Permit	Non-Emergency	2 Days	Approved	Under Development	80%	80%	80%	80%
				Actual	75%	76%	72%	78%	
	Response to Building Permit Related Service Request (Complaint)		5 Days	Approved	N/A	85%	90%	90%	90%
				Actual	86%	86%	80%	85%	

*Actuals based on 2016 Year End Projections

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels.

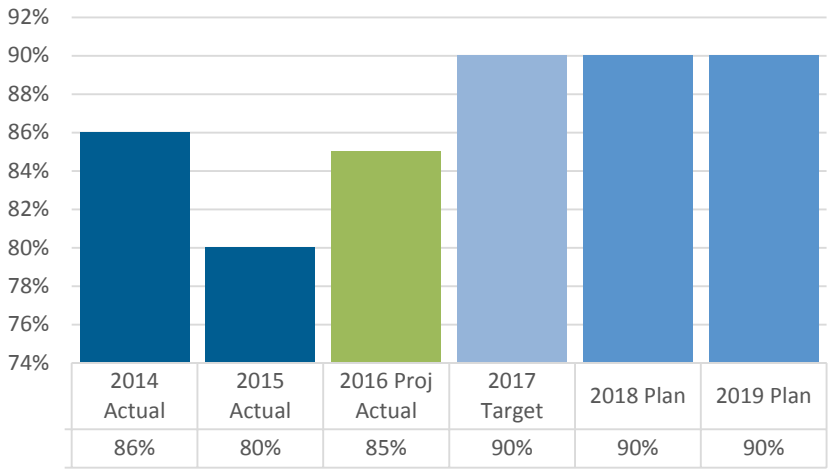
Service Performance Measures

% of Reports of Construction Without Permit (non emergency) Responded to within Legislated Time Frames



- This measure indicates the percentage of reports of construction without a permit (non-emergency) 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 the building division, an inspector will attend the construction site to determine if a permit is required.
- Based on the expected volume of service requests to investigate construction without a permit, it is projected that the Program will achieve a service level of 80% in 2017 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 remained fairly consistent in 2015 and 2016.
- It is expected that the service target of 90% will be achieved in 2017 and onwards.

Table 3
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Building Inspections	20,810.0	21,182.8	(198.9)	20,983.9	173.9	0.8%	10.2	**20,994.2**	184.1	0.9%	465.3	2.2%	309.8	1.4%
Building Investigations	3,870.7	3,948.5	(23.1)	3,925.4	54.7	1.4%	5.8	**3,931.2**	60.5	1.6%	87.2	2.2%	60.4	1.5%
Sign Tax Billing & Collection	347.2	178.5	(2.5)	176.0	(171.2)	(49.3%)	1.1	**177.1**	(170.1)	(49.0%)	3.6	2.0%	1.5	0.8%
Total Gross Exp.	25,027.9	25,309.8	(224.5)	25,085.3	57.5	0.2%	17.1	**25,102.4**	74.6	0.3%	556.1	2.2%	371.7	1.4%
REVENUE														
Building Inspections	23,956.9	24,435.5	(101.7)	24,333.9	377.0	1.6%	331.7	**24,665.6**	708.7	3.0%	482.7	2.0%	333.6	1.3%
Building Investigations	4,730.3	4,830.0	(20.2)	4,809.8	79.5	1.7%	188.4	**4,998.1**	267.8	5.7%	96.0	1.9%	66.3	1.3%
Sign Tax Billing & Collection	510.7	522.2	(2.2)	520.0	9.2	1.8%	35.5	**555.5**	44.8	8.8%	10.4	1.9%	7.2	
Total Revenues	29,197.9	29,787.6	(124.0)	29,663.6	465.7	1.6%	555.6	**30,219.2**	1,021.2	3.5%	589.0		407.1	1.3%
NET EXP.														
Building Inspections	(3,146.9)	(3,252.7)	(97.2)	(3,349.9)	(203.1)	6.5%	(321.5)	**(3,671.4)**	(524.5)	16.7%	(17.4)	0.5%	(23.8)	0.6%
Building Investigations	(859.6)	(881.5)	(2.9)	(884.3)	(24.7)	2.9%	(182.6)	**(1,066.9)**	(207.3)	24.1%	(8.7)	0.8%	(5.9)	0.6%
Sign Tax Billing & Collection	(163.6)	(343.7)	(0.3)	(344.0)	(180.4)	110.3%	(34.4)	**(378.4)**	(214.9)	131.4%	(6.8)	1.8%	(5.7)	1.5%
Total Net Exp.	(4,170.1)	(4,477.8)	(100.4)	(4,578.2)	(408.2)	9.8%	(538.5)	**(5,116.7)**	(946.7)	22.7%	(33.0)	0.6%	(35.4)	0.7%
Approved Positions	221.4	208.0		208.0	(13.4)	(6.0%)		**208.0**	(13.4)	(6.0%)		0.0%		

The ***Building Compliance Service*** conducts mandatory building inspections, investigates building related complaints, resolves issues and takes appropriate enforcement action, as well as administers, bills, and collects the Third Party Sign Tax levied on all third-party signs in the City of Toronto.

The 2017 Operating Budget for Building Compliance of $25.102 million gross and $5.117 million in net revenue is ($0.947) million or 22.7% under than the 2016 Approved Net Budget.

The base budget pressures within this service were more than offset by:

- The transfer of 13.4 existing positions and associated salary and benefits costs from Building Compliance to Building Permission and Information following a service realignment;
- Increased development application fee recoveries of $0.556 million arising from the results of the Development Application Fee Review;
- Additional revenue generated from inflationary increases to Building Permit fees ($0.923 million); and
- Efficiency savings achieved through the Toronto Building operation review ($0.100 million).

Toronto Fire Services

2017 – 2026 CAPITAL BUDGET AND PLAN OVERVIEW

Toronto Fire Services (TFS) is dedicated to protect life, property and the environment from the effects of fires, illnesses, accidents, natural disasters and other hazards.

TFS currently operates 83 fire stations and 10 support facilities with a total area of approximately 803,825 sq. ft. with an estimated replacement value of $401.912 million.

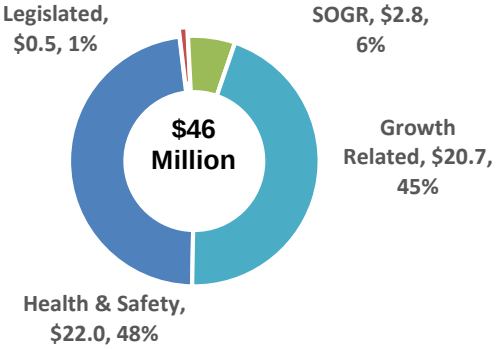
Fire Services' 10-Year Capital Plan of $45.987 million provides funding for Health and Safety upgrades that includes replacement of equipment such as portable radios, mobile radios, personal protective equipment, defibrillators and CBRNE equipment.

Funding is also included for State of Good Repair that addresses facility repairs, provides Burn-Houses technology and emergency workstation console replacements.

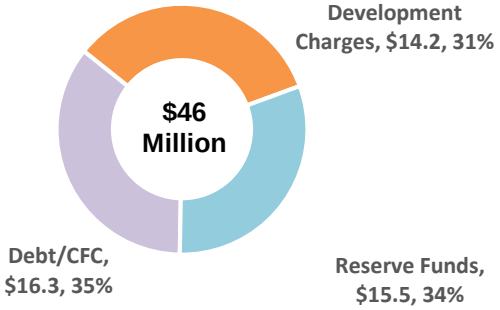
As well, Growth Related projects enable the construction of 3 new fire stations based on forecasted population density and associated emergency response times and upgrades to an existing training facility so fire fighter training can be maintained 12 months a year.

2017-2026 Capital Budget and Plan

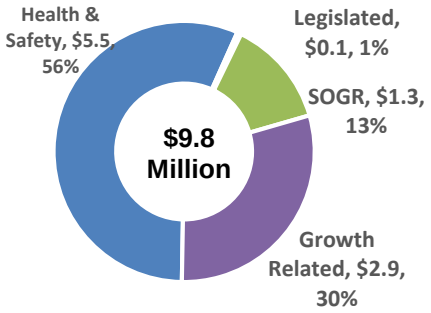
Where the money goes: By Project Category



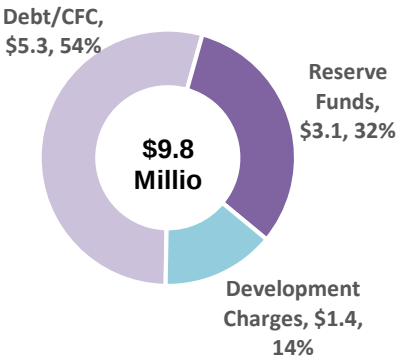
Where the money comes from: By Funding Source



2017 Capital Budget By Project Category



By Funding Source



Our Key issues & Priority Actions

- **Evaluate existing infrastructure as** a number of Fire Services facilities are incapable of meeting the needs of Fire Services operations without significant renovation, expansion or relocation.
  - ✓ TFS will utilize the Predictive Modelling and CFAI accredited risk assessment tools to conduct a review of the strategic placement of fire stations to reflect the City's anticipated growth and development. This ongoing review will inform new station locations and facility renewal funding strategies.
  - ✓ Comprehensive building assessment audits for all TFS facilities have been completed. An evaluation of the audits will determine feasibility of renovating versus replacement and will be completed in coordination with the Chief Corporate Officer.

Continue to deliver efficiencies through leveraging investments in technology enhancements, including Dynamic Staging/ Predictive Modelling and Mobile Workstation Network Enhancement projects, which continue to enhance the day-to-day operations and enabled TFS to flat-line growth that would have otherwise been necessary without the deployment of these tools

Capital Deliverables for 2017

The 2017 Capital Budget for Fire Services of $9.802 million, excluding carry forward funding, will:

- Continue the next phase of the 2 multi-year projects which include the Training Simulators and Facilities Rehabilitation project and the HUSAR Equipment project ($0.150 million);
- Begin new projects, which include the Replacement of Portable Radios; the East/ West Burn Houses Wall Flame Protection; and the Firefighter Helmet Multi-year Replacement project; Fire Prevention Office Space Accommodation.
- Complete 3 capital projects, including replacement of the Chemical, Biological, Radiological, Nuclear & Explosive (CBRNE) equipment; purchase of gas meters for fire investigators; and replacement of the Emergency Fire Communication Workstation Consoles ($0.740 million).

Continue the construction of two previously approved fire station projects, Station A (Woodbine), and Station B (Downsview) ($2.912 million)

State of Good Repair Backlog

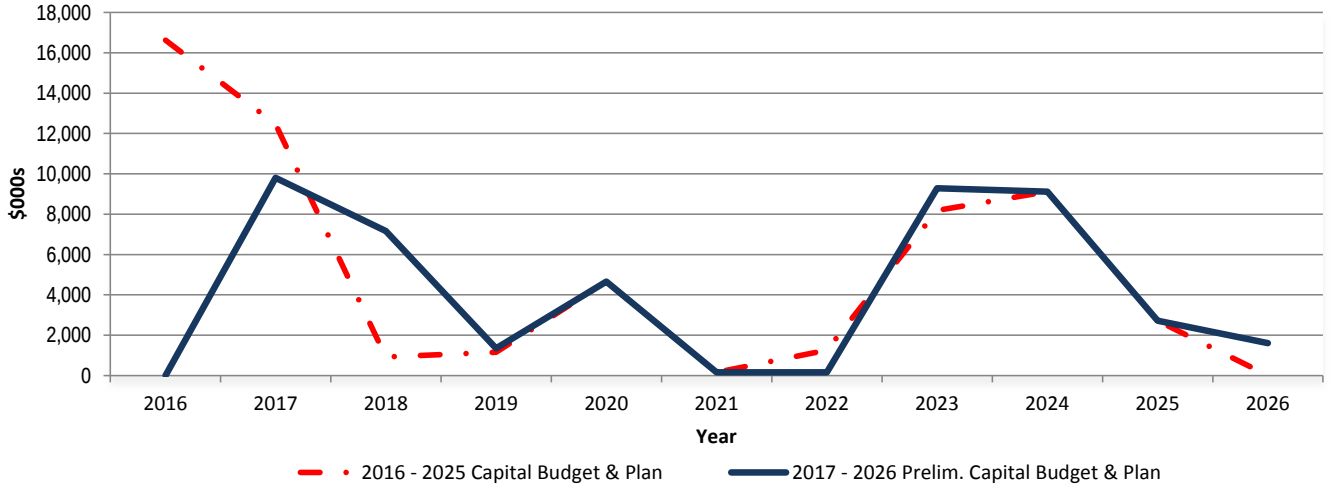
- The 10-Year Capital Plan does not include funding to address the state of good repair backlog for TFS facilities, as asset management capital funding was transferred to Facilities Management & Real Estate (FREEE) in 2010 to ensure that consistency in maintenance standards are applied throughout City facilities.
- Facilities, Real Estate, Environment & Energy's 10-Year Capital Plan includes $27.168 million over 10 years to address Fire Services' SOGR backlog for facilities occupied by TFS, which is estimated at $117.054 million or 29.1% 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 to maintain service continuity, staff safety and regulatory compliance.

Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Capital Budget and the 2018 – 2026 Capital Plan reflects a decrease of $11.253 million in capital funding from the 2016 - 2025 Approved Capital Plan.

The chart and table below provide a breakdown of the $11.253 million or 19.7% decrease in the Capital Program on an annual basis from 2016 to 2026.

Chart 2
Changes to the 2016 - 2025 Approved Capital Plan (In $000s)



($000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025	16,634	12,465	920	1,150	4,650	150	1,250	8,186	9,118	2,717		57,240
2017 - 2026		9,802	7,164	1,350	4,650	150	150	9,286	9,118	2,717	1,600	45,987
Change %		(21.4%)	678.7%	17.4%	0.0%	0.0%	(88.0%)	13.4%	0.0%	0.0%		(19.7%)
Change $		(2,663)	6,244	200	0	0	(1,100)	1,100	0	0	1,600	(11,253)

As made evident in the chart above, the $11.253 million decrease in the Capital Program reflects a decrease of $15.034 million due to fewer capital projects planned for 2026 and an increase in capital funding of $3.781 million for the nine common years of the Capital Plan, due to additional debt funding allocated to 2 new projects.

As reflected in Table 2 on the following page, changes to the 2016 – 2025 Capital Plan, specifically the $3.781 million increase in capital funding over the nine common years of the Capital Plans (2017 – 2025) arise from the reprioritization of Toronto Fire Services' capital projects based on the revised construction timelines and the reassessment of the serviceability of existing equipment, as well as the addition of 2 new projects.

The following table provides details by project category within the 2017 – 2026 Capital Budget and Plan for Toronto Fire Services:

Table 1
2017 - 2026 Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
Replacement of Portable Radios-2017 & 2024		5,000							5,050			**10,050**	10,050
Personal Protection Equipment Replacement-2020					4,500							**4,500**	4,500
Defibrillators Lifecycle Replacement-2018 & 2023			1,000					1,100				**2,100**	2,100
Mobile Radios Lifecycle Replacement -2023								2,700				**2,700**	2,700
Purchase of Gas Meters for Fire Investigators	50	20										**20**	70
Replacement of CBRNE Equipment	170	170	170									**340**	510
Thermal Imaging Cameras											1,450	**1,450**	1,450
Helmet Replacement		300	300	200								**800**	800
Sub-Total	**220**	**5,490**	**1,470**	**200**	**4,500**	**-**	**-**	**3,800**	**5,050**	**-**	**1,450**	**21,960**	**22,180**
Legislated													
Replacement of HUSAR Equipment		50	50	50	50	50	50	50	50	50	50	**500**	500
Sub-Total		**50**	**50**	**50**	**50**	**50**	**50**	**50**	**50**	**50**	**50**	**500**	**500**
State of Good Repair													
Emergency Fire Communication Workstation Console Replacement	50	550										**550**	600
The East/West Burn-House Technology Replacement			200									**200**	200
Existing East Training Bldg Extended bays			400									**400**	400
Training Simulators & Facilities Rehab		100	100	100	100	100	100	100	100	100	100	**1,000**	1,000
East West Burn-House Wall Flame Protection		250										**250**	250
Fire Prevention Office Space Accommodation		450										**450**	450
Sub-Total	**50**	**1,350**	**700**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**2,850**	**2,900**
Growth Related													
Station B -Downsview	6,854	720	2,311									**3,031**	9,885
Station G Sunnybrook								5,336	3,918	2,567		**11,821**	11,821
Station A - Woodbine	3,494	2,192	2,633									**4,825**	8,319
East Training - New Building on the Fire Ground				1,000								**1,000**	1,000
Sub-Total	**10,348**	**2,912**	**4,944**	**1,000**	**-**	**-**	**-**	**5,336**	**3,918**	**2,567**	**-**	**20,677**	**31,025**
Total Expenditures by Category (excluding carry forward)	**10,618**	**9,802**	**7,164**	**1,350**	**4,650**	**150**	**150**	**9,286**	**9,118**	**2,717**	**1,600**	**45,987**	**56,605**

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. Training Simulators & Facilities Rehab)

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

$000s	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2017 - 2025 Total
2016 - 2025 Capital Budget & Plan	16,634	12,465	920	1,150	4,650	150	1,250	8,186	9,118	2,717		**40,606**
2017 - 2026 Prelim. Capital Budget & Plan		9,802	7,164	1,350	4,650	150	150	9,286	9,118	2,717	1,600	**44,387**
Capital Budget & Plan Changes (2017 - 2025)		(2,663)	6,244	200	-	-	(1,100)	1,100	-	-		**3,781**

	Total Project Cost	2017	2018	2019	2020	2021	2022	2023	2024	2025	2017 - 2025	2026	Revised Total Project Cost
Previously Approved													
Station A -Woodbine	8,342	(2,633)	2,633								-		8,342
Station B - Downsview	9,885	220	2,311								2,531		9,885
Defibrillators Lifecycle Replacement	2,100	(1,000)	1,000				(1,100)	1,100			-		2,100
Replacement of HUSAR Equipment	50										-	50	450
Training Simulators & Facilities Rehabilitation	100										-	100	1,000
Total Previously Approved	20,477	(3,413)	5,944	-	-	-	(1,100)	1,100	-	-	2,531	150	21,777
New													
Helmet Replacement		300	300	200							800		800
Fire Prevention Office Space Accommodation		450									450		450
Thermal Imaging Cameras - Lifecycle Replacement											-	1,450	1,450
Total New	-	750	300	200	-	-	-	-	-	-	1,250	1,450	2,700
Total Changes	**20,477**	**(2,663)**	**6,244**	**200**	**-**	**-**	**(1,100)**	**1,100**	**-**	**-**	**3,781**	**1,600**	**24,477**

The 10-Year Capital Plan will increase future year Operating Budgets by a total of $4.733 million net over the 2017 – 2026 period, as shown in the table above.

This is comprised of funding to sustain the following capital projects:

- The *Replacement of CBRNE Equipment* project will require an increase to the Equipment Reserve contribution to fund the scheduled replacement of this equipment.
- The *Computer Aided Dispatch Upgrade and Emergency Communication System Enhancement* will result in additional maintenance and services costs.
- The *Emergency Communication System Replacement* project will result in additional maintenance and service costs.
- 2 new fire stations, *Station B - Downsview and Station A – Woodbine* will require 21 new fire fighter positions per station in 2018, with an annualized impact in 2019 and will result in additional maintenance and utility costs.
- The *Helmet Replacement* project will require an increase to the Equipment Reserve contribution to fund the scheduled replacement of this equipment.
- The Station B (Woodbine) project, originally planned for completion in 2017, has been delayed, and is scheduled for completion in 2018. The new fire station will require an additional 21 fire fighters for $2.262 million, the timing of which will be coordinated with the completion date of the new facility.
- The operating impacts of the *Computer Aided Dispatch Upgrade* and the *Emergency Communication Systems Enhancement* have been delayed until 2018 to align with the project completion dates.
- These future operating impacts will be reviewed each year as part of the annual Operating Budget process.

Toronto Fire Services

2017 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.

2017 Operating Budget Highlights

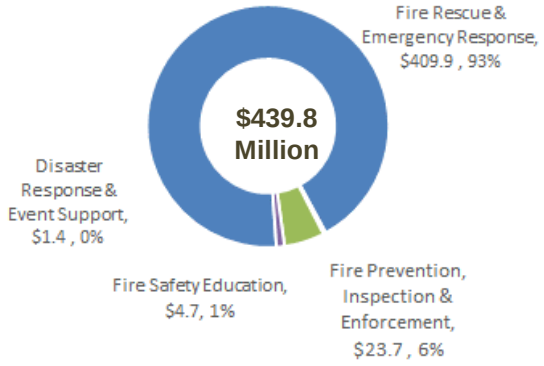
The 2017 TFS Operating Budget of $439.825 million in gross expenditures and $422.725 million net provides funding for 4 services: Fire Rescue & Emergency Services; Disaster Response & Event Support; Fire Prevention, Inspection & Enforcement; and Fire Safety Education. The total cost to deliver these services to Toronto residents is summarized below:

2017 Operating Budget

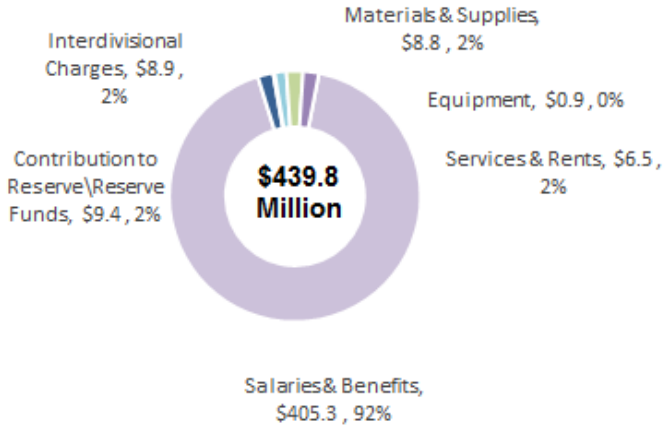
(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	433,981.5	439,825.9	5,844.4	1.3%
Gross Revenues	15,328.7	17,101.3	1,772.6	11.6%
Net Expenditures	**418,652.8**	**422,724.6**	**4,071.8**	**1.0%**

Where the money goes:

2017 Budget by Service

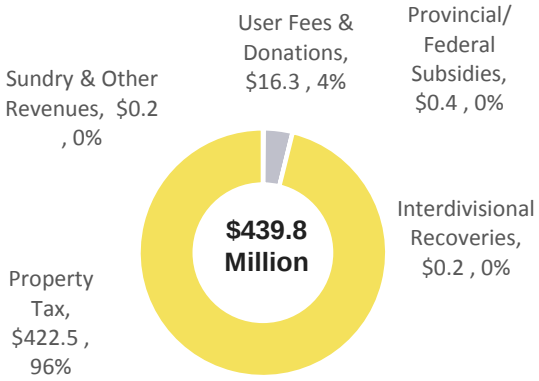


2017 Budget by Expenditure Category



Where the money comes from:

By Funding source



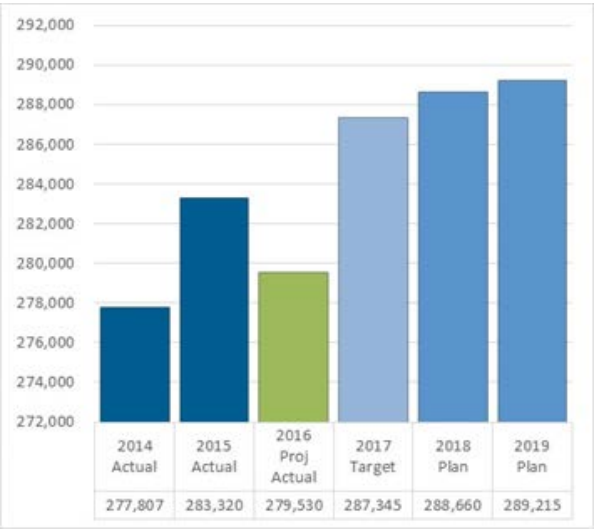
Fast Facts

- Toronto Fire Services (TFS) is currently the largest municipal fire service in Canada with:
- 83 Fire Stations across Toronto
- 397 heavy & light emergency support and training vehicles;
- Emergency call processing time target is 1:00 to receive, process and dispatch an emergency call
- Total Response time target is 6:20 minutes for first truck / crew to arrive on the scene
- Effective Firefighting Force target is 10:20 minutes for the required number of crews to arrive on scene
- 3,176 positions

Trends

- 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 growth places additional challenges on TFS as additional time is required to ascend to the actual location of the emergency incident once arrival curbside.

 # Front line Emergency Apparatus Responding to Emergency incidents



Our Key Issues & Priority Actions

- **Implement the TFS Transformation Plan** which will improve service delivery
  - ✓ Equip all new recruit Operations Firefighters with Fire Inspector and Public Education certifications in addition to Operational based qualifications.
  - ✓ Conduct comprehensive review of TFS operational deployment methodology in conjunction with NFPA guidelines.
  - ✓ Fully implement Dynamic Staging.
- **Introduce Fire Code Re-inspection Fees**
- Effective July, 2017 TFS will end the current practice of absorbing all costs associated with Fire Code re-inspections, which are required when violations are identified. TFS will continue to provide the first Fire Code inspection at no cost, while property owners who are not in compliance with the Ontario Fire Code will be required to pay a fee for re-inspections required to achieve compliance.
  - ✓ The Re-inspection fees generate revenues of approximately $1.015 million in 2017.
  - ✓ 8 new positions are required to administer the program, with 4 accounting clerks and 4 Fire Prevention positions for $0.469 million in 2017

Key Service Deliverables for 2017

Toronto Fire Services is responsible for providing 24-hour all-hazards emergency response across Toronto.

The 2017 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 18 emergency response heavy vehicles in 2017
- Respond to approximately 117,550 emergency incidents resulting in approximately 287,345 vehicle responses;
- Respond to 21,635 fire alarms and over 9,690 fires;
- Respond to 58,400 medical emergencies and over 13,800 vehicle incidents and rescues;
- Train and equip HUSAR and CBRNE teams to be ready to respond to major disasters;
- Complete 310 vulnerable occupancy inspections;
- Complete 8,485 complaint / request inspections
- Inspect 396 rooming houses/ multi-residential apartment buildings/vacant buildings

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 Response

Purpose:
First response fire suppression, rescue and emergency services are provided by an "all hazards" delivery organization (Fire Services – Operations). The service operates "round the clock, year-round" at full capacity. The residents and visitors to Toronto are provided with immediate advanced life-saving and first aid for incidents of fire, accident and medical emergencies. Property protection is provided by fully trained and experienced fire suppression teams.

Disaster Response & Event Support

Purpose:
To provide standby fire support for a variety of large scale events and respond to emergencies involving mass victims.

- Heavy Urban Search & Rescue
- Chemical, Biological, Radiological, Nuclear & Explosive Response
- Event Support

Fire Safety Education

Purpose:
Fire Safety Education is mandated 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.

- Campaign Based Fire Education
- School Based Fire Education

Fire Prevention, Inspection & Enforcement

Purpose:
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 and re-inspect after re-development all public buildings to enforce the Fire code for the safety of occupants and the protection of property.

- Development Review
- Fire Code Enforcement

Legend:
Program
Service
Activity

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

Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2016 Projected Actual	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 vs. 2016 Budget Change		Incremental Change 2018 Plan		Incremental Change 2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Fire Rescue & Emergency Response											
Gross Expenditures	405,119.0	416,256.5	409,785.3	163.1	409,948.4	4,829.4	1.2%	9,957.6	2.4%	5,039.1	1.2%
Revenue	14,438.3	14,833.3	14,764.0		14,764.0	325.7	2.3%				
Net Expenditures	390,680.7	401,423.2	395,021.3	163.1	395,184.4	4,503.7	1.2%	9,957.6	2.5%	5,039.1	1.2%
Disaster Response & Event Support											
Gross Expenditures	1,446.3	1,348.6	1,426.1		1,426.1	(20.2)	(1.4%)	11.5	0.8%	9.8	0.7%
Revenue	400.0	754.0	400.0		400.0						
Net Expenditures	1,046.3	594.6	1,026.1		1,026.1	(20.2)	(1.9%)	11.5	1.1%	9.8	0.9%
Fire Prevention, Inspection & Enforcement											
Gross Expenditures	22,483.0	20,544.6	23,396.8	352.0	23,748.8	1,265.8	5.6%	1,030.3	4.3%	344.6	1.4%
Revenue	479.8	479.8	911.8	1,014.8	1,926.6	1,446.8	301.5%	1,014.7	52.7%		
Net Expenditures	22,003.2	20,064.8	22,485.0	(662.8)	21,822.2	(181.0)	(0.8%)	15.6	0.1%	344.6	1.6%
Fire Safety Education											
Gross Expenditures	4,933.2	3,221.8	4,552.3	150.3	4,702.6	(230.6)	(4.7%)	251.4	5.3%	49.2	1.0%
Revenue	10.6	10.6	10.7		10.7	0.1	0.9%				
Net Expenditures	4,922.6	3,211.2	4,541.6	150.3	4,691.9	(230.7)	(4.7%)	251.4	5.4%	49.2	1.0%
Total											
Gross Expenditures	433,981.5	441,371.5	439,160.5	665.4	439,825.9	5,844.4	1.3%	11,250.8	2.6%	5,442.7	1.2%
Revenue	15,328.7	16,077.7	16,086.5	1,014.8	17,101.3	1,772.6	11.6%	1,014.7	5.9%		
Total Net Expenditures	418,652.8	425,293.8	423,074.0	(349.4)	422,724.6	4,071.8	1.0%	10,236.1	2.4%	5,442.7	1.3%
Approved Positions	3,168.3	3,142.3	3,168.3	8.0	3,176.3	8.0	0.3%	42.0	1.3%		

The Toronto Fire Services' 2017 Operating Budget is $439.826 million gross and $422.725 million net, representing a 1.0% increase to the 2016 Approved Net Operating Budget which is over the reduction target as set out in the 2016 Operating Budget Directions and Guidelines by 3.7%. The 2017 Operating Budget Net includes WSIB pressures of $3.200 million, which represents a 0.8% increase to the 2016 Approved Net Operating Budget.

- Base pressures totaling $4.471 million include an increase in WSIB expenditure budget that reflects presumptive legislative changes that now recognize 14 types of cancer ($3.200 million); the annualization of the 17 Fire Prevention Public Education positions added in 2016 ($1.360 million); corporate and program inflationary increases of ($0.448 million), and salary and benefit adjustments reflecting a net reduction of ($0.338 million).
- Other base changes include an increase to the Vehicle Reserve Fund of $0.500 million, required to fund the replacement of rescue and emergency response vehicles; inflationary adjustment for ongoing IT systems applications upgrades; ongoing maintenance costs for the Radio infrastructure project (Smartzone), costs shared with Toronto Police Services, Paramedic Services.
- The budget pressures have been partially offset by increased revenues arising from Development Application Fee charges of $0.420 million; and the annualization of the 2016 False Alarm Rate Charge of $0.314 million.
- The 2017 Operating Budget for Toronto Fire Services includes $0.468 million gross, for 8 positions, and revenue from the introduction of new re-inspection fees of $1.015 million that together provide a reduction in the base pressure ($0.546 million).
- Staff costs from Legal Services of $0.197 million gross and net are included for a conveyance clerk and a solicitor to help process the Fire Code and safety violations in 2017, with an additional $0.098 million in 2018.
- Approval of the 2017 Operating Budget will result in Toronto Fire Services increasing its total staff complement by 8 positions from 3,168.3 to 3,176.3 positions.

- The 2018 and 2019 future year incremental costs are mainly attributable to step increments and progression pay increases, the cost of adding 42 new positions required to operate the 2 newly constructed fire stations (Station A - Woodbine and Station B - Downsview) and a planned increase to the Vehicle Reserve Fund. The pressures are partially offset by the annualized revenue from the re-inspection fees.

The following graphs summarize the operating budget pressures for Toronto Fire Services and the actions taken that partially reduce these pressures.

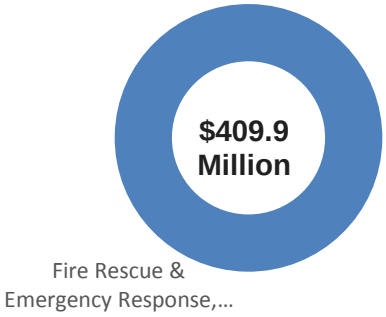
Fire Rescue & Emergency Response

Fire Rescue & Emergency Response

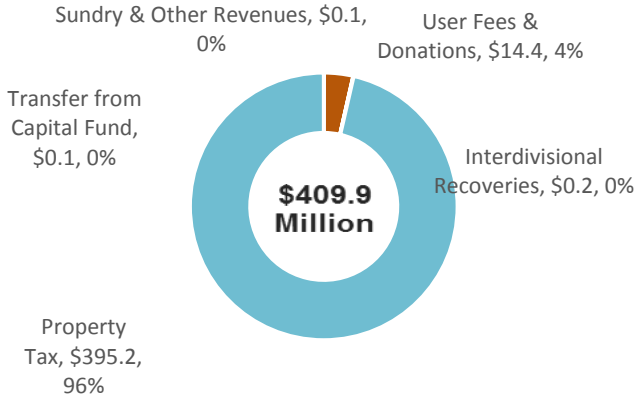
What We Do

- First response fire suppression, rescue and other emergency services are provided by Fire Services – Operations. The service operates 24/7/365 at full capacity. The residents and visitors to Toronto are provided with all-hazards emergency response across the City of Toronto

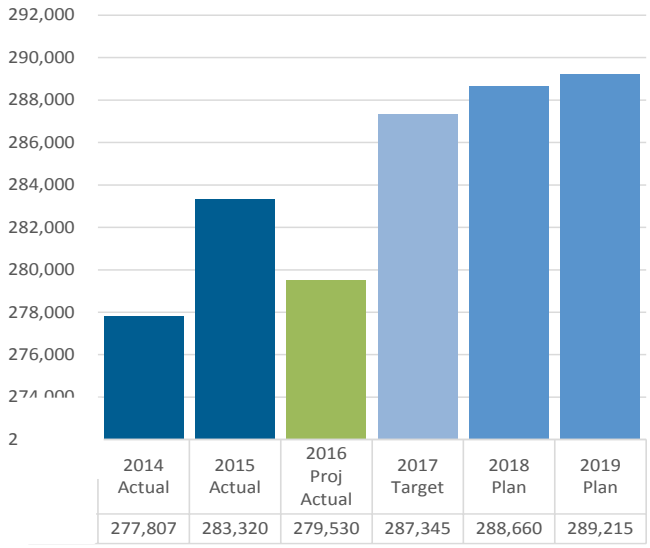
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



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 25% from 1.96 vehicles in 2009 to 2.45 vehicles in 2015.
- The demand for multiple apparatus and crew responses is forecasted to grow in conjunction with population growth.

2017 Service Levels

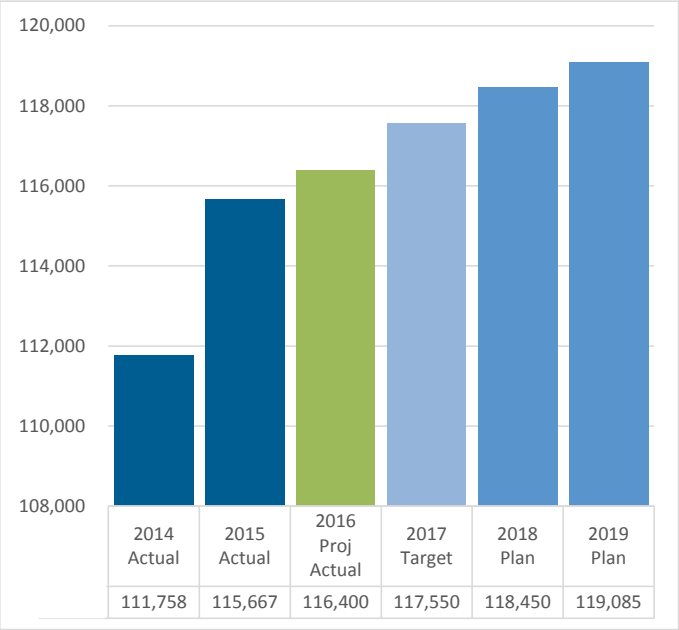
Fire Rescue & Emergency Response

Sub-Activity/Type	Status	2014	2015	2016	2017
Call Processing Time (call received to dispatch) (1:00, 90% of the time as per NFPA 1221)	Approved	90%	90%	90%	90%
	Actual	92%	94%	95%	
Turnout Time (dispatch to 1st truck responding) (1:20, 90% of th time as per NFPA 1710)	Approved	90%	90%	90%	90%
	Actual	43%	47%	48%	
Travel Time (1st truck responding to on scene) (4:00, 90% of the time as per NFPA 1710)	Approved	90%	90%	90%	90%
	Actual	75%	76%	77%	
Total Response Time (call received to 1st truck on scene) (6:20, 90% of the time as per NFPA 1710)	Approved	90%	90%	90%	90%
	Actual	80%	81%	83%	
Total Response Time (full 1st alarm assignment) (10:20, 90% of the time)	Approved	New in 2015	90%	90%	90%
	Actual		87%	88%	

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Fire Rescue & Emergency Response.

Service Performance Measures

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 2017 – 2019 targets for emergency incidents are based on approximately 1% increase on a year to year basis based on the anticipated population growth.

Table 2
2017 Service Budget by Activity

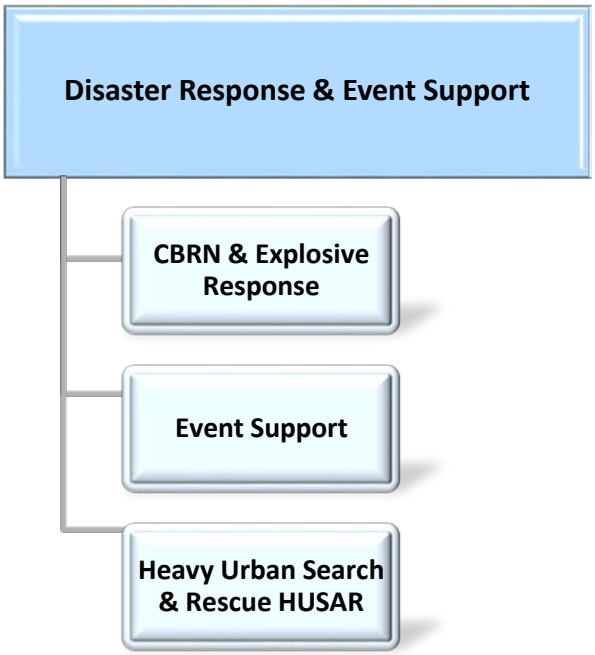
($000s)	2016 Budget	2017 Operating Budget: Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		Incremental Change: 2018 Plan		2019 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Fire Rescue & Emergency Response	405,119.0	409,833.8	(48.6)	409,785.2	4,666.3	1.2%	163.1	**409,948.4**	4,829.4	1.2%	9,957.7	2.4%	5,039.2	1.2%
Total Gross Exp.	405,119.0	409,833.8	(48.6)	409,785.2	4,666.3	1.2%	163.1	**409,948.4**	4,829.4	1.2%	9,957.7	2.4%	5,039.2	1.2%
REVENUE														
Fire Rescue & Emergency Response	14,438.3	14,764.0		14,764.0	325.7	2.3%		**14,764.0**	325.7	2.3%				
Total Revenues	14,438.3	14,764.0		14,764.0	325.7	2.3%		**14,764.0**	325.7	2.3%				
NET EXP.														
Fire Rescue & Emergency Response	390,680.7	395,069.8	(48.6)	395,021.2	4,340.6	1.1%	163.1	**395,184.4**	4,503.7	1.2%	9,957.7	2.5%	5,039.2	1.2%
Total Net Exp.	390,680.7	395,069.8	(48.6)	395,021.2	4,340.6	1.1%	163.1	**395,184.4**	4,503.7	1.2%	9,957.7	2.5%	5,039.2	1.2%
Approved Positions	2,943.8	2,945.6		2,945.6	1.7	0.1%	3.8	**2,949.4**	5.5	0.2%	42.0	1.4%		

The ***Fire Rescue & Emergency Response*** service provides all-hazards emergency services by Fire Services – Operations. This service operates "round the clock, year-round" at full capacity and residents and visitors to Toronto.

The Fire Rescue & Emergency Response's 2017 Operating Budget of $409.948 million gross and $395.184 million net is $4.504 million or 1.2% above the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service is particularly impacted by 3 key drivers: $3.040 million for increased WSIB claim costs; increased interdivisional charges (mainly from Facilities Management, and Toronto Police Service for Radio Infrastructure project); and finally, the increased contribution to the Vehicle Reserve to allow ongoing fleet replacement.
- A new service priority is funded in 2017 that supports 3.8 of the new positions required to implement the Operations-Based Fire Code Re-inspection Program and the Fire Code Re-inspection Fee for $0.163 million.
- The 2018 and 2019 Plan reflects the inflationary cost increases for progression pay, and fringe benefits adjustments; the salary and benefit cost form adding the 42 positions with the completion of the new fire stations and an increase to the Vehicle Reserve Fund for emergency and response vehicles, which will be reviewed in 2018 based on 2017 achieved spending.

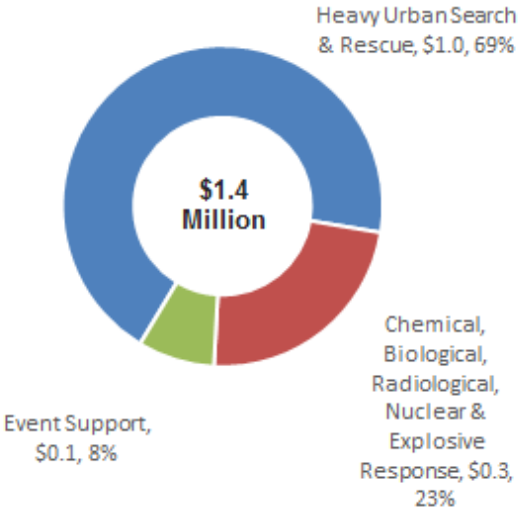
Disaster Response & Event Support



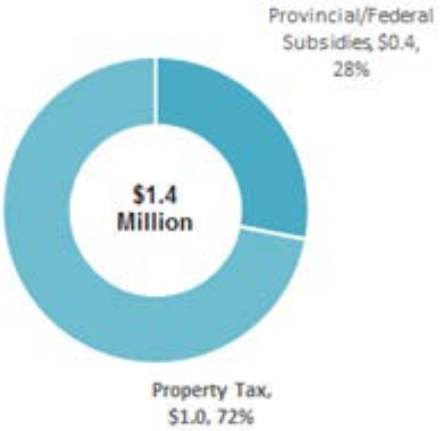
What We Do

- 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.

2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



2017 Service Levels
Disaster Response & Event Support

	Sub-Activity/Type	Status	2014	2015	2016	2017
Heavy Urban Search and Rescue			Service level currently under development			
Chemical, Biological, Radiological, Nuclear, and Explosive Response			Service level currently under development			
Event Support			Service level currently under development			

Service Levels for Disaster Response & Event are under development, as event data is complex and varied in nature.

Table 3
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Heavy Urban Search & Rescue	976.3	984.7		984.7	8.4	0.9%		**984.7**	8.4	0.9%	7.0	0.7%	5.5	0.6%
Chemical, Biological, Radiological, Nuclear & Explosive Response	324.3	329.7		329.7	5.4	1.7%		**329.7**	5.4	1.7%	0.8	0.2%	0.7	0.2%
Event Support	145.7	111.7		111.7	(34.0)	(23.3%)		**111.7**	(34.0)	(23.3%)	3.7	3.3%	3.6	3.1%
Total Gross Exp.	1,446.3	1,426.1		1,426.1	(20.2)	(1.4%)		**1,426.1**	(20.2)	(1.4%)	11.5	0.8%	9.8	0.7%
REVENUE														
Heavy Urban Search & Rescue	300.0	300.0		300.0				**300.0**						
Chemical, Biological, Radiological, Nuclear & Explosive Response	100.0	100.0		100.0				**100.0**						
Event Support						-				-				
Total Revenues	400.0	400.0		400.0				**400.0**						
NET EXP.														
Heavy Urban Search & Rescue	676.3	684.7		684.7	8.4	1.2%		**684.7**	8.4	1.2%	7.0	1.0%	5.5	0.8%
Chemical, Biological, Radiological, Nuclear & Explosive Response	224.3	229.7		229.7	5.4	2.4%		**229.7**	5.4	2.4%	0.8	0.3%	0.7	0.3%
Event Support	145.7	111.7		111.7	(34.0)	(23.3%)		**111.7**	(34.0)	(23.3%)	3.7	3.3%	3.6	3.1%
Total Net Exp.	1,046.3	1,026.1		1,026.1	(20.2)	(1.9%)		**1,026.1**	(20.2)	(1.9%)	11.5	1.1%	9.8	0.9%
Approved Positions	2.1	2.1		2.1	(0.0)	(1.9%)		**2.1**	(0.0)	(1.9%)		0.0%		

The ***Disaster Response & Event Support*** service provides fire support for a variety of large scale events and response to emergencies involving mass victims.

The Disaster Response & Event Support's 2017 Operating Budget of $1.426 million gross and $1.026 million net is $0.020 million or 1.9% below the 2016 Approved Net Budget.

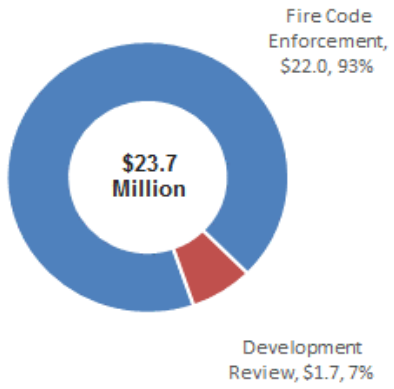
- The reduction in pressure of $0.020 million reflects the realignment of salary and benefits based on the actual cost of service, which is offset by an inflationary increase on 2% in the base budget.
- The 2018 and 2019 Plan reflects the inflationary cost increases for progression pay, and fringe benefits adjustments.

Fire Prevention, Inspection & Enforcement

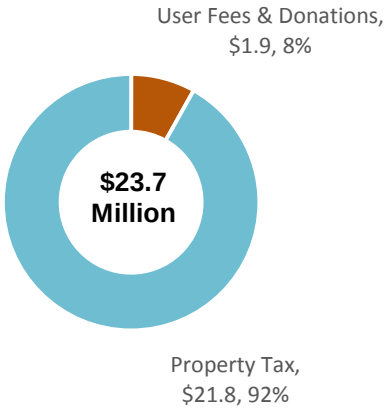
What We Do

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

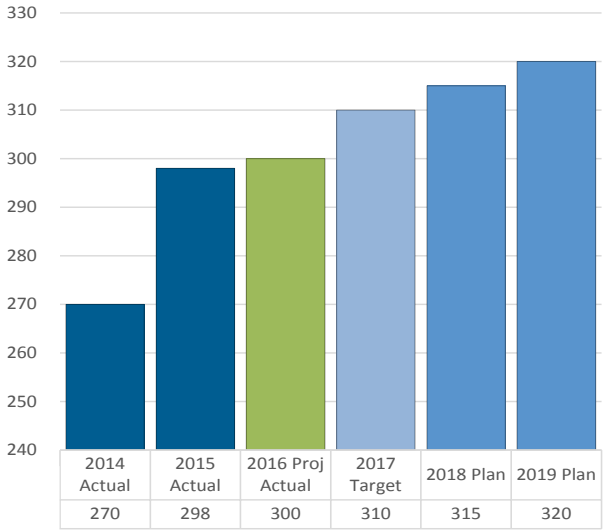
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



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 allocated 4,260 hours to inspect 270 vulnerable occupancies in 2014, making high risk occupancies a top priority. An additional 2,200 hours was allocated in 2015 to inspect a total of 298 buildings.
- 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.

2017 Service Levels

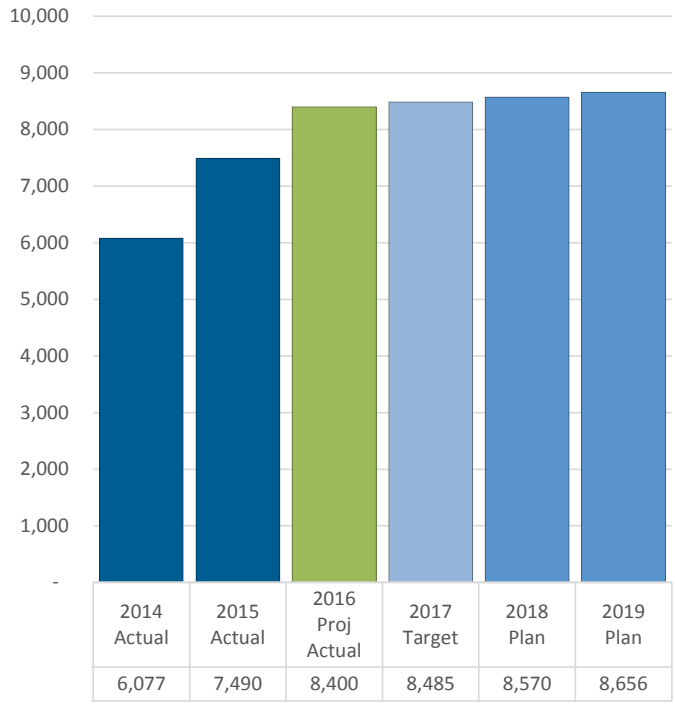
Fire Prevention, Inspection & Enforcement

	Sub-Activity/Type	Status	2014	2015	2016	2017
Development Review	# of Ontario Building Code Inspections	Approved	New in 2016		2,073	**2,094**
Fire Code Enforcement	# Vulnerable Occupancy Inspections conducted annually	Approved	New in 2016		291	**310**
	# of Complaint/Request Inspections conducted annually	Approved	New in 2016		6,603	**8,485**
	# of Post-Fire Inspections conducted annually	Approved	New in 2016		250	**258**
	# Rooming Houses, MRAB & Vacant Building Inspections conducted annually	Approved	New in 2016		330	**396**

The 2017 Service Levels have increased from the approved 2016 Service Levels for Fire Prevention, Inspection & Enforcement, as 2016 was the first year Service Levels were developed; 2017 increases reflect the first year that activities could be effectively benchmarked.

Service Performance Measures

Number of Complaint/Request Inspection 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 2017 to 2019.

Table 4
2017 Service Budget by Activity

($000s)	2016 Budget	2017 Operating Budget: Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	Budget vs. 2016 Budget		Incremental Change: 2018 Plan		2019 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Fire Code Enforcement	21,410.8	21,693.1	(1.7)	21,691.4	280.6	1.3%	347.5	**22,038.9**	628.1	2.9%	970.5	4.4%	303.7	1.3%
Development Review	1,072.2	1,705.3		1,705.3	633.1	59.0%	4.5	**1,709.8**	637.6	59.5%	60.1	3.5%	40.9	2.3%
Total Gross Exp.	22,483.0	23,398.4	(1.7)	23,396.7	913.8	4.1%	351.9	**23,748.7**	1,265.7	5.6%	1,030.6	4.3%	344.5	1.4%
REVENUE														
Fire Code Enforcement	465.7	477.3		477.3	11.6	2.5%	1,014.8	**1,492.1**	1,026.4	220.4%	1,014.8	68.0%		
Development Review	14.1	434.4		434.4	420.3	2984.1%		**434.4**	420.3	2984.1%				
Total Revenues	479.8	911.7		911.7	432.0	90.0%	1,014.8	**1,926.5**	1,446.8	301.6%	1,014.8	52.7%		
NET EXP.														
Fire Code Enforcement	20,945.1	21,215.8	(1.7)	21,214.1	269.0	1.3%	(667.3)	**20,546.8**	(398.3)	(1.9%)	(44.3)	-0.2%	303.7	1.5%
Development Review	1,058.1	1,270.9		1,270.9	212.8	20.1%	4.5	**1,275.3**	217.2	20.5%	60.1	4.7%	40.9	3.1%
Total Net Exp.	22,003.2	22,486.7	(1.7)	22,485.0	481.8	2.2%	(662.8)	**21,822.2**	(181.1)	(0.8%)	15.8	0.1%	344.5	1.6%
Approved Positions	186.1	186.7		186.7	0.6	0.3%	2.2	**188.8**	2.8	1.5%		0.0%		

The ***Fire Prevention, Inspection and Enforcement*** service is mandated to examine the plans for the construction of all public buildings to ensure compliance with Fire Code regulations and to inspect and re-inspect after re-development all public buildings to enforce the Fire code for the safety of occupants and the protection of property.

The Fire Prevention, Inspection and Enforcement's 2017 Operating Budget of $23.749 million gross and $21.822 million net is $0.181 million or 0.8% under the 2016 Approved Net Budget.

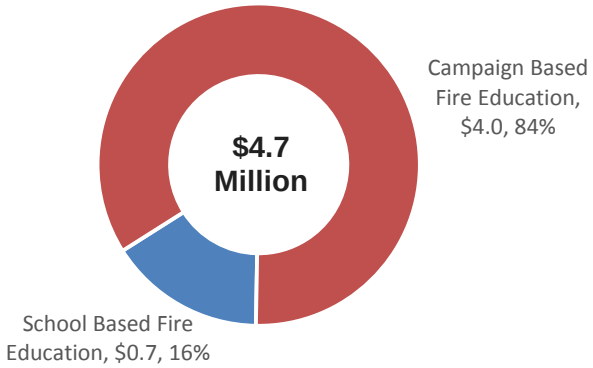
- Base budget pressures in Fire Prevention, Inspection and Enforcement are primarily due to the annualization of the 17 Fire Prevention and Public Education positions added in 2016 for $1.220 million. As well, included is a reduction in salaries and benefits of $0.448 million reflecting a realignment in salary and benefits based on actual cost, with the reduction primarily in OMERs.
- Staff costs from Legal Services of $0.197 million gross and net are included for a conveyance clerk and a solicitor to help process the Fire Code and safety violations in 2017, with an additional $0.098 million for the annualized impact of these costs are included in the 2018 Outlook.
- In order to offset these pressures, the 2017 Operating Budget includes funding of $0.352 million gross, with enhanced revenue of $1.015 million for both the Operations-Based Fire Code Re-inspection Program and the Fire Code Re-inspection Fee initiatives. The new user fees are effective July 1, 2017.

Fire Safety Education

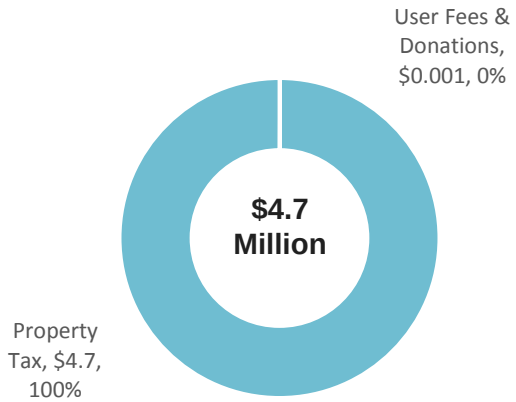
What We Do

- 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.

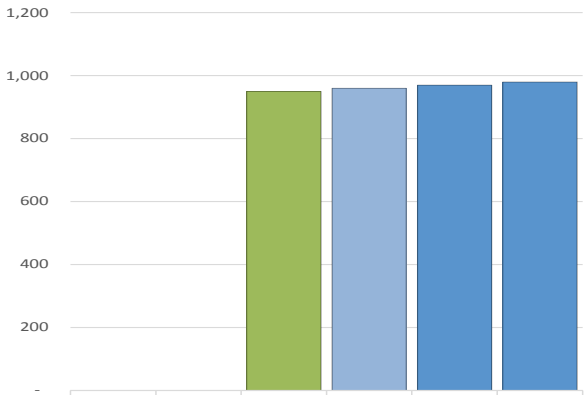
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Elementary School Presentations



2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
-	-	950	960	970	980

- 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.

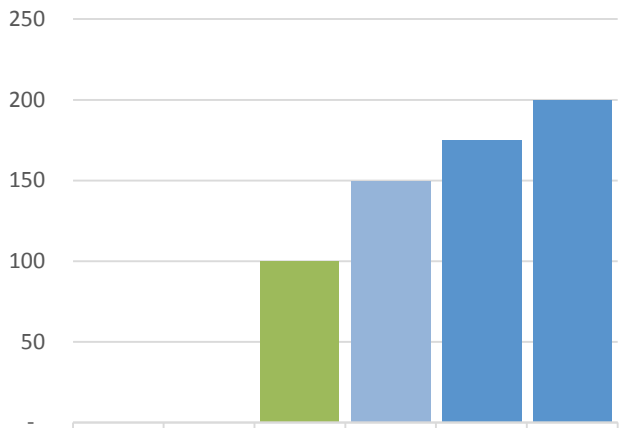
2017 Service Levels
Fire Safety Education

	Sub-Activity/Type	Status	2014	2015	2016	2017
School Based Fire Education	# Elementary School Presentations conducted annually	Approved	New in 2016		600	**960**
Campaign Based Fire Education	# of Presentations conducted annually for Seniors	Approved	New in 2016		250	**150**

The 2017 Service Levels reflect a shift in priorities from the approved 2016 Service Levels for Fire Safety Education, reflecting an increase in Elementary School presentations and a reduction in presentations to seniors, to align with actual experience.

Service Performance Measures

Number of Presentations Conducted Annually for Seniors



	2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
Presentations	-	-	100	150	175	200

- 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.

Table 5
2017 Service Budget by Activity

($000s)	2016 Budget $	2017 Operating Budget: Base Budget $	Service Changes $	Base $	Base Budget vs. 2016 Budget $	% Change %	New/ Enhanced $	Budget $	2017 Budget vs. 2016 Budget $	%	Incremental Change: 2018 Plan $	%	2019 Plan $	%
GROSS EXP.														
School Based Fire Education	616.2	725.6		725.6	109.4	17.8%	14.9	**740.5**	124.3	20.2%	31.4	4.2%	10.9	1.4%
Campaign Based Fire Education	4,317.1	3,827.0	(0.3)	3,826.7	(490.4)	(11.4%)	135.4	**3,962.1**	(354.9)	(8.2%)	220.0	5.6%	38.4	0.9%
Total Gross Exp.	4,933.3	4,552.7	(0.3)	4,552.3	(380.9)	(7.7%)	150.3	**4,702.6**	(230.7)	(4.7%)	251.4	5.3%	49.3	1.0%
REVENUE														
School Based Fire Education	8.1	8.1		8.1	0.0	0.5%		**8.1**	0.0	0.5%				
Campaign Based Fire Education	2.6	2.6		2.6	0.0	1.7%		**2.6**	0.0	1.7%				
Total Revenues	10.6	10.7		10.7	0.1	0.8%		**10.7**	0.1	0.8%				
NET EXP.														
School Based Fire Education	608.1	717.5		717.5	109.4	18.0%	14.9	**732.4**	124.2	20.4%	31.4	4.3%	10.9	1.4%
Campaign Based Fire Education	4,314.5	3,824.4	(0.3)	3,824.1	(490.4)	(11.4%)	135.4	**3,959.5**	(355.0)	(8.2%)	220.0	5.6%	38.4	0.9%
Total Net Exp.	4,922.6	4,542.0	(0.3)	4,541.6	(381.0)	(7.7%)	150.3	**4,691.9**	(230.7)	(4.7%)	251.4	5.4%	49.3	1.0%
Approved Positions	36.3	33.9		33.9	(2.4)	(6.6%)	2.0	**35.9**	(0.4)	(1.0%)		0.0%		

The ***Fire Safety Education*** service is mandated 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.

Fire Safety Education's 2017 Operating Budget of $4.703 million gross and $4.692 million net is $0.231 million or 4.7% below the 2016 Approved Net Budget.

- The base budget reflects a reduction in the Campaign Based Fire Education activity of $0.381 million, primarily reflecting a realignment in salaries and benefits based on actual cost, with a reduction primarily in OMERs.
- Included as well, is the impact of the new positions required to implement the Operations-Based Fire Code Re-inspection Program and the Fire Code Re-inspection Fees for $0.150 million.

The 2018 Plan includes the annualization of the new positions in addition to the inflationary impact of COLA (L79 & Non-Union staff), progression and step increases.

Toronto Water

2017 – 2026 CAPITAL BUDGET AND PLAN OVERVIEW

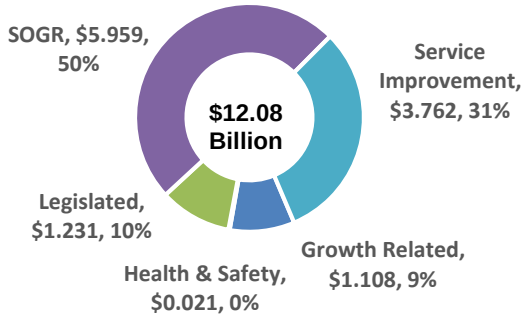
Toronto Water is responsible for water treatment and supply; wastewater collection and treatment; and stormwater management across the City. It services 3.6 million residents and businesses in Toronto and portions of York and Peel Region.

Toronto Water has stewardship of an inventory of capital assets valued at $28.415 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 plants (4), water (18) and wastewater pumping stations (87), reservoirs, storage and detention tanks.

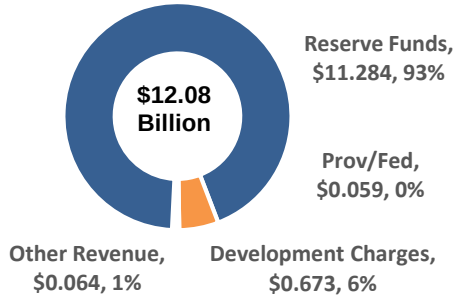
State of Good Repair (SOGR) projects remain a priority given the significant backlog in infrastructure renewal, with considerable funding also included in the 2017-2026 Capital Budget and Plan for investments in Basement Flooding Protection and Wet Weather Flow Master Plan projects.

2017-2026 Capital Budget and Plan

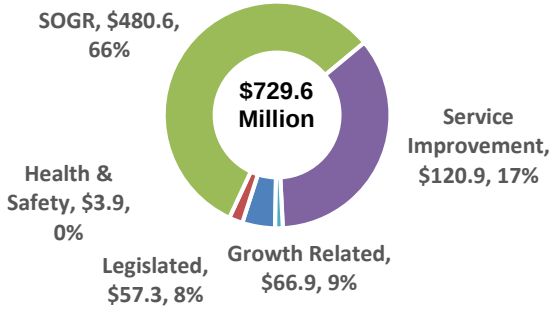
Where the money goes: By Project Category



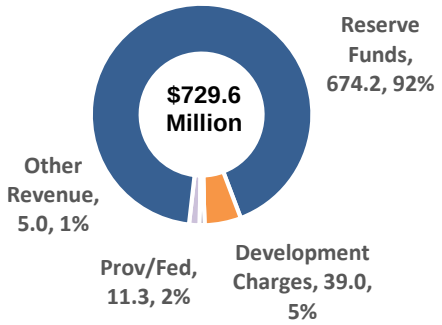
Where the money comes from: By Funding Source



2017 Capital Budget By Project Category



By Funding Source



Our Key issues & Priority Actions

- **Stormwater Management and Resiliency -** Considerable investment is required to manage basement flooding and other stormwater issues across the City which are caused by more frequent severe storms. Funding for stormwater management is projected to grow from 18% of the total capital program in 2016 to 40% in 2026.
  - ✓ The 10-Year Capital Plan includes an added $393.274 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 $596.360 million for the design and construction of a new effluent disinfection system at the Ashbridges Bay Water Treatment Plant to meet the most recent federal regulations.
- **Aging Infrastructure** – Aging infrastructure that has an accumulated state of good repair backlog estimated at $1.552 billion that, particularly for linear infrastructure, can result in service interruption.
  - ✓ The 10-Year Capital Plan funding of $5.959 billion for SOGR will effectively eliminate backlog by 2026.
- **Long-term Financial Sustainability** - The 10-Year Capital Plan relies primarily on successive water rate increases of 5% in years 2017 and 2018 and 3% thereafter.
  - ✓ In addition to recommended water rate increases, a report will be submitted to Executive Committee in the spring of 2017 formulating a revenue neutral stormwater management funding model premised on a dedicated stormwater charge to support Toronto Water's financial sustainability for stormwater management projects.

Capital Deliverables for 2017

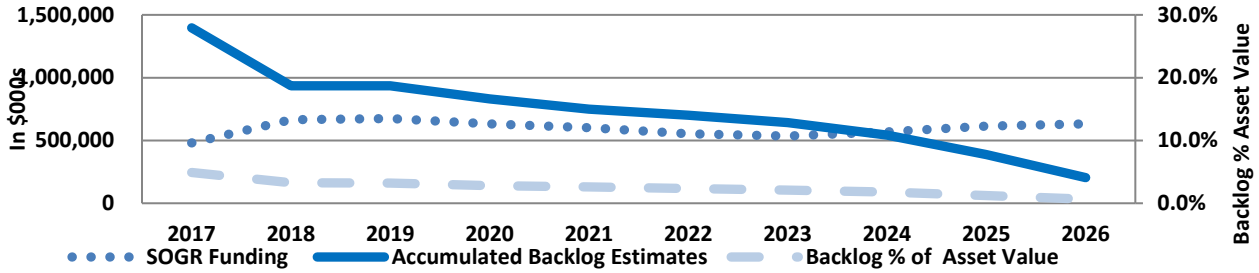
The 2017 Capital Budget for Toronto Water of $729.565 million, excluding carry forward funding, will:

- Deliver continued state of good repair projects to address infrastructure renewal such as Watermain Replacement and Rehabilitation ($171.021 million), Sewer System Replacement and Rehabilitation ($77.347 million) and Trunk Sewer and Pumping Station projects ($24.883 million).
- Implement Basement Flooding Protection projects ($56.817 million), implement the Wet Weather Flow Master Plan ($16.621 million), and Erosion Control projects ($5.811 million).
- Continue to provide funding for the TRCA erosion control projects including critical erosion sites ($12.775 million).

State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of $5.959 billion for State of Good Repair to address the backlog. The SOGR backlog of $1.552 billion or 5.5% of asset replacement value in 2016 will be effectively eliminated by the end of 2026.

Chart 1
SOGR Funding & Backlog (In $000s)

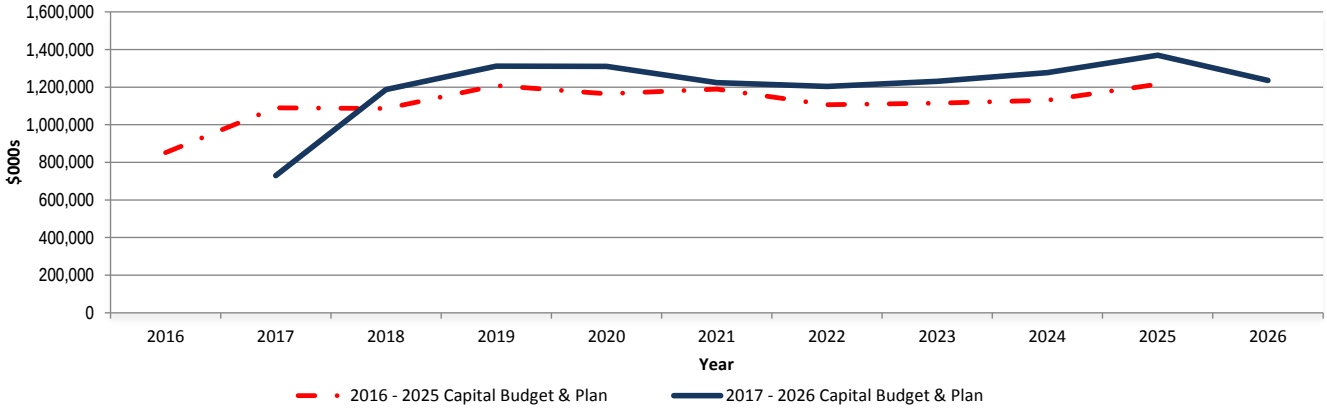


Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Capital Budget and the 2018 – 2026 Capital Plan reflects an increase of $923.308 million in capital funding from the 2016 - 2025 Approved Capital Plan.

The table and chart below provide a breakdown of the $923.308 million or 8.3% increase in the Capital Program on an annual basis from 2016 to 2026.

Chart 2
Changes to the 2016 - 2025 Approved Capital Plan (In $000s)



($000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025	451,665	358,187	344,311	339,777	326,024	289,755	294,879	2,406,729	307,261	274,710		5,393,298
2017 - 2026		418,468	450,186	541,852	514,316	515,208	529,251	531,295	1,261,183	263,073	267,136	5,291,968
Change %		16.8%	30.7%	59.5%	57.8%	77.8%	79.5%	(77.9%)	310.5%	(4.2%)		(1.9%)
Change $		60,281	105,875	202,075	188,292	225,453	234,372	(1,875,434)	953,922	(11,637)		(101,330)

As made evident in the chart above, the $923.308 million increase in the Capital Program reflects an increase of $383.835 million in various capital projects in the outer years of the 10-Year Capital Plan. The remaining $539.473 million represents an increase in capital funding over the nine common years of the Capital Plans (2017-2025), as reflected in Table 2 on the following page. This increase arises from the reprioritization of Toronto Water's capital projects based on the following factors:

- In order to accommodate escalating construction prices, Toronto Water has modified the infrastructure renewal strategy for sewer infrastructure, directing efforts towards trenchless rehabilitation rather than replacement of sewer infrastructure.
- The 10-Year Capital Program was also aligned with available funding as calculated by the Water and Wastewater Rate Model to utilize available funds and to ensure positive reserve balances during major capital spending years.
- Changes have also been made based on updated schedules for coordinated and sequenced delivery of the projects requiring large capital funding, as well as new condition assessments.
- The need to realign Toronto Water 2017 Capital Budget with historical spending rates and ability to deliver future year projects.

The following table details the capital projects, by category, included within the 2017 – 2026 Capital Budget and Plan for Transportation Services:

Table 1
2017 - 2026 Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total	Total Project Cost
Total Expenditures by Category State of Good Repair (including Health & Safety and Legislated projects)													
Business & Technology		510	1,400									**1,910**	
Linear Eng		69,507	89,247	84,072	73,874	63,029	66,572	61,856	65,960	68,004	75,443	**717,564**	
Sewer Rehabilitation		59,052	57,822	65,736	54,636	60,645	62,286	61,186	61,336	61,236	61,236	**605,171**	
Sewer Replacement		12,894	17,825	13,434	17,524	16,916	15,000	15,000	15,000	15,000	15,000	**153,593**	
WM Rehabilitation		76,223	76,166	74,140	72,877	71,625	71,415	71,398	70,537	70,510	70,510	**725,401**	
WM Replacement		76,690	79,779	89,912	104,140	96,494	95,000	95,000	95,000	95,000	95,000	**922,015**	
Water Service Replacement		28,679	48,710	48,250	44,250	44,050	46,000	46,000	46,000	45,500	44,000	**441,439**	
Pumping Stations		1,412	16,293	15,813	10,525	13,681	11,690	9,298	5,150	2,050	2,050	**87,962**	
Trunk Water Mains		13,319	12,557	3,851	14,547	25,000	27,400	21,750	25,600	25,550	25,250	**194,824**	
WT - Storage & Treatment		12,984	29,930	28,459	25,413	20,019	11,067	16,217	39,650	38,650	38,000	**260,389**	
Trunk Sewers & Pumping Stations		24,552	47,880	33,588	32,221	35,275	25,888	28,919	42,587	58,148	42,588	**371,646**	
Ashbridges Bay TP		44,532	204,843	284,866	258,207	211,174	186,723	170,834	130,387	132,578	122,623	**1,746,767**	
Highland Creek TP		22,368	30,497	33,076	19,563	6,065	15,164	25,600	28,030	20,350	18,700	**219,413**	
Humber TP		53,015	64,865	50,976	50,495	35,836	30,850	13,650	9,000	34,094	36,500	**379,281**	
RL Clark TP		10,921	15,590	11,452	4,654	260	235	200	200	200	200	**43,912**	
RC Harris TP		11,553	17,563	7,657	2,410	713	1,250	1,000	11,000	11,500	11,500	**76,146**	
FJ Horgan TP	216,071	3,016	3,049	550	1,102	785	684	202	202	200	200	**9,990**	**226,061**
Island TP		13,391	11,101	9,304	17,932	15,225	6,875	1,550	550	375	525	**76,828**	
WWF-Implementation Projects		1,032	7,479	8,892	10,685	4,315	3,586	1,900	1,900	980	980	**41,749**	
WWF - Stream Restoration		5,783	7,419	11,065	14,660	12,645	6,195	12,795	17,470	18,955	15,280	**122,267**	
Yards & Facility		245	248	883	1,484	1,733	1,631	1,485	1,485	1,485	1,485	**12,164**	
												-	
Sub-Total	**216,071**	**541,678**	**840,263**	**875,976**	**831,199**	**735,485**	**685,511**	**655,840**	**667,044**	**700,365**	**677,070**	**7,210,431**	**226,061**
Service Improvements													
Water Meter Program (AMR)	237,058	4,040	3,180	500	346							**8,066**	**234,684**
Basement Flooding		51,817	95,348	121,144	138,707	160,358	180,000	195,000	195,000	195,000	195,044	**1,527,418**	
Basement Flooding - Subsidy												**-**	
Business & Technology		8,713	18,774	18,257	13,805	5,792	3,014	3,084	2,769	2,714	1,814	**78,736**	
Linear Eng		862	3,300	3,535	6,975	6,675	6,975	6,975	6,975	6,475	5,975	**54,722**	
Sewer Replacement		5,401										**5,401**	
WM Replacement												**-**	
Pumping Stations		14	214									**228**	
Trunk Water Mains		-	866	2,107	1,850	241	92					**5,156**	
WT - Storage & Treatment		8,211	10,040	10,371	1,813	13	14					**30,462**	
Trunk Sewers & Pumping Stations												**-**	
Ashbridges Bay TP		1,622	9,175	7,170	3,905	7,760	6,695	1,060	20,000	40,000	1,300	**98,687**	
Highland Creek TP		2,990	19,441	18,430	28,396	41,708	39,285	65,000	52,050	20,200	16,150	**303,650**	
Humber TP		1,376	3,077	6,705	5,500	918	20					**17,596**	
RC Harris TP		874	5,972	1,699	1,007							**9,552**	
FJ Horgan TP		1,784	2,625	2,230	10	10						**6,659**	
Island TP		606	1,326	1,222	665							**3,819**	
WTP-Plantwide		1,560	5,974	12,759	32,921	43,000	31,198	25,485	17,280	54,785	34,200	**259,162**	
WWF-Implementation Projects		15,564	43,837	109,012	134,635	122,115	134,135	144,075	149,071	185,470	130,470	**1,168,384**	
WWF-TRCA		12,775	13,382	14,341	14,104	14,219	14,337	15,958	16,082	16,209	16,339	**147,746**	
WWF - Stream Restoration		28										**28**	
Yards & Facility		2,707	3,977	2,355	2,605	1,005	605	605	605	605	21,505	**36,574**	
												-	
Sub-Total	**237,058**	**120,944**	**240,508**	**331,837**	**387,244**	**403,814**	**416,370**	**457,242**	**459,832**	**521,458**	**422,797**	**3,762,046**	**234,684**
Growth Related													
Linear Eng		1,015	650	300	150	150	150	150	150	150	150	**3,015**	
New Connections		35,000	35,200	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	**358,200**	
New Sewers		7,085	14,240	15,230	7,000	1,000	1,000	1,000	6,000	9,000	9,000	**70,555**	
WM Replacement		18,108	32,295	29,349	26,350	18,412	17,833	18,073	18,040	19,000	19,000	**216,460**	
Pumping Stations		2,417	6,300	6,265	3,928	2,128						**21,038**	
Trunk Water Mains		2,220	13,361	13,475	10,633	11,631	16,950	33,450	49,070	42,770	30,450	**224,010**	
WT - Storage & Treatment		146	1,597	430	3,650	5,260	3,250	2,110	20	20	-	**16,483**	
Trunk Sewers & Pumping Stations		331	855	1,100	2,750	9,300	26,150	26,400	40,900	40,500	40,500	**188,786**	
Ashbridges Bay TP		25	1,000	500	250							**1,775**	
Highland Creek TP		-	190	800	500							**1,490**	
FJ Horgan TP		51	75				40					**166**	
Water Efficiency Plan		520	520	520	520	520	520	520	520	520	520	**5,200**	
WWF-Implementation Projects		25	100	100	100	100	75					**500**	
Sub-Total	**-**	**66,943**	**106,383**	**104,069**	**91,831**	**84,501**	**101,968**	**117,703**	**150,700**	**147,960**	**135,620**	**1,107,678**	**-**
Total Expenditures by Category (excluding carry forward)	**453,129**	**729,565**	**1,187,154**	**1,311,882**	**1,310,274**	**1,223,800**	**1,203,849**	**1,230,785**	**1,277,576**	**1,369,783**	**1,235,487**	**12,080,155**	**460,745**

Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2017, excluding ongoing capital projects.

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

	2017 Budget		2018 Plan		2019 Plan		2020 Plan		2021 Plan		2017 - 2021		2017 - 2026	
Projects	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**
Previously Approved														
Ashbridges Bay WWTP - Ferrous Upgrades	180.0		(180.0)											
Ashbridges Bay WWTP - D Building Phase 2					165.0						165.0		165.0	
Basement Flooding Releif - Tunnel Project							100.0				100.0		100.0	
Basement Flooding Releif - Group 2			288.0	3.0							288.0	3.0	288.0	3.0
Highland Creek WWTP - Building Rehab & Improvements			32.0								32.0		32.0	
Laboratory Equipment (Warranty Expiry)	26.0		20.0		25.0		35.0		15.0		121.0		221.0	
Highland Creek WWTP - Odour Control					100.0						100.0		100.0	
Ashbridges Bay WWTP - Service Air Upgrades					50.0						50.0		50.0	
CCTV Inspection	85.0	1.0									85.0	1.0	85.0	1.0
Sewer Replacement Program - Waterfront Stormwater Infrastructure	101.9	1.0	320.0	3.0							421.9	4.0	421.9	4.0
Highland Creek WWTP - Proces & Facility Upgrades					5.0						5.0		5.0	
Highland Creek WWTP - Communication Systems					10.0						10.0		10.0	
Humber Treatment WWTP - New Substation			104.0	1.0							104.0	1.0	104.0	1.0
Highland Creek WWTP -Solids & Gas Handling	52.0										52.0		52.0	
Ashbridges Bay WWTP - Liquid Treatment & Handling - Primary Treatment Upgrade			1,370.8	2.0							1,370.8	2.0	1,370.8	2.0
Ashbridges Bay WWTP - Liquid Treatment & Handling - Waste Activated Sludger Upgrade			360.0				(360.0)						700.0	
Ashbridges Bay WWTP - O & M Upgrades					161.0	1.0	(12.0)				149.0	1.0	149.0	1.0
Ashbridges Bay WWTP - Odour Control - Biofilters Upgrade			100.0								100.0		100.0	
Humber Treatment WWTP - Co-generation	(703.1)	1.0									(703.1)	1.0	(703.1)	1.0
Water Quality Master Plan - Taste and Odour Control			760.0		3,000.0						3,760.0		3,760.0	
Island WTP - Chemical & Residuals Management	143.7		58.0	1.0							201.7	1.0	201.7	1.0
Water Treatment Plantwide - UV Desinfection									120.0		120.0		408.0	
New Projects - Future Years														
SWM End of Pipe Facilities - Etobicoke									50.0		50.0		50.0	
Wet Weather Flow Master Plan					115.0						115.0		115.0	
Ashbridges Bay WWTP - Desinfection Construction							720.0		200.0		920.0		920.0	
Ashbridges Bay WWTP - Liquid Treatment & Handling - Integrated Pumping Station													1,000.0	
Total (Net)	**(114.5)**	**3.0**	**3,232.8**	**10.0**	**3,631.0**	**1.0**	**483.0**		**385.0**		**7,617.3**	**14.0**	**9,705.3**	**14.0**

The 10-Year Capital Plan will increase future year Operating Budgets by a total of $9.705 million net over the 2017 – 2026 period, as shown in the table above.

This is comprised of funding to sustain operating costs the following capital projects:

- *Year 2017:* An increase in operating costs for salaries, benefits, chemicals, energy, utilities, and contracted services from previously approved projects at the Ashbridges Bay Wastewater Treatment and Island Water Treatment plants, as well as maintenance costs of the Waterfront/ East Bayfront stormwater infrastructure ($0.589 million) will be offset by savings from the implementation of the cogeneration facility upgrades at the Humber Wastewater Treatment Plant ($0.703 million), resulting in a net reduction of $0.114 million.
  - One position each is required for the water linear infrastructure inspection scans (CCTV), Humber River Wastewater Treatment Plant and the Waterfront/East Bayfront stormwater infrastructure maintenance, for a total of 3 additional permanent positions.
- *Year 2018:* An increase in operating costs in the amount of $3.233 million mostly due to the operating impact of capital projects at Ashbridges Bay Wastewater Treatment Plant, the Humber Wastewater Treatment Plant new substation, the Water Quality Master Plan's taste and odour control projects, and the Waterfront/ East Bayfront project.
  - 3 new positions each will be needed for the Waterfront/East Bayfront sewer replacement projects and Basement Flooding Program projects. Another 2 positions are for Ashbridges Bayfront Wastewater Treatment Plant (primary treatment upgrades), and one position each is required for the Humber Wastewater Treatment Plant new substation and the Island Water Treatment Plant chemicals and residual management, for a total of 10 new positions.
- *Year 2019:* Additional operating costs of $3.631 million are anticipated from the implementation of Water Quality Master Plan's taste and odour control projects, Wet Weather Flow Master Plan and implementation of capital projects at Ashbridges Bay and Highland Creek Wastewater Treatment plants.
  - In order to maintain new infrastructure at Ashbridges Bay Wastewater Treatment Plant, one additional position will be required.
- Years: 2019 to 2024. The operating cost increase of $2.956 million is comprised of funding required 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.

Toronto Water

2017 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.

2017 Operating Budget Highlights

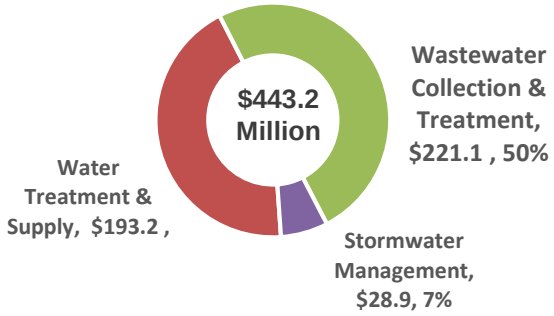
The 2017 Operating Budget for Toronto Water of $443.206 million in gross expenditures provides funding to continue to maintain and repair 6,000 km of watermains, 4,100 km of sanitary sewers, 5,000 km of storm sewers, and 1,400 km of combined sewers, repair 1,600 broken watermains;enhance its operational resilience by implementing a new Customer Care Initiative strategy. The total cost to deliver these services to Toronto residents is $443.206 million as shown below:

(In $000s)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	441,417.8	443,205.6	1,787.8	0.4%
Revenue Excluding Sale of Water	55,268.3	63,364.7	8,096.4	14.6%
Net Expenditure	**386,149.5**	**379,840.9**	**(6,308.5)**	**-1.6%**
Sale of Water/Wastewater Surcharge	1,080,266.5	1,146,251.3	65,984.8	6.1%
Sale of Water Revenue - Region of York	23,178.0	22,312.2	(865.8)	-3.7%
Total Sale of Water Revenue	1,103,444.5	1,168,563.5	65,119.0	5.9%
Capital Contribution	**717,295.0**	**788,722.6**	**71,427.5**	**10.0%**

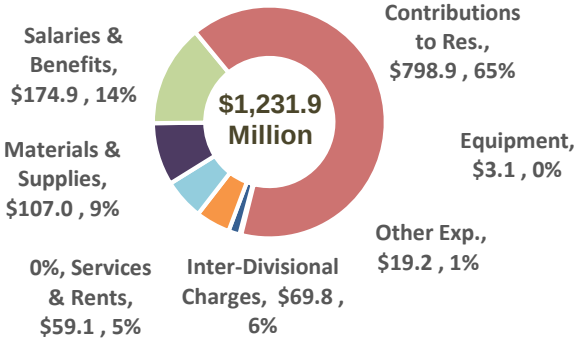
2017 Operating Budget

Where the money goes:

By Service

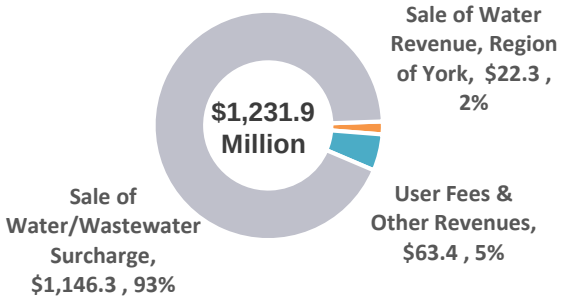


By Expenditure Category



Where the money comes from:

By Funding Source



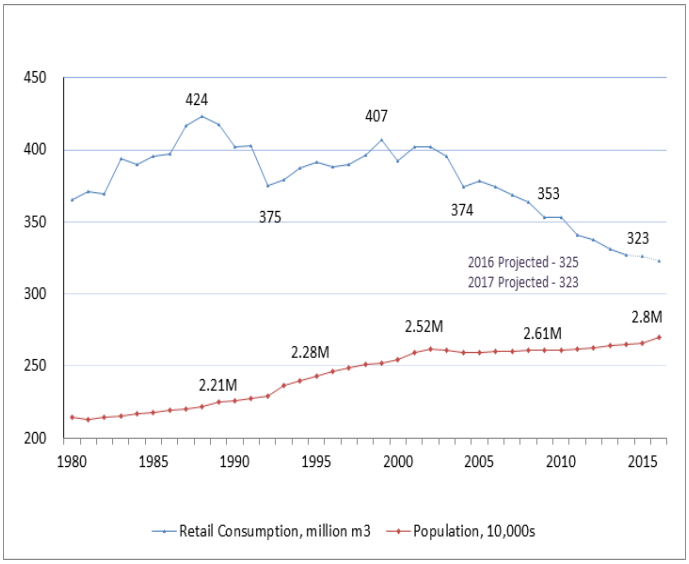
Fast Facts

- 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 1.7% annually on average over the last 10 years. The 2016 consumption of 330 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 generated going to fund capital infrastructure that supports service delivery.

Population and Water Consumption



Our Key Issues & Priority Actions

- **Declining water consumption** resulting in lower revenues from water rates needed to support capital requirements.
  - ✓ The 2017 Operating Budget includes a water rate increase of 5% effective January 1, 2017.
  - ✓ To aid in developing a financing strategy to support Toronto Water's stormwater management projects, a report outlining implementation plan for a dedicated storm water charge is anticipated in spring of 2017.
- **Maintaining stable operating costs** 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 2017 operating budget pressures.

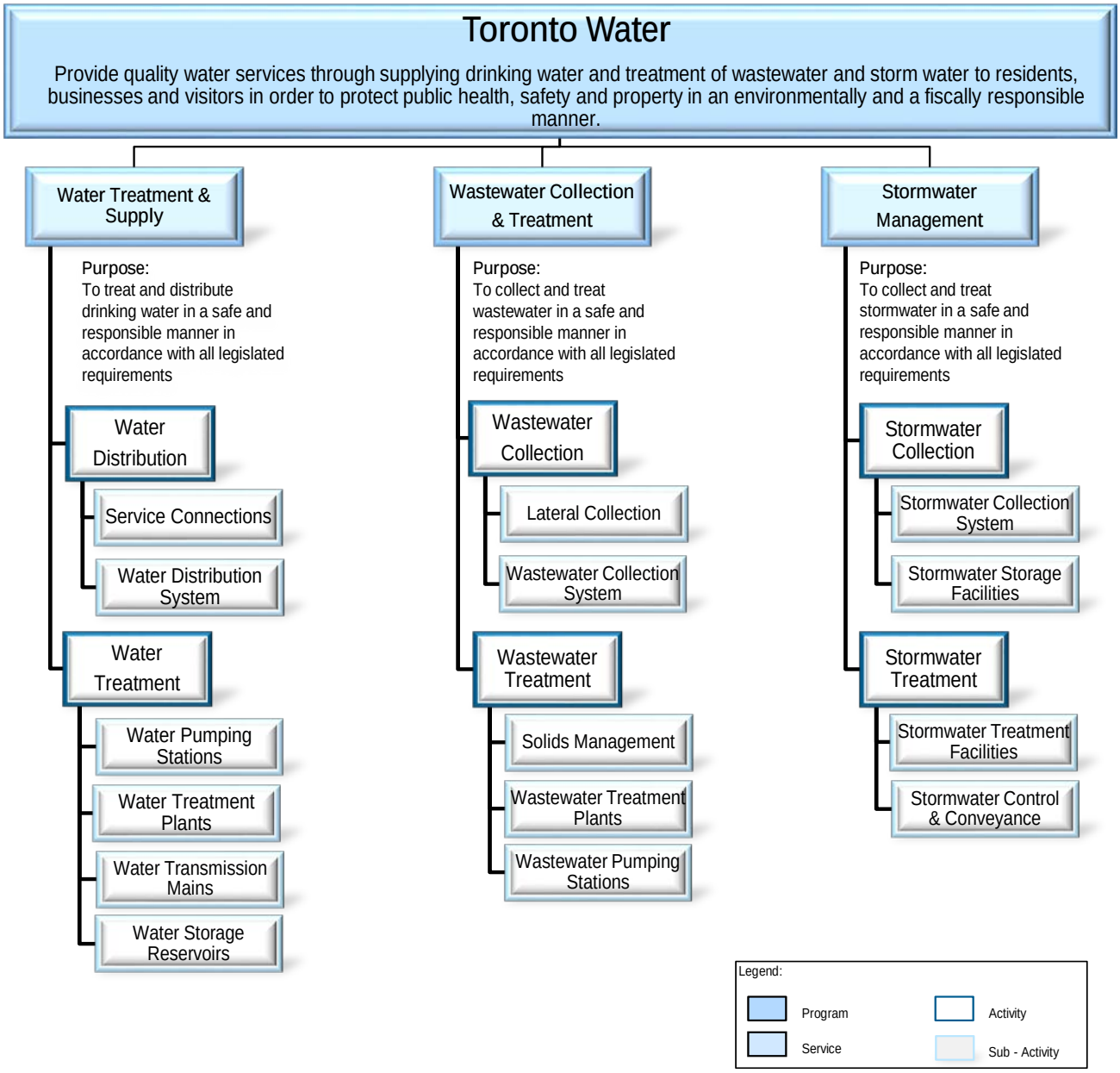
Key Service Deliverables for 2017

Toronto Water manages one of the largest water and wastewater systems in North America, providing services 24 hours a day, seven days a week.

The 2017 Operating Budget will enable Toronto Water to:

- Ensure delivery of water and wastewater services for 3.6 million residents and business in Toronto.
- Provide treatment and supply of 433 billion litres of water (includes 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 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.

Program Map



Service Customer

Water Treatment & Supply

- Water Account Holders
- Water Consumers

Indirect (Beneficial)

- Residents
- Businesses
- Visitors
- Staff - City Divisions
- Staff - Agencies and Boards

Wastewater Collection & Treatment

- Wastewater Account Holders
- Wastewater producers
- Public & Private Landowners

Indirect (Beneficial)

- Residents
- Businesses
- Visitors
- Staff - City Divisions
- Staff - Agencies and Boards

Stormwater Management

- Public & Private Landowners

Indirect (Beneficial)

- Residents
- Businesses
- Visitors
- Staff - City Divisions
- Staff - Agencies and Boards

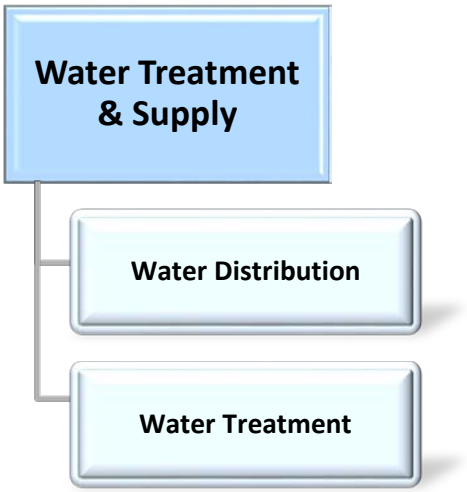
Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2016 Projected Actual	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 Rec.vs. 2016 Budget Changes		Incremental Change 2018 Plan		Incremental Change 2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Water Treatment & Supply											
Gross Expenditures	194,928.2	189,053.0	193,218.5		193,218.5	(1,709.8)	(0.9%)	5,981.1	3.1%	9,537.1	4.8%
Revenue	512,216.7	519,737.4	543,185.9		543,185.9	30,969.2	6.0%	21,881.0	4.0%	12,850.3	2.3%
Capital Contribution	317,288.4	330,684.4	349,967.4		349,967.4	32,679.0	10.3%	15,899.9	4.5%	3,313.2	0.9%
Wastewater Collection & Treatment											
Gross Expenditures	222,820.8	215,208.6	221,114.9		221,114.9	(1,705.9)	(0.8%)	7,279.3	3.3%	7,810.2	3.4%
Revenue	642,813.0	652,532.3	684,541.6		684,541.6	41,728.7	6.5%	29,095.6	4.3%	16,992.2	2.4%
Capital Contribution	419,992.2	437,323.8	463,426.7		463,426.7	43,434.5	10.3%	21,816.2	4.7%	9,182.0	1.9%
Stormwater Management											
Gross Expenditures	23,668.8	21,514.9	28,872.2		28,872.2	5,203.5	22.0%	949.3	3.3%	853.8	2.9%
Revenue	3,683.2	3,708.7	4,200.7		4,200.7	517.5	14.0%	10.0	0.2%	100.1	2.4%
Capital Contribution	(19,985.6)	(17,806.3)	24,671.5		(24,671.5)	4,686.0	(23.4%)	(939.3)	3.8%	(753.7)	2.9%
Total											
Gross Expenditures	441,417.8	425,776.5	443,205.6		443,205.6	1,787.8	0.4%	14,209.7	3.2%	18,201.1	4.0%
Revenue	1,158,712.8	1,175,978.4	1,231,928.2		1,231,928.2	73,215.3	6.3%	50,986.6	4.1%	29,942.6	2.3%
Total Capital Contibution	717,295.0	750,201.9	(788,722.6)		788,722.6	71,427.5	10.0%	36,776.9	4.7%	11,741.5	1.4%
Approved Positions	1,758.7	1,615.7	1,752.7		1,752.7	(6.0)	(0.3%)	12.0	0.7%	10.0	0.6%

The 2017 Operating Budget for Toronto Water is $443.206 million gross and $1.232 billion in revenue, resulting in a $788.723 million capital-from-current contribution. It reflects an increase of $1.788 million or 0.4% over the 2016 Approved Budget gross expenditures of $441.418 million and an increase of $71.427 million or 10% over the 2016 Approved Capital Contribution Budget of $717.295 million due to the following:

- Base pressures, which are experienced by all three services consistently, are mostly attributable to inflationary increases for materials, supplies and contracted services ($7.113 million); salaries and benefits, including progression pay and step increases ($3.687 million), and additional funding requirements to ensure operational resilience during extreme weather occurrences ($2.5 million).
- These pressures were partially offset by savings from annualized impact of previous year approvals including water loss and leak detection program ($0.186 million), operating impact of capital ($0.114 million), changes in interdepartmental charges ($2.027 million), which are applied uniformly across all services. Additional savings due to reassessment of payment in lieu of taxes and lower water and wastewater production costs based on actual experience ($1.269 million), were achieved in the *Water Treatment and Supply and Wastewater Collection and Treatment Services*. In addition, Toronto Water anticipates an increase in revenues and recoveries (other than sale of water) totalling $6.434 million across all services, with another $2.050 form industrial wastewater treatment agreements in the *Wastewater Collection and Treatment Service*.
- Service change options totaling $8.847 million, consisting mostly of base expenditure changes in materials, supplies and other non-salary costs ($1.189 million), and efficiency savings from optimization of water and waste water productions costs and other initiatives, were used to reduce initial base pressures for 2017.
- Approval of the 2017 Operating Budget will result in Toronto Water reducing its total staff complement by 6.0 positions, from 1,758.65 to 1,752.65.
- The 2017 and 2018 Plans for all services reflect the 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 (5% planned rate increase) and 2019 (3% planned rate increase) are also included in the Plans.

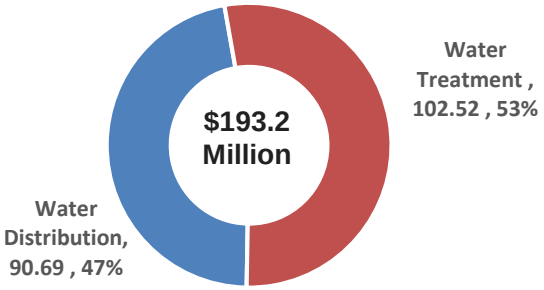
Water Treatment & Supply



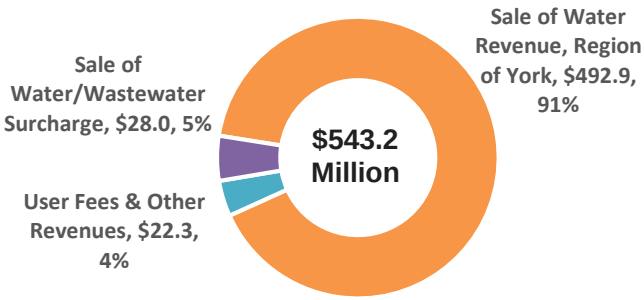
What We Do

- Treat and distribute drinking water in a safe, responsible manner in accordance with all legislated requirements.

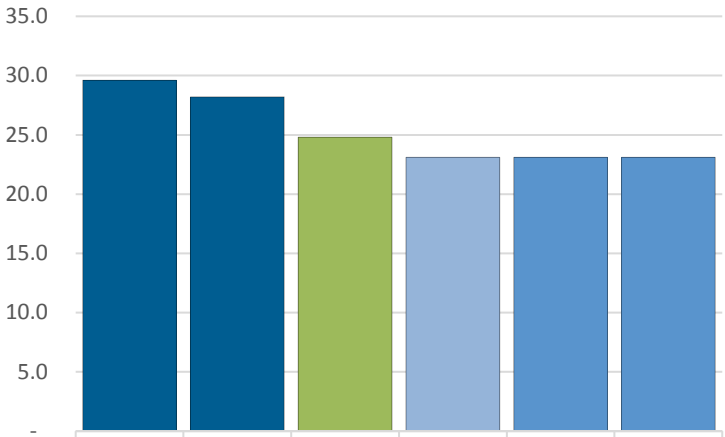
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Watermain Breaks per 100 KM Water Distribution Pipe



2014 Actual	2015 Actual	2016 Projected	2017 Target	2018 Plan	2019 Plan
29.6	28.2	24.8	23.1	23.1	23.1

- 2013 -2015 rising trend was impacted by severe cold weather fluctuations and aging watermains.
- 2016 projected actuals and 2017-2019 planned target is to maintain watermain break and repair levels of typical climate years with improved state-of-good repair program.

2017 Service Levels

Water Treatment and Supply

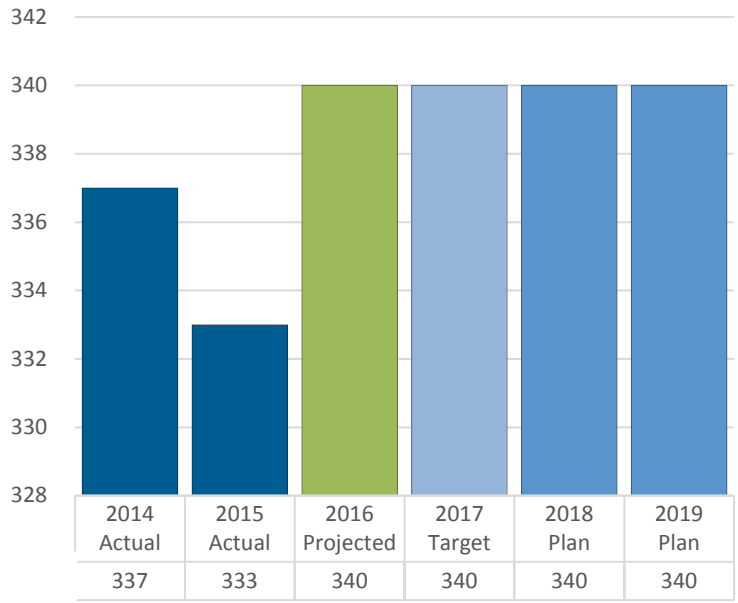
	Sub-Activity/Type	Status	2014	2015	2016	2017 Service Level (Note 1)	2017 Service Level
Water Distribution	Service Connections	Approved	Meeting the 40 to 100 psi requirement			Service Connections (% time operating within the 40 to 100 PSI requirement)	99.5% of time operating within the 40 to 100 PSI requirements
		Actual	99.4%	99.5%	n.a		n.a
	Water Distribution System	Approved	20.8 mainbreaks per 100 km of pipe			Water Distribution System (# watermain breaks per 100km of pipe)	23.1 mainbreaks per 100 km of pipe
		Actual	29.6%	28.2%	n.a		n.a.
Water Treatment	Water Pumping Stations	Approved	In compliance with aplicable legislation			Water Pumping Stations (# kWh per ML of water pumped)	340 kWh/ML of water pumped
		Actual	337	333	n.a		n.a
	Water Treatment Plants	Approved	Meeting velocity and headloss design guidelines			Water Treatment Plants (# non-compliance water treatment events)	0 non-compliance water treatment incidents
		Actual	0	1	n.a		n.a
	Water Transmission Mains	Approved	In compliance with aplicable legislation			Water Transmission Mains (# transmission valve chambers inspected)	1,500 transmission valve chambers inspected
		Actual	828	1,075	n.a		n.a
	Water Storage Reservoirs	Approved	Meeting requirements for emergency storage and fire flows (consistently maintain 24 hours of storage capacity)			Water Storage Reservoirs (# ML of storage capacity maintained)	1,895 ML of storage capacity maintained
		Actual	1,895	1,895	n.a		n.a

Note 1: The changes in the table above are not changes to Toronto Water's service levels but rather provide additional description/clarification and/or replace reference services to better reflect the service level.

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Water Treatment and Supply.

Service Performance Measures

Electrical kwh per ML of Water Pumped



- 2014-2015 actual usage of electricity per mega liter of water pumped is lower than the 340 KWh target.
- Toronto Water continues with efforts to achieve the 340KWh per mega liter of water planned target in 2016, and also over the 2017-2019 period.

Table 2
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base Budget	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Rec. Budget	2017 Rec. Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$		$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Water Distribution	90,242.8	91,020.8	(327.0)	90,693.8	451.0	0.5%		**90,693.8**	451.0	0.5%	2,735.5	3.0%	2,581.6	2.8%
Water Treatment	104,685.4	106,560.3	(4,035.7)	102,524.6	(2,160.8)	(2.1%)		**102,524.6**	(2,160.8)	(2.1%)	3,245.6	3.2%	6,955.5	6.6%
Total Gross Exp.	194,928.2	197,581.1	(4,362.6)	193,218.5	(1,709.8)	(0.9%)		**193,218.5**	(1,709.8)	(0.9%)	5,981.1	3.1%	9,537.1	4.6%
REVENUE														
Water Distribution	241,068.3	264,028.9	5.0	264,033.9	22,965.5	9.5%		**264,033.9**	22,965.5	9.5%	10,791.3	4.1%	6,393.4	2.3%
Water Treatment	271,148.3	279,085.7	66.3	279,152.0	8,003.7	3.0%		**279,152.0**	8,003.7	3.0%	11,089.8	4.0%	6,456.9	2.2%
Total Revenues	512,216.7	543,114.6	71.2	543,185.9	30,969.2	6.0%		**543,185.9**	30,969.2	6.0%	21,881.0	4.0%	12,850.3	2.2%
CAPITAL CONTRIBUTION														
Water Distribution	150,825.5	173,008.1	331.9	173,340.0	22,514.5	14.9%		**173,340.0**	22,514.5	14.9%	8,055.8	4.6%	3,811.8	2.1%
Water Treatment	166,462.9	172,525.4	4,101.9	176,627.4	10,164.5	6.1%		**176,627.4**	10,164.5	6.1%	7,844.2	4.4%	(498.6)	(0.3%)
Total Capital Contribution	317,288.4	345,533.5	4,433.9	349,967.4	32,679.0	10.3%		**349,967.4**	32,679.0	10.3%	15,899.9	4.5%	3,313.2	0.9%
Approved Positions	760.0	761.8	(2.2)	759.6	(0.4)	(0.1%)		**759.6**	(0.4)	(0.1%)	3.1	0.4%	2.3	0.3%

The 2017 Operating Budget for *Water Treatment and Supply* is $193.218 million gross and $543.186 million in revenue, resulting in a $349.967 million budgeted capital-from-current contribution. It reflects a decrease of $1.710 million or 0.9% over the 2016 Approved Budget gross expenditures and an increase of $32.679 million or 10.3% over the 2016 Approved Capital Contribution budget.

The Water Treatment & Supply Service treats and supplies 433 billion liters of safe drinking water to 3.6 million residents and business annually, in a safe, responsible manner in accordance with all legislated requirements. This service is provided through Water Distribution and Water Treatment activities.

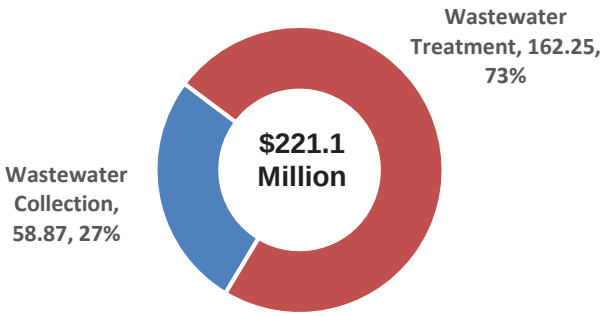
- Base budget pressures in Water Treatment and Supply Service are primarily due to:
  - Increased salary and benefit costs of $1.627 million (including progression pay costs and step increases), and higher utility costs and costs of other materials and supplies totaling $3.367 million, which are mostly related to higher usage of power and chemicals in Water Treatment Plants.
  - Additional cost of $1.511 million are required to account for higher volume of materials and restoration work for watermain breaks anticipated for 2017.
  - There will also be incremental costs arising from previously approved capital projects for the linear infrastructure inspection scans (CCTV) of $0.208 million.
- The above base budget cost increases were partially offset through:
  - A combination *of base cost reduction options* across all activities, including revenues from the Water Loss and Leak Detection Program ($0.106 million), lower interdivisional charges reflecting lower utility cut repairs costs ($1.026 million), savings resulting from payments in lieu of taxes based on the current value assessment for treatment plants ($0.482 million), and lower water production costs, based on the actual cost review ($0.216 million).
  - *Additional revenues* from new water service connections ($2.993 million) will offset pressures arising from lower revenues from Region of York and private water fees totaling $1.116 million.
- To help mitigate the base pressures, the service was able to achieve savings through reduction options totaling $4.434 million, consisting mostly of base expenditure changes in materials, supplies and other non-salary costs ($0.782 million), and efficiency savings from optimization of water production electricity costs ($2.997 million) and other initiatives, such as fleet rationalization and reduction of emergency repair and service contract costs.

Wastewater Collection & Treatment

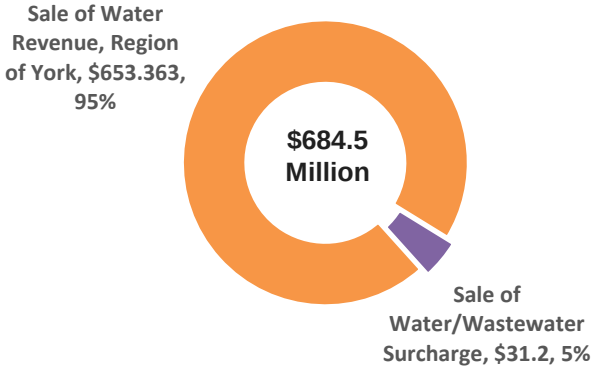
What We Do

- Collect and treat wastewater in a safe, responsible manner in accordance with all legislated requirements.

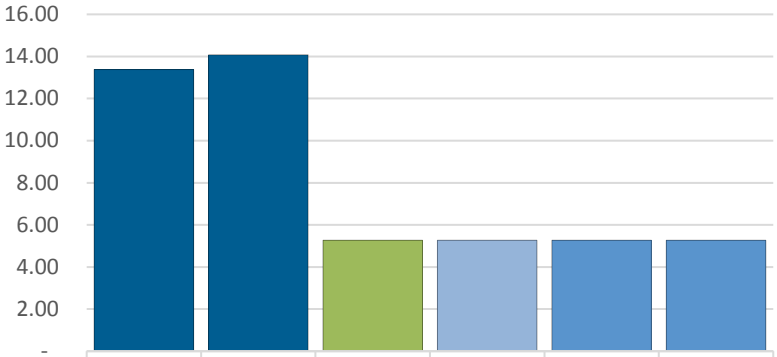
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Wastewater Main Backups per 100 km Wastewater Main



2014 Actual	2015 Actual	2016 Projected	2017 Target	2018 Plan	2019 Plan
13.38	14.08	5.27	5.27	5.27	5.27

- 2012 -2015 rising trend was impacted by severe storms causing wastewater capacity constraints.
- 2016 projected actuals and 2017-2019 target and plan is to maintain wastewater main back-ups and repair levels of typical climate years.

2017 Service Levels

Wastewater Collection and Treatment

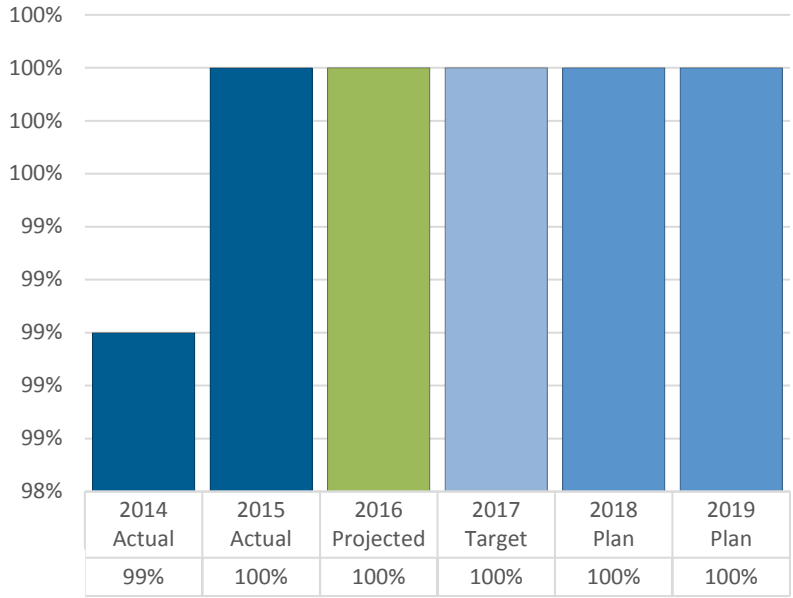
	Sub-Activity/Type	Status	2014	2015	2016	2017 Service Level (Note 1)	2017 Service Level
Wastewater Collection	Lateral Connection	Approved	Basement flooding being reduced through capital investment			Lateral Connection (% sewer service line blocked requests resulting in repair or rehab (Work Orders))	30% sewer service line blocked requests resulting in repair or rehab (Work Orders)
		Actual	31%	33%	n.a		n.a
	Wastewater Collection System	Approved	5.27 mainline backups per 100 km of pipe			Wastewater Collection System (# mainline backups per 100km of pipe)	5.27 mainline backups per 100km of pipe
		Actual	5.27	5.27	n.a		n.a
Wastewater Treatment	Solids Management	Approved	Consistently meeting compliance limits in Nutrient Management Act			Solids Management (% samples not meeting NMA requirements)	0% of samples not meeting NMA requirements
		Actual	0%	0%	n.a		n.a
	Wastewater Treatment Plants	Approved	In compliance with all applicable legislation			Wastewater Treatment Plants (# non-compliance wastewater events)	0 non-compliance wastewater events
		Actual	1	6	n.a		n.a
	Wastewater Treatment Plants	Approved	Meeting legislative compliance			Wastewater Pumping Stations (% wastewater pumping stations meeting legislative requirements)	100% of wastewater pumping stations meeting legislative requirements
		Actual	100%	100%	n.a		n.a

Note 1: The changes in the table above are not changes to Toronto Water's service levels but rather provide additional description/clarification and/or replace the reference services to better reflect the service level.

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Wastewater Collection and Treatment.

Service Performance Measures

Percent Biosolids Beneficially Used



- 2013 -2015 rising trend was result of continuing efforts to increase beneficial use by pelletizing biosolids.
- 2016 actuals and 2017-2019 target and plan are projected to maintain beneficial use to 100% target level.

Table 3

2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base Budget	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Rec. Budget	2017 Rec. Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Wastewater Collection	58,484.5	59,038.7	(172.8)	58,865.9	381.3	0.7%		**58,865.9**	381.3	0.7%	1,587.6	2.7%	1,648.3	2.7%
Wastewater Treatment	164,336.3	166,277.6	(4,028.6)	162,249.1	(2,087.2)	(1.3%)		**162,249.1**	(2,087.2)	(1.3%)	5,691.8	3.5%	6,162.0	3.7%
Total Gross Exp.	222,820.8	225,316.3	(4,201.4)	221,114.9	(1,705.9)	(0.8%)		**221,114.9**	(1,705.9)	(0.8%)	7,279.3	3.3%	7,810.2	3.3%
REVENUE														
Wastewater Collection	158,122.5	172,252.6	3.3	172,255.9	14,133.3	8.9%		**172,255.9**	14,133.3	8.9%	7,088.9		4,182.5	2.3%
Wastewater Treatment	484,690.4	512,275.7	10.0	512,285.8	27,595.3	5.7%		**512,285.8**	27,595.3	5.7%	22,006.7		12,809.7	2.4%
Total Revenues	642,813.0	684,528.3	13.3	684,541.6	41,728.7	6.5%		**684,541.6**	41,728.7	6.5%	29,095.6		16,992.2	2.3%
CAPITAL CONTRIBUTION														
Wastewater Collection	99,638.0	113,213.9	(176.1)	113,390.0	13,752.0	13.8%		**113,390.0**	13,752.0	13.8%	5,501.3	4.9%	2,534.2	2.1%
Wastewater Treatment	320,354.1	345,998.1	(4,038.6)	350,036.7	29,682.6	9.3%		**350,036.7**	29,682.6	9.3%	16,314.9	4.7%	6,647.7	1.8%
Total Capital Contribution	419,992.2	459,212.0	(4,214.7)	463,426.7	43,434.5	10.3%		**463,426.7**	43,434.5	10.3%	21,816.2	4.7%	9,182.0	1.9%
Approved Positions	864.6	863.9	(4.3)	859.6	(5.0)	(0.6%)		**859.6**	(5.0)	(0.6%)	7.9	0.9%	6.5	0.7%

The 2017 Operating Budget for *Wastewater Collection & Treatment* is $221.115 million gross and $684.542 million in revenue, resulting in a $463.427 million in a capital-from-current contribution. It reflects a decrease of $1.706 million or 0.8% over the 2016 Approved Budget gross expenditures and an increase of $43.435 million or 10.3% over the 2016 Approved Budget Capital Contribution.

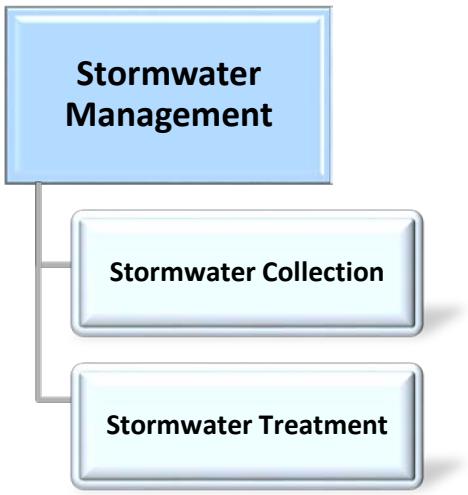
The Wastewater Collection & Treatment Service collects and treats 400 billion liters of wastewater annually, in a safe, responsible manner in accordance with all legislated requirements. This service is provided through Wastewater Collection and Wastewater Treatment activities.

- Base budget pressures in *Wastewater Collection and Treatment Service* are primarily due to:
  - Increased salary and benefit costs of $1.732 million (including progression pay costs and step increases), and higher utility costs and costs of other materials and supplies totaling $3.669 million, which are mostly related to higher usage of power and chemicals in Wastewater Treatment Plants.
  - Additional cost of $0.820 million are required to account for higher volume of materials and restoration work for sewer breaks anticipated for 2017.

- The above base budget cost increases were partially offset through:
  - A combination *of base cost reduction options* across all activities, lower interdivisional charges reflecting lower utility cut repairs costs ($0.875 million), and savings resulting from payments in lieu of taxes based on the current value assessment for wastewater treatment plants ($0.574 million).
  - As a result of the implementation of a new cogeneration plant at Humber Wastewater Treatment Plant coming on-line in 2017, there will be a net saving of $0.366 million, mostly in electricity costs.
  - *Additional revenues* from new water service connections ($1.681 million), recoveries for work on capital projects ($0.936 million) and higher volume of industrial waste treatment agreements anticipated for 2017 ($2.050 million).

To help mitigate the base pressures, the service was able to achieve savings through reduction options totaling $4.215 million, consisting mostly of base expenditure changes in materials, supplies and other non-salary costs ($0.430 million), and efficiency savings from optimization of wastewater treatment electricity costs ($2.845 million), reduced transfer and haulage costs of bio-solids ($0.263 million) and other initiatives such as fleet rationalization and reduction of emergency repair and service contract costs.

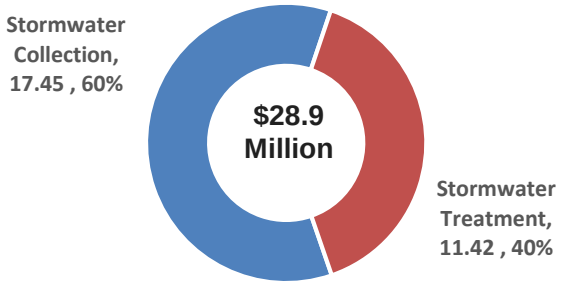
Stormwater Management



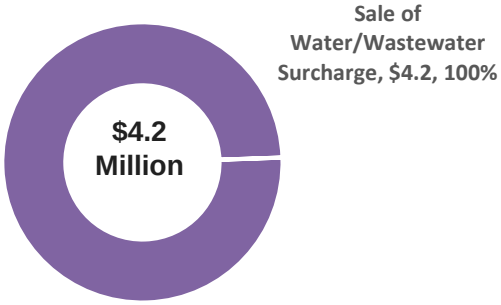
What We Do

- Collect and treat stormwater in a safe, responsible manner in accordance with all legislated requirements.

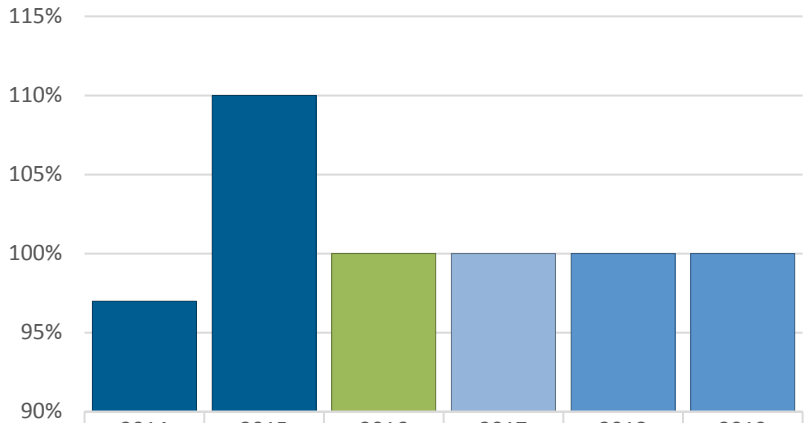
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Percent Catch Basins Cleaned



2014 Actual	2015 Actual	2016 Projected	2017 Target	2018 Plan	2019 Plan
97%	110%	100%	100%	100%	100%

- 2012 -2015 stable trend with high effort in cleaning catch basins to improve stormwater collection
- 2016 projected actuals and 2017 target and 2018-2019 plan is to maintain linear catch basin cleaning to target levels.

2017 Service Levels

Stormwater Management

	Sub-Activity/Type	Status	2014	2015	2016	2017 Service Level (Note 1)	2017 Service Level
Stormwater Collection	Stormwater Collection System	Approved	Cost of storm pipes maintained is $1232/km			Stormwater Collection System (% catch basins cleaned)	100% of catch basins cleaned
		Actual	97%	110%	n.a		n.a
	Stormwater Storage Facilities	Approved	Meeting all Certificate of Approval requirements			Stormwater Storage Facilities (ML of dedicated (designed) stormwater storage capacity)	1,248 ML of dedicated (designed) stormwater storage capacity
		Actual	1,242	1,246	n.a		n.a
Stormwater Treatment	Stormwater Treatment Facilities	Approved	Meeting all Certificate of Approval requirements			Stormwater Treatment Facilities (# drainage area (hectares) where quality control provided)	7,065 hectares of drainage area where quality control provided
		Actual	6,979	6,990	n.a		n.a
	Stormwater Conveyance & Control System	Approved	Meeting all Certificate of Approval requirements			Stormwater Conveyance & Control System (Stormwater control & conveyance systems meeting all Certificates of Approval requirements)	Meeting all Certificate of Approval Requirements
		Actual	100%	100%	n.a		n.a

Note 1: The changes in the table above are not changes to Toronto Water's service levels but rather provide additional description/clarification and/or replace the reference services to better reflect the service level.

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Stormwater Management

Table 4

2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base Budget	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Rec. Budget	2017 Rec. Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Stormwater Collection	16,808.9	17,506.3	(53.9)	17,452.4	643.5	3.8%		**17,452.4**	643.5	3.8%	392.5	2.2%	541.5	3.0%
Stormwater Treatment	6,859.8	11,564.7	(144.9)	11,419.8	4,560.0	66.5%		**11,419.8**	4,560.0	66.5%	556.8	4.9%	312.3	2.6%
Total Gross Exp.	23,668.8	29,071.0	(198.7)	28,872.2	5,203.5	22.0%		**28,872.2**	5,203.5	22.0%	949.3	3.3%	853.8	2.8%
REVENUE														
Stormwater Collection	2,694.8	3,072.7		3,072.7	377.9	14.0%		**3,072.7**	377.9	14.0%	6.0	0.2%	75.1	2.4%
Stormwater Treatment	988.4	1,128.0		1,128.0	139.6	14.1%		**1,128.0**	139.6	14.1%	4.0	0.4%	25.0	2.2%
Total Revenues	3,683.2	4,200.7		4,200.7	517.5	14.0%		**4,200.7**	517.5	14.0%	10.0	0.2%	100.1	2.3%
CAPITAL CONTRIBUTION														
Stormwater Collection	(14,114.1)	(14,433.6)	(53.9)	(14,379.7)	(265.6)	1.9%		**(14,379.7)**	(265.6)	1.9%	(386.5)	2.7%	(466.4)	3.2%
Stormwater Treatment	(5,871.4)	(10,436.7)	(144.9)	(10,291.8)	(4,420.4)	75.3%		**(10,291.8)**	(4,420.4)	75.3%	(552.8)	5.4%	(287.3)	2.6%
Total Capital Contribution	(19,985.6)	(24,870.3)	(198.7)	(24,671.5)	(4,686.0)	23.4%		**(24,671.5)**	(4,686.0)	23.4%	(939.3)	3.8%	(753.7)	2.9%
Approved Positions	134.1	135.0	(1.5)	133.5	(0.6)	(0.5%)		**133.5**	(0.6)	(0.5%)	1.0	0.7%	1.2	0.9%

The 2017 Operating Base Budget for Stormwater Management Service is $28.872 million gross. It reflects an increase of $5.203 million or 22% over the 2016 Approved Budget gross expenditures. Stormwater Management service does not generate any capital-from current contribution as its revenues are not sufficient to cover gross expenditures for this service. $24.671 million in Water Treatment & Supply and Wastewater Collection & Treatment revenues that would otherwise be directed to capital-from-current contributions, are required to support the Stormwater Management service operating requirements.

The Stormwater Management Service protects private property and the environment from stormwater runoff. This service is provided through Stormwater Collection and Stormwater Treatment activities.

- Base budget pressures in Stormwater Management Service are primarily due to:
  - Increased salary and benefit costs of $0.328 million (including progression pay costs and step increases), and inflationary increases related to the annual budget contribution to the Toronto Water and Region Authority's operations.
  - Additional cost of $0.169 million are required to account for higher volume of materials and restoration work related to erosion control work anticipated for 2017.

- The above base budget cost increases were partially offset through:
  - Lower interdivisional charges of $0.126 million and other base expenditure savings totaling $0.051 million.
  - Increased fee revenues of $0.432 million.

To help mitigate the base pressures, the service was able to achieve savings service through reduction options totaling $0.198 million, consisting mostly of base expenditure changes in materials, supplies and other non-salary costs ($0.060 million), and efficiency savings from various initiatives ($0.138 million).

Transportation Services

2017 – 2026 CAPITAL BUDGET AND PLAN OVERVIEW

Transportation Services maintains infrastructure comprised of 5,600 km of roads, 7,950 km of sidewalks, 900 bridges/culverts and 2,300 traffic control signals. The 2017 – 2026 Capital Budget and Plan focuses on maintaining these assets in a state of good repair (SOGR). Specifically, SOGR funding of $636.409 million is included for major road rehabilitation, $713.909 million for local road rehabilitation and $2.300 billion for the F. G. Gardiner expressway.

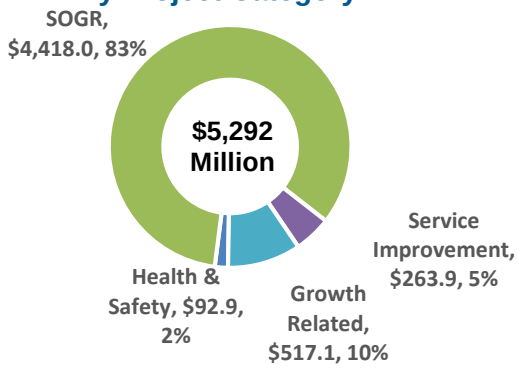
Included in the 10-Year Capital Plan is an increased investment of $792.978 million in debt funding for Transportation infrastructure directed toward projects that will address the accumulated backlog of state of good repair, primarily funding the new approach for the implementation of the Revised Strategic Rehabilitation Plan for the F.G. Gardiner Expressway which reflects the removal of the Federal funding that was originally anticipated.

New debt funding has also been added to leverage the Public Transportation Infrastructure Fund (PTIF) program for Road Safety, Cycling Infrastructure and TTC Surface Transit Operations.

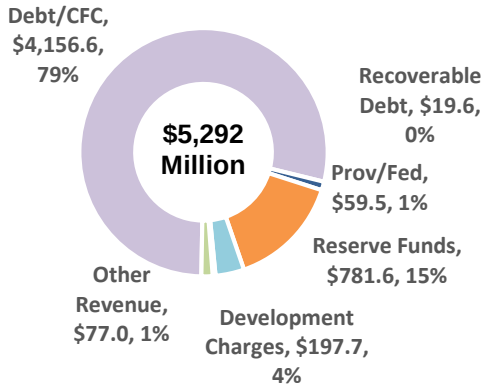
The 10-Year Capital Plan also includes funding that has been allocated for safety improvement projects such as Light Emitting Diode (LED) signal module conversions and growth projects such as Design Cherry Street Realignment and Bridges.

2017-2026 Capital Budget and Plan

Where the money goes: By Project Category

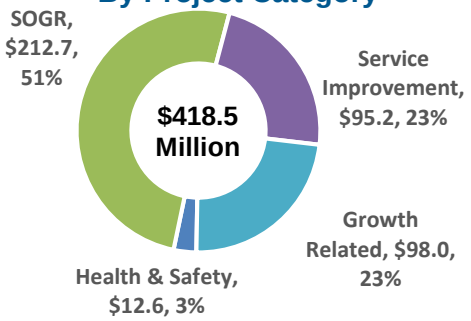


Where the money comes from: By Funding Source

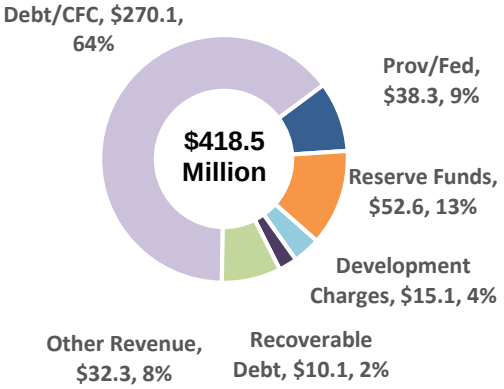


2017 Capital Budget

By Project Category



By Funding Source



Our Key issues & Priority Actions

- **Addressing the State of Good Repair Backlog** estimated at $568.965 million (excluding F. G. Gardiner) and is anticipated to grow to $1.350 billion by 2026.
  - ✓ The 10-Year Capital Plan includes funding of $4.418 billion for SOGR funding to address accumulated backlog primarily for major and local roads and the rehabilitation of the F.G. Gardiner Expressway.
- **Management of Traffic Congestion in the City a**s densification in the City of Toronto continues, the demands on the City's road network also increases resulting in congestion.
  - ✓ The 10-Year Capital Plan includes funding of $515.119 million for growth related projects, including traffic congestion management projects and projects that help manage traffic congestion in areas that have experienced significant growth over recent years.

Capital Deliverables for 2017

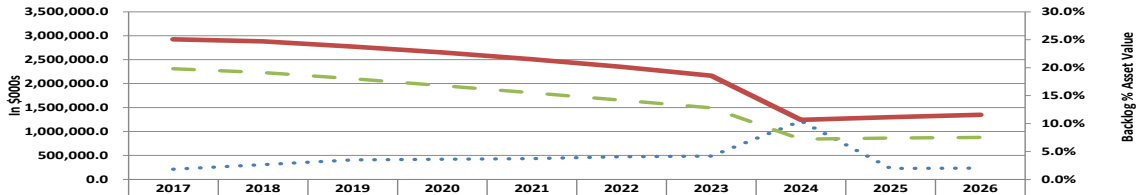
The 2017 Capital Budget for Transportation Services of $420.283 million, excluding carry forward funding, will:

- Begin the design for Cherry St. Realignment and Bridges ($4.200 million); and projects leveraging the Public Transportation Infrastructure Fund (PTIF) program for Road Safety, Cycling Infrastructure and TTC Surface Transit Operations ($79.540 million).
- Continue the Traffic Congestion Management project to expand the existing Intelligent Transportation Systems (ITS) to better manage congestion on arterial roadways and expressways ($6.100 million).
- Continue health and safety projects such as audible pedestrian signals ($2.300 million), new traffic control signals / devices ($2.180 million) and major modifications to signals ($2.290 million).
- Continue work on service improvement projects such as cycling infrastructure ($9.205 million, excluding PTIF program cycling infrastructure), and advanced traffic control ($1.350 million).

State of Good Repair Backlog

The 10-Year Capital Plan spending on State of Good Repair is $4.418 billion which will decrease the accumulated backlog from $2.869 billion in 2016 to an anticipated $1.350 billion by 2026. When rehabilitation on the Gardiner is excluded (SOGR eliminated by 2024), the SOGR backlog for remaining transportation infrastructure will increase from $568.965 million in 2016 to an anticipated $1.350 billion in 2026.

Chart 1
SOGR Funding & Backlog (In $000s)



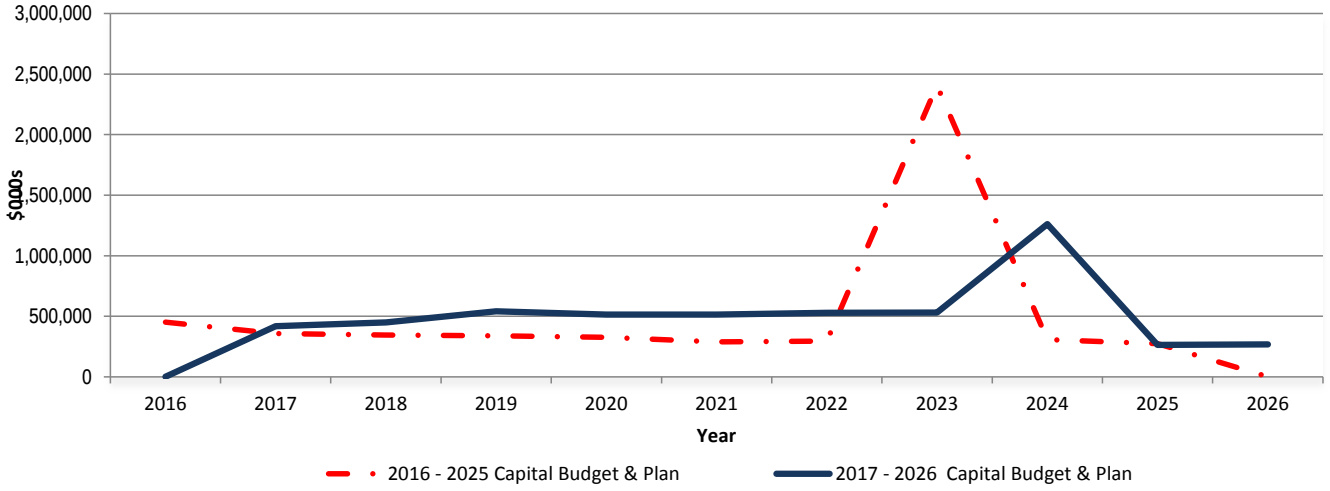
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
SOGR Funding	212,685.0	307,990.0	407,064.0	418,765.0	432,149.0	472,117.0	484,540.0	1,219,891.0	228,142.0	234,616.0
Accumulated Backlog Est.	2,923,893.0	2,881,135.1	2,773,860.6	2,650,977.4	2,510,413.6	2,349,392.1	2,166,092.0	1,241,793.3	1,299,902.1	1,349,551.3
Backlog % of Asset Value	19.8%	19.1%	18.0%	16.8%	15.5%	14.2%	12.8%	7.2%	7.4%	7.5%

Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Capital Budget and the 2018 – 2026 Capital Plan reflects a decrease of $101.330 million in capital funding from the 2016 - 2025 Approved Capital Plan.

The chart and table below provide a breakdown of the $101.330 million or 1.9% decrease in the Capital Program on an annual basis from 2016 to 2026.

Chart 2
Changes to the 2016 - 2025 Approved Capital Plan (In $000s)



($000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025	451,665	358,187	344,311	339,777	326,024	289,755	294,879	2,406,729	307,261	274,710		5,393,298
2017 - 2026		418,468	450,186	541,852	514,316	515,208	529,251	531,295	1,261,183	263,073	267,136	5,291,968
Change %		16.8%	30.7%	59.5%	57.8%	77.8%	79.5%	(77.9%)	310.5%	(4.2%)		(1.9%)
Change $		60,281	105,875	202,075	188,292	225,453	234,372	(1,875,434)	953,922	(11,637)		(101,330)

As made evident in the chart above, the $101.330 million decrease in the Capital Program is entirely attributed to a the difference in capital spending approved in 2016 as compared to planned capital investments in the year 2026.

The Capital Program also reflects the reallocation of funding from 2023 to other years throughout the 10-year period for Gardiner construction costs which incorporates the new approach for the implementation of the Revised Strategic Rehabilitation Plan for the F.G. Gardiner Expressway.

As reflected in Table 2 on the following page, changes to the 2016 – 2025 Approved Capital Plan, specifically the $83.199 million increase in capital funding over the nine common years of the Capital Plans (2017 – 2025) arise from the level of increased investment in Transportations Services' capital projects, based on the following factors:

- Additional funding required to leverage the Public Transportation Infrastructure Fund program for Road Safety, Cycling Infrastructure and TTC Surface Transit Operations, and the design for Cherry St. Realignment and Bridges.
- As well, the Program revised their need for cash flow funding for multiple long-term programs (roads, bridges, etc.) and growth projects based on project readiness and spending capacity by aligning to actual project timelines, and activities.

The following table details the capital projects, by category, included within the 2017 – 2026 Capital Budget and Plan for Transportation Services:

Table 1
2017 - 2026 Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date**	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
Accessible Pedestrian Signals (Audible Signals)		2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	**23,000**	
Guide Rail Replacement	1,300	1,000	1,000									**2,000**	3,300
Local Geometric Traffic Safety Improvements	1,607	2,000										**2,000**	3,607
New Traffic Control Signals / Devices		2,180	2,180	2,180	2,180	2,180	2,180	2,180	2,180	2,180	2,180	**21,800**	
Pedestrian Safety and Infrastructure Programs		723	734	744	756	767	779	790	803	814	826	**7,736**	
Salt Management Program		1,105	1,131	1,159	1,159	1,159	1,159	1,159	1,159	1,159	1,159	**11,508**	
Tactile Domes Installation	1,000	1,000	1,000									**2,000**	3,000
Traffic Signals Major Modifications		2,290	2,290	2,290	2,290	2,290	2,290	2,290	2,290	2,290	2,290	**22,900**	
Sub-Total		**12,598**	**10,635**	**8,673**	**8,685**	**8,696**	**8,708**	**8,719**	**8,732**	**8,743**	**8,755**	**92,944**	
State of Good Repair													
Bathurst Street Bridge Rehabilitation	1,682	800	5,600									**6,400**	8,082
City Bridge Rehabilitation		33,491	33,993	33,503	34,021	34,546	35,079	35,621	36,170	36,727	37,293	**350,444**	
Critical Interim Road Rehabilitation Pool	16,000	8,000										**8,000**	24,000
Ditch Rehabilitation and Culvert Reconstruction		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	**10,000**	
Don Valley Parkway Rehabilitation		2,435	2,496	2,558	2,558	2,558	2,558	2,558	2,558	2,558	2,558	**25,395**	
Dufferin Street Bridge Rehabilitation	600				550	550	12,620	12,630				**26,350**	26,950
*F.G. Gardiner**	141,260	16,226	114,870	215,270	220,650	228,150	250,050	256,350	998,100			**2,299,666**	2,440,926
Facility Improvements		1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	**15,000**	
Laneways		2,193	2,226	1,800	1,827	1,854	1,882	1,910	1,939	1,968	1,998	**19,597**	
Local Road Rehabilitation		54,357	57,944	61,603	65,335	69,142	73,025	76,985	81,025	85,145	89,348	**713,909**	
Major Road Rehabilitation		58,121	59,283	60,470	61,678	62,912	64,170	65,454	66,763	68,098	69,460	**636,409**	
Major SOGR Pooled Contingency		3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	**38,000**	
Neighbourhood Improvements		2,000	2,031	2,060	2,092	2,123	2,155	2,187	2,220	2,253	2,287	**21,408**	
Retaining Walls Rehabilitation		3,800	1,300	1,320	1,339	1,359	1,380	1,400	1,421	1,443	1,464	**16,226**	
Sidewalks		19,262	16,247	16,480	16,715	16,955	17,198	17,445	17,695	17,950	18,208	**174,155**	
Traffic Plant Requirements/Signal Asset Management		5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700	**57,000**	
Sub-Total		**212,685**	**307,990**	**407,064**	**418,765**	**432,149**	**472,117**	**484,540**	**1,219,891**	**228,142**	**234,616**	**4,417,959**	
Service Improvements													
Advanced Traffic Signal Control		1,350	1,350	1,350	1,350	1,350	1,350	1,350	900	450		**10,800**	
Cycling Infrastructure		9,205	8,100	8,303	8,303	8,303	8,303	8,303	8,303	8,303	8,303	**83,729**	
Engineering Studies		4,500	4,500	4,538	3,038	3,038	3,038	3,038	3,038	3,038	3,038	**34,804**	
LED Signal Module Conversion		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	**10,000**	
Participatory Budgeting Pilot	65	185										**185**	250
PTIF Projects		75,540	19,885									**95,425**	95,425
Signs and Markings Asset Management		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	**10,000**	
System Enhancements for Road Repair & Permits		580	603									**1,183**	1,183
Traffic Calming		298	302	307	312	316	321	326	331	336	341	**3,190**	
Traffic Control - RESCU		250	250	250								**750**	
Transportation Safety & Local Improvement Program		1,297	1,316	1,336	1,356	1,377	1,397	1,418	1,439	1,461	1,483	**13,880**	
Sub-Total		**95,205**	**38,306**	**18,084**	**16,359**	**16,384**	**16,409**	**16,435**	**16,011**	**15,588**	**15,165**	**263,946**	
Growth Related													
Design Cherry St Realignment and Bridges		4,200	1,400									**5,600**	5,600
Gardiner York/Bay/Yonge Reconfiguration	15,300	19,250										**19,250**	34,550
Georgetown South City Infrastructure Upgrades	26,840	13,420	13,420	13,420								**40,260**	67,100
Growth Related Capital Works		300	300	300	300	300	300	300	300	300	300	**3,000**	
Ingram Drive Extension - Grade Separation	7,600	250	8,550	9,200	550	15,750	15,750	5,250				**55,300**	62,900
John Street Revitalization Project		2,000										**2,000**	2,000
King Liberty Cycling Pedestrian Bridge	1,350	250	4,800									**5,050**	6,400
LARP(Lawrence-Allen Revitalization Project)	1,657	1,153	940	2,086	438							**4,617**	6,274
Legion Road Extension & Grade Separation		490	980	14,140	13,650	13,650						**42,910**	42,910
Metrolinx Additional Infrastructure			5,000	5,000								**10,000**	10,000
North Queen New Street							800	1,000	1,200	6,000	4,000	**13,000**	13,000
North York Service Road Extension	15,740			2,000	500	750	1,750					**5,000**	20,740
Port Union Road	800	900	1,650	1,650								**4,200**	5,000
Regent Park Revitalization	2,147	1,565	956	627	301	229	117					**3,795**	5,942
Scarlett/St Clair/Dundas	500	300	10,700	14,000	7,000	10,000	8,000					**50,000**	50,500
Six Points Interchange Redevelopment	26,500	11,002	20,829	18,778	2,988							**53,597**	80,097
St Clair TMP:Keele to Old Weston	2,000	4,000	2,000	12,000	12,000							**30,000**	32,000
Steeles Widenings (Tapscott Road - Beare Road)	1,500	500	4,000	4,000	17,000	13,000						**38,500**	40,000
Third Party Signals		300	300	300	300	300	300	300	300	300	300	**3,000**	
Traffic Congestion Management	15,700	6,100	7,430	6,530	11,480							**31,540**	47,240
Work for TTC & Others		32,000	10,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	**74,000**	
Yonge Street/Highway 401 Interchange Improvements	2,500						1,000	10,751	10,749			**22,500**	25,000
Sub-Total		**97,980**	**93,255**	**108,031**	**70,507**	**57,979**	**32,017**	**21,601**	**16,549**	**10,600**	**8,600**	**517,119**	
Total Expenditures by Category (excluding carry forward)		**418,468**	**450,186**	**541,852**	**514,316**	**515,208**	**529,251**	**531,295**	**1,261,183**	**263,073**	**267,136**	**5,291,968**	

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. Major Road Rehab projects)

The total project cost for the Gardiner reflects the 2012 - 2026 costs.

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

	2017 Budget		2018 Plan		2019 Plan		2020 Plan		2021 Plan		2017 - 2021		2017 - 2026	
Projects	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**
Previously Approved														
Cycling Infrastructure	457.1										457.1	-	457.1	-
New Roads	194.8										194.8	-	194.8	
New Sidewalks	93.9										93.9	-	93.9	-
Bridges	10.8										10.8	-	10.8	-
Total (Net)	**756.6**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**756.6**	**-**	**756.6**	**-**

The Preliminary 10-Year Capital Plan will increase future year Operating Budgets by a total of $0.757 million net over the 2017 – 2026 period, as shown in the table above.

- In 2017, Transportation Services will require additional operating funding of $0.757 million for maintaining new transportation infrastructure including roads, bridges and sidewalks.

Transportation Services

2017 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.

2017 Operating Budget Highlights

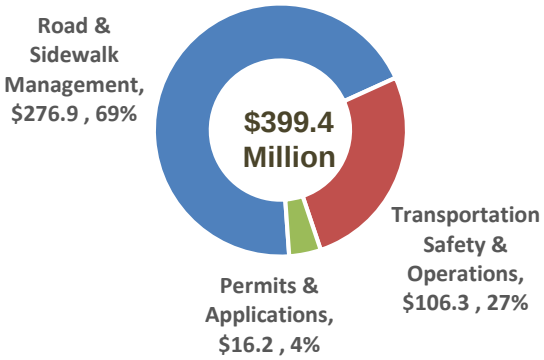
The 2017 Operating Budget for Transportation Services of $399.439 million in gross expenditures and $211.498 million net provides funding for three services: Road & Sidewalk Management; Transportation Safety & Operations; and, Permits & Applications. The total cost to deliver these services to Toronto residents is summarized below:

(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
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%**

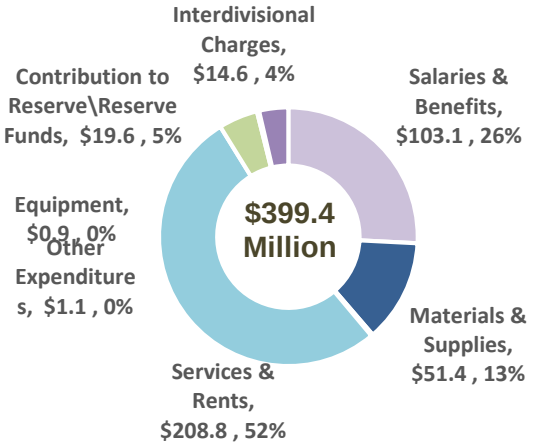
2017 Operating Budget

Where the money goes:

By Service

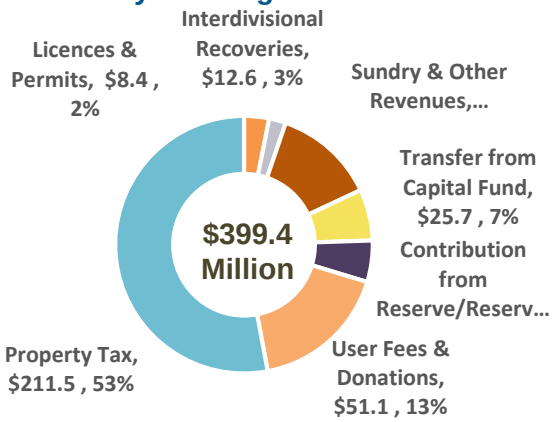


By Expenditure Category



Where the money comes from:

By Funding Source



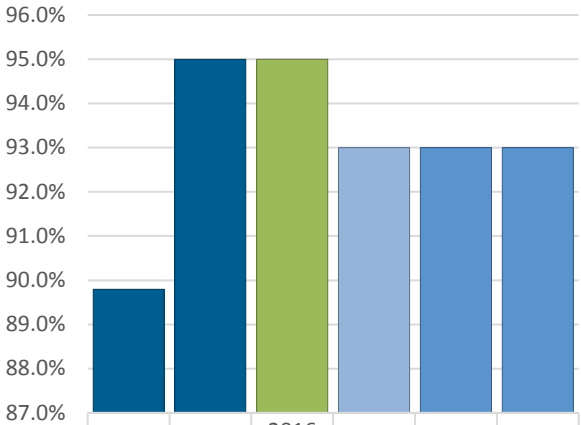
Fast Facts

- Maintain approximately 5,600 km of roads and 7,950 km of sidewalks
- Manage 2,300 Traffic Control Signals
- Maintain 900 Bridges and Culverts and 1,200 km of cycle network (tracks, bike lanes, trails and signed routes)

Trends

- Transportation Infrastructure is repaired and maintained to provide safe vehicular, transit, pedestrian and cycling movement.
- 90% of potholes were serviced within timeframes in 2014, reflecting a slight reduction from 2012 and 2013 in part due to the impact of the severe winter in 2014.
- In 2015, Transportation Services achieved 95% of potholes being serviced within timeframes and is projecting the same level in 2016.
- Transportation Services is targeting 93% of potholes being serviced within timeframes in 2017 and anticipates maintaining that level in the future.

% of Potholes Serviced within Timeframe



2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
89.8%	95.0%	95.0%	93.0%	93.0%	93.0%

Our Key Issues & Priority Actions

- **Road Safety Plan**
  - ✓ Continue the implementation of the 45 new and enhanced safety measures designed to reduce the number of serious collisions.
- **Cycling Infrastructure**
  - ✓ Design and implement the cycling infrastructure projects approved by Council in the Ten Year Cycling Network Plan with a focus on projects funded under the federal Public Transit Infrastructure Fund (PTIF).
  - ✓ Continue work on Major Corridor Studies already underway (Yonge Street downtown and in North York District, as well as sections of Bloor Street) as approved in the Ten Year Cycling Network Plan.
  - ✓ Develop key strategy documents including the Bike Parking Strategy and the On-Street Bikeway Design Guidelines.
- **Traffic Congestion Management**
  - ✓ Updated the 2016-2020 Congestion Management Plan and retimed approximately 360 traffic signals along 14 arterial road corridors to improve traffic flow and reduce delays, fuel consumption and vehicle emissions.

Key Service Deliverables for 2017

The 2017 Operating Budget will enable the Program to:

- Implement strategies to minimize lane closures due to construction through accelerated schedules, improved coordination, more stringent permit timelines and enforcement.
- Continue to connect, grow, and renew the City's cycling infrastructure through the delivery of Year 1 of the 10 Year Cycling Network Plan.
- Provide safe streets for all road users through implementation of the 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.

Program Map

Transportation Services

Transportation Services strives to be a leader in providing safe, efficient and effective transportation solutions to serve the needs of our 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.

Road & Sidewalk Management

Purpose:
To plan, program, 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, minimize 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.

- Winter Operations
- Road & Sidewalk Repairs & Cleaning
- Patrol & Investigations
- Infrastructure Planning, Programming & Budgeting
- Pedestrian & Cycling Infrastructure and Strategies
- Public Realm Improvements & Programs

Transportation Safety & Operations

Purpose:
To monitor, analyze and manage the City's transportation network to facilitate safe and efficient public movement and property access, through application of technologically advanced systems, in support of the Official Plan's transportation objectives.

- Transportation Studies & Investigations
- Traffic Signal Installation & Maintenance
- Transportation Information & Monitoring Systems
- Traffic Signs & Pavement Markings

Permits & Applications

Purpose:
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 while maintaining essential access and mobility for the various transportation modes.

- Parking Permits
- Construction Permits
- Development Review Applications
- Street Events

Legend:
- Program
- Activity
- Service

Service Customer

Road & Sidewalk Maintenance

- Cyclist
- Pedestrians
- Transit providers and passengers
- Taxis
- Goods Movement Service Providers

Indirect (Beneficial)

- Emergency Services
- Residents
- Businesses
- Visitors/Tourists
- Staff – City Divisions
- Staff - Agencies & Boards
- Design Professionals
- Utility Companies

Transportation Operations & Safety

- Vehicle Operations and Passengers
- Cyclists
- Pedestrians

Indirect (Beneficial)

- Residents
- Businesses
- Visitors
- Emergency Service Responders
- Commercial Vehicle Operators

Public Right-of-Way Management

- Staff - City Divisions
- Property owners
- Contractors

Indirect (Beneficial)

- Residents
- Businesses
- Visitors
- Emergency Service Responders
- Commercial Vehicle Operators

Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2016 Projected Actual	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 vs. 2016 Budget Change		Incremental Change 2018 Plan		Incremental Change 2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Road & Sidewalk Management											
Gross Expenditures	277,434.2	264,270.7	275,707.8	1,219.5	276,927.3	(506.9)	(0.2%)	3,388.2	1.2%	3,322.6	1.2%
Revenue	132,956.8	119,619.8	132,849.5	5,854.2	138,703.7	5,746.9	4.3%	5,424.3	3.9%	142.5	0.1%
Net Expenditures	144,477.4	144,650.9	142,858.3	(4,634.8)	138,223.6	(6,253.9)	(4.3%)	(2,036.0)	(1.5%)	3,180.1	2.3%
Transportation Safety & Operations											
Gross Expenditures	95,659.5	91,120.7	104,451.5	1,871.6	106,323.1	10,663.6	11.1%	1,498.6	1.4%	3,035.7	2.8%
Revenue	9,683.5	8,712.1	9,845.4	648.5	10,493.9	810.5	8.4%	(629.9)	(6.0%)	32.7	0.3%
Net Expenditures	85,976.0	82,408.6	94,606.1	1,223.1	95,829.1	9,853.1	11.5%	2,128.6	2.2%	3,003.1	3.1%
Permits & Applications											
Gross Expenditures	15,808.4	15,058.3	16,022.0	166.6	16,188.6	380.2	2.4%	241.9	1.5%	350.0	2.1%
Revenue	38,619.4	34,745.5	38,341.5	402.3	38,743.8	124.3	0.3%	873.1	2.3%	873.1	2.2%
Net Expenditures	(22,811.0)	(19,687.2)	(22,319.5)	(235.7)	(22,555.2)	255.9	(1.1%)	(631.1)	2.8%	(523.0)	2.3%
Total											
Gross Expenditures	388,902.1	370,449.7	396,181.3	3,257.7	399,439.0	10,536.8	2.7%	5,128.8	1.3%	6,708.4	1.7%
Revenue	181,259.7	163,077.4	181,036.4	6,905.1	187,941.4	6,681.7	3.7%	5,667.4	3.0%	1,048.2	0.5%
Total Net Expenditures	207,642.4	207,372.3	215,144.9	(3,647.4)	211,497.5	3,855.1	1.9%	(538.6)	(0.3%)	5,660.1	2.7%
Approved Positions	1,129.0	1,028.9	1,104.0	14.0	1,118.0	(11.0)	(1.0%)	(3.0)	(0.3%)		

The Transportation Services' 2017 Operating Budget is $399.439 million gross and $211.498 million net, representing a 1.9% or $3.855 million increase from the 2016 Approved Net Operating Budget. The 2017 Operating Budget reductions, efficiency savings, new revenues and service adjustments that total $13.589 million, are not able to fully offset the 2017 budget pressures.

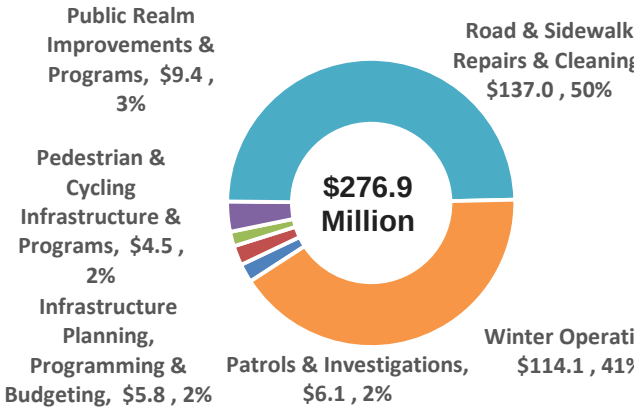
- Base pressures of $15.373 million are mainly attributable to increases in contract costs (primarily winter maintenance contracts), salary & benefits for union/non-union staff (COLA, progression pay, step increases, adjustments), street lighting costs (hydro and asset improvements) and decreases in various revenues.
- To help mitigate the above pressures, the Program was able to achieve base expenditure changes, revenue changes, service adjustments and service efficiency savings of $7.870 million through; line-by-line reviews, inflationary increases to user fees, deletion of vacant positions and rationalization of fleet vehicles.
- New and enhanced services of $3.258 million gross and ($3.647) million net revenue includes funding for delivery of the Road Safety Plan and Cycling Network Plan, as well as project leads for traffic congestion management and capital infrastructure planning. A new collision incident response fee is included and provisions have been made for an additional two new fees to be introduced in 2017 (utility cut repair program administration fee (external clients) and right-of-way rental fees for commercial street events).
- Approval of the 2017 Operating Budget will result in Transportation Services reducing its total staff complement by 11.0 positions from 1,129.0 to 1,118.0.
- The 2018 and 2019 Plans reflect increases attributable to salaries & benefits, contract costs (primarily winter maintenance contracts) and hydro costs for street lighting. The pressures are fully offset in 2018 by the additional revenue from new fees and inflationary increases for user fees, and partially offset in 2019 by user fee inflationary increases. The result is a decrease of $0.539 million in 2018 and an increase of $5.660 million in 2019.

Road and Sidewalk Management

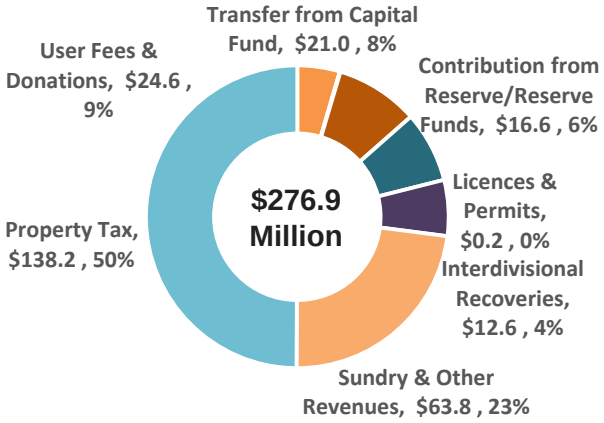
What We Do

- Plan, program, 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, minimize 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.

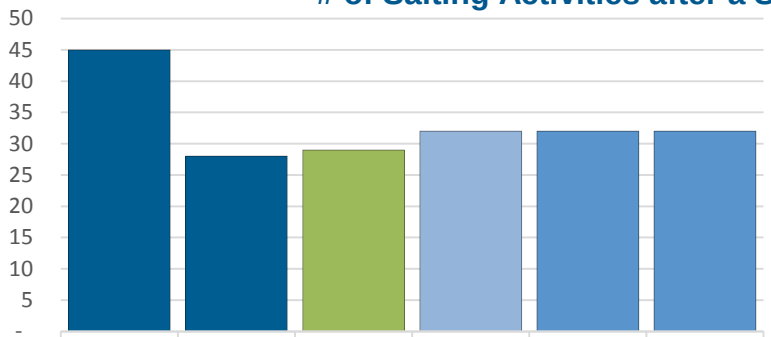
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



of Salting Activities after a Storm < 5cm



2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
45	28	29	32	32	32

- Transportation Services ensures safe transport infrastructure for cyclists, pedestrians, transit users, vehicles and goods movement.
- In 2015, the Program completed 28 salting activities after a storm < 5cm.
- Transportation Services is anticipating approximately 29 such events in 2016 and 32 events annually in future years.

2017 Service Levels

Road and Sidewalk Management

Activity	Type	Sub-Type	Service Levels 2014	2015	2016	2017
Winter Operations	Patrol		2400 km/day			2400 km/day
	De-Ice (dependent on snow volume)	Class 1 - Expressways	within 1-2 hrs after becoming aware that roadway is icy			within 1-2 hrs after becoming aware that roadway is icy
		Class 2 - Arterial	within 2-4 hrs after becoming aware that roadway is icy			within 2-4 hrs after becoming aware that roadway is icy
		Class 3 - Collectors	within 4-6 hrs after becoming aware that roadway is icy			within 4-6 hrs after becoming aware that roadway is icy
		Class 4 - Local	within 8-12 hrs after becoming aware that roadway is icy			within 8-12 hrs after becoming aware that roadway is icy
		Class 5 - Laneways	within 24 hrs after becoming aware that roadway is icy			within 24 hrs after becoming aware that roadway is icy
	Plough (Dependent on snow volume)	Class 1 - Expressways	within 2-3 hrs after becoming aware that snow accumulation depth is greater than 2.5cm			within 2-3 hrs after becoming aware that snow accumulation depth is greater than 2.5cm
		Class 2 - Arterial	within 6-8 hrs after becoming aware that snow accumulation depth is greater than 5cm			within 6-8 hrs after becoming aware that snow accumulation depth is greater than 5cm
		Class 3 - Collectors	within 8-10 hrs after becoming aware that snow accumulation depth is greater than 8cm			within 8-10 hrs after becoming aware that snow accumulation depth is greater than 8cm
		Class 4 - Local	within 14-16 hrs after becoming aware that snow accumulation depth is greater than 8cm			within 14-16 hrs after becoming aware that snow accumulation depth is greater than 8cm
	Snow removal (Dependent on snow volume)	Arterial / Collector / Local Roadway	2 weeks			2 weeks
		driveway windrow	18 hrs			18 hrs
		sidewalks / steps	13 hrs			13 hrs
		bus stops / PXO's / Ped Refuge Islands	48 hrs			48 hrs
		Bike trails	within 6 hrs			within 6 hrs
	Snow piled too high on boulevards	2 - Temporary	72 hours			72 hours
		3 - Permanent	60 days	21 days	21 days	21 days
	Bridge Salting/Sand	3 - Permanent	72 hours after storm			72 hours after storm
	Bus stops salting/sand & snow clearing	3 - Permanent	72 hours after storm			72 hours after storm
	Driveway blocked by windrow	3 - Permanent	72 hours after storm			72 hours after storm
	Laneway	3 - Permanent	60 days	10 days	10 days	10 days
	Plow damage - Road/Roadside	2 - Temporary	5 days			5 days
		3 - Permanent	12 months	6 months	6 months	6 months
	Plow damage - Boulevards	2 - Temporary	5 days			5 days
		3 - Permanent	12 months	6 months	6 months	6 months
	Road plowing required	3 - Permanent	36 hours after storm			36 hours after storm
	Road salting/sanding required	1 - Make Safe	24 hours			24 hours
	Road - Winter request/complaint	3 - Permanent	72 hours after storm			72 hours after storm
	Sidewalk Salting/Sand & Snow Clearing	3 - Permanent	72 hours after storm			72 hours after storm
	Snow removal - general	2 - Temporary	48 days			48 days
	Snow removal - school zone	3 - Permanent	7 days			7 days
	Snow removal - sightline problem	2 - Temporary	72 hours			72 hours
Road and Sidewalk Repairs and Cleaning	Asphalt Pothole		4-30 days - 90% of the time			4-30 days - 90% of the time
	Asphalt Repair Permanent		30-180 days			30-180 days
	Asphalt Boulevard Maintenance	2 - Temporary	5 days			5 days
		3 - Permanent	18 months	6 months	6 months	6 months
	Boulevards-Weed/Grass/Leaf Maintenance	3 - Permanent	5 weeks (4 weeks in season)			5 weeks (4 weeks in season)
	Boulevards-Pick-Up Shopping Carts	3 - Permanent	5 days			5 days
	Boulevards-Sinking	3 - Permanent	18 months	6 months	6 months	6 months
	Boulevards-Sod Damage/Replace	3 - Permanent	18 months	6 months	6 months	6 months
	Sodding		5 days - 18 months			5 days - 18 months
	Catch Basin-Blocked/Flooding	1 - Make Safe	24 hours			24 hours
		3 - Permanent	72 hours			72 hours
	Catch Basin-Damaged/Maintenance (Expressway)	1 - Make Safe	24 hours			24 hours
		2 - Temporary	5 days			5 days
		3 - Permanent	18 months			18 months
	Catch Basin-Mtce requested, cover missing/damaged/loose, etc	1 - Make Safe	24 hours			24 hours
		2 - Temporary	72 hours			72 hours
		3 - Permanent	4 years			4 years
	Catch Basin-Debris/Litter	1 - Make Safe	24 hours			24 hours
		3 - Permanent	72 hours			72 hours

2017 Service Levels

Road and Sidewalk Management - Continued

Activity	Type	Sub-Type	Service Levels 2014	2015	2016	2017
Road and Sidewalk Repairs and Cleaning	Catch Basin Maintenance and Repair	1 - Make Safe	24 hours			24 hours
		2 - Temporary	5 days			5 days
		3 - Permanent	4 years			4 years
	Roadside Drainage Catch Basin Cleaning Expressways		24 hrs - 18 months			24 hrs - 18 months
	Ditch Maintenance Grading and Repair	2 - Temporary	5 days			5 days
		3 - Permanent	18 months			18 months
	Driveway - damaged/ponding	2 - Temporary	5 days			5 days
		3 - Permanent	18 months	12 months	12 months	12 months
	Expressway Fence/Guiderail damaged	2 - Temporary	5 days			5 days
		3 - Permanent	18 months	6 months	6 months	6 months
	Fence/Guiderail damaged	2 - Temporary	5 days			5 days
		3 - Permanent	18 months	12 months	12 months	12 months
	Expressway requires cleaning	1 - Make Safe	24 hours	12 hours	12 hours	12 hours
		2 - Temporary	5 days			5 days
		3 - Permanent	18 months	6 months	6 months	6 months
	Pot hole on expressway	1 - Make Safe	24 hours			24 hours
		2 - Temporary	5 days			5 days
		3 - Permanent	18 months	6 months	6 months	6 months
	Expressways/Traffic Control		within 30 days			within 30 days
	Expressway Attenuation Systems		respond within 24 hrs			respond within 24 hrs
	Illegal dumping	3 - Permanent	5 days			5 days
	Laneway surface damage	2 - Temporary	5 days			5 days
		3 - Permanent	5 years			5 years
	Maintenance holes damage/repair	1 - Make Safe	24 hours			24 hours
		2 - Temporary	72 hours			72 hours
		3 - Permanent	4 years			4 years
	Maintenance holes lid loose/missing	1 - Make Safe	24 hours			24 hours
		2 - Temporary	72 hours			72 hours
		3 - Permanent	4 years	6 months	6 months	6 months
	Plough Damage Repair		5 days - 12 months			5 days - 12 months
	Refuge Island Maintenance		5 days - 18 months			5 days - 18 months
	Shoulder Grade and Gravel Maintenance	1 - Make Safe	48 hours			48 hours
		2 - Temporary	5 days	48 hours	48 hours	48 hours
		3 - Permanent	18 months	12 months	12 months	12 months
	Walkway Mtce and Repair	2 - Temporary	30 days			30 days
		3 - Permanent	4 years			4 years
	Walkway weeds cutting	3 - Permanent	5 weeks			5 weeks
	Retaining Walls Installation and Repair	1 - Make Safe	24 hours			24 hours
		2 - Temporary	5 days			5 days
		3 - Permanent	3 years			3 years
	Curb Damage/Mtce & Adjustment		5 days - 4 years			5 days - 4 years
	Traffic Calming Installation and Maintenance		30-180 days			30-180 days
	Bollard Installation and Maintenance	2 - Temporary	30 days			30 days
		3 - Permanent	18 months	6 months	6 months	6 months
	Driveway Culverts blocked/damaged	2 - Temporary	5 days			5 days
		3 - Permanent	18 months	12 months	12 months	12 months
	Boxed (Non-driveway) Culverts blocked/damaged	2 - Temporary	5 days			5 days
		3 - Permanent	18 months	24 months	24 months	24 months
	Bridge-Damaged	1 - Make Safe	24 hours			24 hours
		2 - Temporary	5 days			5 days
		3 - Permanent	18 months	24 months	24 months	24 months
	Bridge Debris/Litter	3 - Permanent	7 days			7 days
	Bridge-Surface Repairs	1 - Make Safe	24 hours			24 hours
		3 - Permanent	30 days			30 days
	Bridge	Bridge Inspection	1-2 times per year			1-2 times per year
	Road cleaning/debris	3 - Permanent	4 weeks			4 weeks
	Road damaged on expressway	1 - Make Safe	24 hours			24 hours
		2 - Temporary	5 days			5 days
		3 - Permanent	30 days			30 days
	Road Damage	3 - Permanent	18 months	6 months	6 months	6 months
	Road - gravel roads/construction	3 - Permanent	30 days			30 days
	Road - Pot hole	2 - Temporary	5 days			5 days
		3 - Permanent	90 days	60 days	60 days	60 days
	Road - Sinking	1 - Make Safe	24 hours			24 hours
		2 - Temporary	5 days			5 days
		3 - Permanent	18 months	12 months	12 months	12 months

2017 Service Levels

Road and Sidewalk Management - Continued

Activity	Type	Sub-Type	Service Levels 2014	2015	2016	2017
Road and Sidewalk Repairs and Cleaning	Road - Spill	1 - Make Safe	10 hours			10 hours
		2 - Temporary	48 days			48 days
	Road - Water ponding	2 - Temporary	72 hours			72 hours
		3 - Permanent	4 years			4 years
	Sidewalk - Damaged/Concrete	1 - Make Safe	72 hours			72 hours
		2 - Temporary	30 days	14 days	14 days	14 days
		3 - Permanent	4 years			4 years
	Sidewalk - Damaged/Brick/Interlock	2 - Temporary	30 days	14 days	14 days	14 days
		3 - Permanent	4 years			4 years
	Sidewalk - Cleaning	3 - Permanent	3 weeks	2 weeks	2 weeks	2 weeks
	Sidewalk - AODA ramps	2 - Temporary	5 days			5 days
		3 - Permanent	4 years	18 months	18 months	18 months
	Sidewalks	Sidewalk Ramping	safe within 14 days			safe within 14 days
	Sidewalk - water ponding	2 - Temporary	30 days	14 days	14 days	14 days
		3 - Permanent	4 years			4 years
	Traffic Island - Damaged	1 - Make Safe	24 hours			24 hours
		2 - Temporary	8 weeks			8 weeks
		3 - Permanent	18 months	12 months	12 months	12 months
	Traffic Island - Grass cutting	3 - Permanent	5 weeks			5 weeks
	Grass Cutting		up to 6 cuts/year			up to 6 cuts/year
	Sidewalks	Sidewalk Examination and Inspection	once per year			once per year
	Street Furniture Damaged	2 - Temporary	5 days			5 days
		3 - Permanent	30 days			30 days
	Builder's Files New Development Inspections		As required			As required
	Sweeping	**Mechanical Sweeping**	**1-2 times per month**			**1-2 times per month - Reduce for Local Rds.**
	Sweeping	Manual Sweeping and cleaning	As required			As required
	Missed leaf collection	3 - Permanent	8 weeks (in season)	4 weeks (in season)	4 weeks (in season)	4 weeks (in season)
	Leaf Collection - Roadway	Manual Leaf Collection	once per year			once per year
	Leaf Collection - Roadway	Mechanical Leaf Collection	once per year			once per year
	Graffiti Complaint - Road	1 - Make Safe	24 hours (hate)			24 hours (hate)
		2 - Temporary	5 days			5 days
		3 - Permanent	8 weeks			8 weeks
	Graffiti Complaint - Sidewalk	1 - Make Safe	24 hours (hate)			24 hours (hate)
		2 - Temporary	5 days			5 days
		3 - Permanent	8 weeks	6 weeks	6 weeks	6 weeks
	Graffiti Complaint - Bridge	1 - Make Safe	24 hours (hate)			24 hours (hate)
		2 - Temporary	5 days			5 days
		3 - Permanent	8 weeks (Apr-Nov); 12 weeks (Dec-Mar)			8 weeks (Apr-Nov); 12 weeks (Dec-Mar)
	Utility Cut Settlement	1 - Make Safe	24 hours			24 hours
		2 - Temporary	5 days			5 days
		3 - Permanent	18 months	24 months	24 months	24 months
Patrols and Investigations	Expressway		3 times in 7 days			3 times in 7 days
	Arterial		2 times in 7 days - Major; once a week for Minor			2 times in 7 days - Major; once a week for Minor
	Local & Collectors		once every 30 days			once every 30 days
	Lane		once every 30 days			once every 30 days
	Claims Investigation		As required			As required
	Complaint Investigation		4 hrs - 4 years - 90%			4 hrs - 4 years - 90%
Infrastructure Planning, Programming and Budgeting	Monitor condition and assess physical lifecycle performance of infrastructure		Reviewed every 6 months (bridges) to 2 years for others			Reviewed every 6 months (bridges) to 2 years for others
	Assess funding priorities and thresholds and develop capital program.		Meeting funding target envelopes			Meeting funding target envelopes
	Plan, develop and assess modifications to address accessibility, capacity and safety		Initiate and complete study per Council direction; complete study within budget			Initiate and complete study per Council direction; complete study within budget
	Environmental Assessment study preparation and application for approval		Initiate and complete study per Council direction; complete study within budget			Initiate and complete study per Council direction; complete study within budget
	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)			Respond to requests for input within the specified timeframes (project-specific)
	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)			Respond to requests for input within the specified timeframes (project-specific)

2017 Service Levels

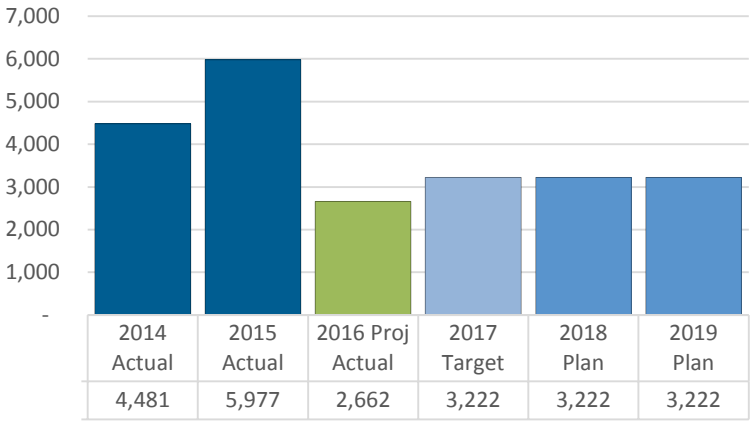
Road and Sidewalk Management - Continued

Activity	Type	Sub-Type	Service Levels 2014	2015	2016	2017
Infrastructure Planning, Programming and Budgeting	Maintain the City's Road Classification System and street centre-line data		Initiate and respond to requests from Councillors, residents and internal staff			Initiate and respond to requests from Councillors, residents and internal staff
	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)			Respond to requests for input within the specified timeframes (project-specific)
	Benchmark divisional services and assets		Initiate and complete per City Manager's office direction.			Initiate and complete per City Manager's office direction.
	Negotiate boundary and service agreements with other jurisdictions		Respond to requests for input within the specified timeframes (project-specific)			Respond to requests for input within the specified timeframes (project-specific)
Pedestrian & Cycling Infrastructure and Programs	Develop annual program to deliver the Toronto Bike Plan recommendations		1 annual program developed each year			1 annual program developed each year
	Plan, design new bike ways - trails, on-street routes		11 km of bikeways installed plus 30+ km of bikeways trails designed in 2010			11 km of bikeways installed plus 30+ km of bikeways trails designed in 2010
	Plan and program installation of bicycle parking		845 bike racks installed in 2010			845 bike racks installed in 2010
	Evaluate conditions, coordinate with other capital works and program annual State of Good Repair improvements for bikeways		7 km of SOGR completed in 2010			7 km of SOGR completed in 2010
	Feasibility studies and pilot projects to develop/evaluate innovative cycling infrastructure designs		10 projects in 2010			10 projects in 2010
	Deliver bicycle safety, education and promotion programs		4 projects in 2010			4 projects in 2010
	Missing sidewalk program		90.0%			90.0%
	Pedestrian Safety and Infrastructure program		90.0%			90.0%
	Technical Standards Development		90.0%			90.0%
	Representing pedestrian issues in planning processes , TTC & Metrolinx projects , development review , city revitalization projects		90.0%			90.0%
	AODA Compliance		90.0%			90.0%
	Neighbourhood Infrastructure Improvement Program		90.0%			90.0%
	Partnership Initiatives / Special Projects		90.0%			90.0%
	Graffiti Management Plan		90.0%			90.0%
	Interdivisional and Inter-Agency Coordination around Street Improvement		90.0%			90.0%
	Street furniture - (Contractual Agreement) transit shelter, litter bins, benches, publication boxes, washrooms, info pillars, postering boards		95.0%			95.0%

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Road and Sidewalk Management. The 2017 Service Levels that represent a change from 2016 (bolded in the chart above) reflect the impact of service adjustments included in the 2017 Operating Budget.

Service Performance Measures

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.
- In 2015, Transportation received 5,977 service requests for roadway salting, but expects the service requests to be 2,662 in 2016.
- The division anticipates approximately 3,222 such events annually in future years.

Table 2
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Infrastructure Planning, Programming & Budgeting	5,590.7	5,588.5	(110.9)	5,477.5	(113.2)	(2.0%)	340.5	**5,818.0**	227.3	4.1%	225.5	3.9%	216.3	3.6%
Patrols & Investigations	5,007.5	6,050.3	(7.0)	6,043.3	1,035.8	20.7%	83.4	**6,126.7**	1,119.2	22.3%	61.8	1.0%	133.2	2.2%
Pedestrian & Cycling Infrastructure & Programs	3,720.6	4,028.0	(39.5)	3,988.5	267.9	7.2%	545.5	**4,534.0**	813.4	21.9%	237.0	5.2%	222.7	4.7%
Public Realm Improvements & Programs	9,638.2	9,284.5		9,284.5	(353.8)	(3.7%)	83.3	**9,367.8**	(270.5)	(2.8%)	103.0	1.1%	140.5	1.5%
Road & Sidewalk Repairs & Cleaning	136,918.9	137,851.1	(945.0)	136,906.1	(12.8)	(0.0%)	83.4	**136,989.5**	70.6	0.1%	718.5	0.5%	694.2	0.5%
Winter Operations	116,558.2	118,222.9	(4,214.9)	114,007.9	(2,550.3)	(2.2%)	83.4	**114,091.3**	(2,466.9)	(2.1%)	2,042.4	1.8%	1,915.7	1.6%
Total Gross Exp.	277,434.2	281,025.1	(5,317.3)	275,707.8	(1,726.4)	(0.6%)	1,219.5	**276,927.3**	(506.9)	(0.2%)	3,388.2	1.2%	3,322.6	1.2%
REVENUE														
Infrastructure Planning, Programming & Budgeting	3,179.3	3,180.7	1.2	3,181.9	2.6	0.1%	74.6	**3,256.6**	77.3	2.4%	5.9	0.2%	6.1	0.2%
Patrols & Investigations	823.2	823.2		823.2				**823.2**				0.0%		
Pedestrian & Cycling Infrastructure & Programs	3,223.8	3,170.1	0.4	3,170.5	(53.3)	(1.7%)	462.2	**3,632.8**	408.9	12.7%	177.7	4.9%	95.7	2.5%
Public Realm Improvements & Programs	9,189.5	9,071.5		9,071.5	(118.0)	(1.3%)		**9,071.5**	(118.0)	(1.3%)		0.0%		
Road & Sidewalk Repairs & Cleaning	110,962.8	115,024.5	38.8	115,063.3	4,100.5	3.7%	5,317.4	**120,380.7**	9,417.9	8.5%	5,238.8	4.4%	38.8	0.0%
Winter Operations	5,578.1	1,537.1	1.9	1,539.0	(4,039.1)	(72.4%)		**1,539.0**	(4,039.1)	(72.4%)	1.9	0.1%	1.9	
Total Revenues	132,956.8	132,807.2	42.3	132,849.5	(107.3)	(0.1%)	5,854.2	**138,703.7**	5,746.9	4.3%	5,424.3	3.9%	142.5	0.1%
NET EXP.														
Infrastructure Planning, Programming & Budgeting	2,411.4	2,407.8	(112.1)	2,295.6	(115.8)	(4.8%)	265.8	**2,561.4**	150.0	6.2%	219.6	8.6%	210.3	7.6%
Patrols & Investigations	4,184.4	5,227.1	(7.0)	5,220.1	1,035.8	24.8%	83.4	**5,303.5**	1,119.2	26.7%	61.8	1.2%	133.2	2.5%
Pedestrian & Cycling Infrastructure & Programs	496.8	857.8	(39.9)	817.9	321.2	64.7%	83.3	**901.2**	404.5	81.4%	59.3	6.6%	127.0	13.2%
Public Realm Improvements & Programs	448.7	213.0		213.0	(235.8)	(52.5%)	83.3	**296.3**	(152.5)	(34.0%)	103.0	34.8%	140.5	35.2%
Road & Sidewalk Repairs & Cleaning	25,956.1	22,826.5	(983.8)	21,842.8	(4,113.3)	(15.8%)	(5,234.0)	**16,608.8**	(9,347.2)	(36.0%)	(4,520.3)	-27.2%	655.4	5.4%
Winter Operations	110,980.1	116,685.8	(4,216.8)	112,468.9	1,488.8	1.3%	83.4	**112,552.3**	1,572.2	1.4%	2,040.6	1.8%	1,913.8	1.7%
Total Net Exp.	144,477.4	148,217.9	(5,359.6)	142,858.3	(1,619.1)	(1.1%)	(4,634.8)	**138,223.6**	(6,253.8)	(4.3%)	(2,036.0)	-1.5%	3,180.1	2.3%
Approved Positions	707.9	702.9	(16.0)	686.9	(21.0)	(3.0%)	7.0	**693.9**	(14.0)	(2.0%)	1.0	0.1%		

The ***Road & Sidewalk Management Service*** provides year-round maintenance of the City's transportation infrastructure assets to ensure safe, clean, comfortable transport infrastructure for cyclists, pedestrians, transit users, vehicles and movement of goods. These activities also prevent premature deterioration, minimize more costly repairs over the infrastructure lifecycle and minimize the City's overall liability. While also contributing to a beautiful and functional public realm.

The Road & Sidewalk Management's 2017 Operating Budget of $276.927 million gross and $138.704 million net is $6.254 million or 4.3% under the 2016 Approved Net Operating Budget.

- In addition to the base budget pressures common to all services, this service is experiencing inflationary increases for winter maintenance contracts ($1.416 million), increased operating impacts of capital for maintenance of new infrastructure ($0.757 million) and the reversal of a one-time contribution from the Winter Maintenance Contribution Reserve Fund that helped mitigate the increased winter maintenance costs in 2016 ($4.000 million). An increase of base funding from the Public Realm Reserve Fund for roadside maintenance ($2.300 million) and a one-time funding increase from the Tax Rate Stabilization Reserve ($2.000 million) to maintain the 2016 service level for arterial road sweeping in 2017 will somewhat reduce these pressures.

- In order to offset these pressures, the 2017 Operating Budget includes the following reductions / efficiencies / service adjustments:

  - Reduction in winter maintenance program costs of $2.205 million based on an analysis of the past 7 yrs.;

  - Elimination of 16 vacant positions for $1.256 million;

  - Rationalization of Fleet Vehicles in the winter maintenance program for $1.542 million; and

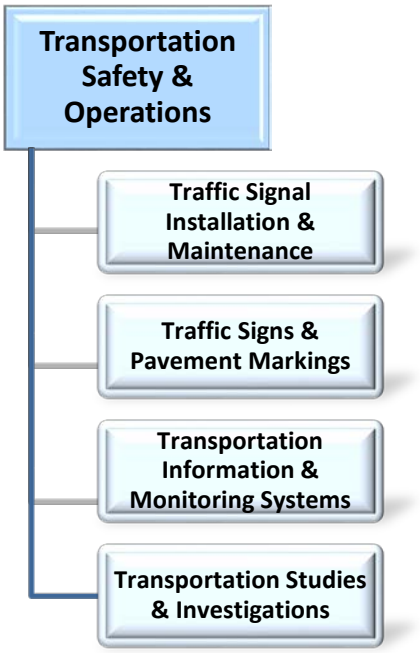
  - Reduce sweeping of lower volume local roads for $0.315 million.

- The 2017 Operating Budget also includes of $1.220 million gross and ($4.635) million net for new and enhanced priorities / new fees, which add 7.0 positions in 2017 (2.0 additional in 2018).

  - The new/enhanced priorities include: 1 position and funding of $0.124 million ($0 net) for Road Safety Plan Delivery; 4 positions (2 additional in 2018) and funding of $0.339 million ($0 net) for Cycling Network Plan Delivery; 1 position and funding of $0.115 million ($0.040 million net) for the Capital Infrastructure Planning Unit; 1 position and funding of $0.142 million ($0.142 million net) for the Management of Contaminated Lands; and funding of $0.500 million ($0.500 million net) for the Divisional Service Delivery Review.

  - The new fee revenue includes the following: Roadway Collision Incident Response Fee revenue of $0.517 million, and a provision for Utility Cut Repair Program - Fixed Fee External Clients revenue of $4.800 million (additional $7.200 million in 2018).

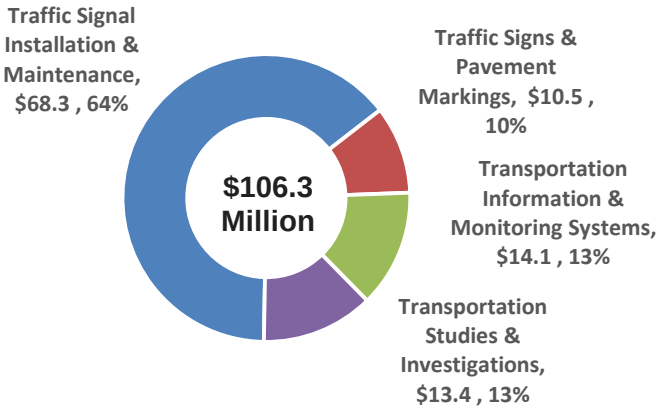
Transportation Safety & Operations



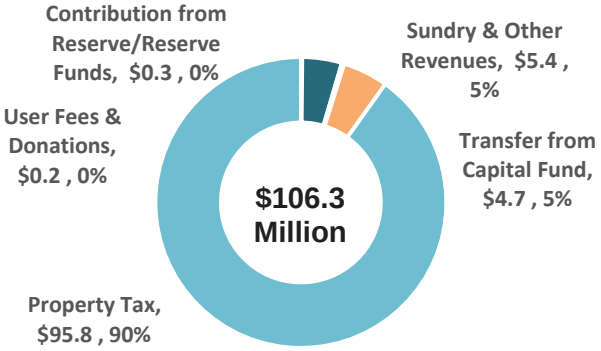
What We Do

- 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.

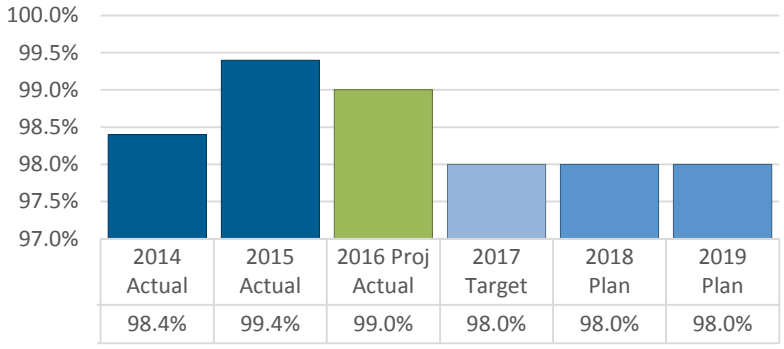
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



% of Service Requests Completed within Timelines



- Transportation Services installs, manufactures and maintains traffic signs and installs and maintains pavement markings.
- In 2014, Transportation Services completed service requests within standard timelines at a rate of 98.4% and achieved a rate of 99.4% in 2015.
- The Program is anticipating a rate of 99% in 2016 and 98% in future years.

2017 Service Levels

Transportation Safety & Operations

Activity	Type	Sub-Type	Service Levels 2014	2015	2016	2017
Transportation Studies and Investigations	Complaints		2 months - 2 years - 90%			2 months - 2 years - 90%
	Reports, by-law, bill preparation		within 1 year			within 1 year
	Traffic, parking regulation	Corner Parking Prohibition	within 4 months	within 6 months	within 6 months	within 6 months
	Traffic, parking regulation	Time Limit or Excessive Duration Parking	within 6 months	within 9 months	within 9 months	within 9 months
	Traffic, parking regulation	Residential Permit Parking	within 1 year	within 9 months	within 9 months	within 9 months
	Traffic, parking regulation	Alternate Side Parking	within 6 months	within 9 months	within 9 months	within 9 months
	Traffic, parking regulation	Angle Parking	within 6 months			within 6 months
	Traffic, parking regulation	Blocked Access By Parking	within 6 months			within 6 months
	Traffic, parking regulation	Disabled Persons' Parking Space On-Street	within 6 months			within 6 months
	Traffic, parking regulation	Parking in a Public Lane	within 6 months	within 9 months	within 9 months	within 9 months
	Traffic, parking regulation	Parking Meters/Machines	within 1 year	within 9 months	within 9 months	within 9 months
	Traffic, parking regulation	Motor Coach Parking	within 6 months	within 9 months	within 9 months	within 9 months
	Traffic, parking regulation	Taxicab Stand	within 6 months	within 9 months	within 9 months	within 9 months
	Traffic, parking regulation	Public Transit Loading Zone (Public Transit)	within 6 months	within 9 months	within 9 months	within 9 months
	Traffic, parking regulation	Disabled Loading Zone (WheelTrans/Disabled)	within 6 months			within 6 months
	Traffic, parking regulation	Commercial Loading Zone (Commercial)	within 6 months	within 9 months	within 9 months	within 9 months
	Traffic, parking regulation	Special Parking Considerations	within 6 months	within 4 weeks	within 4 weeks	within 4 weeks
	Traffic, parking regulation	General Parking Regulations	within 1 year			within 1 year
	Pedestrian	Pedestrian Crossing Protection	within 2 years	within 9 months	within 9 months	within 9 months
	Pedestrian	New Pedestrian Refuge Island	within 2 years	within 9 months	within 9 months	within 9 months
	Pedestrian	New Pedestrian Crossover Installation	within 2 years	within 9 months	within 9 months	within 9 months
	Pedestrian	Pedestrian Crossover Operation	within 6 months	within 9 months	within 9 months	within 9 months
	Pedestrian	New Sidewalks	within 2 years			within 2 years
	Pedestrian	Streetcar Platforms	within 2 years	within 9 months	within 9 months	within 9 months
	TCS analysis	Intersection Safety Review	within 2 years - 90%	within 9 months	within 9 months	within 9 months
	TCS analysis	New Traffic Control Signal Request	within 2 years - 90%	within 9 months	within 9 months	within 9 months
	TCS analysis	Left/Right Turn Signal Priority Features	within 2 years - 90%	within 1 year	within 1 year	within 1 year
	TCS analysis	Pedestrian Issues/Timing/Delays	within 2 years - 90%	within 9 months	within 9 months	within 9 months
	TCS analysis	Temporary Signal Timings	within 3 months - 90%			within 3 months - 90%
	TCS analysis	Signal Pre-emption	within 2 years - 90%	within 9 months	within 9 months	within 9 months
	TCS analysis	Mode of Control (Signal Change w/o Traffic)	within 2 years - 90%	within 9 months	within 9 months	within 9 months

2017 Service Levels

Transportation Safety & Operations - continued

Activity	Type	Sub-Type	Service Levels 2014	2015	2016	2017
Transportation Studies and Investigations	TCS analysis	Bicycle Signal	within 2 years - 90%	within 9 months	within 9 months	within 9 months
	TCS analysis	Signal Timing Review/Vehicle Delays	within 2 years - 90%	within 9 months	within 9 months	within 9 months
	Schools	School Zone Safety Review	within 1 year	within 9 months	within 9 months	within 9 months
	Schools	School Bus Loading Zone	within 6 months	within 9 months	within 9 months	within 9 months
	Schools	Student Pick-up/Drop-off Area	within 6 months	within 9 months	within 9 months	within 9 months
	Schools	Student Crossing Issues	within 6 months			within 6 months
	Schools	School Safety Programs	within 6 months			within 6 months
	Schools	School-Related Warning Signs	within 4 months	within 6 months	within 6 months	within 6 months
	Neighbourhood plans	Community Traffic Study	within 3 months	within 9 months	within 9 months	within 9 months
	Neighbourhood plans	Traffic Calming Measures (i.e. Speed hump)	within 2 years - 90%	within 1 year	within 1 year	within 1 year
	Neighbourhood plans	Traffic Infiltration (turn prohibitions)	within 1 year			within 1 year
	Neighbourhood plans	Speeding	within 6 months	within 9 months	within 9 months	within 9 months
	Neighbourhood plans	Speed Bumps in Laneway	within 2 years	within 9 months	within 9 months	within 9 months
	Neighbourhood plans	Speed Watch Programme	within 1 year	within 9 months	within 9 months	within 9 months
	Neighbourhood plans	One-way Streets	within 2 years	within 1 year	within 1 year	within 1 year
	Neighbourhood plans	All-Way Stop Sign Controls	within 6 months	within 9 months	within 9 months	within 9 months
	Neighbourhood plans	New Subdivisions	within 2 years	within 9 months	within 9 months	within 9 months
	Neighbourhood plans	Heavy Trucks Prohibition	within 6 months	within 9 months	within 9 months	within 9 months
	Neighbourhood plans	Road Design	within 2 years	within 9 months	within 9 months	within 9 months
	Neighbourhood plans	Sight Line Obstruction	within 6 months	within 3 months	within 3 months	within 3 months
	Neighbourhood plans	Development Applications	within 6 months			within 6 months
	Signs and Delineation	Investigate New Pavement Markings	within 1 year	within 9 months	within 9 months	within 9 months
	Signs and Delineation	Investigate Regulatory Signs	within 1 year	within 9 months	within 9 months	within 9 months
	Signs and Delineation	Investigate Temporary Condition Signs Work Zone/Construction Set-Up	within 3 months			within 3 months
	Signs and Delineation	Investigate Warning Signs	within 3 months			within 3 months
	Signs and Delineation	Investigate Guide and Information Signs	within 6 months	within 9 months	within 9 months	within 9 months
	Signs and Delineation	Investigate Vehicles Leaving Roadway	within 1 year	within 6 months	within 6 months	within 6 months
	Signs and Delineation	Lane Designation	within 1 year	within 9 months	within 9 months	within 9 months
	Signs and Delineation	Reserved Lane (HOV)	within 2 years	within 9 months	within 9 months	within 9 months

2017 Service Levels

Transportation Safety & Operations - continued

Activity	Type	Sub-Type	Service Levels 2014	2015	2016	2017
Transportation Information and Monitoring Systems	Work Zone Coordination		within 1 year			within 1 year
	Signal Coordination Studies		TBD			TBD
	Traffic control signal timings		1100			1100
	Transit priority		TBD			TBD
	Accessible Pedestrian Signals (APS)		TBD			TBD
	Pedestrian crossover timings		20			20
	Emergency pre-emption		5 changes / 1 new			5 changes / 1 new
	Expressway / Arterial RESCU system		100% within the 1 hr			100% within the 1 hr
	Signal timing requests - current timings		TBD			TBD
	Signal timing requests - historical timings		TBD			TBD
	Divisional customer service management		95.0%			95.0%
	Divisional service standards, benchmark system analysis and reporting		100 % within 12 months			100 % within 12 months
	Transportation Emergency Management Plan - training for response, communication, planning, mitigation and recovery		TBD			TBD
	Divisional coordination liaise with the office of emergency management		1			1
	Divisional coordinating body for the evaluation and development of performance measuring, harmonization, budget control, maintenance control, data collection, customer service control		TBD			TBD
	New Technology efficiency projects		TBD			TBD
	Activity process mapping for best practises		TBD			TBD
	Traffic Enforcement		enforced within 30 days 100% of the time			of the time
	Traffic Volume Data		study completed every four years 95% of the time			study completed every four years 95% of the time
	Traffic Collision Data		record corrected within 12 months of event date 75% of the time			months of event date 75% of the time
	Traffic Safety Investigations		safety performance of arterial and collector roads quantified every 5 years 100% of the time			and collector roads quantified every 5 years 100% of the time
Traffic Signal Installation & Maintenance	Traffic signal		100.0%			100.0%
	Street Lighting		100.0%			100.0%
	PXO	Installation	100.0%			100.0%
	Respond to Locates	Maintenance	100.0%			100.0%
	Beacon	Installation	100.0%			100.0%
	Cabinet Access	Maintenance	100.0%			100.0%
	Closed circuit TV camera		100.0%			100.0%
	Changeable message signs		100.0%			100.0%

2017 Service Levels

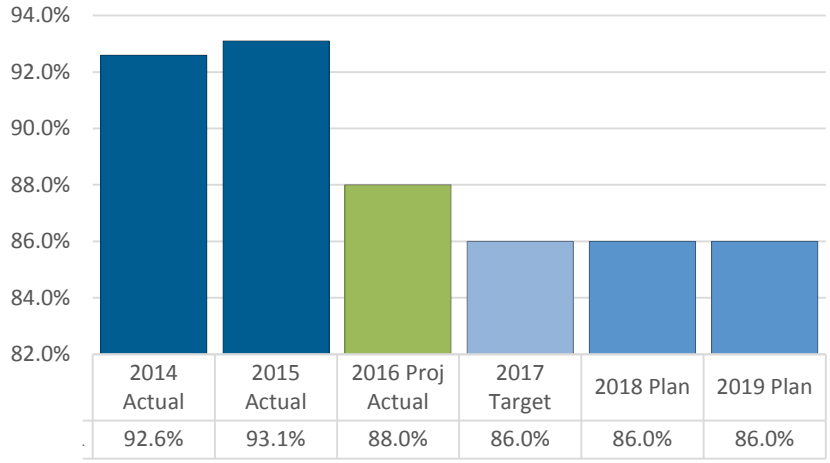
Transportation Safety & Operations - continued

Activity	Type	Sub-Type	Service Levels 2014	2015	2016	2017
Traffic Signs and Pavement Markings	Regulatory		1-14 days			1-14 days
	Permit parking		1-30 days - 90%; 10% not achieving			achieving
	Missing/damaged signs	3 - Permanent	6 months			6 months
		2 - Temporary	2 weeks			2 weeks
		1 - Make Safe	4 hours			4 hours
	Sign maintenance	1 - Make Safe	4 hours			4 hours
	Missing/faded pavement markings	3 - Permanent	1 year			1 year
		2 - Temporary	2 weeks			2 weeks
	Replace/Install	Warning/ advisory	1-30 days			1-30 days
		Guide and directional	30 Days			30 Days
	Temp. conditions	Temporary conversion of one-way road for two-way traffic, associated with a special event	7 days			7 days
	Street name	Fabricate missing/damaged sign	14 days			14 days
	Events	Installation of perimeter warning signs associated with special events road closure	7 days			7 days
	Bike symbol / diamond		80% Achieved			80% Achieved
	Structures maintenance and inspection	Overhead sign structures	once per year			once per year
	Re-marking	Lane	1-2 times per year			1-2 times per year
		Transverse	1-2 times per year			1-2 times per year
		Pedestrian / zebra	within 12 months			within 12 months
		Turn Arrows	once every 1-2 years			once every 1-2 years
		Speed Hump Symbols	repaint once per year			repaint once per year

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Transportation Safety & Operations.

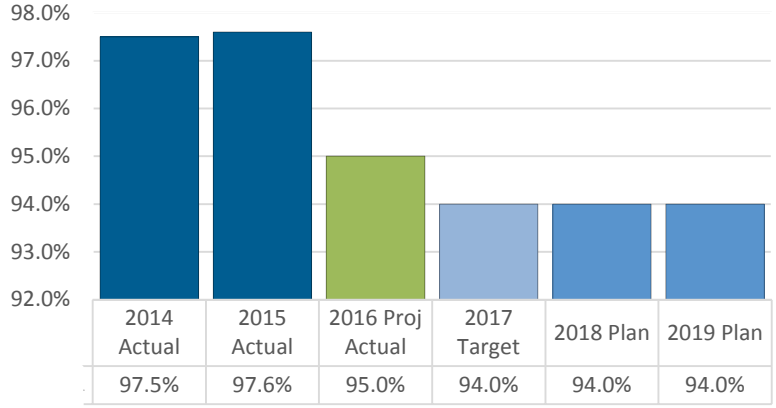
Service Performance Measures

% of Emergency (P1) calls attended to within 90 minutes (unplanned inspections)



- Transportation Services facilitate safe and efficient public movement by all modes of transportation throughout the City.
- For 2016, approximately 88% of emergency calls are expected to be attended to within 90 minutes.
- This measure is expected to be maintained at 86% in 2017 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 2016, approximately 95% of emergency calls are expected to be attended to within 48 hours.
- This measure is expected to be maintained at 94% in 2017 and future years.

Table 3
2017 Service Budget by Activity

	2016	2017 Operating Budget								Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Traffic Signal Installation & Maintenance	58,603.0	67,232.6		67,232.6	8,629.7	14.7%	1,066.2	**68,298.8**	9,695.8	16.5%	1,411.4	2.1%	2,372.3	3.4%
Traffic Signs & Pavement Markings	10,814.0	10,677.9	(243.7)	10,434.2	(379.8)	(3.5%)	83.3	**10,517.5**	(296.5)	(2.7%)	73.3	0.7%	148.1	1.4%
Transportation Information & Monitoring Systems	14,429.0	14,783.9	(1,000.0)	13,783.9	(645.2)	(4.5%)	288.0	**14,071.9**	(357.2)	(2.5%)	159.1	1.1%	183.3	1.3%
Transportation Studies & Investigations	11,813.5	13,014.3	(13.5)	13,000.8	1,187.3	10.1%	434.1	**13,434.9**	1,621.4	13.7%	(145.2)	-1.1%	332.1	2.5%
Total Gross Exp.	95,659.5	105,708.7	(1,257.2)	104,451.5	8,792.0	9.2%	1,871.6	**106,323.1**	10,663.6	11.1%	1,498.6	1.4%	3,035.7	2.7%
REVENUE														
Traffic Signal Installation & Maintenance	3,856.1	3,856.1	120.0	3,976.1	120.0	3.1%	182.9	**4,159.0**	302.9	7.9%	8.2	0.2%	9.0	0.2%
Traffic Signs & Pavement Markings	986.0	586.0		586.0	(400.0)	(40.6%)		**586.0**	(400.0)	(40.6%)		0.0%		
Transportation Information & Monitoring Systems	2,083.3	2,083.3	2.0	2,085.3	2.0	0.1%	114.8	**2,200.2**	116.9	5.6%	6.7	0.3%	6.9	0.3%
Transportation Studies & Investigations	2,758.1	3,195.9	2.1	3,198.0	439.9	16.0%	350.8	**3,548.8**	790.7	28.7%	(644.8)	-18.2%	16.8	
Total Revenues	9,683.5	9,721.3	124.1	9,845.4	162.0	1.7%	648.5	**10,493.9**	810.5	8.4%	(629.9)	-6.0%	32.7	0.3%
NET EXP.														
Traffic Signal Installation & Maintenance	54,746.9	63,376.5	(120.0)	63,256.5	8,509.7	15.5%	883.3	**64,139.8**	9,393.0	17.2%	1,403.2	2.2%	2,363.3	3.6%
Traffic Signs & Pavement Markings	9,828.0	10,091.9	(243.7)	9,848.2	20.2	0.2%	83.3	**9,931.5**	103.5	1.1%	73.3	0.7%	148.1	1.5%
Transportation Information & Monitoring Systems	12,345.7	12,700.5	(1,002.0)	11,698.5	(647.2)	(5.2%)	173.2	**11,871.7**	(474.0)	(3.8%)	152.4	1.3%	176.4	1.5%
Transportation Studies & Investigations	9,055.5	9,818.4	(15.6)	9,802.8	747.4	8.3%	83.3	**9,886.1**	830.7	9.2%	499.6	5.1%	315.3	3.0%
Total Net Exp.	85,976.0	95,987.4	(1,381.3)	94,606.1	8,630.0	10.0%	1,223.1	**95,829.1**	9,853.1	11.5%	2,128.6	2.2%	3,003.1	3.0%
Approved Positions	263.7	264.3	(3.2)	261.1	(2.6)	(1.0%)	7.0	**268.1**	4.4	1.7%	(4.0)	-1.5%		

Through the application of technologically advanced systems, the ***Transportation Safety & Operations Service*** manages the City's transportation network in order to ensure safe and efficient public movement and property access.

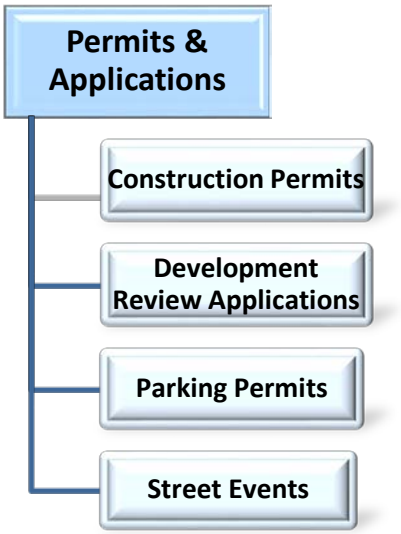
The Transportation Safety & Operations' 2017 Operating Budget of $106.323 million gross and $95.829 million net is $9.853 million or 11.5% over the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service is experiencing inflationary increases for street lighting maintenance contracts ($0.574 million), increase to align the street lighting hydro

cost budget with actual experience ($6.350 million), and an increase of $2.0 million for improvements to street lighting assets (interim amount - pending condition assessments).

- In order to partially offset these pressures, the 2017 Operating Budget includes the following reductions / efficiencies / revenue changes:
  - Reduction realized from aligning the budget with actual experience for contracted service traffic signal electrical costs for the Red Light Cameras program ($0.300 million);
  - Lower costs for data channels from migration to a cellular communications solution, thus reducing legacy communications circuits which incur higher service/maintenance costs ($0.700 million);
  - Elimination of 3.2 vacant positions for $0.257 million; and
  - Increase (above the rate of inflation) for the maintenance fee for development related traffic signals of $0.120 million.
- The 2017 Operating Budget also includes of $1.872 million gross and $1.223 million net for new and enhanced priorities, which add 7.0 positions in 2017 (2.0 additional in 2018).
  - The new/enhanced priorities provide funding for the following: 1 position and funding of $0.115 million ($0 net) for Traffic Congestion Management; 6 positions (2 additional in 2018) and funding of $0.624 million ($0.090 million net) for Road Safety Plan Delivery; funding of $0.800 million ($0.800 million net) for the Street Lighting Assets Condition Assessment; and funding of $0.333 million ($0.333 million net) for the Divisional Service Delivery Review.

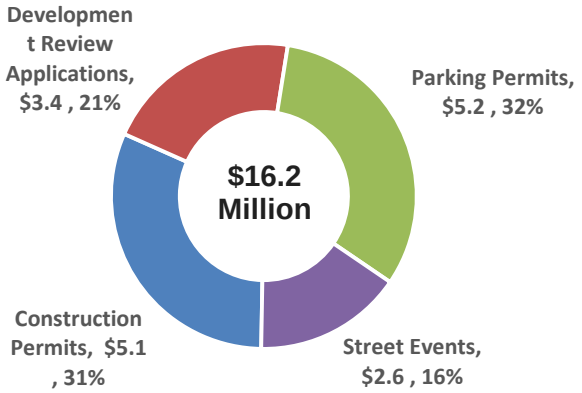
Permits & Applications



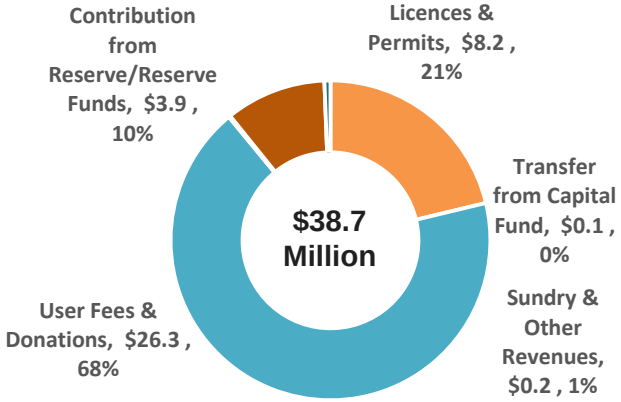
What We Do

- 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.

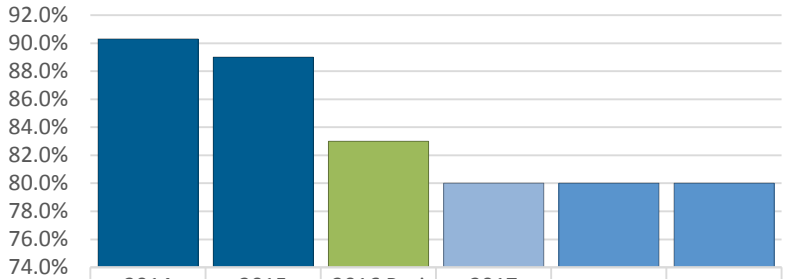
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



% of Development Applications Completed Within Specified Timelines



2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
90.3%	89.0%	83.0%	80.0%	80.0%	80.0%

- Transportation Services reviews development applications ensuring compliance with municipal standards, code and guidelines.
- In 2016, Transportation Services is projecting to complete development applications within specified timelines at a rate of 83%.
- This measure is expected to be maintained at 80% in 2017 and future years.

2017 Service Levels

Permits & Applications

Activity	Type	Sub-Type	Service Levels 2014	2015	2016	2017
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.			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.
	Street Residential	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.			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.
	Street 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.			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			Meeting standard where all Council approved criteria are met and all processes have been followed and completed
	Front Yard/ Boulevard - Residential	Enforcement Activity (visits)	Meeting standard where all Council approved criteria are met and all processes have been followed and completed			Meeting standard where all Council approved criteria are met and all processes have been followed and completed
	Front Yard/ Boulevard - Commercial	License Applications (new, transfers, appeals)	Meeting standard where all Council approved criteria are met and all processes have been followed and completed			Meeting standard where all Council approved criteria are met and all processes have been followed and completed
	Front Yard/ Boulevard - Commercial	Enforcement Activity (visits)	Meeting standard where all Council approved criteria are met and all processes have been followed and completed			Meeting standard where all Council approved criteria are met and all processes have been followed and completed
Construction Permits	temporary encroachment		1-8 weeks (SP, 2009) 90% of the time			1-8 weeks (SP, 2009) 90% of the time
	permanent encroachment		6-8 weeks (SP, 2009) 90 % of the time			6-8 weeks (SP, 2009) 90 % of the time
	utility cut permits		Cut permit issued, 83% on time			Cut permit issued, 83% on time
Development Review	Rezoning/Official Plan Amendment		Review completed within STAR deadline 80% of the time			Review completed within STAR deadline 80% of the time
	Site Plan		Review completed within STAR deadline 80% of the time			Review completed within STAR deadline 80% of the time
	Cttee of Adjustment		Review completed in time for C of A Meeting 100% of the time			Review completed in time for C of A Meeting 100% of the time
	Road Closure		6-9 months			6-9 months
Street Events	Expressway		Permit issued, 100% on time			Permit issued, 100% on time
	Arterial		Permit issued, 100% on time			Permit issued, 100% on time
	Collector		Permit issued, 100% on time			Permit issued, 100% on time
	Local/Sidewalk		Permit issued, 100% on time			Permit issued, 100% on time

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Permits & Applications.

Table 4
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Construction Permits	4,986.0	5,087.6	(6.8)	5,080.8	94.9	1.9%		**5,080.8**	94.9	1.9%	148.2	2.9%	116.9	2.2%
Development Review Applications	3,224.7	3,326.8	(33.8)	3,293.1	68.4	2.1%	83.3	**3,376.4**	151.7	4.7%	(0.0)	0.0%	78.5	2.3%
Parking Permits	5,116.3	5,186.8	(6.8)	5,180.1	63.8	1.2%		**5,180.1**	63.8	1.2%	115.0	2.2%	96.1	1.8%
Street Events	2,481.5	2,474.8	(6.8)	2,468.0	(13.4)	(0.5%)	83.3	**2,551.3**	69.9	2.8%	(21.2)	-0.8%	58.5	2.3%
Total Gross Exp.	15,808.4	16,076.0	(54.0)	16,022.0	213.6	1.4%	166.6	**16,188.6**	380.2	2.4%	241.9	1.5%	350.0	2.1%
REVENUE														
Construction Permits	13,220.2	13,064.0	288.6	13,352.6	132.5	1.0%		**13,352.6**	132.5	1.0%	288.6	2.2%	288.6	2.1%
Development Review Applications	2,976.8	3,331.1	66.3	3,397.4	420.6	14.1%		**3,397.4**	420.6	14.1%	66.3	2.0%	66.3	1.9%
Parking Permits	20,388.6	18,864.5	484.2	19,348.7	(1,039.9)	(5.1%)		**19,348.7**	(1,039.9)	(5.1%)	484.2	2.5%	484.2	2.4%
Street Events	2,033.9	2,006.5	236.3	2,242.8	208.9	10.3%	402.3	**2,645.1**	611.2	30.1%	34.0	1.3%	34.0	
Total Revenues	38,619.4	37,266.1	1,075.4	38,341.5	(278.0)	(0.7%)	402.3	**38,743.8**	124.3	0.3%	873.1	2.3%	873.1	2.2%
NET EXP.														
Construction Permits	(8,234.2)	(7,976.5)	(295.4)	(8,271.8)	(37.6)	0.5%		**(8,271.8)**	(37.6)	0.5%	(140.4)	1.7%	(171.7)	2.0%
Development Review Applications	247.9	(4.2)	(100.1)	(104.3)	(352.2)	(142.1%)	83.3	**(21.0)**	(268.9)	(108.5%)	(66.3)	316.1%	12.2	(13.9%)
Parking Permits	(15,272.3)	(13,677.6)	(491.0)	(14,168.6)	1,103.7	(7.2%)		**(14,168.6)**	1,103.7	(7.2%)	(369.2)	2.6%	(388.1)	2.7%
Street Events	447.6	468.3	(243.1)	225.2	(222.3)	(49.7%)	(319.0)	**(93.8)**	(541.3)	(120.9%)	(55.1)	58.8%	24.6	(16.5%)
Total Net Exp.	(22,811.0)	(21,190.0)	(1,129.4)	(22,319.5)	491.6	(2.2%)	(235.7)	**(22,555.2)**	255.9	(1.1%)	(631.1)	2.8%	(523.0)	2.2%
Approved Positions	157.4	156.8	(0.8)	156.0	(1.4)	(0.9%)		**156.0**	(1.4)	(0.9%)		0.0%		

The ***Permits & Applications Service*** provides services directly to clients relating to development application review and the issuance of parking permits / permits for other activities within the City's road allowance. These activities are managed in a manner that balances the private interests and community benefits with essential access, mobility and safety for the various transportation modes and users

The Permits & Applications' 2017 Operating Budget of $16.189 million gross and $22.555 million in net revenue is $0.256 million net or 1.1% over the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, after a detailed review of actual permit parking revenue was completed in 2016, a $1.500 million adjustment has been made in this service to decrease the permit parking revenue to align the budget with actual experience.
- In order to offset these pressures, the 2017 Operating Budget includes the following efficiencies / revenue changes:
  - Inflationary increase applied to most user fees within the program resulting in additional revenue of $0.873 million;
  - Rationalization of street event fees to fully recover costs (increase above rate of inflation) of $0.202 million; and,
  - Elimination of 0.8 vacant positions for $0.054 million.
- The 2017 Operating Budget also includes of $0.167 million gross and ($0.236) million net for new & enhanced priorities.
  - Funding of $0.167 million ($0.167 million net) for the Divisional Service Delivery Review and new fee revenue provision for Right-of-Way Rental Fees for Commercial Street Events of $0.402 million.

Waterfront Revitalization Initiative

2017 – 2026 CAPITAL BUDGET AND PLAN OVERVIEW

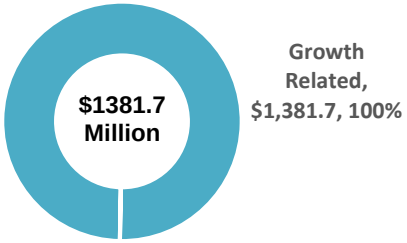
The revitalization of Toronto's Waterfront is a 25 to 30 year project, in coordination with the three orders of government that will leverage an investment of $1.5 billion ($500 million City share) to provide funding for projects that focus on public investment in infrastructure, roads, parks and public spaces, community facilities, brownfield remediation, and building sustainable communities.

The 10-Year Capital Plan now includes projects that move beyond the original $500 million City share, utilizing $1.306 billion in added investments through increased City funding, a private donation, anticipated contributions from the Federal and Provincial governments, as well as planned developer contributions.

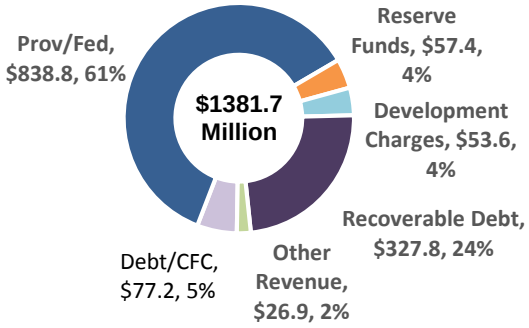
The 2017–2026 Capital Budget and Plan provides $1.382 billion in funding for Growth Related projects to complete the Fort York Pedestrian and Cycling Bridge, continue precinct implementation in the West Don Lands and East Bayfront, create new linear park space for downtown neighbourhoods and the Waterfront and begin construction of the previously unfunded Port Lands Flood Protection project.

2017-2026 Capital Budget and Plan

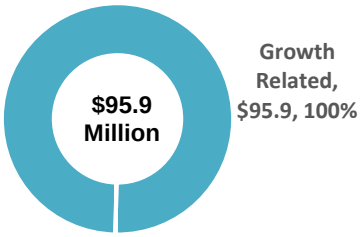
Where the money goes: By Project Category



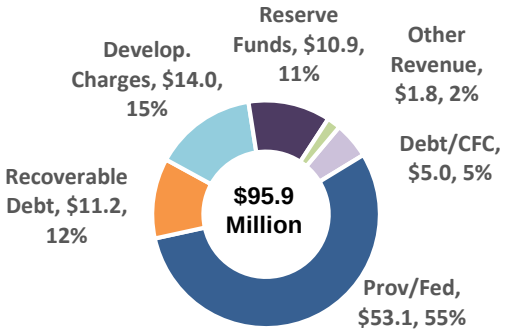
Where the money comes from: By Funding Source



2017 Capital Budget By Project Category



By Funding Source



Our Key issues & Priority Actions

- **Next Phase of Waterfront Revitalization –** Waterfront Toronto's $1.500 billion tri-government investment is projected to be spent by the year 2022. Funding for the second phase of the Waterfront Revitalization Initiative is required to continue and deliver flood protection, waterfront transit, land servicing and public realm enhancements.
  - ✓ The 10-Year Capital Plan invests an additional $1.250 billion in capital funding to make significant gains towards the second phase of waterfront revitalization.
  - ✓ $1.250 billion in new funding is included in the 10-Year Capital Plan for the Port Lands Flood Protection project to protect life and minimize property damage associated with a catastrophic flooding event of the Don River.
    - The project will also enable new development of lands currently restricted under provincial regulation and local planning controls; and
    - The proposed flood protection plan will also provide recreational and environmental benefits through the creation of new parks, naturalized areas and wildlife habitats.

Capital Deliverables for 2017

The 2017 Capital Budget for the Waterfront Revitalization Initiative of $95.942 million, excluding carry forward funding, will:

- Begin capital work on the Essroc Quay Lake Filling and Naturalization project ($35.0 million) and the Port Lands Flood Protection project ($40.3 million);
- Continue precinct implementation in the West Don Lands and East Bayfront ($3.1 million); construction of The Bentway project ($10.5 million); and planning for the waterfront transit network $2.1M; and
- Complete the Fort York Pedestrian and Cycle Bridge ($4.0 million

State of Good Repair Backlog

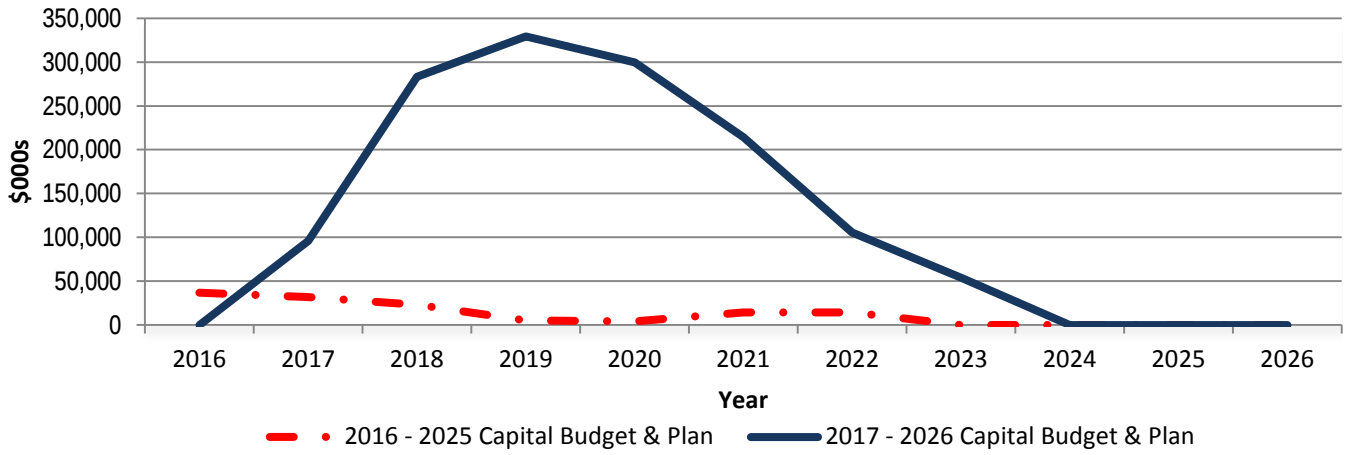
A backlog for State of Good Repair work does not exist for Waterfront Revitalization Initiative since the Program has no inventory of capital assets. Any capital assets that Waterfront Revitalization may create, is maintained by other City programs including Transportation; Parks, Forestry and Recreation; Toronto Water; and Solid Waste Management.

Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Capital Budget and the 2018 – 2026 Capital Plan reflects an increase of $1.252 billion in capital funding from the 2016 - 2025 Approved Capital Plan.

The chart and table below provide a breakdown of the $1.252 billion or 966% increase in the Capital Program on an annual basis from 2016 to 2026.

Chart 1
Changes to the 2016 - 2025 Approved Capital Plan (In $000s)



($000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025	36,823	31,743	22,950	5,302	4,178	14,354	14,262					129,612
2017 - 2026		95,942	283,184	329,403	299,648	214,343	105,237	53,905				1,381,662
Change %		202.2%	1,133.9%	6,112.8%	7,072.0%	1,393.3%	637.9%					966.0%
Change $		64,199	260,234	324,101	295,470	199,989	90,975	53,905				1,252,050

As made evident in the chart above, the $1.252 billion increase in the Capital Program reflects significant increased capital investments in each year of the Plan.

As reflected in Table 2 on the following page, changes to the 2016 – 2025 Approved Capital Plan, specifically the $1.289 billion increase in capital funding over the nine common years of the Capital Plans (2017 – 2025) arise from the inclusion of the following two projects within the Waterfront Revitalization Initiative's Capital Program:

- Increased capital investments in the City's waterfront based on Council's direction to include funding for the next phase of waterfront revitalization through:
  - ✓ The Port Lands Flood Protection project; and
  - ✓ The Essroc Quay Lake Filling and Naturalization project (a component of the larger flood protection project).

The following table details the capital projects, by category, included within the 2017 – 2026 Capital Budget and Plan for Transportation Services:

Table 1
2017 - 2026 Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total	Total Project Cost
Total Expenditures by Category													
Growth Related													
Precinct Implementation Projects	149,705	5,272	11,614	8,886	5,188	121	105					**31,186**	180,891
Transportation Initiatives - Fort York Pedestrian Bridge	25,871	4,000										**4,000**	29,871
Regional Sports Centre					4,000	14,155	14,156					**32,311**	32,311
East Bayfront Environmental Reserve			10,000									**10,000**	10,000
Urban Planning Resources	1,866	270										**270**	2,136
Waterfront Project Secretariat	6,179	600	600									**1,200**	7,379
Project The Bentway	10,000	10,500	3,000									**13,500**	23,500
East Bayfront Public Art Plan			328	328	976	976	976	1,505				**5,089**	5,089
East Bayfront Local Infrastructure Charge			4,142	7,304	2,708	2,861						**17,015**	17,015
Bayside Phase 2 Water's Edge Promenade				8,985	5,376	2,730						**17,091**	17,091
Essroc Quay Lake Filling and Naturalization		35,000	25,000	5,000								**65,000**	65,000
Port Lands Flood Protection		40,300	228,500	298,900	281,400	193,500	90,000	52,400				**1,185,000**	1,185,000
Total Expenditures by Category (excluding carry forward)	**193,621**	**95,942**	**283,184**	**329,403**	**299,648**	**214,343**	**105,237**	**53,905**				**1,381,662**	**1,575,283**

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

	2017 Budget		2018 Plan		2019 Plan		2020 Plan		2021 Plan		2017 - 2021		2017 - 2026	
Projects	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions
Previously Approved														
Parks, Forestry & Recreation	57.2	0.5	180.0	2.0	1,562.5	21.9					1,799.7	24.4	1,799.7	24.4
Toronto Water			240.0	2.0							240.0	2.0	240.0	2.0
Transportation Services	27.7		6.2		3.8						37.7		37.7	
Solid Waste Management			5.5		7.4						12.9		12.9	
Total (Net)	**84.9**	**0.5**	**431.7**	**4.0**	**1,573.7**	**21.9**					**2,090.3**	**26.4**	**2,090.3**	**26.4**

The 10-Year Capital Plan will increase future year Operating Budgets for four City Programs by a total of $2.090 million net over the 2017 – 2026 period, as shown in the table above.

This is comprised of funding for the following City Programs:

- **Parks, Forestry and Recreation (PF&R)** - Over the 10-year period, $1.800 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** is anticipated to require $0.240 million net and 2 permanent positions in 2018 to support infrastructure in East Bayfront and West Don Lands.
  - Toronto Water will fund through their Operating Budget, 20% of the City's share of funding for the Port Lands Flood Protection project through the servicing of recoverable debt.
- **Transportation Services** - Over the 10-year period, $0.038 million net will be required to maintain proposed new roads that are to be delivered through the Waterfront Revitalization Initiative.
- **Solid Waste Management (SWM)** - $0.013 million net is anticipated in future years for additional garbage and recycling bins to be implemented throughout the Waterfront.

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

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311 Toronto

2017 – 2026 CAPITAL BUDGET AND PLAN OVERVIEW

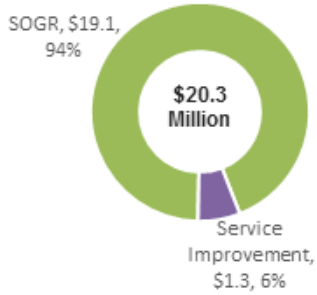
311 Toronto is a preferred first point of contact and gateway for residents, businesses and visitors, providing them with easy access to non-emergency information about City services and programs, 24 hours a day, seven days a week in over 180 languages. To deliver these services, the infrastructure and 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.

Included in the 10-Year Capital Budget and Plan is an investment of $20.331 million in debt funding for 311 Toronto for State of Good Repair projects for server, hardware / software upgrades including the piloting of a Customer Relationship Management (CRM) Solution, enhancement of the Email Management System and Business Intelligence Portal, and 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.

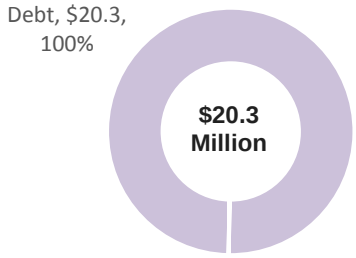
2017-2026 Capital Budget and Plan

Where the money goes:

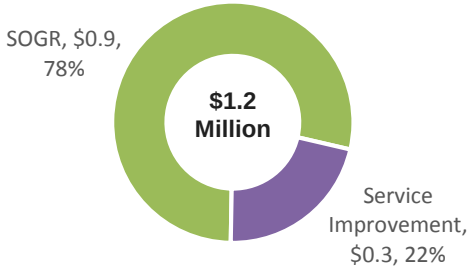
By Project Category



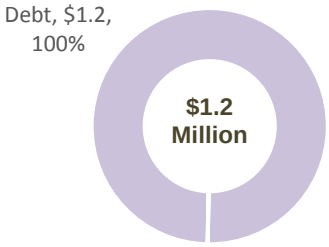
Where the money comes from:
By Funding Source



2017 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 (I&T) systems with new solutions in Call Centre Operations. City Programs use legacy systems that are not fully compatible with current 311 I&T infrastructure.
  - ✓ The Program will continue to work with Corporate I&T to determine the best method of developing integration solutions such as with a vendor through an RFP, in-house development or expansion of the current Customer Relationship Management (CRM) tool.
- **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.
  - ✓ The success of integration with ML&S in 2017 ($0.260 million), and Toronto Building in 2018 to 2019 ($1.000 million) will determine future integrations with other divisions and their services.

Capital Deliverables for 2017

The 2017 Capital Budget for 311 Toronto of $1.201 million, excluding carry forward funding, will:

- Continue the Customer Relationship Management (CRM) pilot project as part of the service integration with ML&S ($0.260 million) with subsequent commencement of work on the upgrade or replacement of the existing CRM solution ($0.750 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. ($0.191 million).

State of Good Repair Backlog

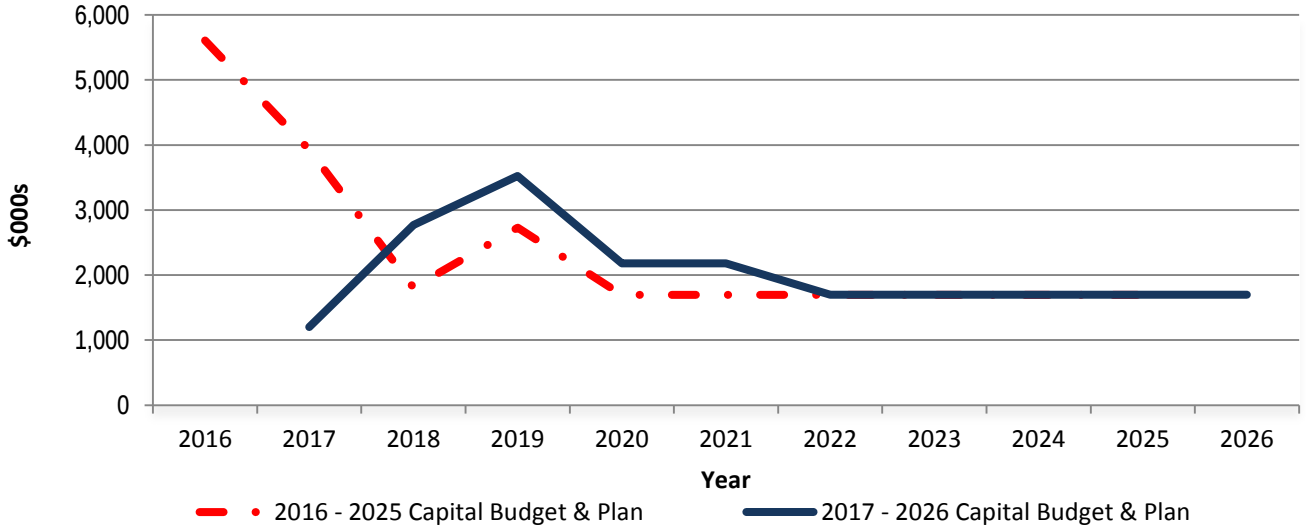
311 Toronto does not have a backlog of State of Good Repair for its inventory of capital assets. Funding included in the 10-Year Capital Plan addresses all state of good repair projects based on planned lifecycle without backlogs and ensures continuity of the 311 Solution.

Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Capital Budget and the 2018 – 2026 Capital Plan reflects a decrease of $3.909 million in capital funding from the 2016 - 2025 Approved Capital Plan.

The chart and table below provide a breakdown of the $3.909 million or 16.1% decrease in the Capital Program on an annual basis from 2016 to 2026.

Chart 1
Changes to the 2016 - 2025 Approved Capital Plan (In $000s)



($000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025	5,605	3,925	1,807	2,727	1,696	1,696	1,696	1,696	1,696	1,696		24,240
2017 - 2026		1,201	2,770	3,522	2,179	2,179	1,696	1,696	1,696	1,696	1,696	20,331
Change %		(69.4%)	53.3%	29.2%	28.5%	28.5%	0.0%	0.0%	0.0%	0.0%		(16.1%)
Change $		(2,724)	963	795	483	483	0	0	0	0		(3,909)

Annual cash flow adjustments in the Capital Program as reflected in the table above reflect strategic changes and revised assumptions on the timing of necessary capital investments and spending included in the 2017 – 2026 Capital Plan for 311 Toronto. The $3.909 million decrease in capital investment is attributed to a the difference in capital spending approved in 2016 as compared to planned capital investments in the year 2026.

As reflected in Table 2 on the following page, changes to the 10-Year 2016 – 2025 Approved Capital Plan are zero for the nine common years of the Capital Plan (2017 – 2025). The Capital Plan reflects realignments of cash flow funding based on reassessments of planned activities and service needs.

The following table details by category within the capital projects in the 2017 – 2026 Capital Budget and Plan for 311 Toronto:

Table 1
2017 - 2026 Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total	Total Project Cost
Total Expenditures by Category													
State of Good Repair													
CRM Upgrade or Replacement		750	1,307	1,000		1,000	896	200			500	**5,653**	
Email Management System			508									**508**	
Business Intelligence			250		500				500			**1,250**	
Sharepoint Upgrade		191			300				300			**791**	
Unified Contact Centre Enterprise (UCCE) Telephony				1,000		1,000		1,000		1,000		**4,000**	
Verint Upgrade			500		800		800		800		800	**3,700**	
SOGR - Various				727	579	179		496	96	696	396	**3,169**	
Sub-Total	**-**	**941**	**2,565**	**2,727**	**2,179**	**2,179**	**1,696**	**1,696**	**1,696**	**1,696**	**1,696**	**19,071**	**-**
Service Improvements													
Integrations with ML&S	500	260										**260**	760
Integrations with Toronto Building			205	795								**1,000**	1,000
Sub-Total	**500**	**260**	**205**	**795**	**-**	**-**						**1,260**	**1,760**
Total Expenditures by Category (excluding carry forward)	**500**	**1,201**	**2,770**	**3,522**	**2,179**	**2,179**	**1,696**	**1,696**	**1,696**	**1,696**	**1,696**	**20,331**	**1,760**

Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital projects (i.e. Civic Improvement projects)

10-Year Capital Plan: Net Operating Budget Impact

N/A

311 Toronto

2017 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.

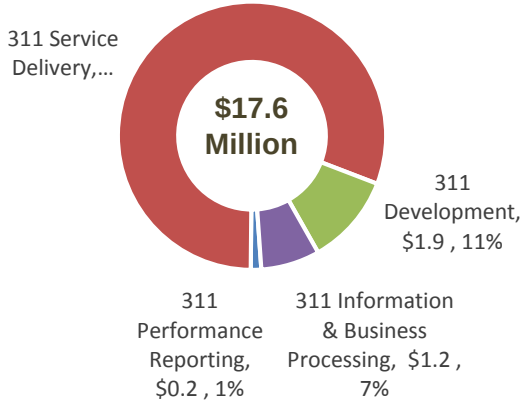
2017 Operating Budget Highlights

The 2017 Operating Budget for 311 Toronto of $17.6 million in gross expenditures provides funding for four services: Performance Reporting, Service Delivery, Development and Information & Business Processing. The total cost to deliver these services is $17.624 million gross and $9.638 million net as shown below:

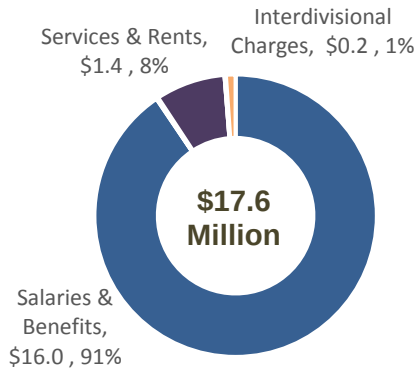
(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	18,975.2	17,624.3	(1,351.0)	(7.1%)
Revenues	9,080.1	7,986.2	(1,094.0)	(12.0%)
Net Expenditures	**9,895.1**	**9,638.1**	**(257.0)**	**(2.6%)**

2017 Operating Budget

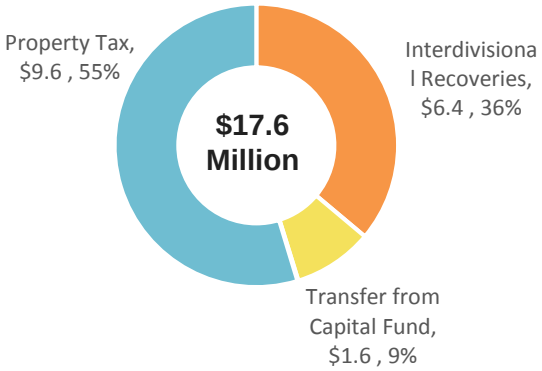
Where the money goes: By Service



By Expenditure Category



Where the money comes from: By Funding Source



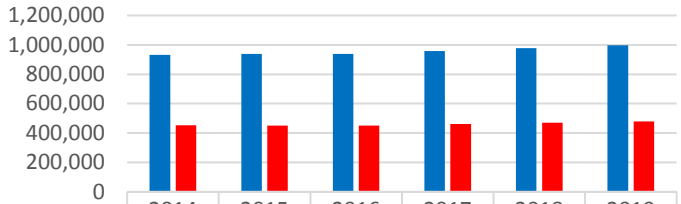
Fast Facts

- 116 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 939,349 general inquiries and initiating 451,824 service requests for a total of 1,391,173 in 2016. Based on current trends, the 2017 planned number of total contacts to handle for 311 will be 1,418,997 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 2016, it is expected that the Program will handle 254,611 tax and utility related calls and the 2017 planned call volume will be 264,795 calls handled, which is a projected increase of 4%.

Trends

- Total contacts handled are relatively flat in 2016 when compared to prior year, but has seen a significant increase of 34% when compared to 2010 volume – the first year of 311 full operation.
- Estimated growth for customer contacts for 2017 is 2% excluding potential incremental growth due to integrations with other City Programs.
- In 2016, year-to-date, 81% of all calls were answered within 75 seconds with an average talk time of 267 seconds per call.

General Inquiries and Service Requests Handled by 311 Toronto



	2014 Actual	2015 Actual	2016 Proj.	2017 Target	2018 Plan	2019 Target
General Inquiries	932,643	938,501	939,349	958,136	977,299	996,845
Service Requests	452,799	451,408	451,824	460,860	470,078	479,479

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 2017

The 2017 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 non-emergency 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 lifecycle replacement of servers, hardware and software to ensure continuity of the 311 Contact Centre Operations through the 2017-2026 Capital Budget and Plan.

Program Map

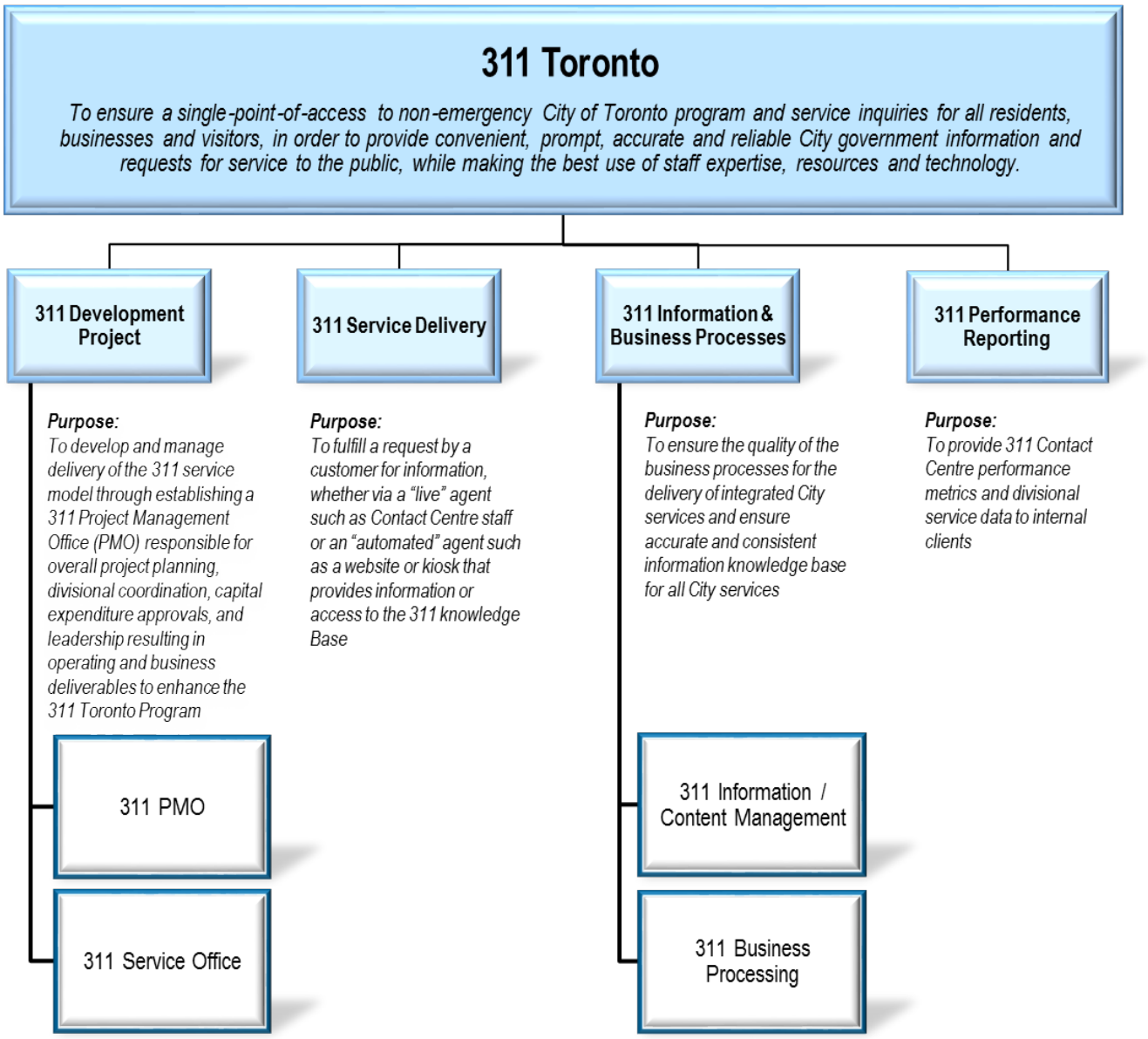

311 Toronto
To ensure a single-point-of-access to non-emergency City of Toronto program and service inquiries for all residents, businesses and visitors, in order to provide convenient, prompt, accurate and reliable City government information and requests for service to the public, while making the best use of staff expertise, resources and technology.
311 Development Project
311 Service Delivery
311 Information & Business Processes
311 Performance Reporting
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
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 Base
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
Purpose:
To provide 311 Contact Centre performance metrics and divisional service data to internal clients
311 PMO
311 Service Office
311 Information / Content Management
311 Business Processing

Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2016 Projected Actual	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 vs. 2016 Budget Change		Incremental Change 2018 Plan		Incremental Change 2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
311 Performance Reporting											
Gross Expenditures	242.8	179.5	222.8		222.8	(20.0)	(8.2%)	9.1	4.1%	8.2	3.5%
Revenue							-				
Net Expenditures	242.8	179.5	222.8		222.8	(20.0)	(8.2%)	9.1	4.1%	8.2	3.5%
311 Service Delivery											
Gross Expenditures	14,401.7	14,364.9	14,219.3		14,219.3	(182.5)	(1.3%)	427.8	3.0%	341.9	2.3%
Revenue	6,455.2	6,355.2	6,383.0		6,383.0	(72.2)	(1.1%)	(73.0)	(1.1%)		
Net Expenditures	7,946.5	8,009.7	7,836.3		7,836.3	(110.2)	(1.4%)	500.7	6.4%	341.9	4.1%
311 Development											
Gross Expenditures	2,968.4	1,747.8	1,932.3		1,932.3	(1,036.1)	(34.9%)	82.9	4.3%	79.1	3.9%
Revenue	2,624.9	1,269.2	1,603.1		1,603.1	(1,021.7)	(38.9%)	(31.8)	(2.0%)	(30.9)	(2.0%)
Net Expenditures	343.6	478.6	329.2		329.2	(14.4)	(4.2%)	114.7	34.8%	110.1	24.8%
311 Information & Business Processing											
Gross Expenditures	1,362.3	1,006.0	1,250.0		1,250.0	(112.3)	(8.2%)	51.3	4.1%	46.0	3.6%
Revenue											
Net Expenditures	1,362.3	1,006.0	1,250.0		1,250.0	(112.3)	(8.2%)	51.3	4.1%	46.0	3.5%
Total											
Gross Expenditures	18,975.2	17,298.2	17,624.3		17,624.3	(1,351.0)	(7.1%)	571.2	3.2%	475.2	2.6%
Revenue	9,080.1	7,624.4	7,986.2		7,986.2	(1,094.0)	(12.0%)	(104.7)	(1.3%)	(30.9)	(0.4%)
Total Net Expenditures	9,895.1	9,673.8	9,638.1		9,638.1	(257.0)	(2.6%)	675.9	7.0%	506.2	4.9%
Approved Positions	185.3	185.3	173.0		173.0	(12.2)	(6.6%)				

311 Toronto's 2017 Operating Budget is $17.624 million gross and $9.638 million net, representing a 2.6% decrease to the 2016 Approved Net Operating Budget and is in line with the reduction target as set out in the 2017 Operating Budget Directions approved by Council.

- 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 was able to achieve service efficiency savings through the reduction of 1 vacant 311 Contact Centre Customer Service Representative (CSR) position without impacting the 80% Service Level Agreement (SLA) target mandated by City Council. In addition, savings were identified through line-by-line reviews from favourable negotiations on vendor agreements and reductions in conferences and staff training.

- Approval of the 2017 Operating Budget will result in 311 Toronto reducing its total staff complement by 12.3 positions from 185.3 to 173.0. From the reduced positions, 8.3 related directly to capital expenditures and have been reduced due to deferrals in capital projects included in the 2017 – 2026 Recommended Capital Budget and Plan.

The 2018 and 2019 Plan increases of $0.676 million and $0.506 million respectively are primarily attributable to cost-of-living allowance (COLA), progression pay and step increases for staff.

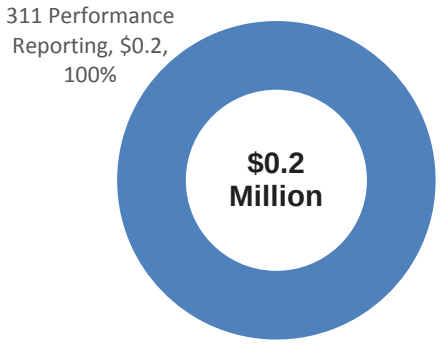
311 Performance Reporting

311 Performance Reporting

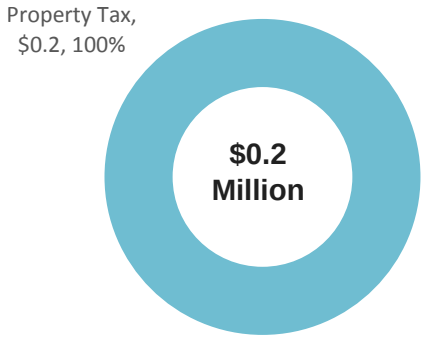
What We Do

- 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.

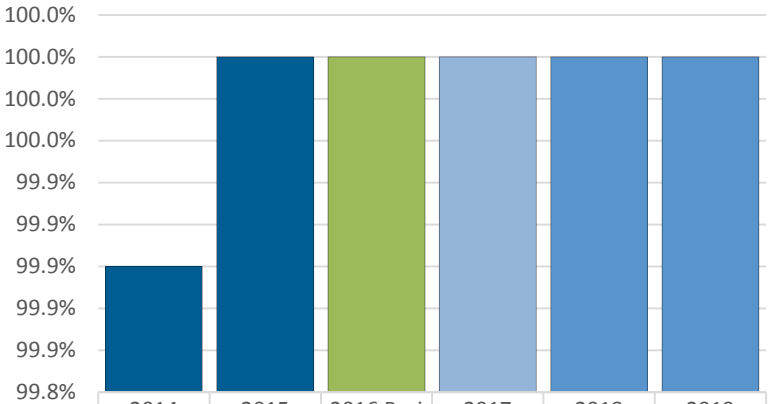
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



% of Uptime of Reporting Portal (System Availability)



	2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
Series1	99.9%	100.0%	100.0%	100.0%	100.0%	100.0%

- 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 availability.

2017 Service Levels
311 Performance Reporting

	Status	2014	2015	2016	2017
No. of Users Trained on BI Reporting Tool	Approved	250	200	150	**40**
	Actual	31	46	19	
No. of times viewed or consulted BI Portal	Approved	1375	7000	2500	**3000**
	Actual	2852	1657	1958	

* 2016 actual numbers collected as at the end of Q3, 2016

The 2017 Service Levels for 311 Performance Reporting are not consistent with the approved 2016 Service Levels. Proposed changes to 2017 Service Levels arise from the following factors:

- The low actual performance for the number of users trained on BI is due to a delay in rolling out Phase 2 of Internet Protocol Contact Centre (IPCC), based on an assessment that the server could potentially become unstable. This delayed the launch of new reports therefore not as many users were required to be trained as anticipated. Open access to the BI tool provides key stakeholders with the ability to analyze information and thus make informed business decisions.

- The 2017 Service Level was adjusted to reflect the impact of this delay. With Phase 2 of IPCC scheduled for later in 2016, training will once again start to ramp up. The number of times the BI portal is viewed and consulted is expected to be closer to 3,000 visits per year based on the revised time lines for the IPCC rollout.

Table 2
2017 Service Budget by Activity

	2016	2017 Operating Budget							2017 Budget vs. 2016 Budget		Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget			2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
311 Performance Reporting	242.8	222.8		222.8	(20.0)	(8.2%)		**222.8**	(20.0)	(8.2%)	9.1	4.1%	8.2	3.5%
Total Gross Exp.	242.8	222.8		222.8	(20.0)	(8.2%)		**222.8**	(20.0)	(8.2%)	9.1	4.1%	8.2	3.4%
REVENUE														
311 Performance Reporting						-				-				-
Total Revenues						-				-				-
NET EXP.														
311 Performance Reporting	242.8	222.8		222.8	(20.0)	(8.2%)		**222.8**	(20.0)	(8.2%)	9.1	4.1%	8.2	3.5%
Total Net Exp.	242.8	222.8		222.8	(20.0)	(8.2%)		**222.8**	(20.0)	(8.2%)	9.1	4.1%	8.2	3.4%
Approved Positions	2.1	2.1		2.1				**2.1**				0.0%		

The ***311 Performance Reporting Service*** provides 311 performance metrics and divisional service data to internal clients.

The 311 Performance Reporting Service's 2017 Operating Budget of $0.223 million gross and $0.223 million net is $0.020 million or 8.2% under the 2016 Approved Net Budget.

- There is minimal change to the budget for this Service in 2017 with the only expenditure change (decrease of $0.020 million) resulting from salary and benefit adjustments based on actual expenditures.

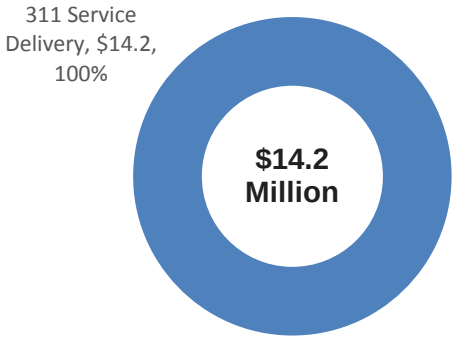
311 Service Delivery

311 Service Delivery

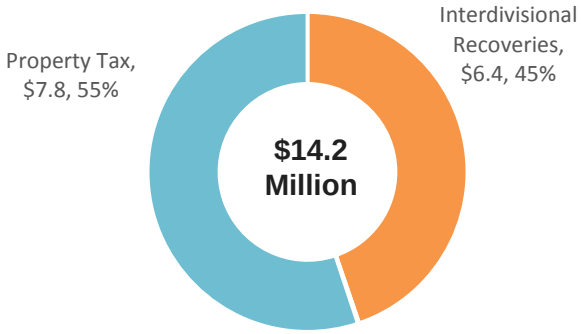
What We Do

- 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 a "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.

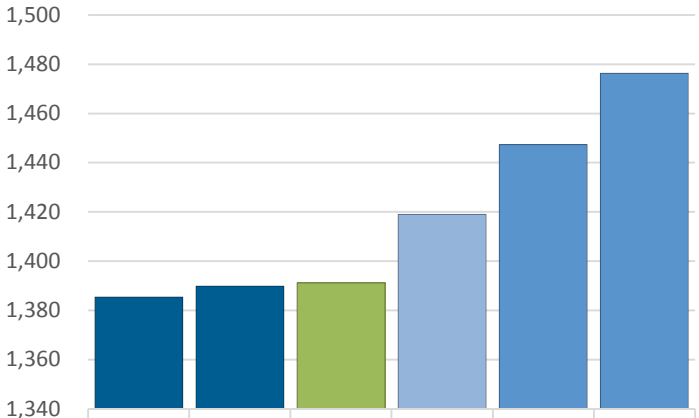
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Number of Customer Contacts ('000s)



2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
1,385	1,390	1,391	1,419	1,447	1,476

- Total number of contacts projected is 1,418,997 for 2017, representing a 2% increase over 2016.
- It is anticipated that the number of customer contacts to 311 Contact Centre will increase by 2% in 2017, 2018 and 2019.

2017 Service Levels
311 Service Delivery

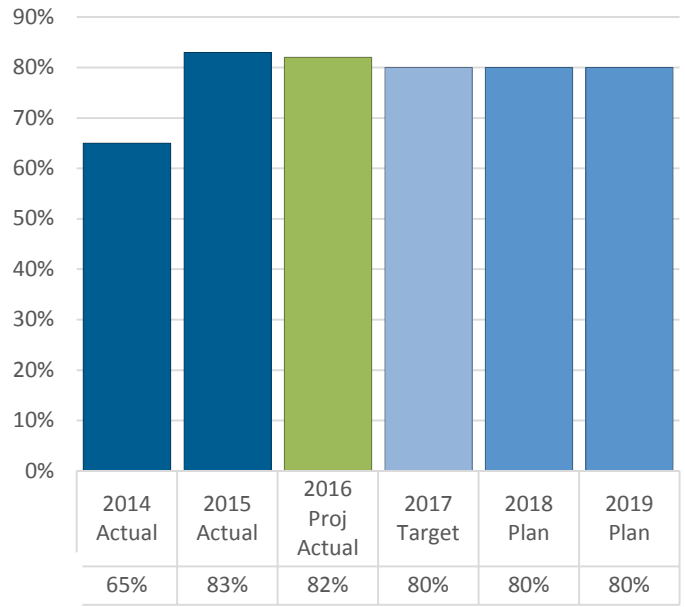
	Status	2014	2015	2016	2017
% of calls received by 311 Toronto that have been answered within approved service standards (75 secs)	Approved	80%			80%
	Actual	65%	83%	81%	
% of customer contacts resolved at first point of contact (First Contact Resolution Rate)	Approved	70%			70%
	Actual	74%	71%	72%	
Average speed of answer - the average time it takes (in seconds) before a call is answered after the up-front recording / IVR	Approved	120			120
	Actual	95	37	40	
Average time spent (in seconds) by a 311 Customer Service Representative on a call including both talk time and wrap up time	Approved	270			270
	Actual	299	276	267	

* 2016 actual numbers collected as at the end of Q3, 2016

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for 311 Service Delivery.

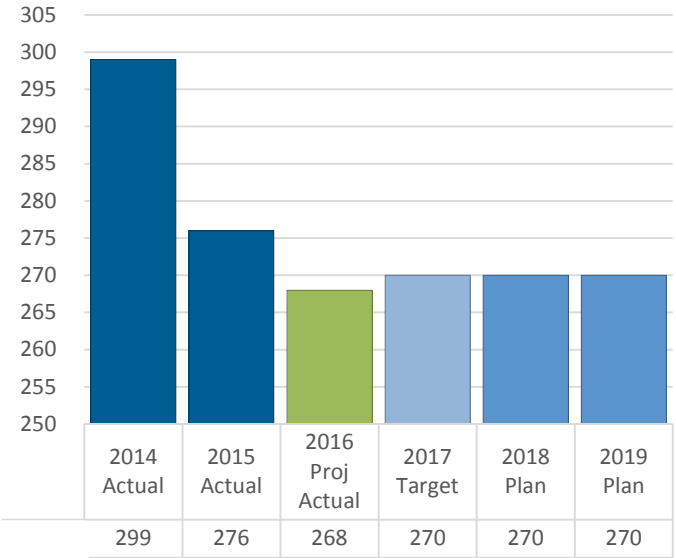
Service Performance Measures

Efficiency Measure - % of calls received by 311 Toronto that have been answered within a specified number of seconds (Service Level)



- 311 answers 80% of incoming calls within 75 seconds, which is approved by City Council as a target service level.
- Calls handled continue to become increasingly complex by spanning over multitude of services that 311 Toronto provides. With services provided by 311 Toronto continuing to rise, the complexity will keep on rising.
- 311 continues focus to push the online channel with additional self-serve options.

Efficiency Measure - 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.
- A positive trend, overall, through the quality assurance program, the average handle time is decreasing.

Table 3
2017 Service Budget by Activity

	2016	2017 Operating Budget								Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
311 Service Delivery	14,401.7	14,512.5	(293.3)	14,219.3	(182.5)	(1.3%)		**14,219.3**	(182.5)	(1.3%)	427.8	3.0%	341.9	2.3%
Total Gross Exp.	14,401.7	14,512.5	(293.3)	14,219.3	(182.5)	(1.3%)		**14,219.3**	(182.5)	(1.3%)	427.8	3.0%	341.9	2.3%
REVENUE														
311 Service Delivery	6,455.2	6,601.9	(218.9)	6,383.0	(72.2)	(1.1%)		**6,383.0**	(72.2)	(1.1%)	(73.0)			
Total Revenues	6,455.2	6,601.9	(218.9)	6,383.0	(72.2)	(1.1%)		**6,383.0**	(72.2)	(1.1%)	(73.0)			
NET EXP.														
311 Service Delivery	7,946.5	7,910.6	(74.4)	7,836.3	(110.2)	(1.4%)		**7,836.3**	(110.2)	(1.4%)	500.7	6.4%	341.9	4.1%
Total Net Exp.	7,946.5	7,910.6	(74.4)	7,836.3	(110.2)	(1.4%)		**7,836.3**	(110.2)	(1.4%)	500.7	6.4%	341.9	3.9%
Approved Positions	146.3	145.8	(3.5)	142.3	(4.0)	(2.7%)		**142.3**	(4.0)	(2.7%)		0.0%		

The ***311 Service Delivery*** represents 81% of the 2017 Operating Budget for 311 Toronto and provides customer service through various channels including "live" Customer Service Representatives at the Contact Centre, email, fax, mail, website and smart phone.

The 311 Service Delivery Service's 2017 Operating Budget of $14.219 million gross and $7.836 million net is $0.110 million or 1.4% under the 2016 Approved Net Budget.

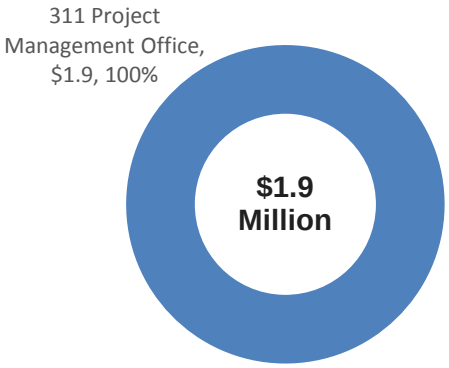
- Base budget pressures in 311 Service Delivery are primarily due to $0.300 million in COLA, progression pay and associated benefit increases.
- In order to offset these pressures, the 2017 Operating Budget includes inter-divisional recoveries of $0.130 million; line-by-line expenditure reductions of $0.201 million in contracted services, and staff conference and training; and service efficiency savings of $0.074 million resulting in a reduction of 3.5 CSR positions with no impact to service level.
- The remaining 0.5 position reduction relates to the correction in approved complement where Council Approved complement was overstated by 0.5 positions.

311 Development

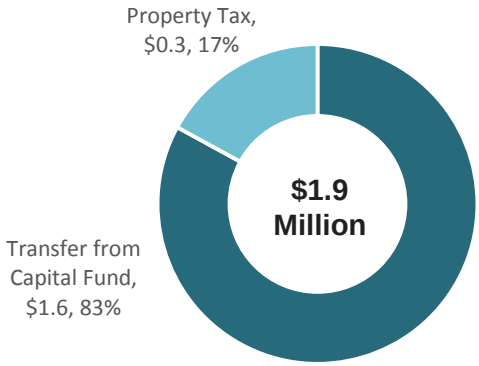
What We Do

- Develop and manage delivery of the 311 Service Model through the 311 Project Management Office (PMO) on time, on budget and within scope.
- Responsible for 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.

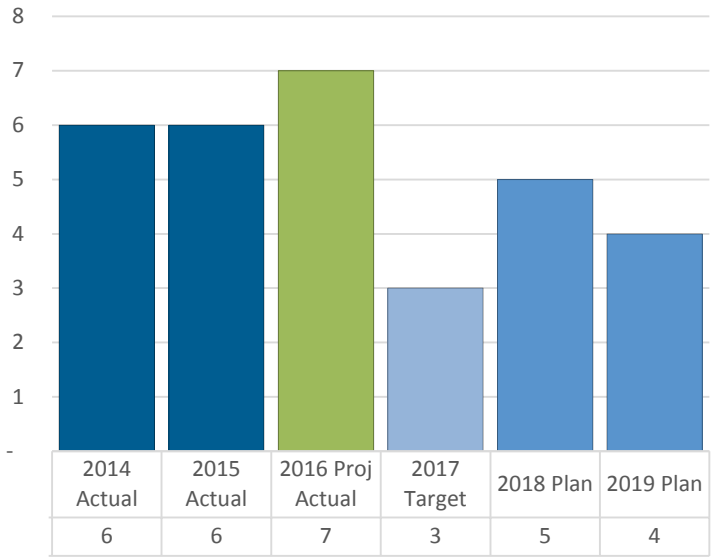
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Number of Projects Planned



- A major project planned for 2017 is the Customer Relationship Management (CRM) implementation subsequent to the pilot program to be launched in Q1 2017.
- 311 Toronto's 2017-2026 Capital Budget & Plan consists mainly of State-of-Good-Repair (SOGR) projects.

2017 Service Levels
311 Development

	Status	2014	2015	2016	2017
% of Projects Completed on Time (Schedule)	Approved	100%			100%
	Actual	59%	64%	56%	
% of Projects Completed within Budget	Approved	100%			100%
	Actual	100%	100%	100%	

* 2016 actual numbers collected as at the end of Q3, 2016.

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for 311 Development.

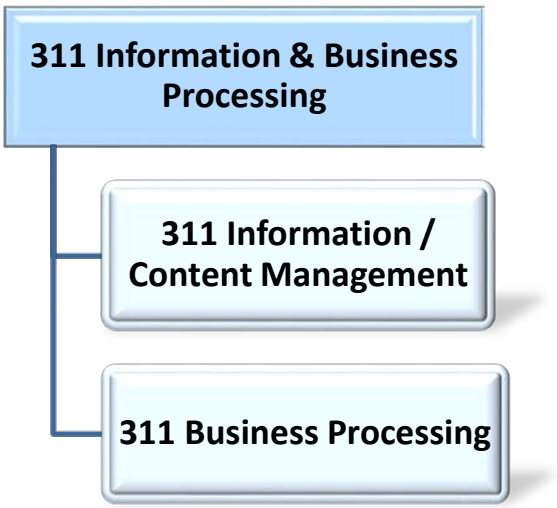
Table 4
2017 Service Budget by Activity

	2016	2017 Operating Budget							2017 Budget vs. 2016 Budget		Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget			2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
311 Project Management Office	2,968.4	1,932.3		1,932.3	(1,036.1)	(34.9%)		**1,932.3**	(1,036.1)	(34.9%)	82.9	4.3%	79.1	3.9%
Total Gross Exp.	2,968.4	1,932.3		1,932.3	(1,036.1)	(34.9%)		**1,932.3**	(1,036.1)	(34.9%)	82.9	4.3%	79.1	3.8%
REVENUE														
311 Project Management Office	2,624.9	1,603.1		1,603.1	(1,021.7)	(38.9%)		**1,603.1**	(1,021.7)	(38.9%)	(31.8)		(30.9)	(2.0%)
Total Revenues	2,624.9	1,603.1		1,603.1	(1,021.7)	(38.9%)		**1,603.1**	(1,021.7)	(38.9%)	(31.8)		(30.9)	(2.0%)
NET EXP.														
311 Project Management Office	343.6	329.2		329.2	(14.4)	(4.2%)		**329.2**	(14.4)	(4.2%)	114.7	34.8%	110.1	24.8%
Total Net Exp.	343.6	329.2		329.2	(14.4)	(4.2%)		**329.2**	(14.4)	(4.2%)	114.7	34.8%	110.1	19.9%
Approved Positions	24.9	16.6		16.6	(8.2)	(33.2%)		**16.6**	(8.2)	(33.2%)		0.0%		

The ***311 Project Management Office Service*** manages and implements the capital projects that are being planned for through the Capital Program of 311 Toronto.
The 311 Development Service's 2017 Operating Budget of $1.932 million gross and $0.329 million net is $0.014 million or 4.2% under the 2016 Approved Net Budget, attributable to:

- COLA, salary and benefit adjustments based on actual expenditures and line-by-line cost reductions resulting in a net decrease of $0.170 million, offset by a reduction in capital funding recovery of $0.156 million from PMO staff salary and benefit decreases in 2017 compared to the 2016 Approved Budget.
- A reduction of 8.3 temporary capital positions in 311 PMO are the result of a review of capital project delivery needs and a deferral of I&T related capital projects.

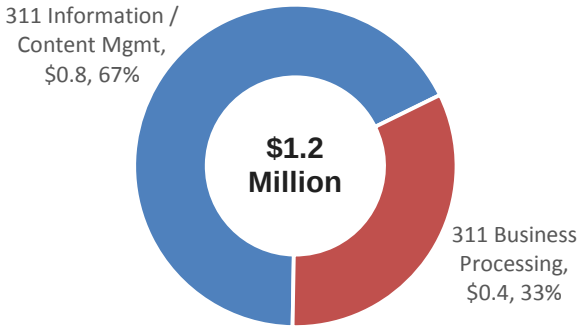
311 Information & Business Processing



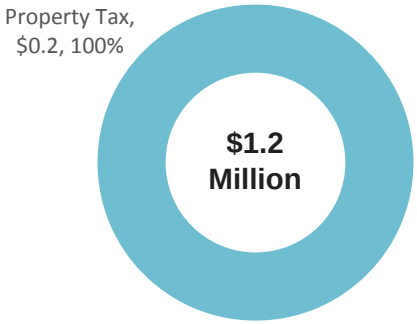
What We Do

- 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.

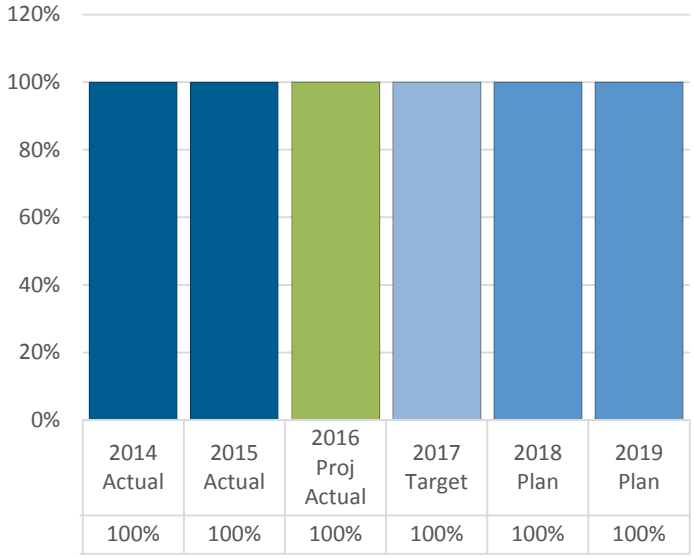
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



% 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. This is the location for over 15,000 questions and answers that 311 has documented with collaboration from other City 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.

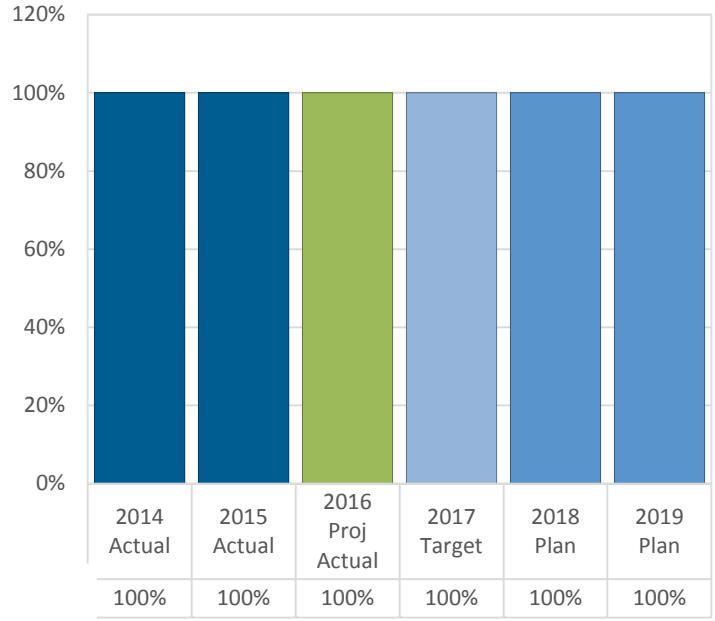
2017 Service Levels
311 Information & Business Processing

	Status	2014	2015	2016	2017
No. of days to fulfill knowledge base solution content update request	Approved		5		5
	Actual	5	5	5	
% of Information / Content Reviewed Annually	Approved		100%		100%
	Actual	100%	100%	100%	

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for 311 Information and Business Processing Services.

Service Performance Measures

Effectiveness Measure - All Integrated Service Requests that have been through a Business Process Review (%)



- Business process reviews ensure that all service requests available through 311 have been through a formal business process review exercise to ensure service quality with the applicable integrated division. Currently, over 684 types of service requests can be generated.

Table 5
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
311 Information / Content Mgmt	918.6	843.2		843.2	(75.4)	(8.2%)		**843.2**	(75.4)	(8.2%)	34.5	4.1%	31.1	3.5%
311 Business Processing	443.7	406.7		406.7	(37.0)	(8.3%)		**406.7**	(37.0)	(8.3%)	16.8	4.1%	15.0	3.5%
Total Gross Exp.	1,362.3	1,250.0		1,250.0	(112.3)	(8.2%)		**1,250.0**	(112.3)	(8.2%)	51.3	4.1%	46.0	3.4%
REVENUE														
311 Information / Content Mgmt						-				-				-
311 Business Processing						-				-				-
Total Revenues						-				-				-
NET EXP.														
311 Information / Content Mgmt	918.6	843.2		843.2	(75.4)	(8.2%)		**843.2**	(75.4)	(8.2%)	34.5	4.1%	31.1	3.5%
311 Business Processing	443.7	406.7		406.7	(37.0)	(8.3%)		**406.7**	(37.0)	(8.3%)	16.8	4.1%	15.0	3.5%
Total Net Exp.	1,362.3	1,250.0		1,250.0	(112.3)	(8.2%)		**1,250.0**	(112.3)	(8.2%)	51.3	4.1%	46.0	3.4%
Approved Positions	12.0	12.0		12.0				**12.0**				0.0%		

The ***311 Information & Business Processing Service*** ensures the quality of the business processes for the delivery of integrated City services and ensure accurate and consistent information of the Knowledge Base for all City services.

The 311 Information & Business Processing Service's 2017 Operating Budget of $1.250 million gross and $1.250 million net is $0.112 million or 8.2% under the 2016 Approved Net Budget.

- There are few changes to the budget for this Service in 2017 with the only expenditure change (decrease of $0.112 million) resulting from COLA and salary and benefit adjustments based on actual expenditures.

Facilities, Real Estate, Environment & Energy

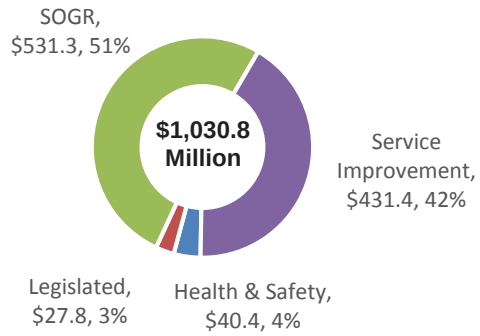
2017 – 2026 CAPITAL BUDGET AND PLAN OVERVIEW

Facilities, Real Estate, Environment & Energy (FREEE) has lead responsibility for capital preservation, repairs and improvements for 457 City-owned facilities with an approximate replacement value of $4.6 billion including Union Station, covering more than 11.8 million square feet.

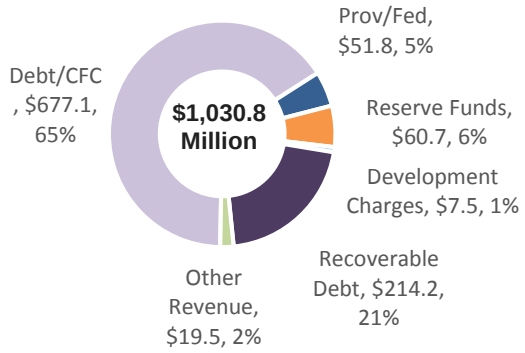
The 2017 – 2026 Capital Plan of $1.0 billion focuses on addressing core state of good repair and essential life cycle replacement projects so that all users of City facilities can enjoy safe and functional environments. The 10-Year Capital Plan provides funding to address state of good repair backlog and to implement key service improvement initiatives including the revitalization of Union Station, the redevelopment of St. Lawrence Market North, piloting of the Office Modernization Program, implementation of the Channel & Counter Strategy and various renewable energy and energy efficiency projects in a manner that maximizes the utility of the City's capital assets.

2017-2026 Capital Budget and Plan

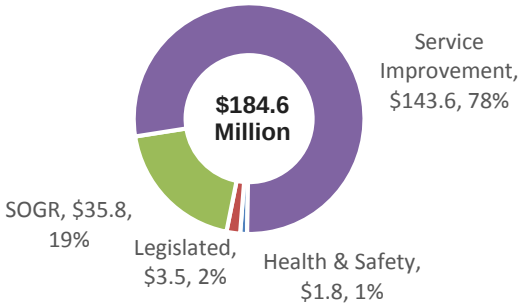
Where the money goes: By Project Category



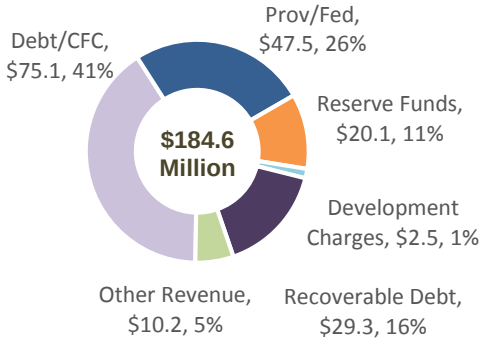
Where the money comes from: By Funding Source



2017 Capital Budget By Project Category



By Funding Source



Our Key issues & Priority Actions

- **Major Capital Project Delivery** – Revitalization of major public spaces while facilities remain open to the public.
  - ✓ Coordinating efforts with various stakeholders on major capital projects for public use facilities such as the Union Station Revitalization and St. Lawrence Market North Development, to minimize public disruption, construction delays and scheduling conflicts require 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 with an average of 50% over the past five years. The low spending rate is mainly attributable to large scale, multi-year capital projects. Actions taken to improve upon this include:
  - ✓ Creation of a Project Management Office (PMO) within the Facilities Management Division, which is responsible for developing executable plans and planning appropriate cash flows and procurement strategies to ensure projects are delivered on budget and on schedule.
  - ✓ FREEE is also responsible for capital project delivery for other City Programs with annual cash flows of approximately $80 million per year. FREEE has been able to achieve higher spending rates due to its commitment on delivering strong client services and focus on these projects.
  - ✓ Projects have also been reviewed based on the Program's capacity to spend resulting in annual cash flow adjustments to better align to anticipated annual spending.

Capital Deliverables for 2017

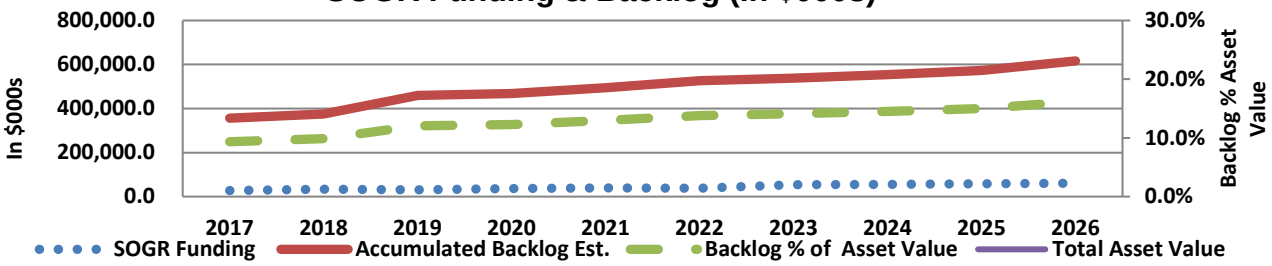
The 2017 Capital Budget for FREEE of $184.649 million, excluding carry forward funding, will:

- Continue to deliver the Sustainable Energy Program projects that range from identifying energy from sustainable sources to provide cleaner alternatives to generating energy from fossil fuels, to implementing energy generation and conservation solutions in facilities to build efficiencies and resiliency ($20.737 million);
- Address State of Good Repair capital work ($35.773 million); and
- Continue Service Improvement projects including delivery of the Union Station Revitalization ($91.003 million), St. Lawrence Market North Redevelopment ($15.421 million), Office Modernization Program ($6.300 million), and Channel and Counter Strategy ($1.500 million) projects.

State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of $434.353 million for State of Good Repair to address the backlog. The SOGR backlog as a % of asset replacement value will increase from 9.3% in 2017 to 16.2% in 2026.

Chart 1
SOGR Funding & Backlog (In $000s)

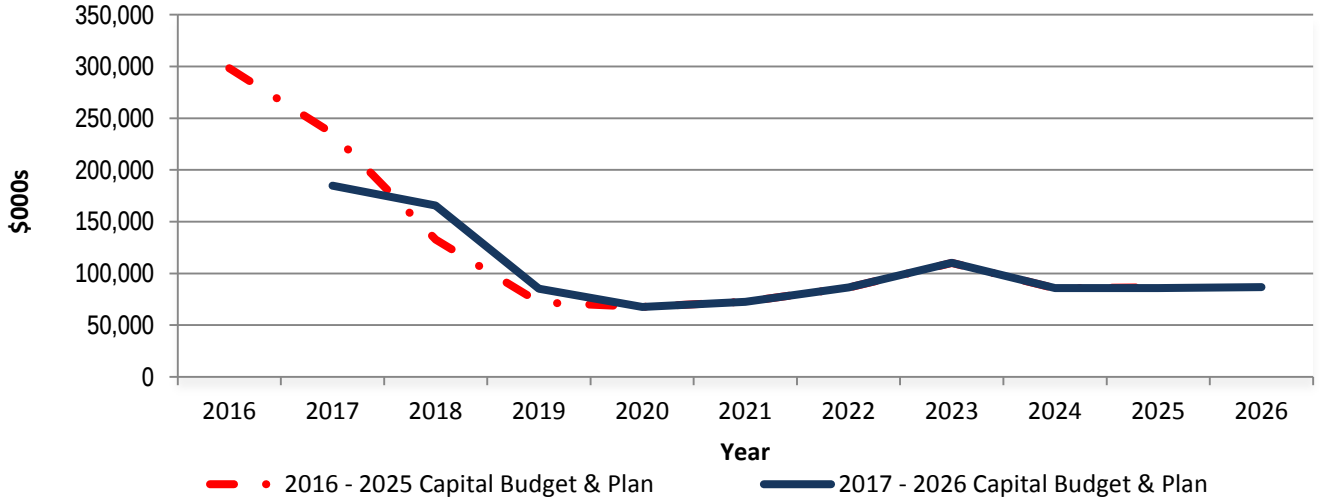


Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Capital Budget and the 2018 – 2026 Capital Plan reflects a decrease of $216.638 million in capital funding from the 2016 - 2025 Approved Capital Plan.

The chart and table below provide a breakdown of the $216.638 million or 17.4% decrease in the Capital Program on an annual basis from 2016 to 2026.

Chart 2
Changes to the 2016 - 2025 Approved Capital Plan (In $000s)



($000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025	298,324	235,213	132,605	72,182	67,630	72,748	86,318	110,242	85,752	86,455		1,247,469
2017 - 2026		184,649	165,669	85,344	67,646	72,593	86,304	110,243	85,671	85,920	86,792	1,030,831
Change %		(21.5%)	24.9%	18.2%	0.0%	(0.2%)	(0.0%)	0.0%	(0.1%)	(0.6%)		(17.4%)
Change $		(50,564)	33,064	13,162	16	(155)	(14)	1	(81)	(535)		(216,638)

As made evident in the chart above, the $216.638 million decrease in the Capital Program is attributed to a the difference in capital spending approved in 2016 as compared to planned capital investments in the year 2026. The 2016-2025 Approved Capital Plan also includes $145.623 million in 2015 carry forward, partially offset by $86.792 million in the 2026 Capital Plan.

The Capital Program also reflects an initial deferral of projects from 2017 to 2018 and 2019 mainly driven by cash flow adjustment for the Union Station Revitalization and St. Lawrence Market North Redevelopment, with a gradual return to average funding levels for Facilities, Real Estate, Environment & Energy capital projects.

As reflected in Table 2 on the following page, changes to the 2016 – 2025 Approved Capital Plan, specifically the $5.106 million decrease in capital funding over the nine common years of the Capital Plans (2017 – 2025) arise from the reprioritization of FREEE's capital projects based on the following factors:

- Reduction in State-of-Good Repair (SOGR) project expenditures, allocated to various project groupings that focus on the types of capital maintenance required: structural, mechanical maintenance, re-roofing, site work, renovations and electrical upgrades.
- The reduction is based on a re-evaluation of the Capital Plan, with a focus on the Program's capacity to spend on these types of projects. These adjustments then allowed for the addition of other competing priority initiatives.
- Deferrals in funding for the Union Station Revitalization, St. Lawrence Market North Redevelopment, and Toronto Strong Neighbourhoods Strategy based on a reassessment of timing of planned activities, and the readiness of the Program to proceed and execute on these projects.

The following table details, by project category, the capital projects included in the 2017 – 2026 Capital Budget and Plan for FREEE:

Table 1
2017 - 2026 Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
Emergency Repairs		507	700	2,882	4,030	2,978	3,556	4,101	3,447	2,494	1,571	**26,266**	
City-Wide Physical Security Enhancements		1,150	1,000	850	850	850	850	850	850	850	850	**8,950**	
Others		126	4,074	950								**5,150**	
Sub-Total		**1,783**	**5,774**	**4,682**	**4,880**	**3,828**	**4,406**	**4,951**	**4,297**	**3,344**	**2,421**	**40,366**	
Legislated													
Environmental Remediation		1,575	1,798	1,440	1,479	1,518	1,908	4,100	4,142	1,686	1,600	**21,246**	
Barrier Free / Equity		1,509	3,000	1,200								**5,709**	
Others		440	406									**846**	
Sub-Total		**3,524**	**5,204**	**2,640**	**1,479**	**1,518**	**1,908**	**4,100**	**4,142**	**1,686**	**1,600**	**27,801**	
State of Good Repair													
Re-Roofing		2,170	2,525	330	795	748	1,558	4,595	7,060	1,262	3,338	**24,381**	
Structural / Building Envelope		12,944	15,419	16,928	18,312	17,647	15,898	16,860	11,448	16,357	18,882	**160,695**	
Mechanical and Electrical		9,586	16,392	15,414	13,748	14,130	14,364	19,180	20,335	23,230	21,010	**167,389**	
Sitework		1,958	3,290	3,326	5,184	7,695	4,854	3,296	3,627	7,827	17,923	**58,980**	
Renovations		2,964	5,833	4,066	7,553	6,337	8,116	17,061	7,762	16,947	6,071	**82,710**	
Toronto Strong Neighbhourhoods Strategy	3,100	3,398	4,650	852								**8,900**	12,000
Others		2,753	2,983	1,600	1,260	1,390	1,200	1,200	13,000	1,267	1,547	**28,200**	
Sub-Total	**3,100**	**35,773**	**51,092**	**42,516**	**46,852**	**47,947**	**45,990**	**62,192**	**63,232**	**66,890**	**68,771**	**531,255**	**12,000**
Service Improvements													
Community Energy Planning		7,264	3,828	1,270	1,000	1,000	1,000	1,000	1,000	1,000	1,000	**19,362**	
Renewable Energy Program		9,400	10,300	6,000	4,500	3,000	2,000	2,000	2,000	2,000	2,000	**43,200**	
District Energy Systems		-	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	**18,000**	
Demand Response Program		-	1,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	**17,000**	
Energy Conservation & Demand Management		2,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	**38,000**	
Combined Heat & Power (CHP)		2,073	2,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	**28,073**	
Special Corporate Projects		1,369	414	432								**2,215**	
Channel and Counter Strategy		1,500										**1,500**	
Office Modernization Program		6,300	3,000									**9,300**	
St. Lawrence Market North Redevelopment	22,512	15,421	40,962	12,563								**68,946**	91,458
Union Station Revitalization	679,165	91,003	30,532									**121,535**	800,700
North West (NW) Path - Phase 2		730				4,635	20,000	25,000				**50,365**	50,365
Others		6,509	5,563	4,241	(2,065)	(335)						**13,913**	
Sub-Total	**701,677**	**143,569**	**103,599**	**35,506**	**14,435**	**19,300**	**34,000**	**39,000**	**14,000**	**14,000**	**14,000**	**431,409**	**942,523**
Total Expenditures by Category (excluding carry forward)	**704,777**	**184,649**	**165,669**	**85,344**	**67,646**	**72,593**	**86,304**	**110,243**	**85,671**	**85,920**	**86,792**	**1,030,831**	**954,523**

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)

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

	2017 Budget		2018 Plan		2019 Plan		2017 - 2021		2017 - 2026	
Projects	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**
Previously Approved										
City-Wide Physical Security Enhancements			2.0		2.0		4.0	-	4.0	-
Solar Photovolatic Program	57.6		57.6		57.6		172.8	-	172.8	-
Technical Audits & Capital Project Validations			(3.5)		(6.8)		(10.2)	-	(10.2)	-
New Projects - 2017										
RES Asset Management - SAP System Replacement	(26.0)		(26.0)		(26.0)		(78.0)	-	(78.0)	-
Total (Net)	**31.6**	**-**	**30.1**	**-**	**26.8**	**-**	**88.5**	**-**	**88.5**	**-**

The 10-Year Capital Plan will increase future year Operating Budgets by a total of $0.089 million net over the 2017 – 2026 period, as shown in the table above.

This is comprised of the following impacts to capital projects:

- *City-Wide Physical Security Enhancements* – additional funding represents an increase in operating costs under the new Security Incident Management software required as part of this initiative to implement security enhancements as various City-owned facilities.
- *Solar Photovoltaic Program* – Adjustment for the Solar Photovoltaic (PV) capital initiative to take into account the reduced forecasted revenues for 2017 resulting in a reduction of capital repayments and a net increase to the 2017 Operating Budget.
- *Technical Audits & Capital Project Validations* – Adjustment for the inflationary component of salary increases related to the reduction of two temporary capital positions in the Project Management Office (PMO) as a result of the completion of this capital project.
- *Real Estate Services (RES) Asset Management - SAP System Replacement* – The current asset management software for Real Estate Services does not provide the functionality to meet the operating requirements of the business and requires a software replacement. The net increase in capital recovery of $0.026 million represents adjusting from nine months of salary recovery to a full year recovery to deliver this capital initiative.

These future operating impacts will be reviewed each year as part of the annual Operating Budget process.

Facilities, Real Estate, Environment & Energy

2017 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.

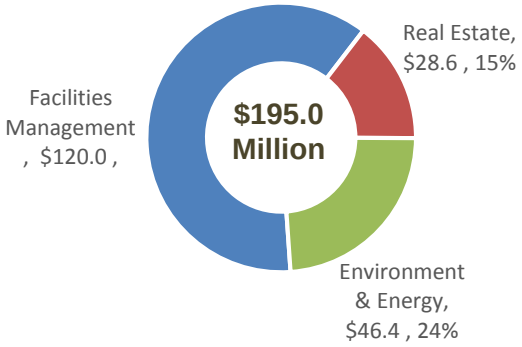
2017 Operating Budget Highlights

The 2017 Operating Budget for FREEE of $194.980 million in gross expenditures provides funding for three services: Facilities Management, Real Estate and Environment & Energy. The total cost to deliver these services to Toronto residents is $194.980 million gross and $67.890 million net as shown below:

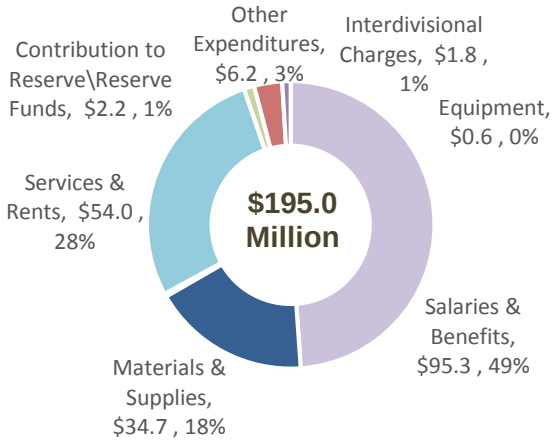
(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	194,264.4	194,979.5	715.1	0.4%
Revenues	124,938.7	127,089.8	2,151.1	1.7%
Net Expenditures	**69,325.7**	**67,889.7**	**(1,436.0)**	**(2.1%)**

2017 Operating Budget

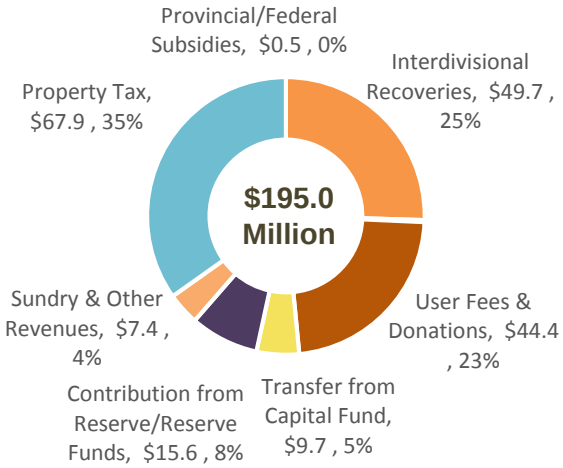
Where the money goes: By Service



By Expenditure Category



Where the money comes from: By Funding Source



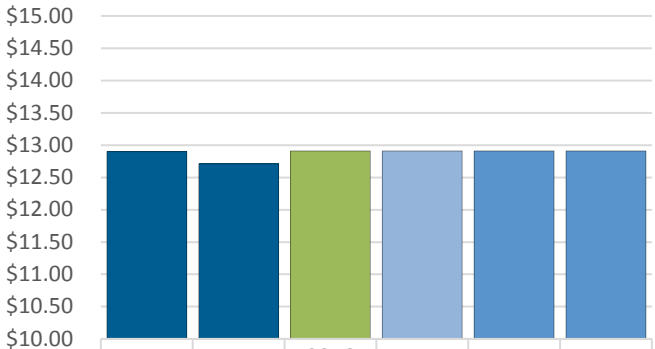
Fast Facts

- Manage over 9.6 million square feet of City-owned and operated facilities.
- Facilities Management complete approximately 45,000 building maintenance work orders annually for City-owned facilities.
- Real Estate Services manage over 5,700 properties and 26.5 million square feet of building space in an Asset Portfolio worth $12 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 $30 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 from economic factors, a number of efficiency measures have been identified which will allow the division to maintain the cost/square foot at the 2016 projected actual level.

Building Operating & Maintenance Cost per rentable sq.ft.



2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
$12.90	$12.71	$12.91	$12.91	$12.91	$12.91

Our Key Issues & Priority Actions

- **Improving Resilience** to high impact extreme weather events and ability to mitigate potential damages and disruption to City Programs and Agencies.
  - ✓ Two positions were filled in 2015 that are actively engaged in addressing City Council's directives on climate change mitigation and adaptation and the Climate Change Risk Management Policy. Staff reports to City Council are planned for the end of 2016.
- **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** to ensure minimal impact and the most cost efficient.
  - ✓ The operating impact resulting from the investment in SAP facilities maintenance functionality will automate core business processes related to facility work orders, scheduled preventative maintenance and inventory management, while interfacing with state of good repair plans.

Key Service Deliverables for 2017

The 2017 Operating Budget will enable the Program 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 maximizes 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 by creating a healthy and positive work space.
- Maximize lease revenues by negotiating optimal leasing arrangements.
- Conduct a City-wide Real Estate review to better coordinate real estate portfolios across City Divisions, Agencies and Corporations in order to centralize inventory, improve service delivery and find operational efficiencies.

Program Map

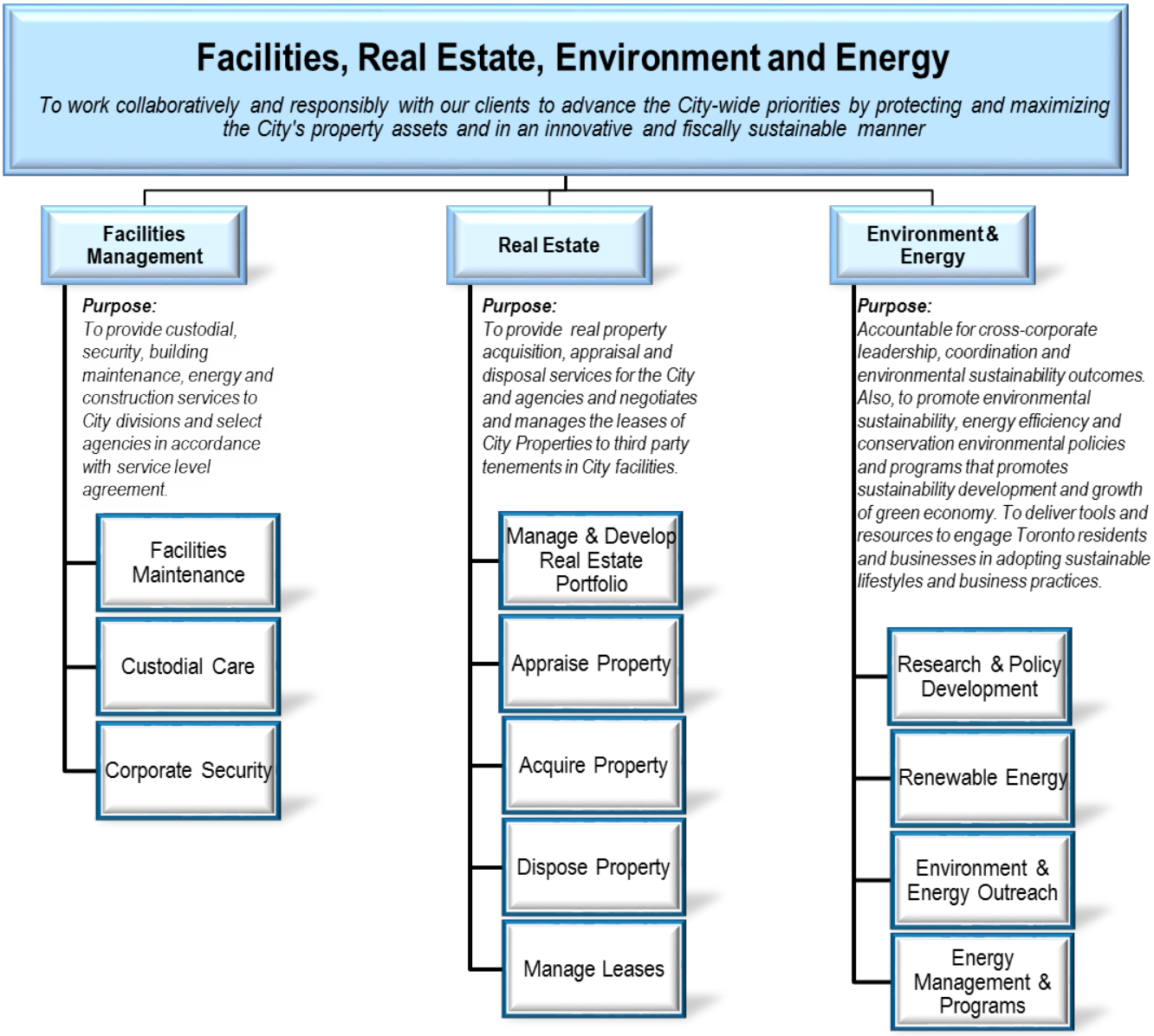

Facilities, Real Estate, Environment and Energy
To work collaboratively and responsibly with our clients to advance the City-wide priorities by protecting and maximizing the City's property assets and in an innovative and fiscally sustainable manner
Facilities Management
Purpose:
To provide custodial, security, building maintenance, energy and construction services to City divisions and select agencies in accordance with service level agreement.
Facilities Maintenance
Custodial Care
Corporate Security
Real Estate
Purpose:
To provide real property acquisition, appraisal and disposal services for the City and agencies and negotiates and manages the leases of City Properties to third party tenements in City facilities.
Manage & Develop Real Estate Portfolio
Appraise Property
Acquire Property
Dispose Property
Manage Leases
Environment & Energy
Purpose:
Accountable for cross-corporate leadership, coordination and environmental sustainability outcomes. Also, to promote environmental sustainability, energy efficiency and conservation environmental policies and programs that promotes sustainability development and growth of green economy. To deliver tools and resources to engage Toronto residents and businesses in adopting sustainable lifestyles and business practices.
Research & Policy Development
Renewable Energy
Environment & Energy Outreach
Energy Management & Programs

Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2016 Projected Actual	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 Budget vs. 2016 Budget Change		Incremental Change 2018 Plan		Incremental Change 2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Facilities Management											
Gross Expenditures	121,528.3	123,225.0	119,996.5		119,996.5	(1,531.8)	(1.3%)	460.6	0.4%	2,447.9	2.0%
Revenue	48,192.7	50,327.2	47,857.2		47,857.2	(335.5)	(0.7%)	(887.4)	(1.9%)	2.0	0.0%
Net Expenditures	73,335.6	72,897.8	72,139.3		72,139.3	(1,196.3)	(1.6%)	1,348.0	1.9%	2,445.8	3.3%
Real Estate											
Gross Expenditures	28,638.9	27,229.1	28,557.3		28,557.3	(81.6)	(0.3%)	(871.0)	(3.1%)	321.2	1.2%
Revenue	58,348.7	57,141.9	60,702.6		60,702.6	2,353.9	4.0%	(902.1)	(1.5%)	12.7	0.0%
Net Expenditures	(29,709.8)	(29,912.7)	(32,145.3)		(32,145.3)	(2,435.5)	8.2%	31.1	(0.1%)	308.5	(1.0%)
Environment & Energy											
Gross Expenditures	44,097.3	41,668.0	46,092.4	333.3	46,425.7	2,328.4	5.3%	352.0	0.8%	235.6	0.5%
Revenue	18,397.3	15,499.0	18,530.0		18,530.0	132.6	0.7%	(213.1)	(1.2%)	4.6	0.0%
Net Expenditures	25,699.9	26,169.0	27,562.4	333.3	27,895.7	2,195.8	8.5%	565.1	2.0%	231.1	0.8%
Total											
Gross Expenditures	194,264.4	192,122.1	194,646.2	333.3	194,979.5	715.1	0.4%	(58.5)	(0.0%)	3,004.7	1.5%
Revenue	124,938.7	122,968.1	127,089.8		127,089.8	2,151.1	1.7%	(2,002.7)	(1.6%)	19.3	0.0%
Total Net Expenditures	69,325.7	69,154.0	67,556.3	333.3	67,889.7	(1,436.0)	(2.1%)	1,944.2	2.9%	2,985.4	4.3%
Approved Positions	1,023.5	937.8	1,000.0	6.0	1,006.0	(17.5)	(1.7%)	(2.0)	(0.2%)		

FREEE's 2017 Operating Budget is $194.980 million gross and $67.890 million net, representing a 2.1% decrease to the 2016 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.

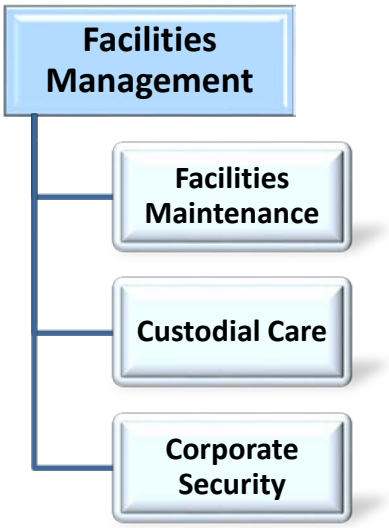
- To help mitigate the above pressures, the Program was able to achieve service efficiency savings through addressing lease overholds; streamlining maintenance functions; reducing the overtime and casual budget; identifying efficiencies in security services; rationalizing the fleet portfolio; standardizing of custodial service levels; and restructuring aspects of its organization to eliminate vacant positions, with minimal to no service level impacts.

- New and enhanced services of $0.333 million gross and net and 6.0 positions are included for delivery of key priorities for the TransformTO initiative to accelerate climate action plan strategies in 2017 to enhance the City of Toronto's efforts to reduce greenhouse gas emissions.

- Approval of the 2017 Operating Budget will result in FREEE reducing its total staff complement by 17.5 positions from 1,023.5 to 1,006.0.

- The 2018 and 2019 Plan increases are mainly attributable to cost-of-living allowance (COLA), progression pay, step and associated benefit increases.

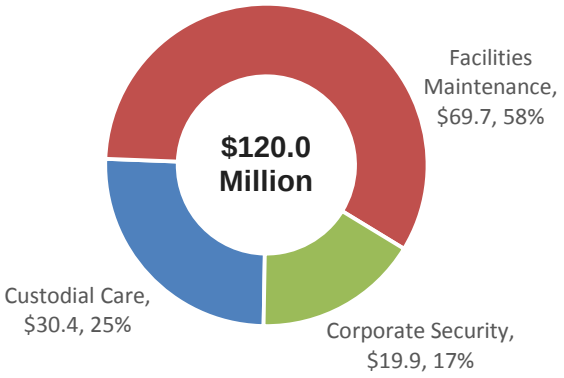
Facilities Management



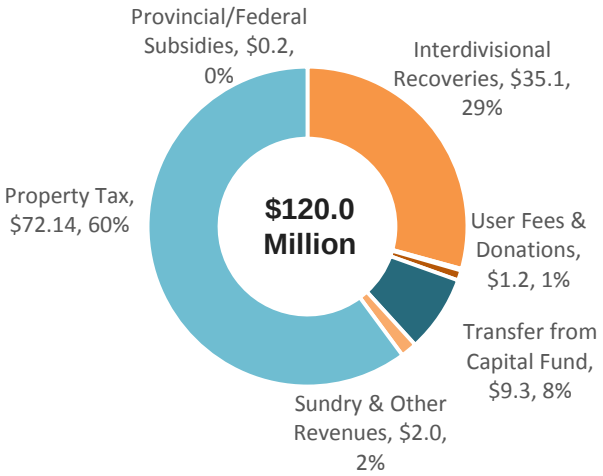
What We Do

- 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.

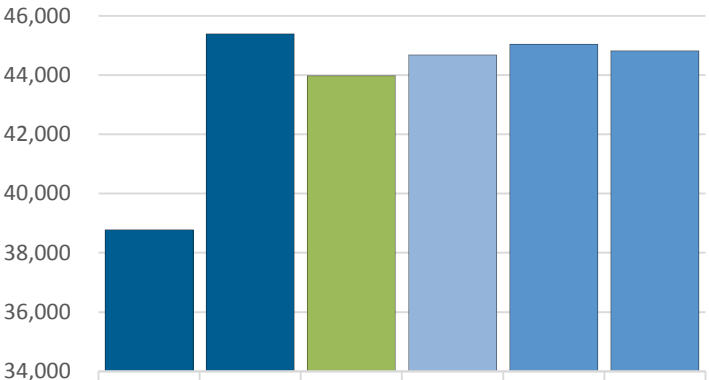
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Volume of Facilities Maintenance Work Orders Completed



	2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
Series1	38,781	45,387	43,976	44,682	45,034	44,823

- 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.
- On demand work orders expected to decline due to greater focus on preventative maintenance and capital project delivery.

2017 Service Levels
Facilities Management

Service/Activity		Status	2014	2015	2016	2017	Footnote
	% of Response times to On-Demand Requests for Facilities Maintenance:	Approved	80% of Compliance with response times to Level 1 / 2 / 3 On-Demand requests within designated timelines			80% of Compliance with response times to Level 1 / 2 / 3 On-Demand requests within designated timelines	1
	- to Level 1 (Emergency) requests within 2 Hours	Actual	N/A	N/A	N/A		
	- to Level 2 (Urgent Service) requests within 48 Hours	Actual	**62%**	**59%**	**61%**		
	- to Level 3 (Necessary Service) requests within 5 Days	Actual	**68%**	**71%**	**76%**		
	% Demand maintenance work completed within standards given availability of parts	Approved	N/A	N/A	Under Development	Under Development: 80% of Compliance with demand maintenance work completed	
		Actual					
	% of Completed construction projects which meet total cost, schedule, and quality defined within their project charters	**New**	**80% of Compliance with completed construction projects meeting three criteria**			**80% of Compliance with completed construction projects meeting three criteria**	**2**
		Actual	**76%**	**94%**	**89%**		
	% of Preventative maintenance work orders completed on schedule **in a pilot of three locations**	Approved	N/A	80%	80%	80% of Compliance with preventative maintenance work orders completed on schedule	3
		Actual	N/A	92-100%	100%		
	% of Capital Spending Rate SOGR - excluding major projects	Approved	N/A	80%	80%	Target: 80% Compliant	
		Actual	56%	**51%**	63%		
	% of Capital Spending Rate SOGR - including major & strategic projects	Approved	N/A	80%	80%	Target: 80% Compliant	
		Actual	51%	**48%**	65%		
	% Client delivered SOGR projects	Approved	N/A	80%	80%	Target: 80% Compliant	
		Actual	N/A	**79%**	85%		
	% Blended Capital Projects	Approved	N/A	80%	80%	Target: 80% Compliant	
		Actual	N/A	**56%**	66%		
	Scheduled Maintenance - Preventative	Approved	95% Compliance		Discontinued	Discontinued in 2016	
	Scheduled Maintenance - On Demand	Approved	90% Compliance		Discontinued	Discontinued in 2016	
	Asset Facility Management / Preservation	Approved	90% Compliance		Discontinued	Discontinued in 2016	
	Environmental Assessments	Approved	95% Compliance		Discontinued	Discontinued in 2016	
	Regulatory Compliance	Approved	100% Compliance		Discontinued	Discontinued in 2016	
Custodial Care	Cleaning Services for City Buildings	Approved	80% of Compliance with client SLAs for daily routine cleaning			80% of Compliance with client SLAs for daily routine cleaning	
		Actual	Compliant	Compliant	Compliant		
	Cleaning Services for Non City Run Programs	Approved	Compliance with client SLAs for daily routine cleaning		Discontinued	Discontinued in 2016	
		Actual	Compliant				
Corporate Security	% increase / decrease in "non-routine" security occurrences Year Over Year (YOY)	Approved	Target: -2.0%			Target: -2.0%	
		Actual	-6.0%	-3.0%	-2.0%		
	Average security system equipment downtime in hours per year	Approved	N/A	100.0%	100.0%	**Discontinued ****	
		Actual		99.9%			
	% of Security system downtime per year	**Approved**	**Target: <= 1.0% Compliance**			**Target: <= 1.0% Compliance**	
		Actual	**N/A**	**1.0%**	**0.9%**		
	% of Security system corrective maintenance completed on time	**Approved**	**Target: Under Development (90.0%)**			**Target: Under Development (90.0%)**	
		Actual	**N/A**	**85.0%**	**90.0%**		
	# of security issues / defects resolved within the standard period	Approved	N/A	100.0%	100.0%	**Discontinued ****	
		Actual					
	% of Corporate Security Projects Completed on Budget/Time	Approved	N/A	80.0%	Discontinued	Discontinued in 2016	
		Actual					

Footnotes:

1 Language change in 2017 / 2016 no targets were provided
2 New Service Level for 2017
3 Language change in 2017
4 Service Activity name change in 2017

Facilities Management is continuing a review of its service levels, service standards and performance measures. As a result, there have been some discontinuation of service level and measures considered no longer relevant or optimal, all in an effort to ensure service levels reported reflect the services being performed by the Program. In addition, a new service level measure has been added to the Facilities Maintenance activity regarding the rate of completion of construction projects under the criteria of cost, quality and scheduling to better represent its service level commitments.

Table 2
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Facilities Maintenance	69,143.1	71,151.9	(1,376.4)	69,775.5	632.4	0.9%		**69,775.5**	632.4	0.9%	800.7	1.1%	1,331.8	1.9%
Custodial Care	32,340.8	31,328.2	(996.0)	30,332.1	(2,008.7)	(6.2%)		**30,332.1**	(2,008.7)	(6.2%)	(856.9)	-2.8%	465.2	1.6%
Corporate Security	20,044.4	20,366.1	(477.2)	19,888.9	(155.5)	(0.8%)		**19,888.9**	(155.5)	(0.8%)	516.8	2.6%	650.9	3.2%
Total Gross Exp.	121,528.3	122,846.2	(2,849.7)	119,996.5	(1,531.8)	(1.3%)		**119,996.5**	(1,531.8)	(1.3%)	460.6	0.4%	2,447.9	2.0%
REVENUE														
Facilities Maintenance	28,716.1	29,044.0	(92.8)	28,951.2	235.1	0.8%		**28,951.2**	235.1	0.8%	1.2	0.0%	0.6	0.0%
Custodial Care	12,648.9	12,675.1	(876.5)	11,798.6	(850.3)	(6.7%)		**11,798.6**	(850.3)	(6.7%)	(889.5)	-7.5%	0.5	0.0%
Corporate Security	6,827.7	7,107.4		7,107.4	279.7	4.1%		**7,107.4**	279.7	4.1%	0.9	0.0%	0.9	
Total Revenues	48,192.7	48,826.4	(969.2)	47,857.2	(335.5)	(0.7%)		**47,857.2**	(335.5)	(0.7%)	(887.4)		2.0	0.0%
NET EXP.														
Facilities Maintenance	40,427.0	42,108.0	(1,283.7)	40,824.3	397.3	1.0%		**40,824.3**	397.3	1.0%	799.5	2.0%	1,331.1	3.2%
Custodial Care	19,691.9	18,653.1	(119.6)	18,533.5	(1,158.4)	(5.9%)		**18,533.5**	(1,158.4)	(5.9%)	32.6	0.2%	464.7	2.5%
Corporate Security	13,216.7	13,258.7	(477.2)	12,781.5	(435.2)	(3.3%)		**12,781.5**	(435.2)	(3.3%)	515.9	4.0%	650.0	4.9%
Total Net Exp.	73,335.6	74,019.7	(1,880.5)	72,139.3	(1,196.3)	(1.6%)		**72,139.3**	(1,196.3)	(1.6%)	1,348.0	1.9%	2,445.8	3.2%
Approved Positions	864.2	858.2	(16.5)	841.7	(22.5)	(2.6%)		**841.7**	(22.5)	(2.6%)		0.0%		

The ***Facilities Management Service*** provides routine maintenance, custodial care, security, and construction activities for City Programs and Agencies in accordance with service level agreements.

The Facilities Management Service's 2017 Operating Budget of $119.997 million gross and $72.139 million net is $1.196 million or 1.6% under the 2016 Approved Net Budget.

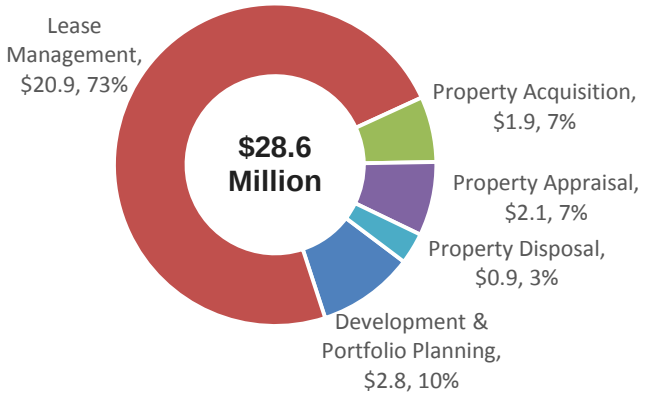
- Base budget pressures in the Facilities Management Service are primarily due to increases in progression pay for union and management staff, and associated fringe benefit adjustments common among all activities resulting in an increase of $0.353 million in salaries and benefits.
- Inflationary increases of $0.177 million reflect the multi-year contractual agreements with vendors for the procurement of goods and services for Custodial Care and Facilities Maintenance.
- Increases in contributions to the vehicle reserve fund of $0.109 million are based on anticipated future vehicle replacements.
- Increases of $0.058 million for specific maintenance and security guard contracts for the new concourse and retail areas in Union Station as part of the full revitalization initiative to be completed in 2018.
- In addition, there is a total reduction of 6.0 positions within the Service related to the elimination of 1.0 Project Manager position in the Business Performance Management (BPM) group supporting the Facilities Transformation Project (FTP); and 5.0 temporary capital funded positions in BPM (3.0) and the Project Management Office (PMO) (2.0).
- In order to offset these pressures, the 2017 Operating Budget includes service efficiency savings of $1.881 million net for fleet rationalization, preventative maintenance work efficiencies, changes in the enhanced security model at City Hall, and reductions in vacant positions resulting in the elimination of 12.5 positions within the Service.
- In addition, service adjustments result in savings of $0.850 million gross and $0 net from changes to custodial service levels at Toronto Police locations with a reduction of 4.0 custodial positions.

Real Estate

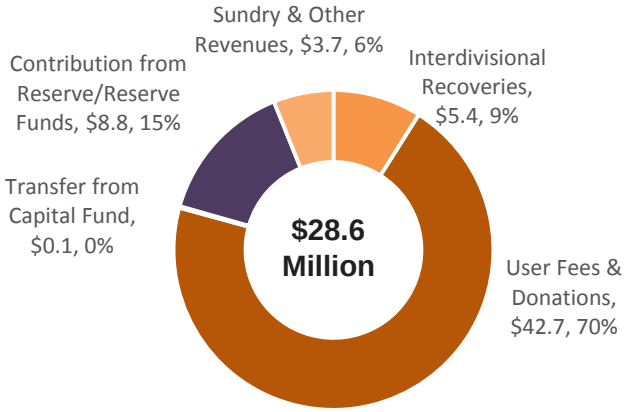
What We Do

- Provides 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.

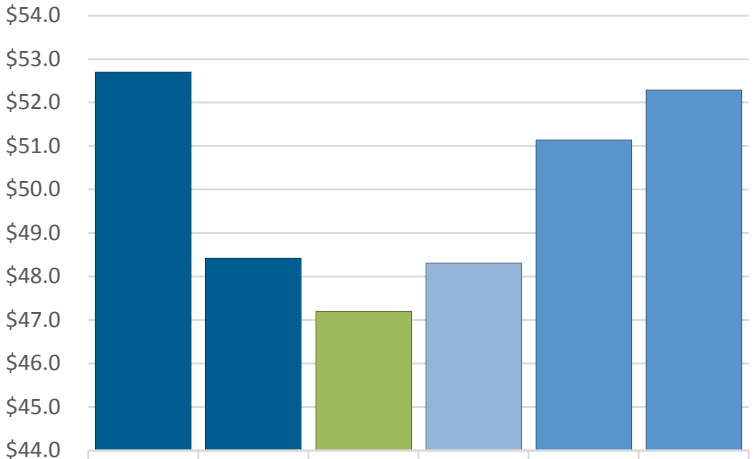
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Lease Revenue Maximization ($M)



	2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
Series1	$52.7	$48.4	$47.2	$48.3	$51.1	$52.3

- Ongoing construction as part of the Union Station Revitalization project impacted revenues in 2015 and projected revenues for 2016, as space that was previously leased out is being vacated and renovated.
- Leasing revenues are expected to trend upwards in 2018 and beyond as new retail space at Union Station is development and becomes operational.

2017 Service Levels
Real Estate

Service/Activity		Status	2014	2015	2016	2017	Footnote
Property Appraisal	% of Appraisals completed within 6 weeks after **client requests**	Approved	90.0%	90.0%	90.0%	90.0%	3
		Actual	**86.5%**	**85.6%**	86.0%		
Properties Acquisitions **&** **Expropriation**	% Compliance to acquire properties within client timeframes	Approved	80% Compliance			**Discontinued**	
		Actual	78.0%	80.0%	N.A		
	% of Acquisition price to appraised value	**New**	**100% Compliance**			**100% Compliance**	**2**
		Actual	**103.3%**	**103.0%**	**101.6%**		
Real Estate Disposal at Market Rates	% of Compliance with disposing of properties at 100% or better of appraised value	Approved	100.0%	100.0%	100.0%	100.0%	4
		Actual	**90.9%**	**76.2%**	100.0%		
Lease Management	Property Leasing	Approved	95% Compliance		Discontinued	Discontinued in 2016	
	Negotiate New Leases	Approved	95% Compliance		Discontinued	Discontinued in 2016	
	Renew Leases	Approved	95% Compliance		Discontinued	Discontinued in 2016	
	Terminate Leases	Approved	100% Compliance		Discontinued	Discontinued in 2016	
	Lease Payments	Approved	100% Compliance		Discontinued	Discontinued in 2016	
	Receive Lease Revenue	Approved	95% Compliance		Discontinued	Discontinued in 2016	
	Property Assessment Review	Approved	100% Compliance		Discontinued	Discontinued in 2016	
	Property Assessment Savings & Revenues	Approved	100% Compliance		Discontinued	Discontinued in 2016	
Development and Portfolio Planning	Review Property Portfolio	Approved	100% Compliance		Discontinued	Discontinued in 2016	

Footnotes:

1 Language change in 2017 / 2016 no targets were provided
2 New Service Level for 2017
3 Language change in 2017
4 Service Activity name change in 2017

The Real Estate Service is continuing a review of its service levels, service standards and performance measures. As a result, there have been a few adjustments to service level and measures, all in an effort to ensure service levels reported reflect the services being performed by the Program. A new service level measure has been added to the Properties Acquisitions & Expropriation activity regarding the percent of acquisition price to appraised value to measure Real Estate Services' ability to negotiate acquisition agreements in line with the appraised value.

Table 3
2017 Service Budget by Activity

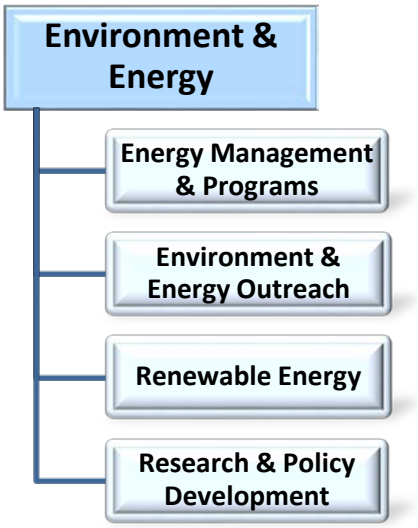
	2016	2017 Operating Budget							2017 Budget vs. 2016 Budget		Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget			2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Development & Portfolio Planning	1,938.6	2,724.2		2,724.2	785.6	40.5%		**2,724.2**	785.6	40.5%	(1,105.2)	-40.6%	62.8	3.9%
Lease Management	20,605.5	20,834.0	112.4	20,946.4	340.9	1.7%		**20,946.4**	340.9	1.7%	126.0	0.6%	118.7	0.6%
Property Acquisition	2,404.8	1,958.0	(80.3)	1,877.8	(527.0)	(21.9%)		**1,877.8**	(527.0)	(21.9%)	59.7	3.2%	60.4	3.1%
Property Appraisal	1,974.1	2,179.1	(62.5)	2,116.6	142.4	7.2%		**2,116.6**	142.4	7.2%	60.0	2.8%	58.5	2.7%
Property Disposal	1,715.9	892.4		892.4	(823.5)	(48.0%)		**892.4**	(823.5)	(48.0%)	(11.5)	-1.3%	20.8	2.4%
Total Gross Exp.	28,638.9	28,587.7	(30.4)	28,557.3	(81.6)	(0.3%)		**28,557.3**	(81.6)	(0.3%)	(871.0)	-3.1%	321.2	1.1%
REVENUE														
Development & Portfolio Planning	936.8	914.6		914.6	(22.2)	(2.4%)		**914.6**	(22.2)	(2.4%)	(914.6)	-100.0%		
Lease Management	55,054.1	57,200.6	441.5	57,642.1	2,588.0	4.7%		**57,642.1**	2,588.0	4.7%				
Property Acquisition	928.2	928.2		928.2				**928.2**						
Property Appraisal	660.5	672.7		672.7	12.2	1.8%		**672.7**	12.2	1.8%	12.5	1.9%	12.7	1.9%
Property Disposal	769.1	545.0		545.0	(224.1)	(29.1%)		**545.0**	(224.1)	(29.1%)				
Total Revenues	58,348.7	60,261.2	441.5	60,702.6	2,353.9	4.0%		**60,702.6**	2,353.9	4.0%	(902.1)		12.7	0.0%
NET EXP.														
Development & Portfolio Planning	1,001.8	1,809.6		1,809.6	807.8	80.6%		**1,809.6**	807.8	80.6%	(190.6)	-10.5%	62.8	3.9%
Lease Management	(34,448.6)	(36,366.7)	(329.0)	(36,695.7)	(2,247.1)	6.5%		**(36,695.7)**	(2,247.1)	6.5%	126.0	-0.3%	118.7	(0.3%)
Property Acquisition	1,476.5	1,029.8	(80.3)	949.6	(527.0)	(35.7%)		**949.6**	(527.0)	(35.7%)	59.7	6.3%	60.4	6.0%
Property Appraisal	1,313.6	1,506.4	(62.5)	1,443.9	130.2	9.9%		**1,443.9**	130.2	9.9%	47.5	3.3%	45.8	3.1%
Property Disposal	946.8	347.4		347.4	(599.4)	(63.3%)		**347.4**	(599.4)	(63.3%)	(11.5)	-3.3%	20.8	6.2%
Total Net Exp.	(29,709.8)	(31,673.5)	(471.9)	(32,145.3)	(2,435.5)	8.2%		**(32,145.3)**	(2,435.5)	8.2%	31.1	-0.1%	308.5	(1.0%)
Approved Positions	95.0	95.0	(1.0)	94.0	(1.0)	(1.1%)		**94.0**	(1.0)	(1.1%)		0.0%		

The ***Real Estate Service*** focuses on the provision of routine lease administration, acquisitions, disposals, property negotiations and appraisals to ensure the City's real estate assets represent a strategic portfolio mix reflecting City's Programs and Agencies and stakeholder needs.

The Real Estate Service's 2017 Operating Budget of $28.557 million gross and $32.145 million net revenues is $2.436 million or 8.2% under the 2016 Approved Net Budget.

- The year-over-year net decrease is mainly driven by leasing revenues of $1.891 million, inflationary increases to user fees of $0.012 million, and service efficiency savings of $0.472 million from addressing lease overholds and the reduction of 1.0 vacant support position within the Service.
- These reductions are partially offset by incremental increases to COLA, step, progression pay and associated fringe benefits for staff.

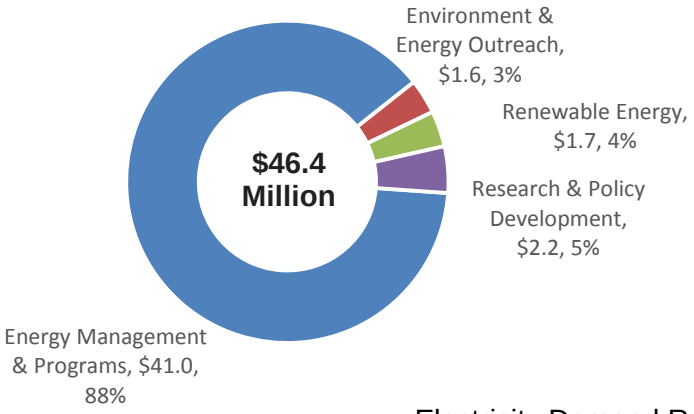
Environment & Energy



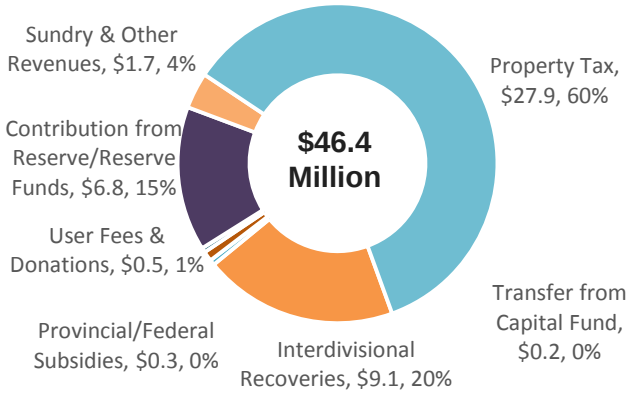
What We Do

- 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.
- Build a Resilient City by delivering tools and resources to engage residents and businesses in adopting sustainable lifestyles and practices.

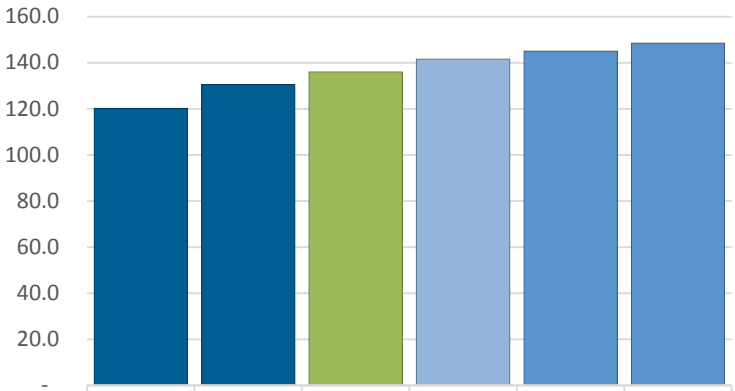
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Electricity Demand Reduction (Megawatt)



	2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
Series1	120.3	130.6	136.1	141.6	145.1	148.6

- This graph represents cumulative amounts. Since 2011, there has been a reduction in electricity demand every year vs the baseline.
- The goal of Environment and Energy is to reduce electricity demand in Toronto by 133 megawatts by 2016, focusing on energy efficient buildings and infrastructure, and encouraging stakeholders to reduce energy consumption through planned efficiencies and effective communication strategies.
- Every 5MW reduction in demand is equivalent to the demand of a new 40-story condominium tower.

2017 Service Levels
Environment & Energy

Service/Activity		Status	2014	2015	2016	2017	Footnote
Energy Management & Programs	Normalized energy consumption (eKWH) per sq.ft. for corporate buildings per year	Approved	30.00	30.00	29.00	28.19	
		Actual	29.92	28.63	28.60		
	Achieve or surpass **90%** waste diversion per year on a corporate level	Approved	Beyond 70%	Beyond 80%	Beyond 90%	Beyond 90%	
		Actual	88%	89%	90%		
Renewable Energy **Projects**	**Revenue ($) generated from renewable energy projects per year**		Meet or exceed target revenue			**Meet or exceed target revenue**	1
		Approved	$493.9K	$599.4K	$875.0K	**$1,043.0K**	
		Actual	$500.0K	**$599.4K**	$913.0K		
Research & Policy Development	Energy Supply Agreements	Approved	Uninterrupted utility service as a result of contracting 100% of the time		Discontinued	Discontinued in 2016	
	Energy Retrofits	Approved	Savings of up to 25% of building energy use				
Environment & Energy Outreach	Administer Loan Programs	Approved	100% loan repayments are received on time with no defaults		Discontinued	Discontinued in 2016	
	Funding Agreements	Approved	Average 22 Megawatt per year				
Reducing Emissions to Environment	% of Reduction in eCO2 emissions to environment relative to 1990 level*	**Status**	**2012**	**2013**	**2014 Forecast**	**2015 Forecast**	*Years reported because of a two year lag in data collection
		New	30% Reduction by 2020 vs. 1990 level			**30% Reduction by 2020 vs. 1990 level**	
		Actual	25.07%	23.89%	24.96%		

Footnotes:

1 Language change in 2017 / 2016 no targets were provided
2 New Service Level for 2017
3 Language change in 2017
4 Service Activity name change in 2017

The Environment & Energy Service is continuing a review of its service levels, service standards and performance measures. As a result, there have been a few adjustments to service level standards and measures including a new measure for the rate of reduction of carbon dioxide equivalents (eCO2) emissions, all in an effort to ensure service levels reported reflect the services being performed by the Program.

Table 4
2017 Service Budget by Activity

	2016	2017 Operating Budget							2017 Budget vs. 2016 Budget		Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget			2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Energy Management & Programs	38,309.0	40,760.6	(22.4)	40,738.2	2,429.3	6.3%	233.3	**40,971.5**	2,662.6	7.0%	331.1	0.8%	112.5	0.3%
Environment & Energy Outreach	1,771.9	1,582.2		1,582.2	(189.6)	(10.7%)	40.0	**1,622.2**	(149.6)	(8.4%)	85.6	5.3%	35.8	2.1%
Renewable Energy	1,779.1	1,664.5		1,664.5	(114.6)	(6.4%)		**1,664.5**	(114.6)	(6.4%)	(177.6)	-10.7%	30.4	2.0%
Research & Policy Development	2,237.3	2,107.4		2,107.4	(130.0)	(5.8%)	60.0	**2,167.4**	(70.0)	(3.1%)	112.9	5.2%	57.0	2.5%
Total Gross Exp.	44,097.3	46,114.7	(22.4)	46,092.4	1,995.1	4.5%	333.3	**46,425.7**	2,328.4	5.3%	352.0	0.8%	235.6	0.5%
REVENUE														
Energy Management & Programs	15,566.9	16,260.6		16,260.6	693.7	4.5%		**16,260.6**	693.7	4.5%				
Environment & Energy Outreach	882.1	528.3		528.3	(353.8)	(40.1%)		**528.3**	(353.8)	(40.1%)	4.5	0.8%	4.6	0.9%
Renewable Energy	1,488.7	1,281.5		1,281.5	(207.2)	(13.9%)		**1,281.5**	(207.2)	(13.9%)	(217.6)	-17.0%		
Research & Policy Development	459.6	459.6		459.6				**459.6**						
Total Revenues	18,397.3	18,530.0		18,530.0	132.6	0.7%		**18,530.0**	132.6	0.7%	(213.1)		4.6	0.0%
NET EXP.														
Energy Management & Programs	22,742.0	24,500.0	(22.4)	24,477.6	1,735.6	7.6%	233.3	**24,711.0**	1,968.9	8.7%	331.1	1.3%	112.5	0.4%
Environment & Energy Outreach	889.8	1,054.0		1,054.0	164.2	18.5%	40.0	**1,094.0**	204.2	23.0%	81.1	7.4%	31.2	2.7%
Renewable Energy	290.4	383.0		383.0	92.6	31.9%		**383.0**	92.6	31.9%	40.0	10.4%	30.4	7.2%
Research & Policy Development	1,777.7	1,647.7		1,647.7	(130.0)	(7.3%)	60.0	**1,707.7**	(70.0)	(3.9%)	112.9	6.6%	57.0	3.1%
Total Net Exp.	25,699.9	27,584.7	(22.4)	27,562.4	1,862.4	7.2%	333.3	**27,895.7**	2,195.8	8.5%	565.1	2.0%	231.1	0.8%
Approved Positions	64.3	64.3		64.3	(0.0)	(0.0%)	6.0	**70.3**	6.0	9.3%	(2.0)	-2.8%		

The ***Environment & Energy Service*** works with residents, businesses and City Programs and Agencies to reduce greenhouse gas emissions, build a resilient city, facilitate energy conservation and demand management and ensure energy security and supply.

The Environment & Energy Service's 2017 Operating Budget of $46.426 million gross and $27.896 million net is $2.196 million or 8.5% over the 2016 Approved Net Budget.

- Base budget pressures in Environment & Energy Service are primarily due to inflationary increases of $1.009 million due to rising utility rates, specifically electricity, natural gas and water rates, under Energy Management & Programs.
- Additional costs related to Union Station of $0.155 million due to an expected increase in utilities usage as well as a reduction in lease and retail revenue forecasts for the new concourse and retail areas in Union Station that are expected to be fully operational by 2018.
- Utility base increases of $0.642 million are included in the Service for costs over and above inflation to align budgets with expected usage and costs at various corporately funded locations.
- Operating impacts of $0.058 million for the Solar Photovoltaic (PV) capital initiative relate to a reduction in capital repayments of $0.138 million funded from the Sustainable Energy Fund (SEF) and an associated reduction in revenues of $0.196 million to align with revised forecasts of Solar PV revenues.
- New & Enhanced services of $0.333 million related to the TransformTO initiative to deliver key priorities of the climate action plan in 2017 to accelerate and enhance the City of Toronto's efforts to reduce greenhouse gas emissions. An increase of 6.0 positions is required to execute these key priorities.
- In order to offset these pressures, the 2017 Operating Budget includes service efficiency savings of $0.022 million related to the reduction of the casual and overtime budget.

Financial Services

2017 – 2026 CAPITAL BUDGET AND PLAN OVERVIEW

Financial Services' 10-year Capital Plan funds capital investments for: Accounting Services; Payroll, Pension and Employee Benefits; Revenue Services; Purchasing & Materials Management; Corporate Finance and Financial Planning.

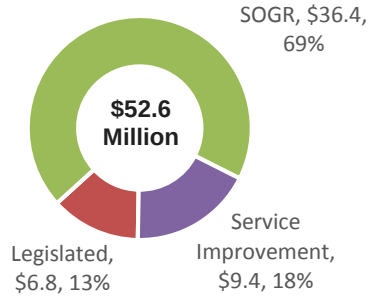
Financial Services' 10-year Capital Plan has been developed with the objective of balancing the need to maintain current technology for enterprise-wide financial processes in a state of good repair with implementing service improvements that maximize their use. The majority of capital projects in the Capital Plan is technology oriented with an increasing focus on transforming City-wide financial processes and modernizing their enabling technology.

The 10-year Capital Plan totaling $52.552 million allocates funding for capital investments currently identified to maintain the existing technology infrastructure in a state of good repair and provides for system solutions that implement best and leading financial planning and management processes.

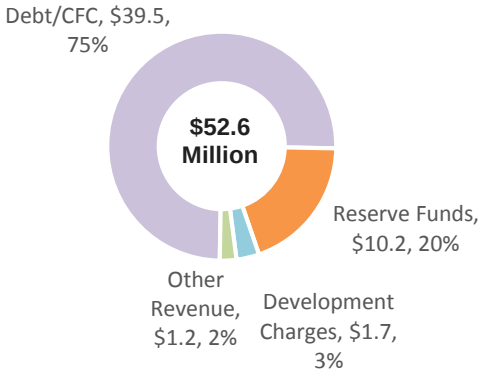
The 10-year Capital Plan allocates new funding of $1.5 million for the *Finance Accounting Systems Transformation (FAST)* project to begin planning and scoping of this transformation project. The project, in its initial phase, will document current and future accounting processes and determine existing and available SAP functionality the City can leverage to modernize financial reporting and analysis processes.

2017-2026 Capital Budget and Plan

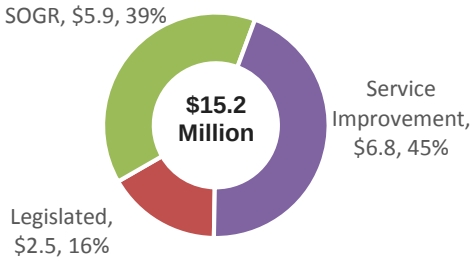
Where the money goes: By Project Category



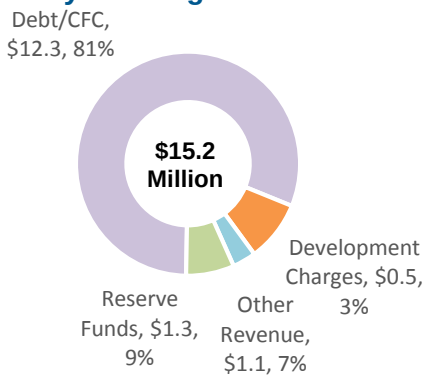
Where the money comes from: By Funding Source



2017 Capital Budget By Project Category



By Funding Source



Our Key issues & Priority Actions

- **Focus on business process transformation and system modernization** resulting in better financial & management information for program and corporate decision making, implementing best practices and self-service options for vendors, clients and employees.
  - ✓ The 10-Year Capital Plan includes funding of $3.035 million to improve the overall quality and timelines of the City's procurement process. The procurement and accounts payable streamlining with new vendor and will automate manual efforts, improve customer service and generate savings from pooled demand of services throughout the entire organization.
  - ✓ Funding of $4.143 million is provided to continue with the *Enterprise Performance Management* phase of the *FPARS* project. This phase's deliverables focuses on establishing the data governance and business intelligence framework in preparation for the rollout and use of forecasting, modelling and simulation tools as well as automated and integrated performance reporting, self-service data analytics and data visualization for staff, Council and the public.
- **High demand for both IT and other divisional internal staff resources –** Competing demands for limited IT and other divisional internal staff resources combined with efforts to consolidate initiatives across various Programs have impacted the ability to meet projected time lines in previous years.
  - ✓ Financial Services is actively monitoring these issues and working closely with Corporate I &T to mitigate delays where possible. It is expected that in 2016, the Programs will see a marked improvement in spending rates due to these efforts.

Capital Deliverables for 2017

The 2017 Capital Budget for Financial Services of $15.193 million, excluding carry forward funding, will:

- Begin the *Finance Accounting Systems Transformation* project ($1.500 million) with seed funding to assess and validate opportunities to leverage SAP technology;
- Continue the implementation of the *PCI Compliance* project ($1.979 million);
- Continue with the *Supply Chain Management Transformation* ($1.426 million);
- Continue with the *Tax & Utility Replacement* projects ($4.465 million); and
- Continue Enterprise Performance Management (EPM) Phase 2 of the FPARS project ($3.143 million).

State of Good Repair Backlog

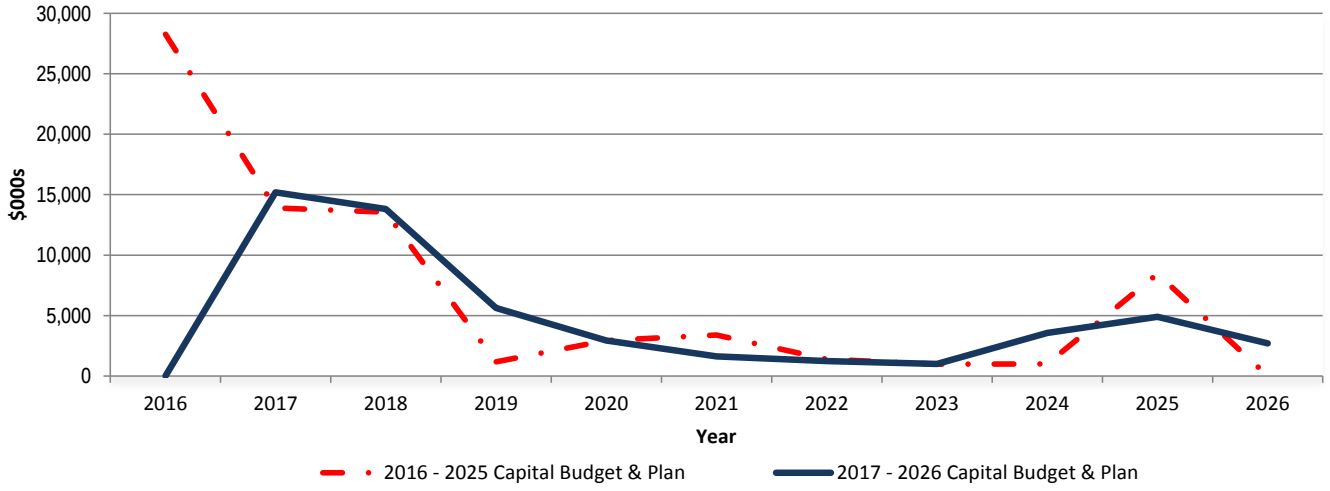
Financial Services does not have a backlog of State of Good Repair for its inventory of system applications. Funding included in the 10-Year Capital Plan addresses all state of good repair projects based on planned lifecycle without backlogs and ensures continuity of the City's technology.

Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Capital Budget and the 2018 – 2026 Capital Plan reflects a decrease of $22.470 million in capital funding from the 2016 - 2025 Approved Capital Plan.

The chart and table below provide a breakdown of the $22.470 million or 30.0% decrease in the Capital Program on an annual basis from 2016 to 2026.

Chart 1
Changes to the 2016 - 2025 Approved Capital Plan (In $000s)



($000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025	28,284	13,899	13,564	1,156	2,939	3,391	1,375	975	1,000	8,439		75,022
2017 - 2026		15,193	13,819	5,623	2,939	1,611	1,230	1,000	3,550	4,889	2,698	52,552
Change %		9.3%	1.9%	386.4%	0.0%	(52.5%)	(10.5%)	2.6%	255.0%	(42.1%)		(30.0%)
Change $		1,294	255	4,467	0	(1,780)	(145)	25	2,550	(3,550)		(22,470)

As made evident in the chart above, the $22.470 million decrease in the Capital Program is attributed to the difference in capital spending approved in 2016 as compared to planned capital investments in the year 2026.

As reflected in Table 2 on the following page, changes to the 2016 – 2025 Approved Capital Plan, specifically the $3.116 million increase in capital funding over the nine common years of the Capital Plans (2017 – 2025) arise from the reprioritization of Financial Services' capital projects based on the following factors:

- Cash flows were realigned to better reflect actual spending experience for previously approved capital projects based on readiness to proceed, alignment with project activities and timelines, compliance with legislated standards and capacity to deliver and spend.
- An investment of $1.5 million to seed fund the discovery work for the Finance Accounting System Transformation project that had been included as an unfunded priority in prior years.
- An increase in 2017 and 2018 cash flows, without a change in total project cost attributed to carrying forward unspent cash flows from prior years for the FPARS project, required for the completion of Phase 2 of the Enterprise Performance Management (EPM). The delay was the result of later than planned implementation of the HANA technology platform which enables business benefits from automation of data, data analytics and data visualization.

The following table provides details by project category within the 2017 – 2026 Capital Budget and Plan for Financial Services:

Table 1
2017 - 2026 Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total	Total Project Cost
Legislated													
PCI Compliance	6,021	1,979	3,166									**5,145**	10,362
Development Charges Background Study		515										**515**	770
Future Year Upgrades													
Development Charges Background Study						125	450				600	**1,175**	1,175
Sub-Total		**2,494**	**3,166**			**125**	**450**				**600**	**6,835**	**12,307**
State of Good Repair													
Tax Billing System Upgrade		2,679	2,730	2,730								**8,139**	9,922
Utility Billing System Upgade		1,786	1,738	1,737								**5,261**	5,971
Integrated Asset Planning & Management		533	2,806									**3,339**	5,000
Parking Tag Mgmt. Software Upgrade		650	770	956								**2,376**	2,592
Risk Mgmt. Information System Upgrade		250										**250**	1,892
Public Budget Formulation (PBF) 8.1 Upgrade		21										**21**	2,650
Future Year Upgrades													
SAP Upgrades (ECC, PBF, Payroll)				200	2,439	1,361						**4,000**	4,000
Investment & Debt Mgmt. System Upgrade					500					600		**1,100**	1,100
Risk Mgmt. Information System Upgrade						125						**125**	125
Payment Processing Equipment Upgrade							780					**780**	780
Tax Billing System Replacement								500	1,775	1,700		**3,975**	3,975
Utility Billing System Replacement								500	1,775	1,700		**3,975**	3,975
Parking Tag Mgmt. Software Replacement										889	1,123	**2,012**	3,000
Capital Migration to New System											975	**975**	2,975
Sub-Total	**-**	**5,919**	**8,044**	**5,623**	**2,939**	**1,486**	**780**	**1,000**	**3,550**	**4,889**	**2,098**	**36,328**	**47,957**
Service Improvements													
Financial Planning Analysis & Reporting System	51,900	3,143	1,000									**4,143**	60,820
Electronic Self Service Tax & Utility		242										**242**	551
eBilling Initiative		469										**469**	469
Supply Chain Management Transformation		1,426	1,609									**3,035**	8,019
Finance Accounting Systems Transformation		1,500										**1,500**	1,500
Sub-Total	**51,900**	**6,780**	**2,609**									**9,389**	**71,359**
Total Expenditures by Category (excluding carry forward)	**51,900**	**15,193**	**13,819**	**5,623**	**2,939**	**1,611**	**1,230**	**1,000**	**3,550**	**4,889**	**2,698**	**52,552**	**131,623**

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)

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

	2017 Budget		2018 Plan		2019 Plan		2020 Plan		2021 Plan		2017 - 2021		2017 - 2026	
Projects	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**
Previously Approved														
Supply Chain Management Transformation			1,938.0								1,938.0		1,938.0	
Total (Net)			**1,938.0**								**1,938.0**		**1,938.0**	

The 10-Year Capital Plan will increase future year Operating Budgets by $1.938 million net in 2018, as shown in the table above.

This is comprised of funding to sustain the Supply Chain Management Transformation project that will require $1.938 million in operating funding for hardware and maintenance, software license and subscription and support expenses in 2018.

The future operating impacts will be reviewed each year as part of the annual Operating Budget process.

Fleet Services

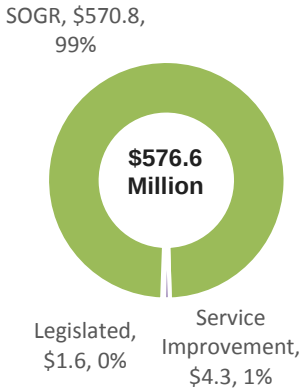
2017 – 2026 CAPITAL BUDGET AND PLAN OVERVIEW

Fleet Services provides an inclusive range of services from acquisition to maintenance and disposal, for a diverse fleet of over 5,200 vehicles and equipment. Fleet Services also oversees 23 City-owned fuel sites and the associated fueling of over 13,000 assets, trains City vehicle and equipment operators and manages and monitors approximately 11,000 associated operator permits to ensure safe vehicle & equipment operation.

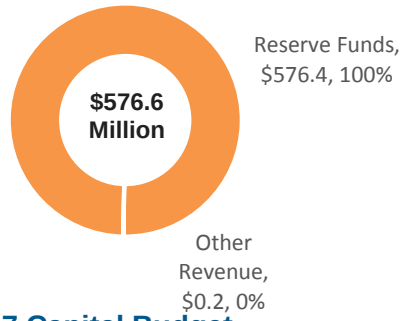
The 10-Year Capital Plan of $576.594 million provides funding for the replacement of vehicles and equipment, utilized by City Programs and Agencies, excluding Toronto Police Service Board and Toronto Transit Commission. Fire Services, Toronto Paramedic Services and Toronto Zoo are part of the Capital 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 2017 - 2026 Capital Plan is fully funded from the Vehicle and Equipment Replacement Reserves in which annual contributions are made by respective Programs and Agencies through their Operating Budget.

2017-2026 Capital Budget and Plan

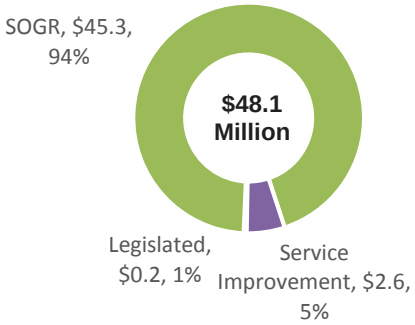
Where the money goes: By Project Category



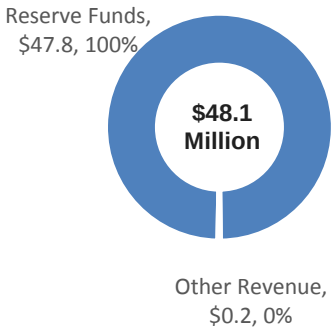
Where the money comes from: By Funding Source



2017 Capital Budget By Project Category



By Funding Source



Our Key issues & Priority Actions

- **Capacity and Readiness to Spend and Proceed** play a vital role when analyzing the Programs' spending rate which has averaged 65.5% with noticeable improvements 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.
- **Decision of Contracting out Curbside Waste Collection Services East of Yonge Street** has been deferred to early 2017 pending the review and comparison of curbside collection districts in terms of costs, service levels, and performance.
  - ✓ Solid Waste Management Services is currently operating curbside collection vehicles which are mostly beyond their estimated service life. A cash flow funding of approximately $114 million has been included in the Fleet Services' 10-Year Capital Plan for the curbside collection vehicle replacement pending Council's approval of Solid Waste Management Service's 2017 Operating Budget.

Capital Deliverables for 2017

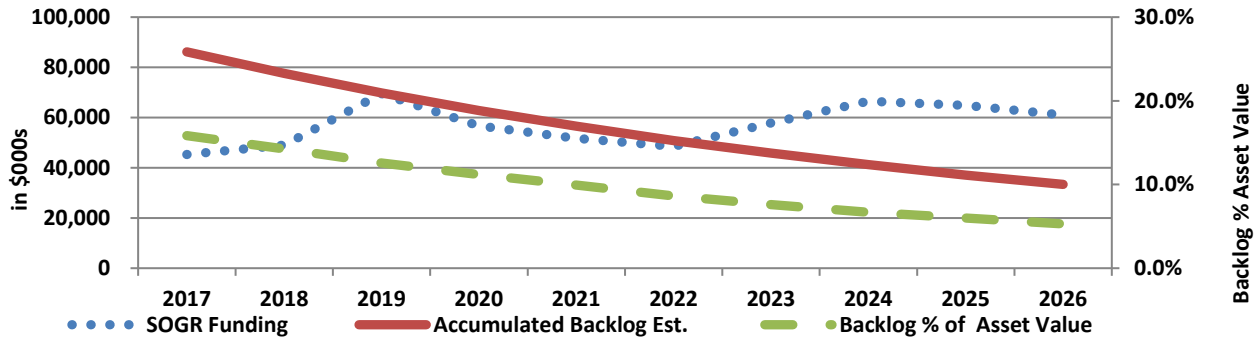
The 2017 Capital Budget for Fleet Services of $48.050 million, excluding carry forward funding, will:

- Maintain the City's fleet in a state of good repair through the replacement of vehicles ($45.287 million), which includes, but is not limited to, the following programs: Fire Services ($12.905 million), Solid Waste ($12.000 million), Parks, Forestry & Recreation ($6.700 million), Toronto Water ($4.540 million) and Toronto Paramedic Services ($4.191 million);
- Continue Service Improvement projects ($2.563 million), including the *Fleet Management System and Fuel Integration* project ($2.063 million) and *City Fuel Site Closures* and upgrades ($0.500 million); and
- Continue legislated projects under the *Consolidated Green Fleet Plan*, an initiative dedicated to lowering emissions and taking advantage of innovative green technologies ($0.200 million).

State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of $570.794 million for State of Good Repair to address the backlog. The SOGR backlog as a % of asset replacement value will decrease from 15.8% in 2017 to 5.3% in 2026.

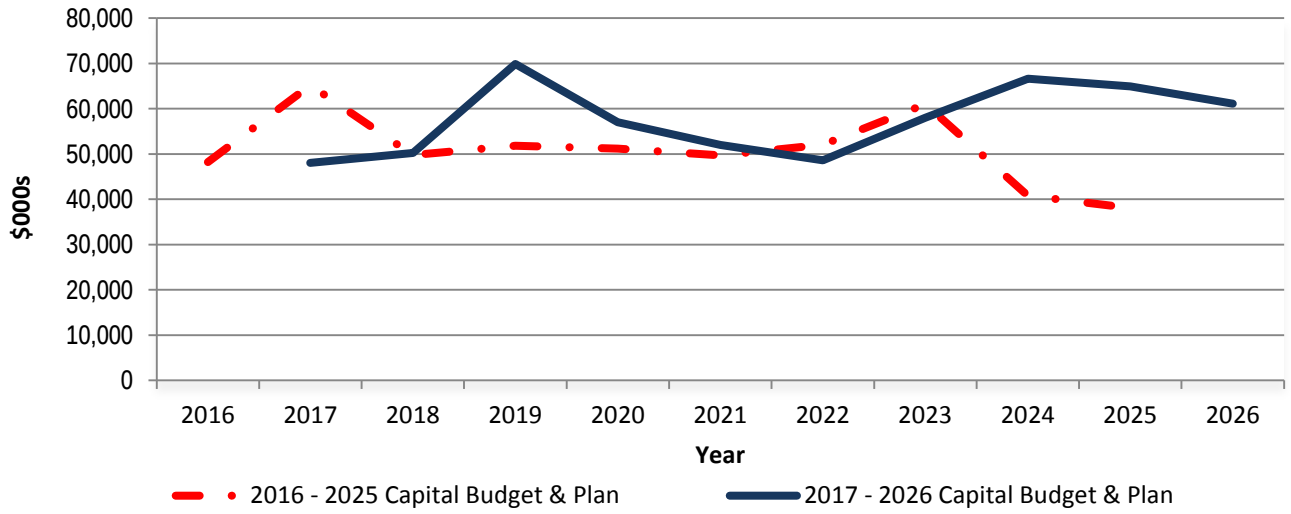
Chart 1
SOGR Funding & Backlog (In $000s)



Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Capital Budget and the 2018 – 2026 Capital Plan reflects an increase of $68.725 million in capital funding from the 2016 - 2025 Approved Capital Plan. The chart and table below provide a breakdown of the $68.725 million or 13.5% increase in the Capital Program on an annual basis from 2016 to 2026.

Chart 2
Changes to the 2017 - 2026 Approved Capital Plan (In $000s)



($000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025 Capital Budget & Plan	48,223	65,190	49,777	51,844	51,214	49,694	52,038	61,019	40,789	38,081		507,869
2017 - 2026 Capital Budget & Plan		48,050	50,212	69,916	57,048	52,013	48,638	58,008	66,630	64,937	61,142	576,594
Change %		(26.3%)	0.9%	34.9%	11.4%	4.7%	(6.5%)	(4.9%)	63.4%	70.5%		13.5%
Change $		(17,140)	435	18,072	5,834	2,319	(3,400)	(3,011)	25,841	26,856		68,725

As shown in the chart above, the $68.725 million increase in the Capital Program reflects the Program's commitment to maintain the City's fleet in a state of good repair and address the City's backlog of vehicle replacements on an ongoing basis.

As reflected in Table 2 on the following page, changes to the 2016 – 2025 Approved Capital Plan, specifically the $55.806 million increase in capital funding over the nine common years of the Capital Plans (2017 – 2025) arise from the reprioritization of Fleet Services' capital projects driven by the following factors:

- Higher vehicle replacement costs as a result of improved future cost projections.
- Optimization of replacement cycles from a comprehensive review of the fleet inventory.
- Consideration of budget approval timelines, the procurement process and manufacturer lead times for customized vehicles.
- Cash flow adjustments to reflect historical spending rates and alignment of capital spending with the delivery plans for Programs and Agencies.

The following table details by category the capital projects in the 2017 – 2026 Capital Budget and Plan for Fleet Services:

Table 1
2017 - 2026 Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total
Total Expenditures by Category												
Legislated												
Green Fleet Plan		200	100	200	150	150	150	150	150	150	150	**1,550**
Sub-Total		**200**	**100**	**200**	**150**	**150**	**150**	**150**	**150**	**150**	**150**	**1,550**
State of Good Repair												
Solid Waste - Fleet Replacement		12,000	13,620	20,156	14,528	16,498	14,634	15,659	18,749	22,052	21,355	**169,251**
Toronto Water - Fleet Replacement		4,540	7,922	14,003	13,075	9,093	5,774	7,435	8,378	5,781	5,355	**81,356**
Parks, Forestry & Recreation - Fleet Replacement		6,700	8,469	6,702	8,079	7,184	7,277	7,549	8,124	8,464	10,815	**79,363**
Fire - Fleet Replacement		12,905	2,881	7,203	7,203	7,203	7,203	7,203	7,203	7,203	7,203	**73,410**
Transportation - Fleet Replacement		350	8,520	11,813	5,431	3,287	4,505	9,151	13,597	11,018	4,975	**72,647**
Paramedic - Fleet Replacement		4,191	1,764	4,429	4,510	4,641	5,332	6,234	6,334	6,459	6,440	**50,334**
Facilities Management & Real Estate - Fleet Replacement		903	1,577	870	472	841	863	561	298	193	1,172	**7,750**
TCHC - Fleet Replacement		620	1,273	1,246	475	155	358	762	679	507	860	**6,935**
Municipal Licensing & Standards - Fleet Replacement		1,031	449	640	596	442	477	477	517	230	348	**5,207**
Exhibition Place - Fleet Replacement			317	301	658	599	530	602	532	680	540	**4,759**
Library - Fleet Replacement		200	626	383	270	503	326	185	338	558	356	**3,745**
Engineering & Construction - Fleet Replacement		541	529	444	307	160	44	198	345	318	441	**3,327**
Zoo - Fleet Replacement		350	140	350	350	350	350	350	350	350	350	**3,290**
Fleet Services - Fleet Replacement		100	428	332	290	290	290	290	290	290	290	**2,890**
Fleet Replacement - Insurance Contingency		250	60	150	150	150	150	150	150	150	150	**1,510**
Arena Boards - Replacement of Ice Resurfacers		-	152	111	113	116	119	122	127	130	130	**1,120**
Toronto Building - Fleet Replacement		214	49	73			78	117	100	150		**781**
Public Health - Fleet Replacement				14	21	53	80	142	265	78	-	**653**
Clerks - Fleet Replacement		232	32	61	20	18	42	23	13	39	142	**622**
Fleet Mgmt System & Fuel System Integration								600				**600**
Purchasing & Materials Mgmt - Fleet Replacement			191	125	15	23					50	**404**
EDCT - Fleet Replacement		80	26	64	39	16	40	24			20	**309**
PPF&A - Fleet Replacement		65		13	47	41			18	27		**211**
SSHA - Fleet Replacement									57	86		**143**
IT - Fleet Replacement		15		33	49				16	24		**137**
Human Resources - Fleet Replacement							16	24				**40**
Sub-Total	**-**	**45,287**	**49,025**	**69,516**	**56,698**	**51,663**	**48,488**	**57,858**	**66,480**	**64,787**	**60,992**	**570,794**
Service Improvements												
Fuel Site Closures, Upgrades & Replacement		500	700	200	200	200						**1,800**
Fleet Mgmt System & Fuel System Integration		2,063	387									**2,450**
Sub-Total	**-**	**2,563**	**1,087**	**200**	**200**	**200**						**4,250**
Total Expenditures by Category (excluding carry forward)	**-**	**48,050**	**50,212**	**69,916**	**57,048**	**52,013**	**48,638**	**58,008**	**66,630**	**64,937**	**61,142**	**576,594**

10-Year Capital Plan: Net Operating Budget Impact

N/A

Fleet Services

2017 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.

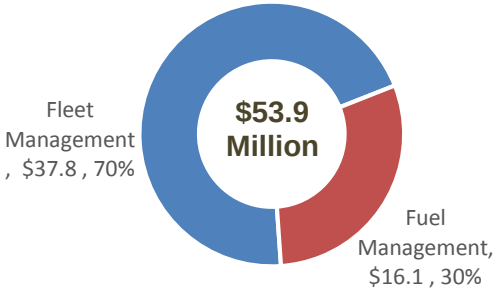
2017 Operating Budget Highlights

The 2017 Operating Budget for $53.907 million in gross expenditures and ($0.172) million in net provides funding for two services: Fleet Management and Fuel Management. The total cost to deliver these services to Toronto residents is $53.907 million gross and ($0.172) million net as shown below:

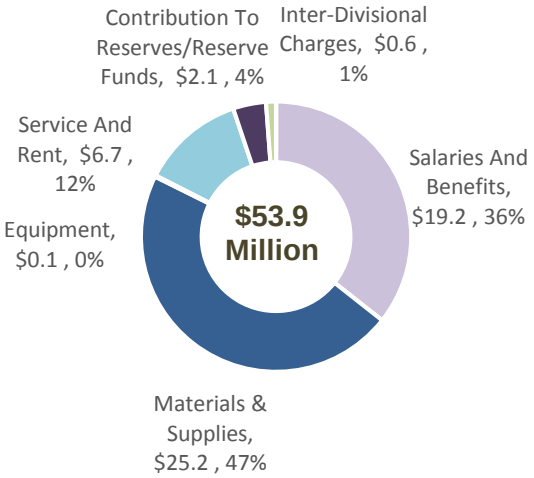
(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	52,088.1	53,906.9	1,818.7	3.5%
Revenues	52,088.1	54,078.9	1,990.7	3.8%
Net Expenditures	**0.0**	**(172.0)**	**(172.0)**	N/A

2017 Operating Budget

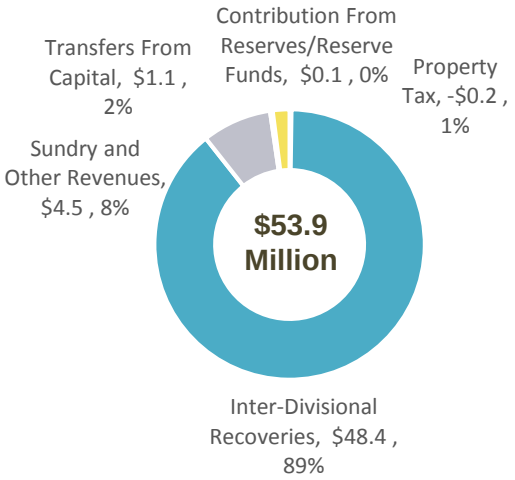
Where the money goes: By Service



By Expenditure Category



Where the money comes from: By Funding Source



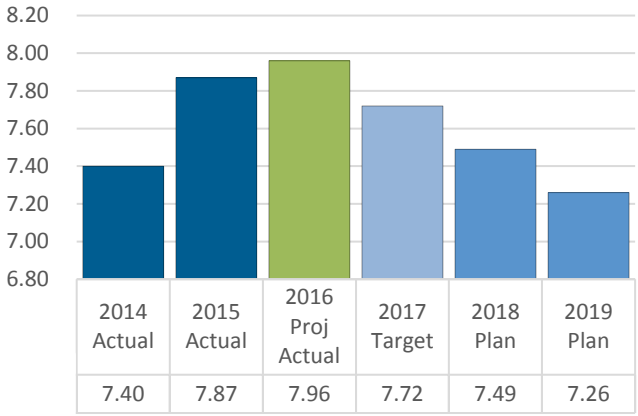
Fast Facts

- Manage 5,200 vehicles and equipment for City of Toronto Divisions and Agencies.
- Manage the fueling needs of over 13,000 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. The CVOR rating has improved from 75.2% in 2013, to the current 41% as of November 2016. A 55% improvement in three years (a lower number is better).

Trends

- The average age of vehicle and equipment is gradually declining and will reach 7.26 years by 2019.
- A decrease in vehicle and equipment age ensures safety and reduces the escalating cost of repairs and maintenance.
  Enrollment in trades has declined significantly across North America impacting the ability for organizations to attract trained professional staff.

Average Vehicle/Equipment Age (in years)



Our Key Issues & Priority Actions

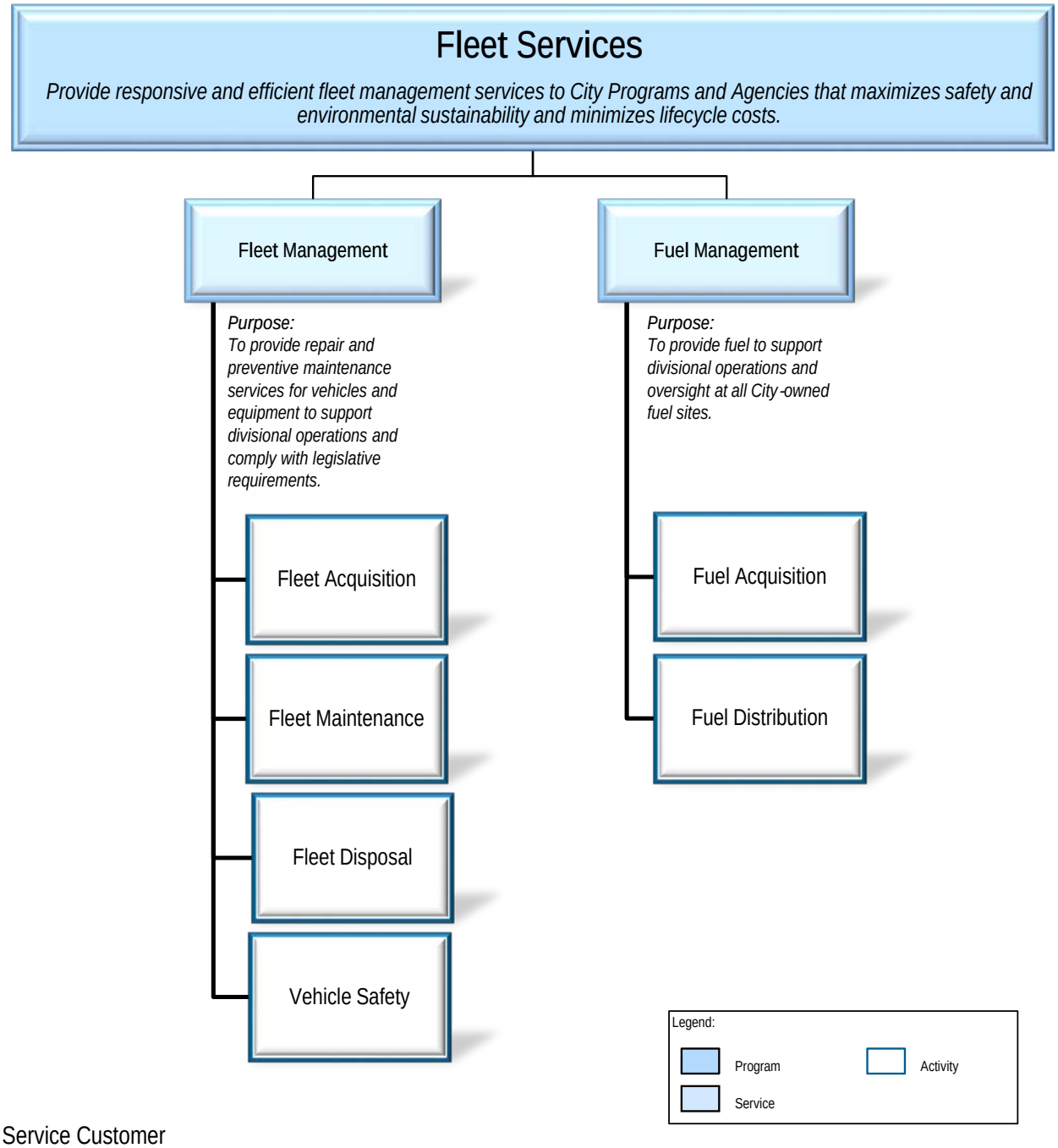
- **Efficient Cost and Financial Management** by implementing transparent chargebacks to drive best practice (lowest total cost of ownership and fleet optimization)
  - ✓ Drive value for money and focus on improvements in contract management
- **Operational and Business Process** Enhancement by improving data collection and performance indicator based reporting.
  - ✓ Enhance service delivery by adopting leading fleet practices – implement Reliability Centered Maintenance Model to improve Preventative Maintenance execution and reduce downtime and other costs through service delivery revisions and refocusing internal resources.

Key Service Deliverables for 2017

The 2017 Operating Budget will enable the Program 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 13,000 assets.
- Work closely with client Programs to optimize fleet size through ensuring that all vehicles are required and fully utilized.
- Provide leadership in reducing environmental impact of the City's fleet operations through the City's 2014 - 2018 Consolidated Green Fleet Plan.

Program Map



Service Customer

Fleet Management

- Staff - City Divisions

Indirect (Beneficial)

- Residents
- Businesses

Fuel Management

- Staff - City Divisions
- Staff – Agencies

Indirect (Beneficial)

- Residents
- Businesses

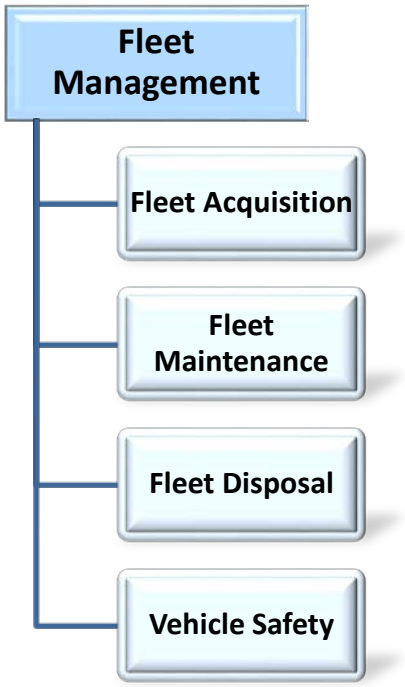
Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2016 Projected Actual	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 vs. 2016 Budget Change		Incremental Change 2018 Plan		Incremental Change 2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Fleet Management											
Gross Expenditures	35,830.9	38,139.7	37,806.3		37,806.3	1,975.4	5.5%	(819.6)	(2.2%)	1.9	0.0%
Revenue	35,789.1	37,910.0	37,956.8		37,956.8	2,167.8	6.1%	(804.2)	(2.1%)		
Net Expenditures	41.9	229.7	(150.5)		(150.5)	(192.4)	(459.4%)	(15.4)	10.2%	1.9	(1.1%)
Fuel Management											
Gross Expenditures	16,257.2	15,681.8	16,100.6		16,100.6	(155.5)	(1.0%)	177.6	1.6%	292.9	0.8%
Revenue	16,299.1	15,753.5	16,122.1		16,122.1	(177.0)	(1.1%)	590.3	3.7%	483.7	2.9%
Net Expenditures	(41.9)	(71.7)	(21.5)		(21.5)	21.5	(51.2%)	(412.7)	1922.4%	(190.8)	43.9%
Total											
Gross Expenditures	52,088.1	53,821.5	53,906.9		53,906.9	1,818.8	3.5%	(642.0)	(1.2%)	294.8	0.6%
Revenue	52,088.1	53,663.5	54,078.9		54,078.9	1,990.7	3.8%	(214.0)	(0.4%)	483.7	0.9%
Total Net Expenditures	0.0	158.0	(172.0)		(172.0)	(172.0)	N/A	(428.1)	248.9%	(188.9)	31.5%
Approved Positions	194.0	182.0	181.0		181.0	(13.0)	(6.7%)	(3.0)	(1.7%)		

The Fleet Services' 2017 Operating Budget is $53.907 million gross and ($0.172) million net, representing a decrease of $0.172 million to the 2016 Approved Net Operating Budget.

- Base pressures are mainly attributable to the inflationary cost increases in salaries and benefits, increased demand for fuel, higher maintenance costs to maintain the City's fleet and the annualization of the additional maintenance costs for Solid Waste Management collection vehicles.
- The above pressures were more than offset by a fuel price reduction, the implementation of an Alternate Service Model for preventative maintenance of Class 1 & 2 vehicles and right sizing of fleet achieving a 2.5% fleet reduction across the City which is equivalent to 49 vehicles.
- Approval of the 2017 Operating Budget will result in Fleet Services reducing its total staff complement by 13.0 positions from 194.0 to 181.0:
  - 5.0 temporary mechanic positions will be deleted commencing in 2017 due to anticipated completion of Fleet Management System and Fuel System Integration project work on the Automated Odometer Download (VIB) capital project delivery.
  - According to the new Vehicle-for-Hire Bylaw, adopted by Council on May 3, 2016 and effected July 15, 2016, taxi inspections are no longer required by the City. As a result, 6 permanent/filled positions (5 mechanics and 1 coordinator) will be eliminated.
  - This new alternate service delivery model will result in the contracting out of all the preventative maintenance and repairs of non-specialized class 1-2 vehicles, so that internal capacity can be more focused on preventative maintenance and repairs of heavy duty and specialized vehicles and equipment. As a result, 2 permanent, vacant mechanic positions will be eliminated.
- The 2018 and 2019 Plan increases are mainly attributable to salary and benefit increases.

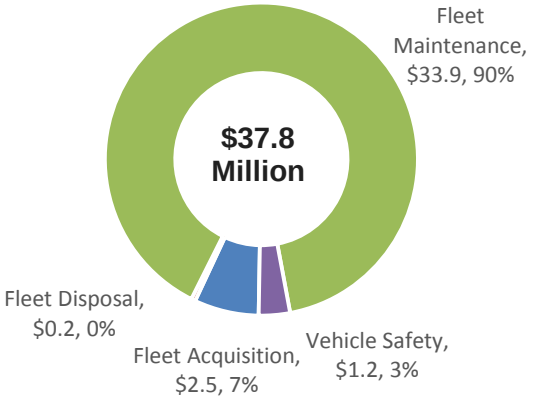
Fleet Management



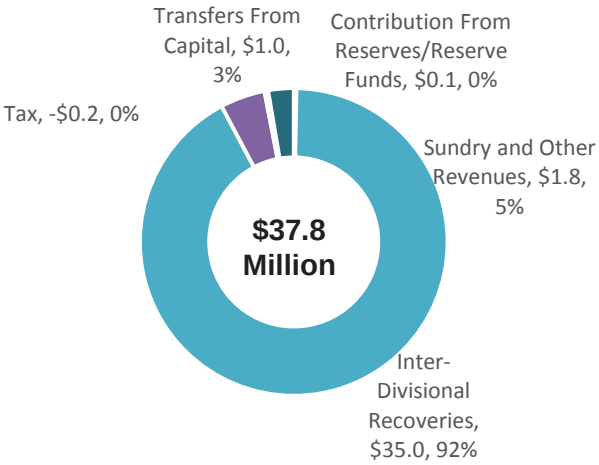
What We Do

- 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.

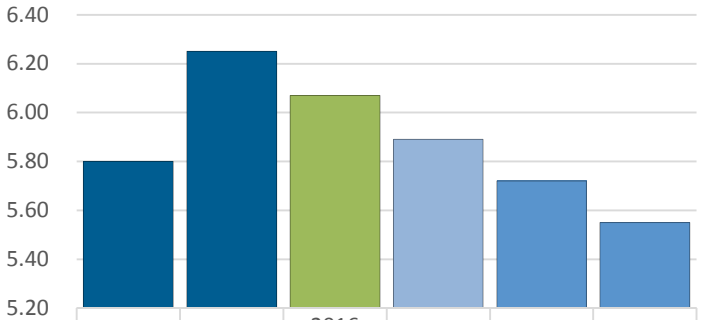
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Average Age of Light Duty Vehicles (in years)



2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
5.80	6.25	6.07	5.89	5.72	5.55

- The average age of light duty vehicles is an important indicator of its usage and maintenance costs.
- The average fleet age of light duty vehicles for the City is gradually decreasing from 5.80 years in 2014 to 5.55 years in 2019 following planned replacement of older light duty vehicles on a timely basis.

2017 Service Levels
Fleet Management

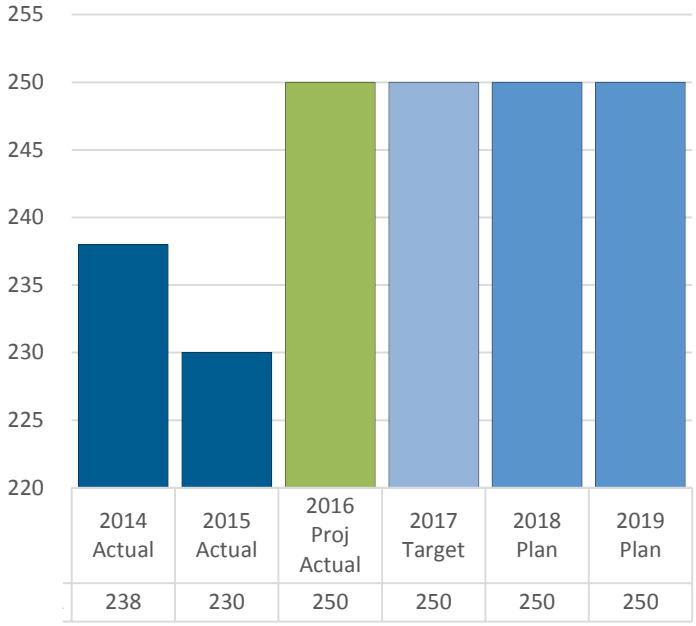
Activity	Type	Status	2014	2015	2016	2017
Fleet Acquisition	Average Light Duty Vehicle Age (<4500kg)	Approved	4.8	4.5	4.5	4.5
	Average Medium Duty Vehicles Age (4500kg - 9000 Kg)	Approved	6.0	5.7	5.7	5.7
	Average Heavy Duty Vehicle Age (>9000kg)	Approved	6.15	6.15	6.0	6.0
	Average Off-Road Equipment Age	Approved	7.1	7.1	7.0	7.0
Fleet Maintenance	% scheduled repairs to unscheduled repairs	Approved	58% / 42%	60% / 40%	60% / 40%	60% / 40%
Fleet Disposal	Days to Dispose - Light Duty Vehicles (<4500kg)	Approved	42.0	42.0	**90.0**	**90.0**
	Days to Dispose - Medium Duty Vehicles (4500kg-9000kg)	Approved	42.0	42.0	**90.0**	**90.0**
	Days to Dispose - Heavy Duty Vehicles (>9000kg)	Approved	42.0	42.0	**90.0**	**90.0**
	Days to Dispose - Off-Road Equipment	Approved	42.0	42.0	**90.0**	**90.0**
	Number of vehicles / equipment disposed	Approved	250.0	250.0	250.0	250.0
Vehicle Safety	MTO CVOR (Commercial Vehicle Operator's Registration) Safety Rating	Approved	55.0%	52.0%	42.0%	**40.0%**
	% of Driver / Opeartor Trained	Approved	100%	100%	100%	100%

The following 2017 Service Levels have changed with the approved 2016 Service Levels for Fuel Management:

- The number of "Days to Dispose" for all vehicle types increased from the previously approved 42 days to 90 days. Fleet Services has done an analysis recently and found that the 42 days did not include the time required for preparation, auction process, delay in auction and final paperwork to close out the sale. Staff have concluded the 90 days would be a more reasonable, realistic and achievable target.

- MTO CVOR is projected to decrease to 40% due to continued monitoring and accident prevention strategies implemented by Fleet Services. Lower percentage represents safer rating.

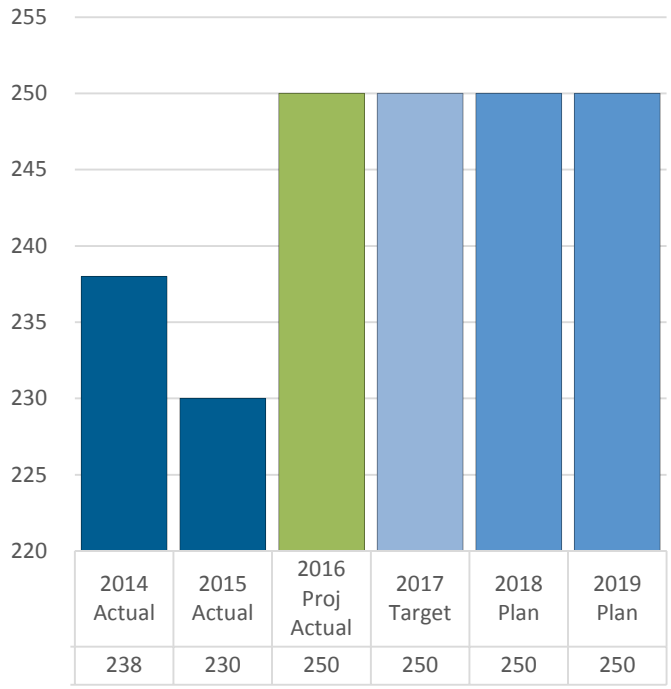
Vehicles & Equipment Acquired



- The number of vehicles and equipment acquired affects the timely replacement of vehicles in order to minimize operating costs.

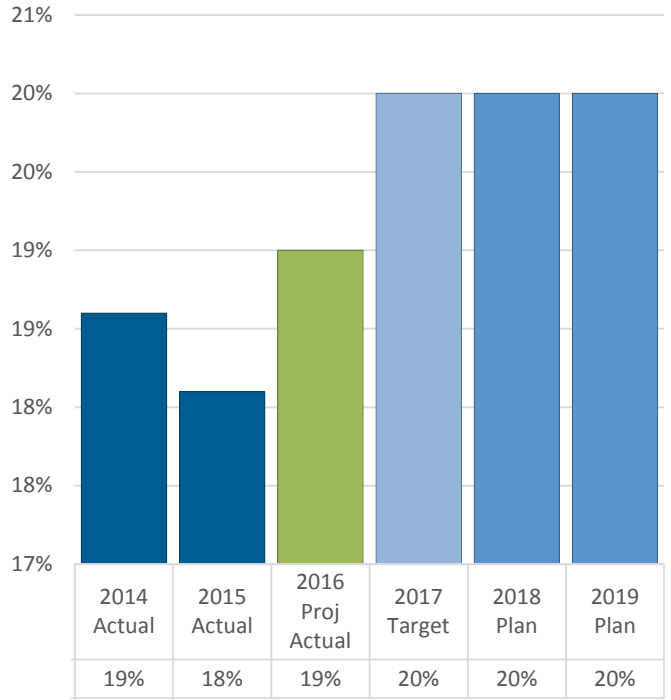
- The number of vehicles and equipment acquired on an annual basis reflects the new additions to the fleet. It is projected that a combined total of 250 vehicles and equipment will be purchased in 2017.

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 inefficient units will have an overall positive impact on maintenance costs.
- The increase from 2015 is mainly due to the 2% fleet reduction initiative and the fleet rationalization to eliminate high maintenance older vehicles.

Percentage of Green Vehicles



- The percentage of the vehicle inventory that is Green include 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.
- The percentage of Green Vehicles is expected to increase to 20% in 2017.
- The increase from 2015 is due to acquiring more vehicles that use alternative fuels, emit less GHGs and air pollution.

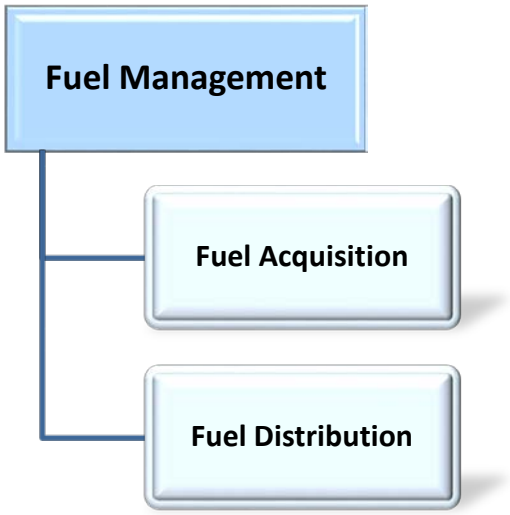
Table 2
2017 Service Budget by Activity

	2016	2017 Operating Budget							2017 Budget vs. 2016 Budget		Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget			2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Fleet Acquisition	2,273.6	2,751.0	(224.5)	2,526.5	252.9	11.1%		**2,526.5**	252.9	11.1%	10.1	0.4%	36.6	1.4%
Fleet Disposal	165.8	164.2		164.2	(1.5)	(0.9%)		**164.2**	(1.5)	(0.9%)	3.4	2.1%	3.3	1.9%
Fleet Maintenance	32,192.4	35,106.5	(1,210.5)	33,896.0	1,703.6	5.3%		**33,896.0**	1,703.6	5.3%	(883.1)	-2.6%	(86.0)	(0.3%)
Vehicle Safety	1,199.1	1,219.5		1,219.5	20.4	1.7%		**1,219.5**	20.4	1.7%	50.0	4.1%	47.9	3.8%
Total Gross Exp.	35,830.9	39,241.3	(1,435.0)	37,806.3	1,975.4	5.5%		**37,806.3**	1,975.4	5.5%	(819.6)	-2.2%	1.9	0.0%
REVENUE														
Fleet Acquisition	1,388.1	1,471.4	(24.3)	1,447.1	59.0	4.3%		**1,447.1**	59.0	4.3%	(28.1)	-1.9%		
Fleet Disposal	75.0	75.0		75.0				**75.0**				0.0%		
Fleet Maintenance	32,733.9	36,181.3	(1,335.8)	34,845.5	2,111.6	6.5%		**34,845.5**	2,111.6	6.5%	(776.1)	-2.2%		
Vehicle Safety	1,592.1	1,589.2		1,589.2	(2.8)	(0.2%)		**1,589.2**	(2.8)	(0.2%)		0.0%		
Total Revenues	35,789.1	39,316.9	(1,360.1)	37,956.8	2,167.8	6.1%		**37,956.8**	2,167.8	6.1%	(804.2)			
NET EXP.														
Fleet Acquisition	885.5	1,279.7	(200.2)	1,079.4	193.9	21.9%		**1,079.4**	193.9	21.9%	38.3	3.5%	36.6	3.3%
Fleet Disposal	90.8	89.2		89.2	(1.5)	(1.7%)		**89.2**	(1.5)	(1.7%)	3.4	3.8%	3.3	3.5%
Fleet Maintenance	(541.5)	(1,074.8)	125.3	(949.5)	(408.0)	75.3%		**(949.5)**	(408.0)	75.3%	(107.0)	11.3%	(86.0)	8.1%
Vehicle Safety	(392.9)	(369.7)		(369.7)	23.2	(5.9%)		**(369.7)**	23.2	(5.9%)	50.0	-13.5%	47.9	(15.0%)
Total Net Exp.	41.9	(75.6)	(74.9)	(150.5)	(192.4)	(459.4%)		**(150.5)**	(192.4)	(459.4%)	(15.4)	10.2%	1.9	(1.1%)
Approved Positions	191.0	184.8	(8.0)	176.8	14.2	7.4%		**176.8**	14.2	7.4%	(2.8)	-1.6%		

Fleet Management's 2017 Operating Budget of $37.806 million gross and ($0.151) million net is $0.192 million under the 2016 Approved Net Budget.

- Base budget pressures in Fleet Management are primarily attributable to salary and benefit increases of $0.618 million and higher fuel demand and maintenance costs.
- These pressures were more than offset by increased recoveries from various divisions and agencies, as well as savings from the implementation of the Alternate Service Delivery Model.
- Increases in fleet maintenance costs in response to Program needs were offset by corresponding increases in interdivisional recoveries.

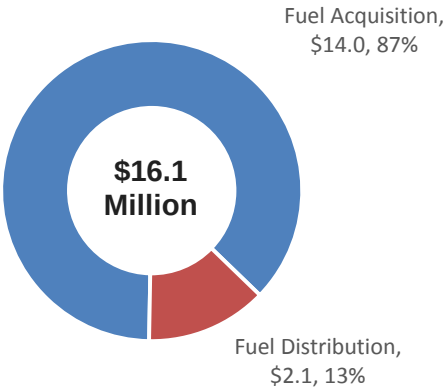
Fuel Management



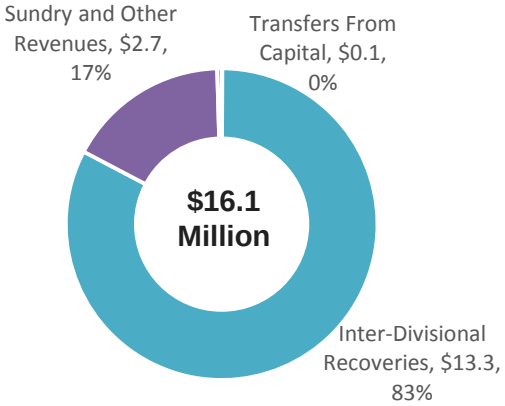
What We Do

- Provide fuel to support divisional operations and oversight at all City-owned fuel sites.

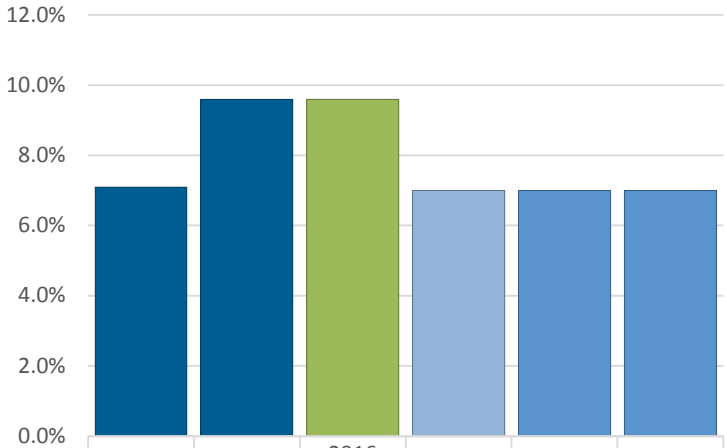
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Discount Over Market Price for Gasoline Fuel



2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
7.1%	9.6%	9.6%	7.0%	7.0%	7.0%

- Discount over market price for gasoline fuel for 2017 - 2019 is forecast at 7% to reflect actual experience in the market place given the amount of fuel purchased by the City.
- The higher percentage in 2015 & 2016 are due to the lower hedged price for the fuel contracts.

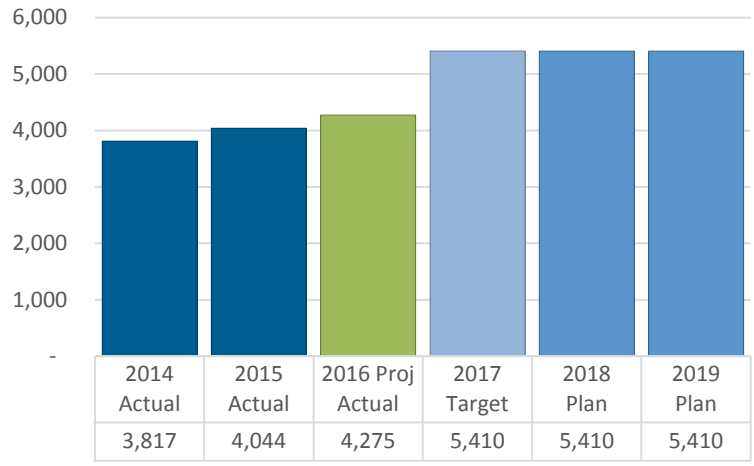
2017 Service Levels
Fuel Management

Activity	Type	Status	2014	2015	2016	2017
Fuel Acquisition	Gasoline Contract below market price	Approved	5%	5%	5%	**7%**
		Actual	7%	10%	10%	
	Diesel Contract below market price	Approved	8%	8%	8%	8%
		Actual	9%	11%	12%	
Fuel Distribution	Litres of Gasoline Dispensed (millions)	Approved	3.9	3.8	4.3	**5.4**
		Actual	3.8	4.0	4.3	
	Litres of Diesel Dispensed (millions)	Approved	10.7	10.6	10.8	**10.1**
		Actual	10.8	11.4	10.8	

The following 2017 Service Levels have changed with the approved 2016 Service Levels for Fuel Management:

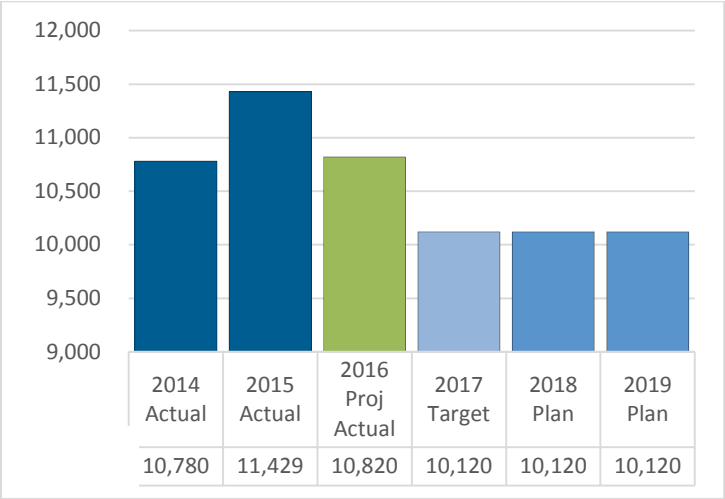
- The Gasoline Contract below Market Price will increase due to better pricing received from our fuel contract in comparison to the pricing at commercial fuel sites.
- The target volume of gasoline dispensed reflects increased demand from City Programs.
- The target volume of diesel dispensed will decrease due to the transition of Solid Waste Management Services vehicles from diesel to compressed natural gas.

Amount of Gasoline Fuel Acquired (in 000s)



- An average of 4.0 million litres of gasoline was acquired between 2014 and 2016 and an average 5.4 million litres of gasoline is projected to be acquired in years 2017 – 2019

Amount of Diesel Fuel Distributed (in 000s)



- An Average of 11.0 million litres of diesel fuel was acquired in 2014 - 2016 and an average 10.1 million litres of diesel fuel is projected to be acquired in years 2017 - 2019.
- Fuel Services continues the Fuel Hedging program to minimize the impacts of fluctuating fuel market prices.

Table 3
2017 Service Budget by Activity

	2016	2017 Operating Budget							2017 Budget vs. 2016 Budget		Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget			2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Fuel Acquisition	13,813.3	15,532.4	(1,534.4)	13,998.0	184.8	1.3%		**13,998.0**	184.8	1.3%	463.7	3.3%	465.8	3.2%
Fuel Distribution	2,443.9	2,636.7	(534.2)	2,102.5	(341.4)	(14.0%)		**2,102.5**	(341.4)	(14.0%)	(286.1)	-13.6%	(172.9)	(9.5%)
Total Gross Exp.	16,257.2	18,169.1	(2,068.5)	16,100.6	(156.6)	(1.0%)		**16,100.6**	(156.6)	(1.0%)	177.6	1.1%	292.9	1.8%
REVENUE														
Fuel Acquisition	13,538.9	(34.0)		(34.0)	(13,572.9)	(100.3%)		**(34.0)**	(13,572.9)	(100.3%)		0.0%		
Fuel Distribution	2,760.2	18,127.5	(1,971.4)	16,156.1	13,395.9	485.3%		**16,156.1**	13,395.9	485.3%	590.3	3.7%	483.7	2.9%
Total Revenues	16,299.1	18,093.5	(1,971.4)	16,122.1	(177.0)	(1.1%)		**16,122.1**	(177.0)	(1.1%)	590.3		483.7	2.8%
NET EXP.														
Fuel Acquisition	274.4	15,566.4	(1,534.4)	14,032.0	13,757.7	5014.3%		**14,032.0**	13,757.7	5014.3%	463.7	3.3%	465.8	3.2%
Fuel Distribution	(316.2)	(15,490.8)	1,437.3	(14,053.5)	(13,737.3)	4343.9%		**(14,053.5)**	(13,737.3)	4343.9%	(876.4)	6.2%	(656.6)	4.4%
Total Net Exp.	(41.9)	75.6	(97.1)	(21.5)	20.4	(48.7%)		**(21.5)**	20.4	(48.7%)	(412.7)	1920.1%	(190.8)	30.5%
Approved Positions	3.0	4.2		4.2	1.2	40.0%		**4.2**	1.2	40.0%	(0.2)	(4.8%)		

The Fuel Management's 2017 Operating Budget of $16.101 million gross and $0.022 million net is $0.020 million or 48.7% over the 2016 Approved Net Budget.

- Base budget pressures in Fuel Management are primarily attributable to increased fuel consumption for Fire Services that now utilize the Fleet fuel program.
- These pressures were offset by an increase in recoveries from various divisions and agencies $3.196 million, as well as savings from the implementation of the Alternate Service Delivery Model ($0.172 million).
- Increases in fleet maintenance in response to Program needs were offset by corresponding increases in interdivisional recoveries.

Information & Technology

2017 – 2026 CAPITAL BUDGET AND 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 (IT) systems. Key elements of the Capital Budget include:

- Enhancing the Online Citizen experience, improving access to services for residents, businesses and visitors, and delivering new services online.
- Modernizing the City's business processes and systems with a focus on employee productivity and the City's workforce and digital worker.
- Ensuring a secure, reliable and high performance IT Infrastructure that is modernized and well positioned to respond to growing business needs and citizen demands.

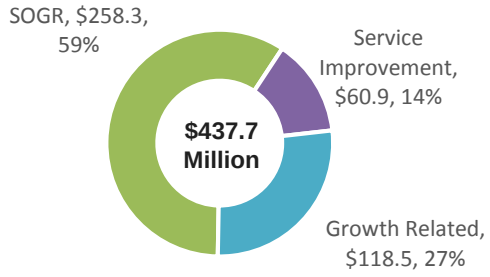
Information & Technology works in partnership to drive forward digital transformation that will continue to position Toronto as a Smart City that meets overarching social, economic and environmental goals that will maintain and improve quality of life in the City of Toronto.

The 10-year Capital Plan totaling $437.660 million has been developed in the alignment and as a part of the City's overall eCity Strategy and IT Portfolio Integrated Plan that sets direction for prioritized IT investments across the City.

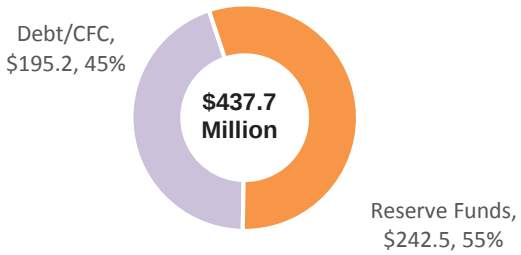
The 10-Year Capital Plan includes funds to develop and implement systems both enterprise-wide and for City Programs and Services as well as to maintain the City's technology infrastructure and network in a state of good repair.

2017-2026 Capital Budget and Plan

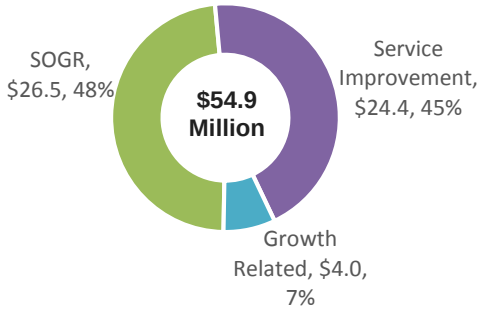
Where the money goes: By Project Category



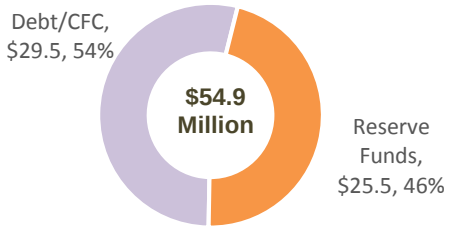
Where the money comes from: By Funding Source



2017 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, I &T Division will focus on:

- **Integrated Service Delivery and Digital Enablement**
  - ✓ Ensure solutions fit in short and long-term with a corporate view of priorities and move towards integrated digital transformation to meet business objectives, gain service efficiencies and improve the customer experience and services for City Programs and Services.
  - ✓ Focus on optimal and high value investments and ensure priority through IT Governance process to projects that demonstrate high value and 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 bring value in City Program services and efficiencies and there is a corresponding need to ensure operating impacts are funded in technology sustainment.
- **Organizational Readiness**
  - ✓ There is a requirement for City-wide transformation focus and capacity including organizational, business readiness and change management capacity to realize the value from strategic IT initiatives.
- **Secure, Agile and Accelerated IT Delivery Model**
  - ✓ Cyber-security complexity is continuing 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 2017

The 2017 Capital Budget of $54.992 million, excluding carry forward funding, will:

- Begin the Human Resources Occupational & Safety project ($1.128 million);
- Begin Phase 2 of the MLS Modernization project ($1.866 million) and
- Leverage the Time Attendance and Staff Scheduling (TASS) capability to other Divisions in the Corporation to fully realize the benefits of the CATS/TASS projects ($0.461million).
- Continue the Consolidated Data Centre project to renovate and upgrade the Tiffield Road site to consolidate three large data centers and several small points of present used by the City divisions and agencies into two primary data centers.
- Continue work on Growth projects such as Consolidated Data Centre ($0.847 million) and Application Portfolio Tools and Rationalization ($0.500 million).
- Continue to work on Service Improvement projects such as Intranet Refresh ($1,260 million), eRecruitment ($1.891 million) and Occupational Health and Safety ($1.128 million).

State of Good Repair Backlog

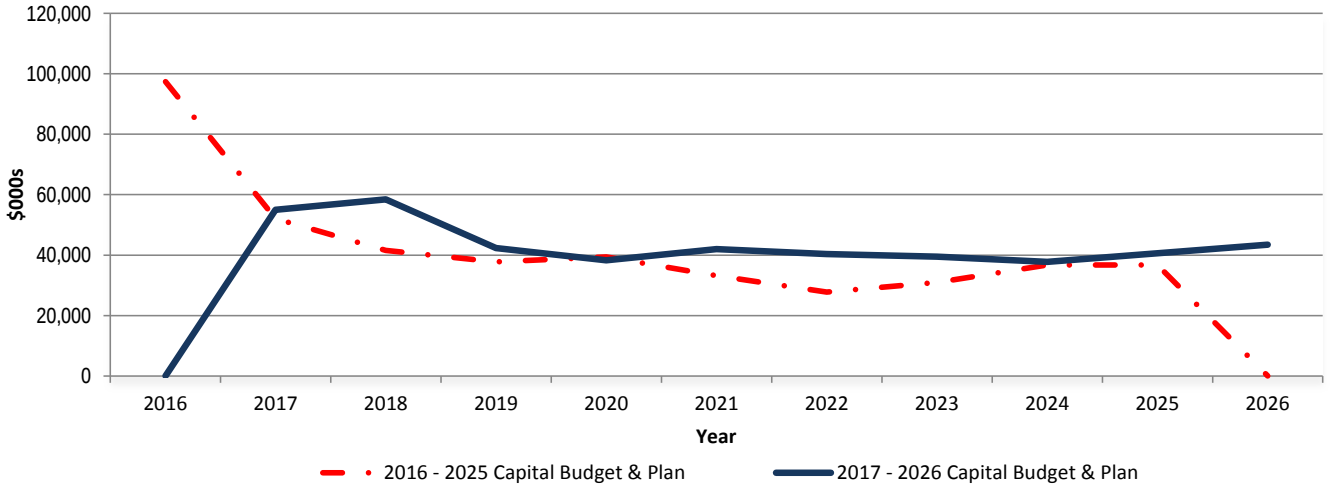
The City has established a well-defined Lifecycle Management plan for IT assets prioritized for program needs to replace equipment before end of life and as a result does not have a backlog of State of Good Repair for IT capital assets. Funding in the 10-Year Capital Plan addresses State of Good Repair based on planned lifecycle and ensures business continuity of the City's technology.

Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Capital Budget and the 2018 – 2026 Capital Plan reflects an increase of $4.079 million in capital funding from the 2016 - 2025 Approved Capital Plan.

The chart and table below provide a breakdown of the $4.079 million or 0.9% increase in the Capital Program on an annual basis from 2016 to 2026.

Chart 1
Changes to the 2016 - 2025 Approved Capital Plan (In $000s)



($000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025	97,394	52,107	41,511	37,727	39,407	33,221	27,795	30,919	36,750	36,750		433,581
2017 - 2026		54,992	58,408	42,311	38,286	41,980	40,343	39,514	37,754	40,619	43,453	437,660
Change %		5.5%	40.7%	12.2%	(2.8%)	26.4%	45.1%	27.8%	2.7%	10.5%		0.9%
Change $		2,885	16,897	4,584	(1,121)	8,759	12,548	8,595	1,004	3,869		4,079

As made evident in the chart above, the $4.079 million increase in the Capital Program reflects modifications to the approved 2016 Capital Budget and 10-Year capital Plan to reflect the current spending pattern of some projects and a change in scope project resulting from the approval of the IT Portfolio Integrated Plan by the Business Executive Committee.

As reflected in Table 2 on the following page, changes to the 2016 – 2025 Approved Capital Plan, specifically the $58.020 million increase in capital funding over the nine common years of the Capital Plans (2017 – 2025) arise from the reprioritization of Information & Technology's capital projects based on the following factors:

- As a result of I&T's priority setting to ensure effectiveness in achieving overall City goals and objectives, the I&T Division adjusted the Capital Program to reprioritize programs and projects as recommended by Business Executive Committee through the IT Portfolio Integrated Plan.
- Cash flows were realigned to better reflect actual spending experience for major capital projects based on readiness to proceed, capacity to deliver and spend and project timelines.
- The 10-Year capital Plan has been developed with a focus that Information & Technology play a crucial role in the City in the delivery of integrated solutions for City programs and services as well as the management of the overall technology foundation of the organization.

The following table provides details by project category, the capital projects included in the 2017 – 2026 Capital Budget and Plan for Information & Technology Program:

Table 1
2017 - 2026 Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total	Total Project Cost
Total Expenditures by Category													
State of Good Repair													
Asset Lifecycle Management		18,960	17,068	20,975	23,140	26,480	24,843	22,714	20,954	23,819	26,653	**225,606**	200,635
Network Upgrade		1,830	1,680	1,180	1,050	1,050	1,050	1,050	1,050			**9,940**	8,970
Domino Decommissioning Strat & Implementation		1,065	620									**1,685**	1,685
Enterprise Geospatial		200										**200**	200
2020 SAP System Upgrade					1,992	1,992						**3,984**	3,984
Quality Assurance Testing Software Upgrade			500	500	500							**1,500**	1,500
IT Risk Management Framework		660	660	660								**1,980**	1,980
Enterprise Solution Delivery Management Framework		639	370									**1,009**	1,009
Business Applications Service Monitoring		200	150	150	150	250						**900**	900
File Services Migration		-	455	710	140							**1,305**	1,305
TEMS Replacement			300	300								**600**	600
Directory Services Transition		350	2,002	981								**3,333**	3,333
SDFA WellBeing Toronto		96										**96**	96
Resources to Deliver IT Capital Projects		1,775	2,749									**4,524**	10,650
Integrated Business Management Systems		566	500	379								**1,445**	1,299
ECS Blueprint Document		193										**193**	193
Sub-Total	-	**26,534**	**27,054**	**25,835**	**26,972**	**29,772**	**25,893**	**23,764**	**22,004**	**23,819**	**26,653**	**258,300**	**238,339**
Service Improvements													
Intranet Refresh (Phase 1 IT web)		1,260	470									**1,730**	1,730
Open Data Visualization		494	206									**700**	700
Portal Foundational Components		1,500										**1,500**	1,500
Enterprise Collaboration Foundation		622	2,001	1,670								**4,293**	4,293
Property Information Services		400										**400**	2,451
Enterprise Mobility Platform		550	1,700	700								**2,950**	2,950
Enterprise Document Records Management Solution		609										**609**	609
Enterprise Business Intelligence		39										**39**	800
Enterprise Project Risk and Performance Tools				460	440	500	500					**1,900**	1,900
Enterprise Portfolio & Project Management Upgrade						460	600	400	400			**1,860**	1,860
PPM Cloud Implementation			500	726	430							**1,656**	1,656
Work Management Solution -Transformation		2,213	2,213									**4,426**	4,426
Capital Project Planning Systems Enhancements		600	570									**1,170**	1,170
eRecruitment		1,891	985	795								**3,671**	3,671
Occupational Health & Safety		1,128	1,083	279								**2,490**	2,490
Prevention & Public Education Improvements		250										**250**	250
Shared Services		608	594									**1,202**	1,202
TASS Business Readiness		461										**461**	461
Enterprise eLearning		270	646									**916**	2,074
Organization Management and SAP Security		3,310										**3,310**	3,354
WEB Business Continuity Refresh & Redesign		1,600										**1,600**	2,350
Employee Performance Management			345	963								**1,308**	1,308
Asset Management Solution -Transportation		25	360									**385**	1,075
WEB Information Portal Development Applications		121										**121**	121
MLS Modernization-Phase 2		1,419	6,416	4,282								**12,117**	12,117
MLS Modernization-Phase 1		515										**515**	515
Electronic Service Delivery Portal -Bldg. Permits		1,450	617									**2,067**	2,899
Electronic Self Service Licensing-MLS		99	516									**615**	1,026
ECS Capital Project & Program Management Process		200	200									**400**	400
Document Management Capabilities		200	200									**400**	4,000
MLS Centralized Datamart		1,866	462									**2,328**	2,328
On-Line Portal Services- City Planning			950	800	480							**2,230**	2,230
Business Systems Improvements ECS		300	530									**830**	830
On-Line Services Animal Services		416										**416**	416
Sub-Total	-	**24,416**	**21,564**	**10,675**	**1,350**	**960**	**1,100**	**400**	**400**	**-**	**-**	**60,865**	**71,162**
Growth Related													
IT Planning & Mgmt Transformation Tools					1,900	3,000	3,000	3,000	3,000	3,400	3,400	**20,700**	20,700
DataCentre Zones Implementation				2,500	750	250						**3,500**	3,500
Consolidated Data Centre		847	6,303	350								**7,500**	14,565
Enterprise Solution Design & Implementation					1,500	2,000	2,500	3,000	3,250	3,500	3,500	**19,250**	19,250
Business Enablement Process & Tools Upgrade					1,420	1,098	2,750	3,250	3,200	3,400	3,400	**18,518**	18,518
IT Service Process Improvement Program		641	653	665	678							**2,637**	2,637
Application Portfolio Tools Rationalization		500	500	650								**1,650**	2,450
Enterprise Architecture		500	500	500								**1,500**	3,752
eCity Program Renewal		454	459	311	316							**1,540**	1,540
Enterprise Information Security Program		400	400	400	400	400	400	400				**2,800**	3,445
WAN High Speed Fibre		310	450									**760**	760
Major Capital Infrastructure Project (TOINVIEW)		-	525	425								**950**	950
Systems Enhancements for Licensing Services		390										**390**	390
Technology Infrastructure Growth					3,000	4,500	4,700	5,700	5,900	6,500	6,500	**36,800**	36,800
Sub-Total		**4,042**	**9,790**	**5,801**	**9,964**	**11,248**	**13,350**	**15,350**	**15,350**	**16,800**	**16,800**	**118,495**	**129,257**
Total Expenditures by Category (excluding carry forward)	-	**54,992**	**58,408**	**42,311**	**38,286**	**41,980**	**40,343**	**39,514**	**37,754**	**40,619**	**43,453**	**437,660**	**438,758**

Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital projects (i.e. Civic Improvement projects)

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

	2017 Budget		2018 Plan		2019 Plan		2020 Plan		2021 Plan		2017 - 2021		2017 - 2026	
Projects	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**
Previously Approved														
Business Continuity & Disaster Recovery Program	189.9	1.0	40.0		50.0						279.9	1.0	279.9	1.0
Portal Foundation To Cloud Gateway Foundation	419.4	2.0	38.6		8.6						466.6	2.0	466.6	2.0
Enterprise Collaboration Foundation	130.0		(29.5)		(29.5)						71.0		71.0	
Open Data Visualization			379.8	2.0	161.4	1.0					541.2	3.0	541.2	3.0
Enterprise Business Intelligence Framework			279.8	2.0							279.8	2.0	279.8	2.0
Enterprise Mobility Platform			283.0	2.0							283.0	2.0	283.0	2.0
Web Revitalization Implementation Sustainment Requirement			124.4	1.0							124.4	1.0	124.4	1.0
Time & Attendance Scheduling System (TASS)	1,286.6	5.0	40.0								1,326.6	5.0	1,326.6	5.0
TB Electronic Service Delivery Portal	153.5	2.0	256.7	1.0							410.2	3.0	410.2	3.0
Transportation Services Division (TSD) Mobile System (Field Worker)	148.4	1.0	118.8	1.0							267.2	2.0	267.2	2.0
MLS data Mart	169.2	1.0									169.2	1.0	169.2	1.0
MLS Electronic Service Delivery Portal	117.0	1.0									117.0	1.0	117.0	1.0
CPCA - Capital Planning Coordination Algorithm Project	20.0		(20.0)											
SCMT SAP Ariba - Supply Chain Management Transformation	60.6	2.0	1,664.2								1,724.8	2.0	1,724.8	2.0
FPARS EPM (SAP HANA)	470.9	1.0									470.9	1.0	470.9	1.0
Organization Management (OM) & SAP security			588.7	2.0							588.7	2.0	588.7	2.0
*WebMethod (EAI)** (Data Integration Project)*			340.7	2.0							340.7	2.0	340.7	2.0
Enterprise Aerial Photography Project (EAP)			114.4	1.0							114.4	1.0	114.4	1.0
Enterprise Systems Monitoring (ESMI)	111.7	1.0	73.2								184.9	1.0	184.9	1.0
Total (Net)	**3,277.2**	**17.0**	**4,292.8**	**14.0**	**190.5**	**1.0**					**7,760.5**	**32.0**	**7,760.5**	**32.0**

The 10-Year Capital Plan will increase future year Operating Budgets by a total of $7.760 million net over the 2017 – 2026 period, as shown in the table above.

This is comprised of funding to sustain the following capital projects:

- The Business Continuity & Disaster Recovery project requires $0.280 million: $0.190 million for 1 position and maintenance support in 2017, $0.04 million in 2018 and $0.05 million in 2019 for maintenance support.
- The Cloud Gateway Foundation project requires $0.419 million: $0.265 million for 2 positions and maintenance in 2017, $0.039 million in 2018 and $0.009 million for maintenance support.
- The ECF – Enterprise Collaboration Foundation –project requires $0.13 million for maintenance in 2017, and no further funding for 2018 and 2019.
- The Open Data Technology Foundation (ODTF) project requires $0.541 million: $0.380 million for 2 positions and maintenance support in 2018, and $0.161 million for 1 position in 2019.
- The EBIF – Enterprise Business Intelligence Foundation project requires $0.280 million for 2 positons in 2018.
- The Enterprise Mobility project requires $0.283 million: $0.247 million for 2 positions and $0.036 maintenance in 2017.
- The Foundational Components (Employee Wi-Fi) project requires $0.172 million: $0.155 million for 1 position and maintenance in 2017, $0.09 million for maintenance in both 2018 and 2019.

- The Enterprise Mobility project requires $0.283 million: $0.247 million for 2 positions and $0.036 maintenance in 2017.
- The Web Revitalization Implementation Sustainment Requirement project requires $0.124 million for 1 position in 2018.
- The TASS project requires $1.327 million: $1.287 million for 5 positions and maintenance support in 2017, and $0.04 million for maintenance support in 2018.
- The TB Electronic Services Delivery Portal project requires $0.410 million: $0.153million for 2 positions and maintenance support in 2017, $0.257 million for 1 position and maintenance support in 2018.
- The Transportation Services Division (TSD) Mobility System (Field Worker) project requires $0.267 million: $0.148 million for 1 position and maintenance support in 2017, $0.119 million for 1 position in 2018.
- The MLS Data Mart project requires $0.169 million: $0.169 million for 1 position and maintenance support in 2017.
- The MLS ESD – Electronic Service Delivery (via Capital) project requires $0.117 million for 1 position in 2017.
- The CPCA - Capital Planning Coordination Algorithm project requires $0.02 million for maintenance in 2017, and no further funding for 2018 and 2019.
- The FPARS EPM (SAP HANA) project requires $0.471 million: $0.471 million for 1 new position and maintenance support in 2017.
- The Organization Management (OM) & SAP Security project requires $0.589 million for 2 positions and maintenance support in 2018.
- The SCMT SAP Ariba – Supply Chain Management Transformation project requires $1.725 million: $0.06 million for 2 positions in 2017, $0.196 million in 2018 for staff related cost to 2017's 2 positions and $1.468 for maintenance support in 2018.
- The WebMethods (Data Integration Project) requires $0.341 million for 2 positions and maintenance support in 2018.
- The Enterprise Aerial Photography (EAP) project requires $0.114 million for 1 position in 2018.
- The Enterprise Systems Monitoring (ESMI) project requires $0.185 million: $$0.112 million for 1 position in 2017 and $0.073 million for maintenance in 2018.

The operating impact of completed capital totaling $3.277 million and 17 positions has been included in the 2017 Operating Budget for Information & Technology.

Information & Technology

2017 OPERATING BUDGET OVERVIEW

Information & Technology 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.

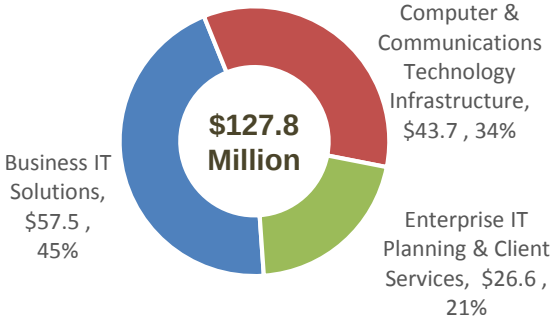
2017 Operating Budget Highlights

The 2017 Operating Budget for Information & Technology of $127.815 million in gross expenditures provides funding for 3 services: Business IT Solutions, Computer & Communications Technology Infrastructure and Enterprise IT Planning & Client Services. The total cost to deliver these services to Toronto residents is $127.815 million gross and $74.689 million net as shown below:

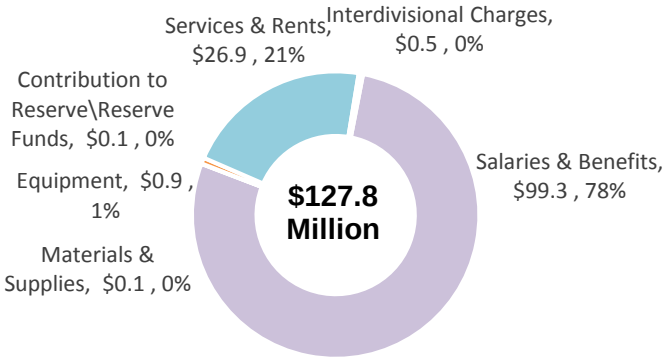
(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	125,832.9	127,814.9	1,982.0	1.6%
Revenues	51,584.0	53,125.7	1,541.7	3.0%
Net Expenditures	**74,248.9**	**74,689.2**	**440.3**	**0.6%**

2017 Operating Budget

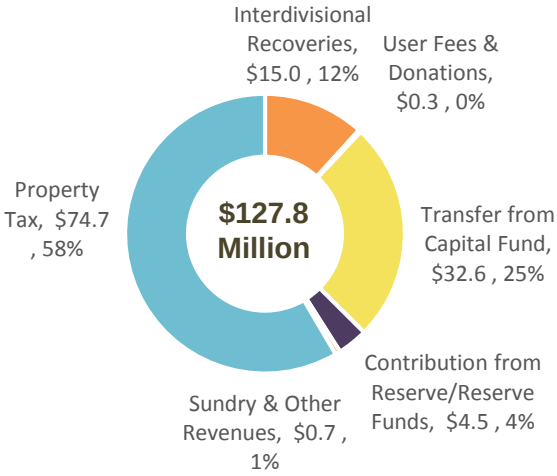
Where the money goes: By Service



By Expenditure Category



Where the money comes from: By Funding Source



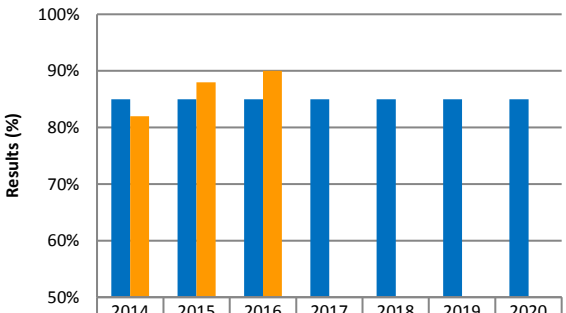
Fast Facts

- Supported 200,000+ citizen recreation program registrations processed for 70,000+ courses with a 12% increase in online registration (2015).
- Provided IT support on 1.5 million general inquiries and service requests made to 311 Toronto.
- Processed 25,000 permits for use of City facilities per year for $20 million in revenue.
- Provided services to support 56,000 business licenses, 82,000+ building permits, and 3,100 file permits issued for over $130 million in revenue.
- Supported the processing of 105,000 parking permits renewals for 53,000 citizens for $9 million+ in revenue.
- Expanded Open Data for the City to 226 datasets and 1052 data files published.
- Responded to 186,000 IT service desk calls annually.
- Supported 29,000 users, 22,000+ desktop/notebook computers, 3,500+ multi-function devices/printers/ copiers, 10,000+ wireless devices, 25,000+ phones.
- Managed network for 700+ facilities, 3 data centres and 2,700 servers.

Trends

- Achieved an Overall Customer Satisfaction Rating of 90% in 2016. This is a 2% increase from 2015 and 8% increase from 2014. Improvements were achieved in 12 of 13 categories (92%) and the other category remained high at 94%.

Overall Customer Satisfaction with IT Services



	2014	2015	2016	2017	2018	2019	2020
Targets	85%	85%	85%	85%	85%	85%	85%
Actuals	82%	88%	90%				

Our Key Issues & Priority Actions

To ensure continuous service excellence and effective delivery of public facing services, I&T will focus in 2017 on:

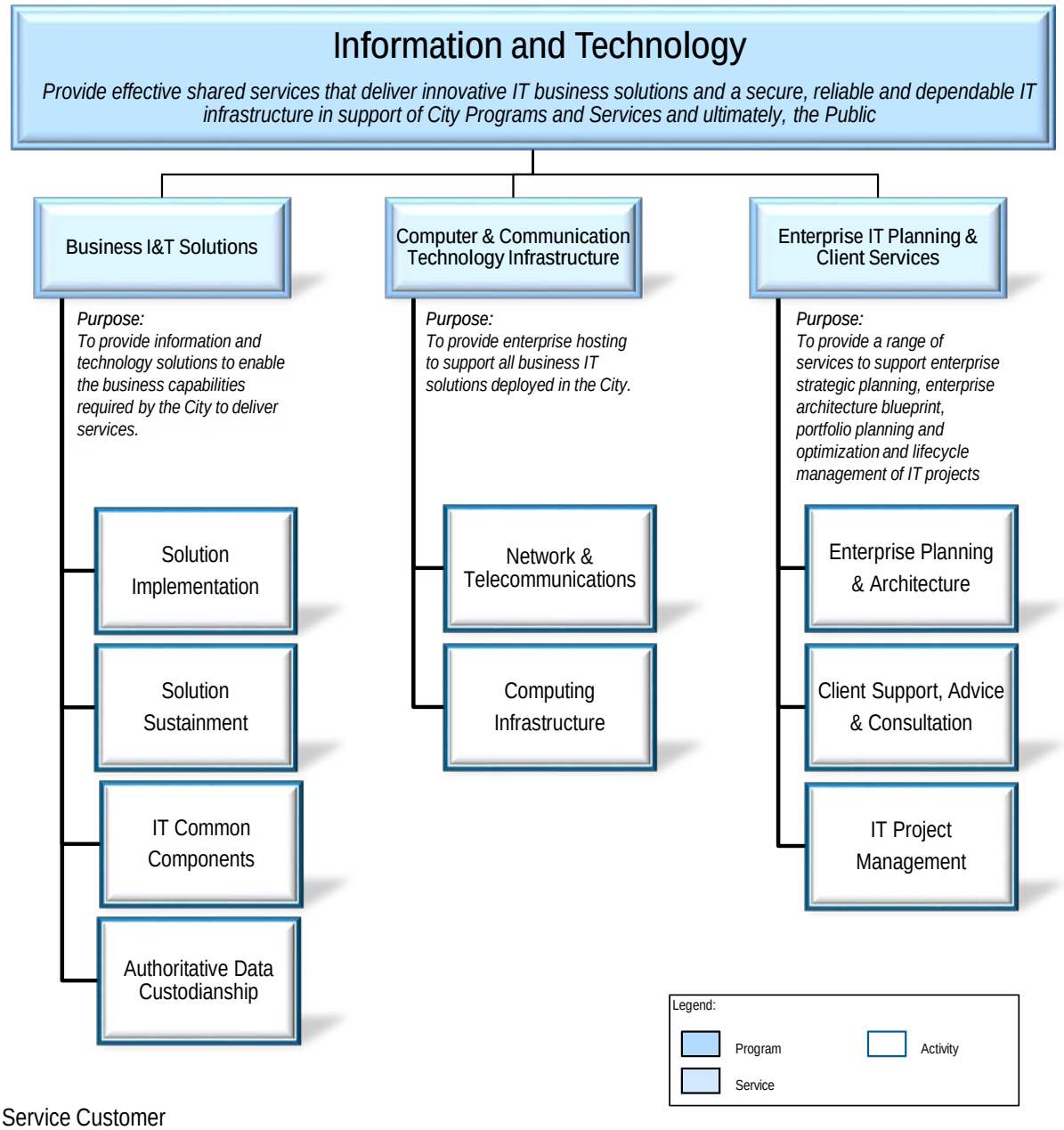
- **Integrated Service Delivery and Digital Enablement**
  - ✓ Ensure solutions fit in the short and long-term with a corporate view of priorities and move towards integrated digital transformation to meet business objectives, gain service efficiencies and improve the customer experience and services for City Programs and Services.
  - ✓ Adjust risk appetite/policies to drive innovation and work in dialogue with partners to find opportunities to be innovative, agile and strategic, in particular in IT procurement.
- **Ability to Sustain Business Solutions**
  - ✓ With growing demands from City Programs, there is an increased need for sustainment of systems. New or enhanced systems bring value in City Program services and efficiencies and there is a corresponding need to ensure operating impacts are funded to ensure in technology sustainment.
- **Organizational Readiness**
  - ✓ There is a requirement for City-wide transformation including organizational, business readiness and change management capacity to realize the value from strategic IT initiatives.
- **Secure, Agile and Accelerated IT Delivery Model**
  - ✓ Cyber-security complexity is continuing to increase with a need to ensure investments and processes are in place to prevent and respond to security demands.

Key Service Deliverables for 2017

The 2017 Operating Budget will enable the Program to:

- Support 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.
- Maintain the City's technology network, applications systems and technology infrastructure in a secure, reliable and high performance manner and state of good repair to ensure 7/24/365 availability and ensure city business continuity.
- Deliver effective Client Support for over 29,000+ City employees through the City's IT service desk, desk side technical and business application support and IT education.

Program Map



Service Customer

Business I&T Solutions

- Staff - City Divisions
- Staff - Agencies and Boards

Indirect (Beneficial)

- Residents
- Businesses
- Visitors

Computer & Communication Technology Infrastructure

- Staff - City Divisions
- Staff - Agencies and Boards

Indirect (Beneficial)

- Residents
- Businesses
- Visitors

Enterprise IT Planning & Client Services

- Staff - City Divisions
- Staff - Agencies and Boards

Indirect (Beneficial)

- Residents
- Businesses
- Visitors

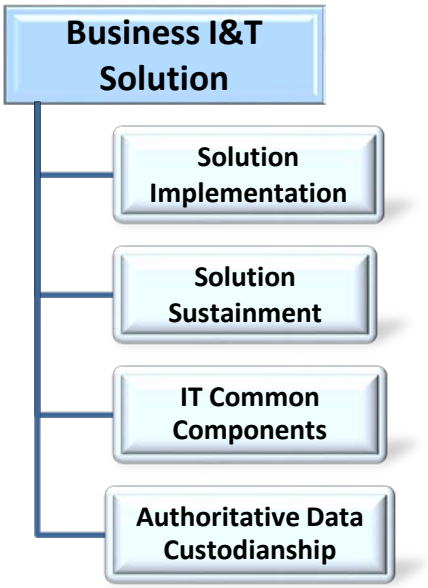
Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2016 Projected Actual	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 vs. 2016 Budget Change		Incremental Change 2018 Plan		Incremental Change 2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Business IT Solutions											
Gross Expenditures	57,732.4	40,640.2	57,480.9	10.0	57,490.9	(241.5)	(0.4%)	4,866.4	8.5%	1,738.9	2.8%
Revenue	32,948.1	29,171.0	33,536.1		33,536.1	588.0	1.8%	251.6	0.8%	46.1	0.1%
Net Expenditures	24,784.3	11,469.2	23,944.8	10.0	23,954.8	(829.5)	(3.3%)	4,614.8	19.3%	1,692.8	5.9%
Computer & Communications Technology Infrastructure											
Gross Expenditures	42,776.9	44,325.0	43,720.7		43,720.7	943.8	2.2%	1,119.5	2.6%	(248.1)	(0.6%)
Revenue	12,645.9	2,314.0	13,217.8		13,217.8	571.9	4.5%	214.9	1.6%	(852.9)	(6.3%)
Net Expenditures	30,131.0	42,011.0	30,502.9		30,502.9	371.9	1.2%	904.6	3.0%	604.8	1.9%
Enterprise IT Planning & Client Services											
Gross Expenditures	25,323.6	26,003.0	26,603.3		26,603.3	1,279.7	5.1%	1,569.0	5.9%	997.5	3.5%
Revenue	5,990.0	6,347.0	6,371.8		6,371.8	381.8	6.4%	1,734.2	27.2%	(28.8)	(0.4%)
Net Expenditures	19,333.6	19,656.0	20,231.5		20,231.5	897.9	4.6%	(165.2)	(0.8%)	1,026.3	5.1%
Total											
Gross Expenditures	125,832.9	110,968.2	127,804.9	10.0	127,814.9	1,982.0	1.6%	7,554.9	5.9%	2,488.3	1.8%
Revenue	51,584.0	37,832.0	53,125.7		53,125.7	1,541.7	3.0%	2,200.7	4.1%	(835.6)	(1.5%)
Total Net Expenditures	74,248.9	73,136.2	74,679.2	10.0	74,689.2	440.3	0.6%	5,354.2	7.2%	3,323.9	4.2%
Approved Positions	848.0	728.0	846.0		846.0	(2.0)	(0.2%)	11.0	1.3%	1.0	0.1%

The Information & Technology's 2017 Operating Budget is $127.815 million gross and $74.689 million net, representing a 0.6% increase to the 2016 Approved Net Operating Budget. In order to meet City Council's budget reduction target of -2.6%, as set out in the 2017 Operating Budget Directions approved by Council, the Program submitted further service adjustments, which provide savings of $1.288 million gross and net not being included in the 2017 Operating Budget but are provided for Committee and Council's consideration.

- Base pressures are mainly attributable to known inflationary salary and benefit increases, operating impacts from completed approved IT capital projects, increases for software and hardware maintenance costs, and conversion of temporary capital positions.
- The above increases were partially offset by recoveries from other City Programs for dedicated salary costs, project management fees, and sustainment reserve for growth in maintenance costs, totaling $1.586 million.
- To help further mitigate the above pressures, the Program was able to identify base expenditure savings through a line by line review of expenditures, gapping of a vacant position, and the reduction in standby and overtime pay. The Program was able to achieve service efficiency savings through greater diligence and management of contracts and optimization of telecommunication technologies, combined with the recovery of project management costs and service adjustments resulting from the deletion of 12.0 positions.
- A new one time funding in the amount of $0.010 million net will be added to undertake an Open Source Data pilot initiative, as directed by Council.
- Approval of the 2017 Operating Budget for Information & Technology will result in reducing its total staff complement by 2.0 positions from 848.0 to 846.0 positions.
- The 2018 and 2019 Plan increases are attributable to known inflationary cost increases for COLA, progression pay, step increases and fringe benefits as well as maintenance costs.

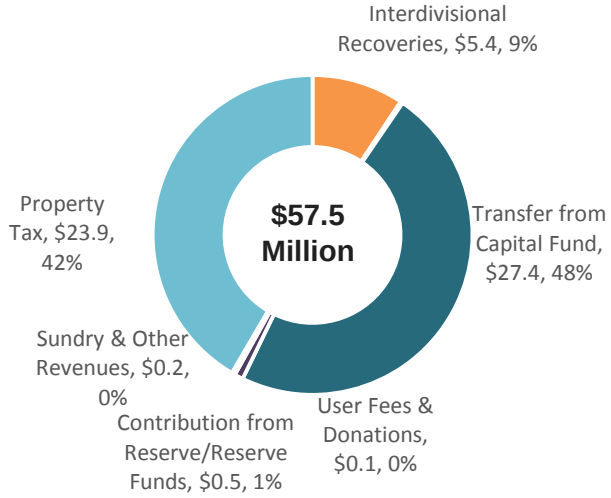
Business I&T Solutions



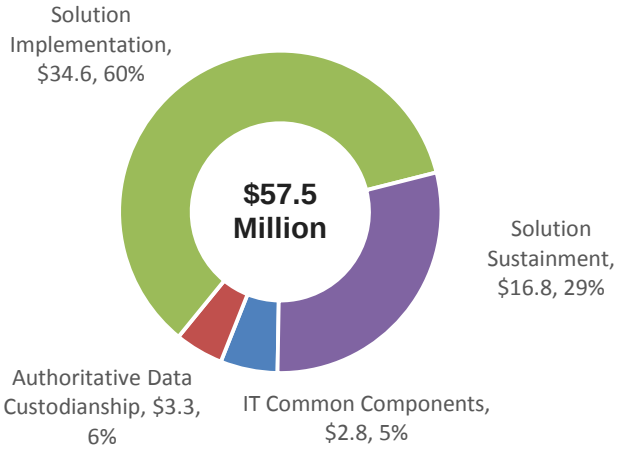
What We Do

- Information Technology (IT) Solutions to enable the business capabilities required by the City to deliver services.
- Provides solution and component acquisition, configuration, development, sustainment and implementation of applications and solutions, as well as ongoing client support.

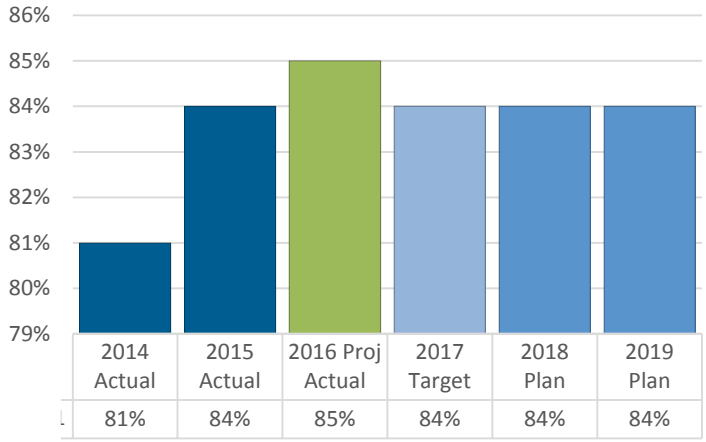
Service by Funding Source ($Ms)



2017 Service Budget by Activity ($Ms)



Customer Satisfaction with Business IT Solutions Performance



- Overall customer satisfaction with Business IT Solutions services has increased by 1% in 2016 compared to 2015.
- Client satisfaction with IT Solutions is forecasted to remain at a minimum of 84% over the next 3 years due to a greater emphasis on customer service improvements, enhanced IT technology, greater automation of manual processes and more channel choices/user friendly applications for clients.

2017 Service Levels
Business I&T Solutions

Activity	Type	Status	Approved Service Levels 2013	2014	2015	2016	2017
Solutions Implementation	• 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 • Risk Management Solutions Development • Customer Relationship Management Solutions Development • Service Delivery Solutions Development • Human Resource Management Solutions Development • Information Management Solutions Development	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) 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
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 • Risk Management Solutions Sustainment • Customer Relationship Management Solutions Sustainment • Service Delivery Solutions Sustainment • Human Resource Management Solutions Sustainment • Information Management Solutions Sustainment	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Consultation or per agreed work plan			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
IT Common Components	Business solution/application development • Geospatial	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) 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
Authoritative Data Custodianship	•Geographic Information dataset/map • Geospatial/Location Data	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Standard incident management targets or consultation per agreed work plan			Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Email Response within 2 business days 90 % of the time Standard incident management targets or consultation per agreed work plan.	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Email Response within 2 business days 90 % of the time Standard incident management targets or consultation per agreed work plan.

Overall, the 2017 Service Levels will be impacted by the deletion of vacant positions with slower responses to service requests or reduced services for Business IT Solutions.

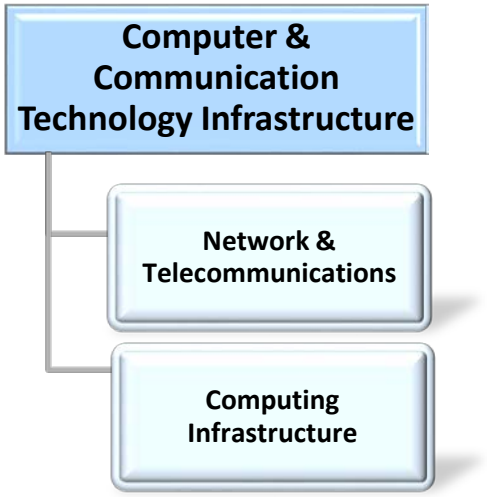
Table 2
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Authoritative Data Custodianship	3,238.6	3,490.4	(237.9)	3,252.5	13.8	0.4%		**3,252.5**	13.8	0.4%	354.8	10.9%	147.2	4.1%
IT Common Components	2,982.9	3,055.2	(210.2)	2,845.0	(137.9)	(4.6%)		**2,845.0**	(137.9)	(4.6%)	260.0	9.1%	95.3	3.1%
Solution Implementation	35,281.2	34,809.4	(208.0)	34,601.4	(679.8)	(1.9%)	10.0	**34,611.4**	(669.8)	(1.9%)	1,397.7	4.0%	1,163.9	3.2%
Solution Sustainment	16,229.6	17,534.3	(752.2)	16,782.1	552.4	3.4%		**16,782.1**	552.4	3.4%	2,854.0	17.0%	332.5	1.7%
Total Gross Exp.	57,732.4	58,889.3	(1,408.4)	57,480.9	(251.4)	(0.4%)	10.0	**57,490.9**	(241.4)	(0.4%)	4,866.5	8.5%	1,738.9	2.7%
REVENUE														
Authoritative Data Custodianship	1,430.3	1,500.2		1,500.2	69.9	4.9%		**1,500.2**	69.9	4.9%	(156.6)	-10.4%	9.5	0.7%
IT Common Components	718.5	650.0		650.0	(68.6)	(9.5%)		**650.0**	(68.6)	(9.5%)	6.7	1.0%	6.9	1.1%
Solution Implementation	28,598.8	28,532.9		28,532.9							(305.6)	-	(14.5)	-
Solution Sustainment	2,200.5	2,852.9		2,852.9	652.5	29.7%		**2,852.9**	652.5	29.7%	707.1	24.8%	44.2	1.2%
Total Revenues	32,948.1	33,536.1		33,536.1	653.8	2.0%		**33,536.1**	653.8	2.0%	251.6	0.8%	46.1	0.1%
NET EXP.														
Authoritative Data Custodianship	1,808.3	1,990.2	(237.9)	1,752.2	(56.0)	(3.1%)		**1,752.2**	(56.0)	(3.1%)	511.4	29.2%	137.7	6.1%
IT Common Components	2,264.4	2,405.2	(210.2)	2,195.1	(69.3)	(3.1%)		**2,195.1**	(69.3)	(3.1%)	253.3	11.5%	88.4	3.6%
Solution Implementation	6,682.4	6,276.5	(208.0)	6,068.4	(614.0)	(9.2%)	10.0	**6,078.4**	(669.8)	(10.0%)	1,703.3	28.0%	1,178.4	15.1%
Solution Sustainment	14,029.3	14,681.4	(752.2)	13,929.1	(100.2)	(0.7%)		**13,929.1**	(100.1)	(0.7%)	2,146.9	15.4%	288.3	1.8%
Total Net Exp.	24,784.3	25,353.2	(1,408.4)	23,944.9	(839.4)	(3.4%)	10.0	**23,954.9**	(895.2)	(3.6%)	4,614.9	19.3%	1,692.8	5.6%
Approved Positions	435.8	428.3	(8.8)	419.5	(16.3)	(3.7%)		**419.5**	(16.3)	(3.7%)	7.0	1.7%	0.6	0.1%

The ***Business IT Solutions*** service provides information technology solutions to enable the business capabilities required by the City to deliver services.

The Business IT Solutions' 2017 Operating Budget of $57.490 million gross and $23.954 million net is $0.895 million or 3.6% under the 2016 Approved Net Budget.

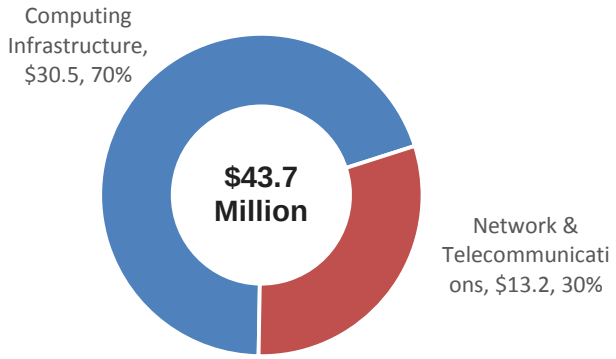
- In addition to the base budget pressures common to all activities, the conversion of 3.0 temporary capital positions to permanent operating for ongoing requirements adds $0.409 million to the base budget.
- In order to offset these pressures, the 2017 Operating Budget includes base expenditures changes through a line by line review of recent spending reduces the base budget by $0.065 million and leveraging the use of IT's development software provides savings of $0.012 million.
- Further efficiency savings of $0.510 million consist of $0.059 million as a result of prudent management of contracts due to lower pricing through negotiations, replacement of older technologies and reductions in hardware and software maintenance contract and $0.451 million from rationalizing and returning unused software licenses.
- Service Adjustment savings of $0.903 million will result from implementing organizational restructuring. Please refer to Confidential Attachment 1 for more details.
- One time new funding in 2017 of $0.010 million gross and $0.010 million net, per Council direction, is added to develop the modes in which the City collaborates with the public around open data and the release of open data in an Open Source Data pilot initiative. It is anticipated that a new high-value open data set will be developed through the application of a novel process of internal and external engagement described as, “Open Data In Reverse”. Members of the civic tech community will work with internal subject matter experts to civic challenges, develop a high-value open data set, and create an application, platform and tool to address the challenge and provide civic benefit. This one time funding is to be reversed in 2018.



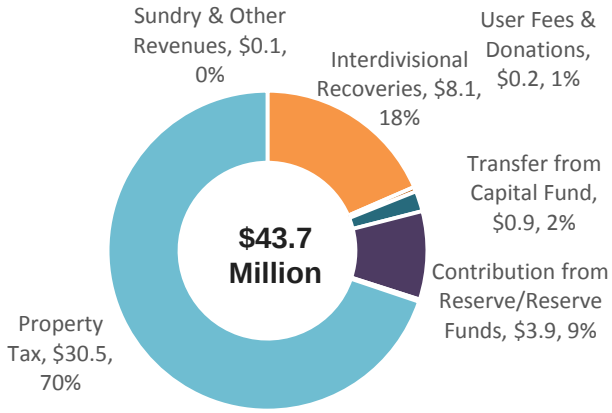
What We Do

- Manages the City's computing infrastructure, including: desktook 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.
- Manages 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

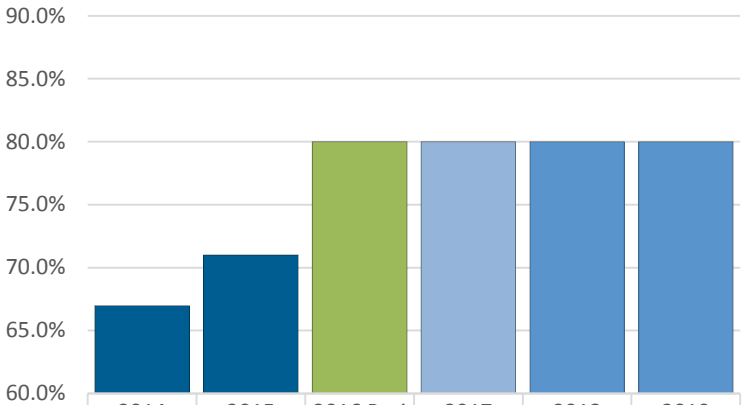
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



% of Calls Answered in 60 Seconds



2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
67.0%	71.0%	80.0%	80.0%	80.0%	80.0%

- The percentage of calls answered in 60 seconds by Service Desk increased 4% in 2015 from 2014.
- The 2015 target was not met due to an increase in the number of phone calls from the previous year while the capacity to service calls remained the same.
- Service call response rate is expected to remain constant over the next four years as a result of increases in the volume of calls to the Service Desk and a levelling of resource capacity.

2017 Service Levels

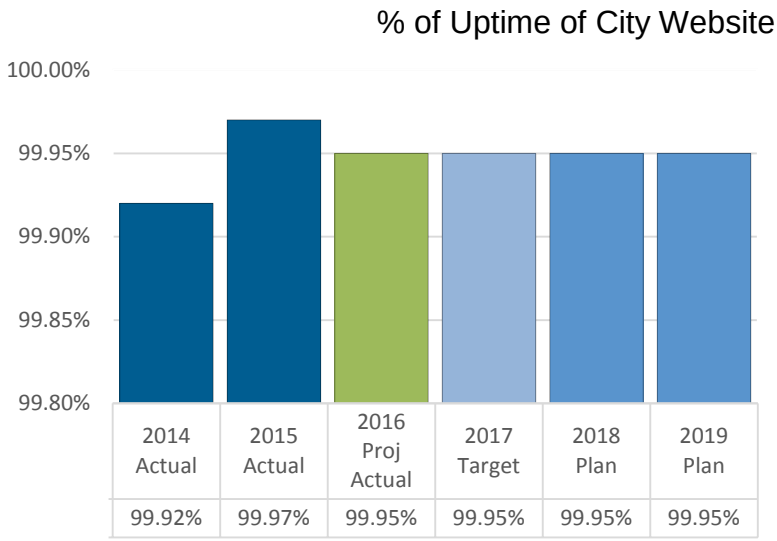
Computer & Communication Technology Infrastructure

Activity	Type	Status	Approved Service Levels 2013	2014	2015	2016	2017
Network & Telecommunications	Internet	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Standard incident management targets Service Availability 24/7/365 with 99% up 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 Standard incident management targets Service Availability 24/7/365 with 99.50% up 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 Standard incident management targets Service Availability 24/7/365 with 99.50% up time.
Network & Telecommunications	Telephone	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Standard incident management targets Service availability is 7/24/365 excluding scheduled maintenance and releases			Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays). Email Response within 2 business days 90% of the time Standard incident management targets Service availability is 7/24/365 excluding scheduled maintenance and releases	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays). Email Response within 2 business days 90% of the time Standard incident management targets Service availability is 7/24/365 excluding scheduled maintenance and releases
Network & Telecommunications	Wireless Telecommunication & Devices	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Standard incident management targets Service availability is 7/24/365 excluding scheduled maintenance and releases			Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Email Response within 2 business days 90% of the time Standard incident management targets Service availability is 7/24/365 excluding scheduled maintenance and releases	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Email Response within 2 business days 90% of the time Standard incident management targets Service availability is 7/24/365 excluding scheduled maintenance and releases
Network & Telecommunications	Wired Network	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Standard incident management targets Service availability is 7/24/365 excluding scheduled maintenance and releases 99.99% Availability between 8:30am – 4:30pm on business days. *Availability time excludes scheduled maintenance.			Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Email Response within 2 business days 90% of the time Standard incident management targets Service availability is 7/24/365 excluding scheduled maintenance and releases 99.99% Availability between 9:00am – 5:00pm on business days. *Availability time excludes scheduled maintenance.	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Email Response within 2 business days 90% of the time Standard incident management targets Service availability is 7/24/365 excluding scheduled maintenance and releases 99.99% Availability between 9:00am – 5:00pm on business days. *Availability time excludes scheduled maintenance.
Network & Telecommunications	Wireless Network	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Standard incident management targets Service Availability 24/7/365 with 99% up 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 Standard incident management targets Service Availability 24/7/365 with 99% up 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 Standard incident management targets Service Availability 24/7/365 with 99% up time

Activity	Type	Status	Approved Service Levels 2013	2014	2015	2016	2017
Network & Telecommunications	E-mail	Approved	Standard incident management targets Service availability 24/7/365 with 98% up time (excluding scheduled maintenance)			Core Business Hours are Monday to Friday 8:30am -4.30pm (excluding statutory holidays) Standard incident management targets Service availability 24/7/365 with 98% up time (excluding scheduled maintenance) Email Response within 2 business days 90% of the time	Core Business Hours are Monday to Friday 8:30am -4.30pm (excluding statutory holidays) Standard incident management targets Service availability 24/7/365 with 98% up time (excluding scheduled maintenance) Email Response within 2 business days 90% of the time
Network & Telecommunications	Enterprise Fax	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Standard incident management targets Service Availability 24/7/365 with 98% up 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 Standard incident management targets Service Availability 24/7/365 with 98% up 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 Standard incident management targets Service Availability 24/7/365 with 98% up time
Computing Infrastructure	Application Platforms	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Standard incident management targets Service availability is 7/24/365 excluding scheduled maintenance and releases			Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays). Email Response within 2 business days 90% of the time Standard incident management targets Service availability is 7/24/365 excluding scheduled maintenance and releases	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays). Email Response within 2 business days 90% of the time Standard incident management targets Service availability is 7/24/365 excluding scheduled maintenance and releases
Computing Infrastructure	Server Computing Hardware	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Standard incident management targets Service Availability 24/7/365 with 99% up time (excluding scheduled maintenance) On-site support 7:30am - 5:00pm on business days, with on-call support for off-hours.			Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays). Email Response within 1 business day 90% of the time Standard incident management targets Service Availability 24/7/365 with 99.50% up time (excluding scheduled maintenance) support 7:00am - 5:00pm on business days, with on-call support for off-hours.	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays). Email Response within 1 business day 90% of the time Standard incident management targets Service Availability 24/7/365 with 99.50% up time (excluding scheduled maintenance) support 7:00am - 5:00pm on business days, with on-call support for off-hours.
Computing Infrastructure	Data Storage Platform	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Standard incident management targets Service availability 24/7/365 with 99% up 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 Standard incident management targets Service availability 24/7/365 with 99.50% up 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 Standard incident management targets Service availability 24/7/365 with 99.50% up time.
Computing Infrastructure	Enterprise Printing & Peripherals	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Standard incident management targets. Service Availability 24/7/365 with 99% up 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 Standard incident management targets. Service Availability 24/7/365 with 99% up 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 Standard incident management targets. Service Availability 24/7/365 with 99% up time
Computing Infrastructure	Client Computing Hardware	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Standard incident management targets			Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays). Email Response within 2 business days 90% of the time Standard incident management targets	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays). Email Response within 2 business days 90% of the time Standard incident management targets

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Computer & Communications Technology Infrastructure.

Service Performance Measures



- Service level performance remains steady and within acceptable variance.
- Will sustain availablity of Business Information and Application Resources infrastructure at 99.95% or better in 2016.
- Availability is expected to remain constant at the 99.95% levels due to ongoing planning, testing, and sustainment activities.

Table 3
2017 Service Budget by Activity

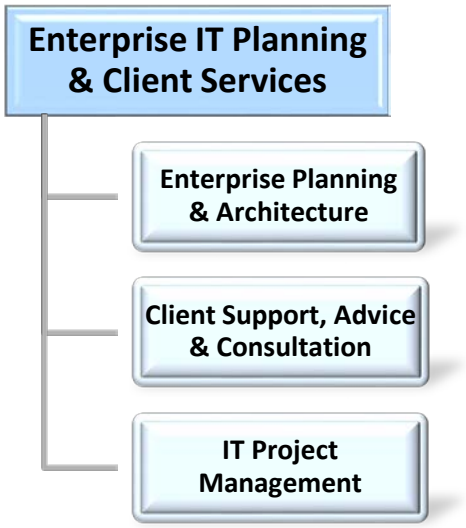
	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Computing Infrastructure	29,660.2	31,405.0	(894.8)	30,510.2	850.0	2.9%		**30,510.2**	850.0	2.9%	770.7	2.5%	(441.7)	(1.4%)
Network & Telecommunications	13,116.7	13,434.4	(224.0)	13,210.5	93.8	0.7%		**13,210.5**	93.8	0.7%	348.8	2.6%	193.6	1.4%
Total Gross Exp.	42,776.9	44,839.4	(1,118.8)	43,720.7	943.8	2.2%		**43,720.7**	943.8	2.2%	1,119.5	2.6%	(248.1)	(0.6%)
REVENUE														
Computing Infrastructure	7,364.1	8,054.6		8,974.7	1,610.6	21.9%		**8,974.7**	1,610.6	21.9%	140.6	1.6%	(901.5)	(9.9%)
Network & Telecommunications	5,281.7	5,163.2		5,163.2	(118.5)	(2.2%)		**5,163.2**	(118.5)	(2.2%)	74.3	1.4%	48.6	0.9%
Total Revenues	12,645.9	13,217.8		13,217.8	1,492.0	11.8%		**13,217.8**	1,492.0	11.8%	214.9	1.6%	(852.9)	(6.8%)
NET EXP.														
Computing Infrastructure	22,296.1	23,350.4	(894.8)	22,455.6	159.5	0.7%		**22,455.6**	(760.6)	(3.4%)	630.1	2.8%	459.8	2.0%
Network & Telecommunications	7,834.9	8,271.3	(224.0)	8,047.3	212.4	2.7%		**8,047.3**	212.4	2.7%	274.5	3.4%	145.0	1.7%
Total Net Exp.	30,131.0	31,621.7	(1,118.8)	30,502.9	371.9	1.2%		**30,502.9**	(548.2)	(1.8%)	904.6	3.0%	604.8	1.9%
Approved Positions	208.0	216.3		216.3	8.3	4.0%		**216.3**	8.3	4.0%		0.0%		

The ***Computer & Communications Technology Infrastructure*** Service provides enterprise data centre hosting support to all business IT solutions deployed in the City.

The Computer & Communications Technology Infrastructure's 2017 Operating Budget of $43.721 million gross and $30.503 million net is $0.548 million or 1.8% under the 2016 Approved Net Budget.

- Base budget pressures in this Service are primarily due to the sustainment costs for completed capital projects in the amount of $1.123 million as well as standard known increases of $0.774 million in salary and benefit costs.
- In order to offset the above pressures, the 2017 Operating Budget includes base expenditure savings of $0.153 million through a line-by-line expenditure review to compare against actual historical expenditures, and savings of $0.100 million associated with reduced standby support and overtime activities.
- The Program identified efficiency savings of $1.187 million due to lower contract pricing from negotiations and return of unused software licenses.

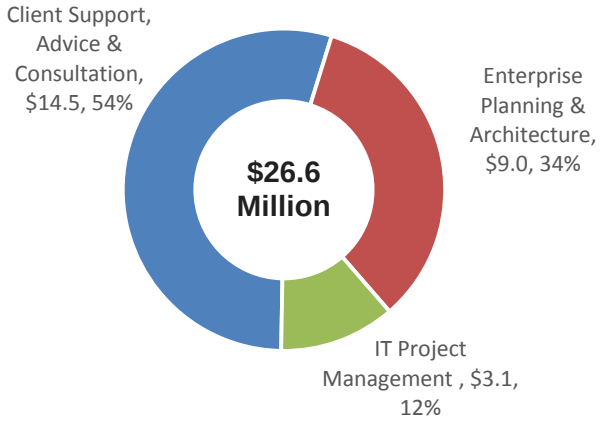
Enterprise IT Planning & Client Services



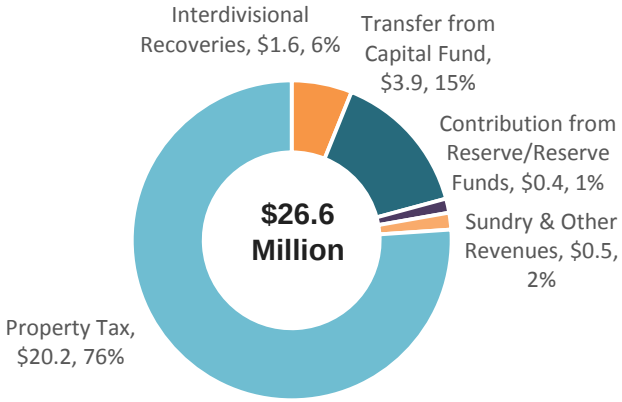
What We Do

- 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.

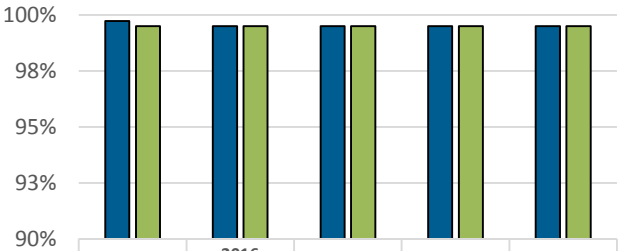
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Availability of Telecom Infrastructure



	2015 Actual	2016 Projected Actual	2017 Target	2018 Plan	2019 Plan
Availability of Enterprise Network and Telecommunication Infrastructure	99.72%	99.50%	99.50%	99.50%	99.50%
Availability of City's IT Computing Infrastructure	99.50%	99.50%	99.50%	99.50%	99.50%

- Service level performance remains steady and within acceptable variance.
- Will sustain availablity of Telecom infrastructure at 99.5% or better in 2016
- Availability is expected to remain constant at the 99.5% levels due to ongoing planning, testing, and sustainment activities.

2017 Service Levels
Enterprise IT Planning & Client Service

Activity	Type	Status	Approved Service Levels 2013	2014	2015	2016	2017
Enterprise Planning & Architecture	Enterprise Architecture – Blueprint	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). Email Response within 2 business days 90% of the time Consultation or per agreed work plan	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays). Email Response within 2 business days 90% of the time Consultation or per agreed work plan
Enterprise Planning & Architecture	Portfolio Investment Management	Approved	Core business hours: Monday – Friday 8:30am – 4:30pm (excluding weekends and holidays) Consultation or per agreed work plan / In support of I&T services			Core business hours: Monday – Friday 9:00am – 5:00pm (excluding weekends and holidays). Email Response within 2 business days 90% of the time Consultation or per agreed work plan / In support of I&T services	Core business hours: Monday – Friday 9:00am – 5:00pm (excluding weekends and holidays). Email Response within 2 business days 90% of the time Consultation or per agreed work plan / In support of I&T services
Enterprise Planning & Architecture	Enterprise wide IT strategic plan - IT Strategic Planning	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Consultation or per agreed work plan / In support of I&T services			Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays). Email Response within 2 business days 90% of the time Consultation or per agreed work plan / In support of I&T services	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays). Email Response within 2 business days 90% of the time Consultation or per agreed work plan / In support of I&T services
Enterprise Planning & Architecture	I&T Division Business Strategy/Plan - IT Strategic Planning	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Consultation or per agreed work plan / In support of I&T services			Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Email Response within 2 business days 90% of the time Consultation or per agreed work plan / In support of I&T services	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Email Response within 2 business days 90% of the time Consultation or per agreed work plan / In support of I&T services
Enterprise Planning & Architecture	Business Continuity Planning	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Consultation or per agreed work plan / In support of I&T services			Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays). Email Response within 2 business days 90% of the time Consultation or per agreed work plan / In support of I&T services	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays). Email Response within 2 business days 90% of the time Consultation or per agreed work plan / In support of I&T services
Enterprise Planning & Architecture	Risk Assessments (Privacy Impact Assessment, Threat Risk Assessment) & Investiations Privacy Impact Assessment, Risk Management Plan, Vulnerability/TRA	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Consultation or per agreed work plan / In support of I&T services			Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays). Email Response within 2 business days 90% of the time. Consultation or per agreed work plan / In support of I&T services	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays). Email Response within 2 business days 90% of the time. Consultation or per agreed work plan / In support of I&T services
Enterprise Planning & Architecture	IT Policies, Standards & Research	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Consultation or per agreed work plan / In support of I&T services			Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays). Email Response within 2 business days 90% of the time. Consultation or per agreed work plan / In support of I&T services	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays). Email Response within 2 business days 90% of the time. Consultation or per agreed work plan / In support of I&T services
Client Support, Advice & Consultation	Business Process Analysis and Design	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Target response within 1 business day Consultation or per agreed work plan.			Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays). Email Response within 2 business days 90% of the time. Consultation or per agreed work plan	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays). Email Response within 2 business days 90% of the time. Consultation or per agreed work plan

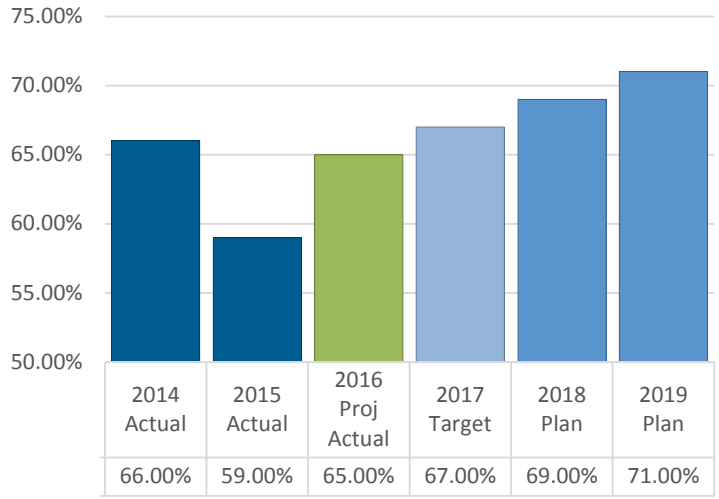
Activity	Type	Status	Approved Service Levels				2017
			2013	2014	2015	2016	
Client Support, Advice & Consultation	Service Desk	Approved	Support is available from the Service Desk Mon-Fri 7:00a.m to 5:00 p.m and at all other hours (evenings/overnight) and weekend/holidays, calls are re-directed to Computer Operations. 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, Software) Support available 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) Priority 4: 48 business hours (6 days)			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, Software) Support available Mon-Fri 8:30 a.m. to 4:30 p.m. (excluding statutory holidays). Service Desk and Desktop Management incidents are prioritized and resolved in accordance within standard Incident Management 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) Priority 4: 48 business hours (6 days)	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, Software) Support available Mon-Fri 8:30 a.m. to 4:30 p.m. (excluding statutory holidays). Service Desk and Desktop Management incidents are prioritized and resolved in accordance within standard Incident Management 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) Priority 4: 48 business hours (6 days)
Client Support, Advice & Consultation	Business Requirement Analysis	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Target response within 1 business day Consultation or per agreed work plan			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
Client Support, Advice & Consultation	Business Case Co-ordination	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Target response within 1 business day Consultation or per agreed work plan			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
Client Support, Advice & Consultation	IT Procurement Consultation	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)
Client Support, Advice & Consultation	IT Consultation & Facilitation	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Consultation Only			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
Client Support, Advice & Consultation	Client Relationship Management	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Target response within 1 business day Consultation or per agreed work plan			Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Email Response within 2 business days 90% of the time Escalations within 1 business day 90% of the time Consultation or per agreed work plan	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Email Response within 2 business days 90% of the time Escalations within 1 business day 90% of the time Consultation or per agreed work plan

Activity	Type	Status	Approved Service Levels 2013	2014	2015	2016	2017
Client Support, Advice & Consultation	Service Level Management	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Target response within 1 business day Consultation or per agreed work plan			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
Client Support, Advice & Consultation	IT Training & Education	Approved	Core business hours: Monday – Friday 8:30am – 4:30pm (excluding weekends and holidays) Per agreed work plan / schedule 99.00% Availability between 8:30am - 4:30pm			Core business hours: Monday – Friday 8:30am – 4:30pm (excluding weekends and holidays) Email Response within 2 business days 90% of the time Per agreed work plan / schedule 99.00% Availability between 8:30am - 4:30pm	Core business hours: Monday – Friday 8:30am – 4:30pm (excluding weekends and holidays) Email Response within 2 business days 90% of the time Per agreed work plan / schedule 99.00% Availability between 8:30am - 4:30pm
Client Support, Advice & Consultation	IT Contract Management	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Consultation or per agreed work plan / In support of I&T services			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.
IT Project Management	IT Project Management Services	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Consultation or per agreed work plan / In support of I&T services			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
IT Project Management	IT Project Management Expertise & Support	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Consultation or per agreed work plan / In support of I&T services			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
IT Project Management	IT Project Management Methodologies and Tools	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Consultation or per agreed work plan / In support of I&T services			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

Overall, the 2017 Service Levels will be impacted by the deletion of vacant positions with slower responses to service requests or reduced services for Enterprise IT Planning & Client Services.

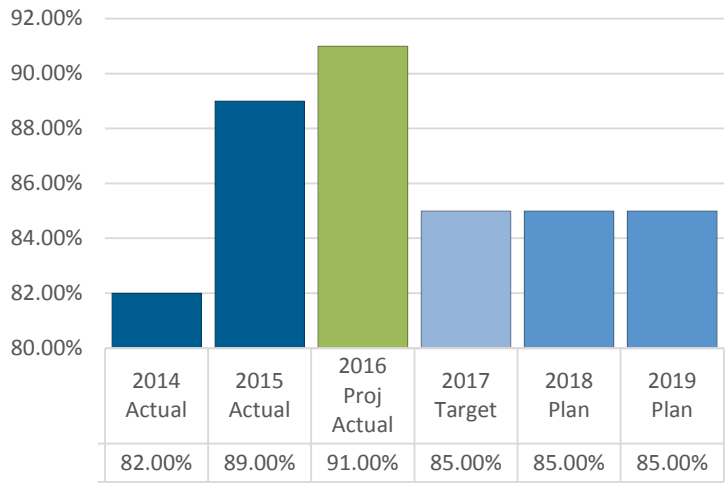
Service Performance Measures

I&T Project Management Performance (Capital Spend)



- This measure indicates completed project deliverables in development by using IT capital spend rate as an indication of the progress of capacity to spend.
- Improving the Capacity to Spend (budget vs. actual) is expected to be realized due to improved project management controls, processes, addressing IT resourcing, and improved IT planning.

Client Satisfaction IT Service Desk



- Customer satisfaction with IT Services (IT Service Desk) has increased by 2% in 2016 compared to 2015 and over 9% as compared to 2014.
- Enterprise IT Service Desk Performance is forecasted to remain constant at 85% or increase over the next 4 years as a result of continuous client service improvement initiatives.

Table 4
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Client Support, Advice & Consultation	13,856.9	14,752.4	(202.2)	14,550.2	693.3	5.0%		**14,550.2**	693.3	5.0%	756.6	5.2%	505.3	3.3%
Enterprise Planning & Architecture	7,873.6	9,099.8	(110.8)	8,989.0	1,115.3	14.2%		**8,989.0**	1,115.3	14.2%	686.3	7.6%	373.1	3.9%
IT Project Management	3,593.1	3,064.2		3,064.2	(528.9)	(14.7%)		**3,064.2**			126.1		119.1	3.7%
Total Gross Exp.	25,323.6	26,916.4	(313.0)	26,603.3	1,279.7	5.1%		**26,603.3**	1,808.6	7.1%	1,569.0	5.9%	997.5	3.4%
REVENUE														
Client Support, Advice & Consultation	2,123.7	1,679.1		1,679.1	(444.6)	(20.9%)		**1,679.1**	(444.6)	(20.9%)	1,719.6	102.4%	(8.8)	(0.3%)
Enterprise Planning & Architecture	2,502.0	2,660.7		2,703.0	201.0	8.0%		**2,703.0**	201.0	8.0%	14.4	0.5%	5.2	0.2%
IT Project Management	1,364.4	2,032.0		2,032.0	667.7	48.9%		**2,032.0**			0.1		(25.2)	(1.2%)
Total Revenues	5,990.0	6,371.8		6,371.8	424.1	7.1%		**6,371.8**	(243.6)	(4.1%)	1,734.2	27.2%	(28.8)	(0.4%)
NET EXP.														
Client Support, Advice & Consultation	11,733.2	13,073.3	(202.2)	12,871.1	1,137.9	9.7%		**12,871.1**	1,137.9	9.7%	(963.0)	(7.5%)	514.1	4.3%
Enterprise Planning & Architecture	5,371.6	6,439.1	(110.8)	6,328.3	956.6	17.8%		**6,328.3**	914.3	17.0%	671.9	10.6%	367.9	5.3%
IT Project Management	2,228.7	1,032.2		1,032.2	(1,196.6)	(53.7%)		**1,032.2**			125.9	12.2%	144.3	12.5%
Total Net Exp.	19,333.6	20,544.5	(313.0)	20,231.5	898.0	4.6%		**20,231.5**	2,052.2	10.6%	(165.2)	(0.8%)	1,026.3	4.9%
Approved Positions	206.2	213.8	(3.2)	210.6	4.4	2.1%		**210.6**	4.4	2.1%	3.6	1.7%	0.4	0.2%

The ***Enterprise IT Planning & Client Services*** provides a range of services to support enterprise strategic planning, enterprise architecture blueprint, portfolio planning and optimization and lifecycle management of IT projects.

The Enterprise IT Planning & Client Services' 2017 Operating Budget of $26.603 million gross and $20.231 million net is $2.052 million or 10.6% over the 2016 Approved Net Budget.

- Base budget pressures are attributable to increases of $1.367 million for staff salaries and benefits common across all activities.
- In order to mitigate these base pressures, the 2017 Operating Budget includes base expenditures savings of $0.141 million through a line by line expenditure review over the last three years to better align the budget with actual spending patterns and increased gapping of $0.219 million for a vacant management position until the restructure of the Portfolio Unit is complete.
- The Program also identified further budget reduction options through a combination of efficiency savings of $0.091 million from the deletion of 1.0 vacant IT Training Instructor position, revenue adjustments to reflect additional recovery of salary costs of $0.508 million from IT Capital Budget for 3 Project Managers in 2017, and service adjustments of $0.226 million resulting from the implementation of organizational restructuring. Please refer to confidential attachment 1 for more details.

Legal Services

2017 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.

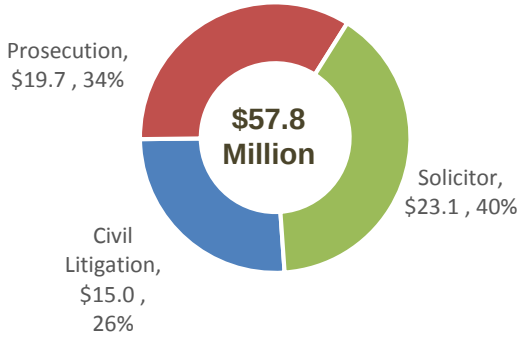
2017 Operating Budget Highlights

The 2017 Operating Budget of $57.783 million in gross expenditures and $19.298 million in net provides funding for three services: Civil Litigation, Prosecution and Solicitor. The total cost to deliver these services to Toronto residents is $57.783 million gross and $19.298 million net as shown below:

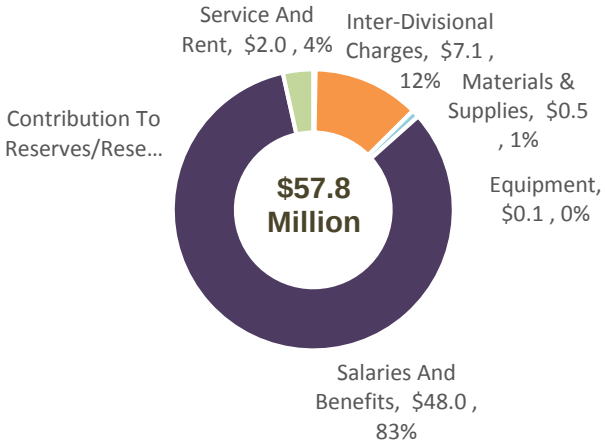
(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	50,921.1	57,783.0	6,861.9	13.5%
Revenues	30,587.2	38,485.1	7,897.9	25.8%
Net Expenditures	**20,333.9**	**19,297.9**	**(1,036.0)**	**(5.1%)**

2017 Operating Budget

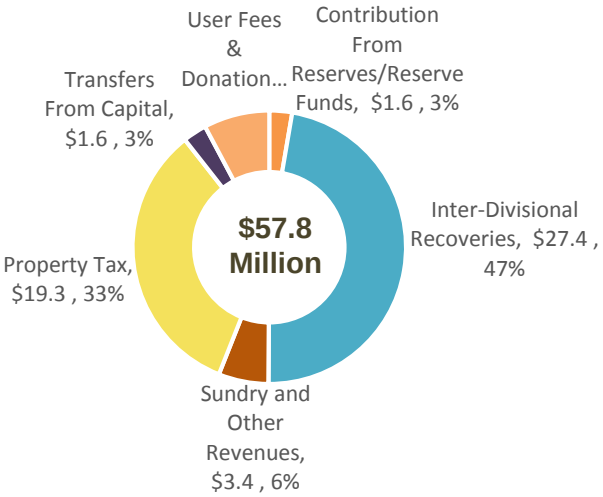
Where the money goes: By Service



By Expenditure Category



Where the money comes from: By Funding Source

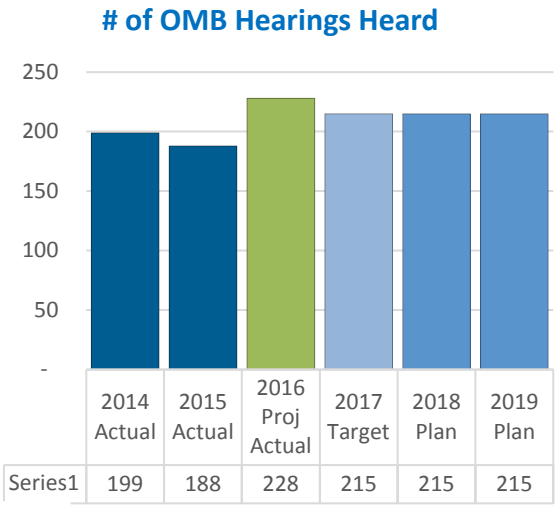


Fast Facts

- 87% of cases resolved after prosecutor action through early resolution
- Over 200 OMB hearings assigned and attended
- 98% of employment law matters referred to Legal Services are handled by in-house counsel
- Approximately 40,500 hours spent on drafting opinions/contracts/agreements
- Approximately 78,000 hours spent on reviewing contracts/agreements and other legal documents
- Represented the City at over 530 tribunal hearing dates as of October 2016.

Trends

- Approximately 20% of staff is 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.
- 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) are expected to increase in 2016 and stabilize for 2017 and future years.



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
  - ✓ Continue to monitor and efficiently schedule staff resources.
  - ✓ Continue succession planning to maintain core body of knowledge and staffing.
  - ✓ The 2017 Budget includes $2.867 million to implement the new Administrative Penalty System that will allow for faster resolutions of parking tag offences outside of the courtrooms.
  - ✓ 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 2017

The 2017 Operating Budget will enable the Program to:

- Attend Committee/Community Councils and City Council meetings.
- Continue working with Finance and Risk Management Division to increase claims work capacity.
- Maximize court room 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.
- 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.
- Implement the new Administrative Penalty System, allowing for faster resolution of parking tag offences.

Program Map

Legal Services

Provide the highest quality Solicitor, Civil Litigation and Prosecution services to further the legal interests of and to minimize the risks to the City of Toronto and its Agencies

Prosecution

Purpose:
Responsible for the prosecution of a wide range of high profile offenses committed under City by-laws and Provincial statues and to field a variety of legal issues including constitutional and charter challenges.

Civil Litigation

Purpose:
To provide legal representation to City of Toronto in the resolution of lawsuits, claims and Administrative hearings.

Solicitor

Purpose:
To provide legal advice and to review/prepare contracts and related documentations

Legend:
- Program
- Activity
- Service

Service Customer

Prosecution

- Mayor & City Council
- City Divisions
- Agencies and Boards
- Municipal Bylaw Offender
- Provincial Statue Offender

Civil Litigation

- Mayor & City Council
- City Divisions
- Agencies and Boards

Solicitor

- Mayor & City Council
- City Divisions
- Agencies and Boards

Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2016 Projected Actual	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 vs. 2016 Budget Change		Incremental Change 2018 Plan		Incremental Change 2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Civil Litigation											
Gross Expenditures	14,051.9	12,426.1	14,056.2	926.8	14,983.0	931.0	6.6%	640.2	4.3%	559.5	3.6%
Revenue	6,091.9	5,100.8	6,297.0	926.8	7,223.8	1,131.8	18.6%	24.5	0.3%	25.4	0.4%
Net Expenditures	7,960.0	7,325.3	7,759.2	(0.0)	7,759.2	(200.8)	(2.5%)	615.7	7.9%	534.1	6.4%
Prosecution											
Gross Expenditures	16,073.0	15,533.4	16,712.5	3,007.3	19,719.8	3,646.9	22.7%	60.8	0.3%	168.2	0.9%
Revenue	13,842.7	7,173.4	14,663.9	3,007.3	17,671.2	3,828.5	27.7%	(2,195.8)	(12.4%)	(67.9)	(0.4%)
Net Expenditures	2,230.3	8,359.9	2,048.7		2,048.7	(181.6)	(8.1%)	2,256.7	110.2%	236.1	5.5%
Solicitor											
Gross Expenditures	20,796.2	22,441.8	22,078.4	1,001.8	23,080.2	2,284.0	11.0%	732.6	3.2%	151.6	0.6%
Revenue	10,652.6	18,018.0	12,588.4	1,001.8	13,590.2	2,937.6	27.6%	(203.8)	(1.5%)	(650.7)	(4.9%)
Net Expenditures	10,143.7	4,423.8	9,490.0		9,490.0	(653.6)	(6.4%)	936.4	9.9%	802.3	7.7%
Total											
Gross Expenditures	50,921.1	50,401.3	52,847.2	4,935.8	57,783.0	6,861.9	13.5%	1,433.6	2.5%	879.3	1.5%
Revenue	30,587.2	30,292.3	33,549.3	4,935.8	38,485.1	7,897.9	25.8%	(2,375.2)	(6.2%)	(693.2)	(1.9%)
Total Net Expenditures	20,333.9	20,109.0	19,297.9	(0.0)	19,297.9	(1,036.0)	(5.1%)	3,808.8	19.7%	1,572.5	6.8%
Approved Positions	310.4	300.4	313.4	45.5	358.9	48.5	15.6%	(11.0)	(3.1%)	(5.0)	(1.4%)

The Legal Services' 2017 Operating Budget is $57.783 million gross and $19.298 million net, representing a 5.1% decrease to the 2016 Approved Net Operating Budget and is $0.529 million, or 2.5% over the reduction target as set out in the 2017 Operating Budget Directions approved by Council.

- 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.

- To help mitigate the above pressures, the Program was able to increase cost recoveries from internal client Programs including one-time recovery to address the backlog for parking violations from Court Services, and development application fee increases.

- The New/Enhanced Services includes the implementation of Council-approved Administrative Penalty System (APS), which will require new funding of $2.867 million, as well as 30.5 new permanent positions to provide legal support for the new APS system. The costs are fully funded by the Parking Tags Revenue.

- Additional resources which including 9 new positions (4 permanent and 5 temporary) for faster processing of development applications, 4 permanent positions to process insurance claims, and 2 new permanent positions to support Fire Services, for a total of 15 positions. These costs will be fully recovered from client programs or additional revenue from the development applications.

The 2018 and 2019 Plan increases are attributable to known salary and benefits increases and the elimination of positions for the Provincial Offences Act (POA) parking system that will be no longer required after the 2017 transition year of APS implementation.

Civil Litigation

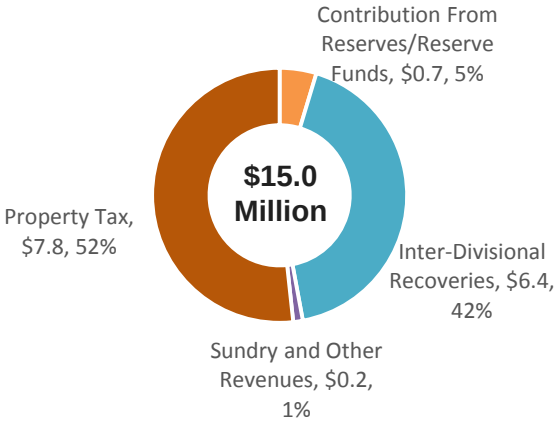
Civil Litigation

What We Do

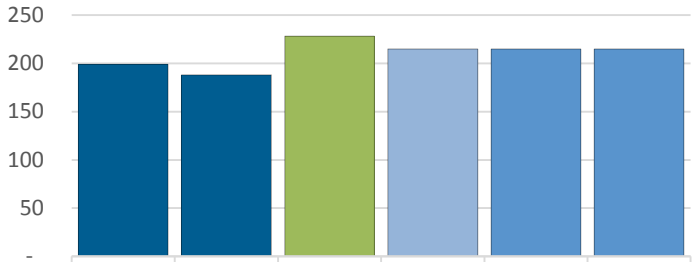
- Provide legal representation to the City of Toronto in the resolution of lawsuits, claims and Administrative hearings.

2017 Service Budget by Activity ($Ms)

Service by Funding Source ($Ms)



of OMB Hearings Heard



2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
199	188	228	215	215	215

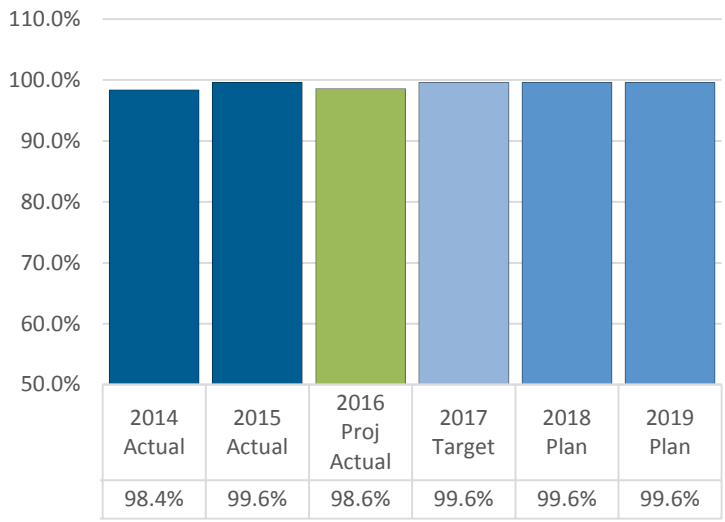
- Legal Services is required to attend the OMB Hearings to represent the City of Toronto and to provide resolution for lawsuits, claims and Administrative hearings.
- The numbers presented here exclude the Liquor Licences Board Hearings.
- The number of OMB Hearings are expected to increase in 2016 and stabilize

2017 Service Levels
Civil Litigation

Activity	Type	Status	2014	2015	2016	2017
	Legal Counsel for the City contacts Union Legal Counsel in relation to grievance matters referred to arbitration	Approved	N/A	N/A	N/A	within 30 days

For the 2016 Approved Operating Budget, service levels for Legal Services were not finalized; therefore, no service levels were approved. The 2017 Service levels have been completed and are recommended.

% 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 efficient 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 remain in the 99th percentile in 2017, and expected to stabilize for future years.

Table 2
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Civil Litigation	14,051.9	14,056.2		14,056.2	4.3	0.0%	926.8	**14,983.0**	931.0	6.6%	640.2	4.3%	559.5	3.6%
Total Gross Exp.	14,051.9	14,056.2		14,056.2	4.3	0.0%	926.8	**14,983.0**	931.0	6.6%	640.2	4.3%	559.5	3.5%
REVENUE														
Civil Litigation	6,091.9	6,297.0		6,297.0	205.1	3.4%	926.8	**7,223.8**	1,131.8	18.6%	24.5	0.3%	25.4	0.4%
Total Revenues	6,091.9	6,297.0		6,297.0	205.1	3.4%	926.8	**7,223.8**	1,131.8	18.6%	24.5		25.4	0.3%
NET EXP.														
Civil Litigation	7,960.0	7,759.2		7,759.2	(200.8)	(2.5%)	(0.0)	**7,759.2**	(200.8)	(2.5%)	615.7	7.9%	534.1	6.4%
Total Net Exp.	7,960.0	7,759.2		7,759.2	(200.8)	(2.5%)	(0.0)	**7,759.2**	(200.8)	(2.5%)	615.7	7.9%	534.1	6.0%
Approved Positions	91.5	88.8		88.8	(2.7)	(2.9%)	5.5	**94.3**	2.8	3.1%		0.0%		

The *Civil Litigation Service* provides legal representation to the City of Toronto in the resolution of lawsuits, claims Administrative hearings.

- The Civil Litigation's 2017 Operating Budget of $14.983 million gross and $7.759 million net is $0.201 million or 2.5% under the 2016 Approved Net Budget.
- The base budget reduction in this service were achieved through increased inter-divisional recoveries.
- This service includes funding for new permanent 5.5 full time positions, of which, 1.5 positions are required to augment processing of development applications, which will be fully funded from the increased development application revenues; and 4 permanent positions to increase support for internal claims, which will be fully funded from the Insurance Reserve.

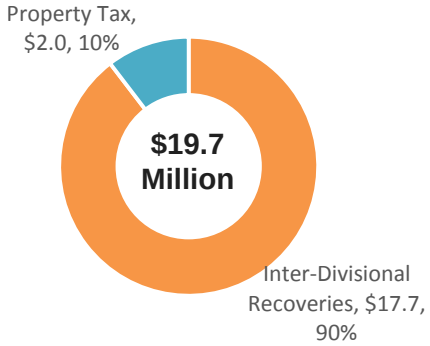
Prosecution

What We Do

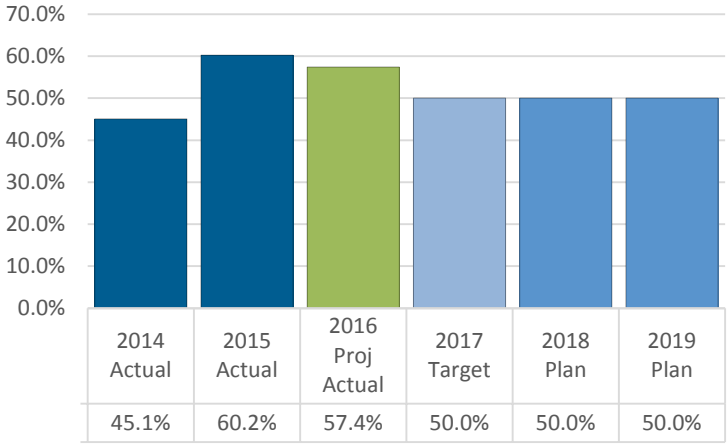
- Provide prosecution of a wide range of high profile offences committed under City by-laws and Provincial statutes. The Prosecutions team fields a variety of legal issues including constitutional and Charter challenges.

2017 Service Budget by Activity ($Ms)

Service by Funding Source ($Ms)



% of Parking Ticket Charges with Fines Imposed after Prosecution



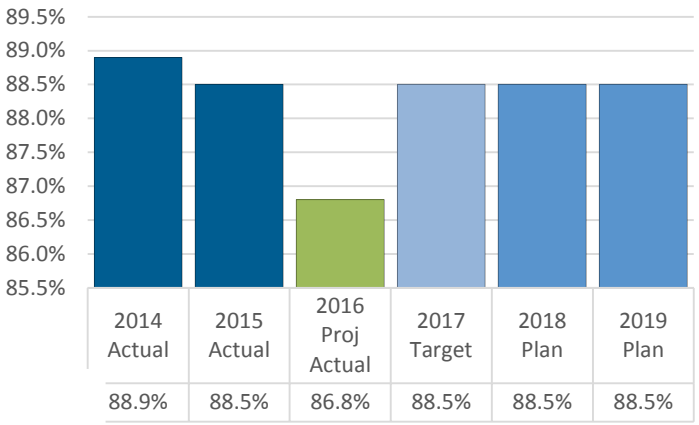
- Legal Services is responsible to prosecute parking ticket disputes in court.
- The percentage of parking ticket charges with fines imposed after prosecution is expected to decline to 50%.
- The new Adiministrative Penalty System will replace the current court-based POA system for parking disputes resolution, which may require modification to the 2017 and future year targets.

2017 Service Levels
Prosecution

Activity	Type	Status	2014	2015	2016	2017
	Respond to written public complaints	Approved	N/A	N/A	N/A	80% of complaints responded within 30 days

For the 2016 Approved Operating Budget, service levels for Legal Services were not finalized; therefore, no service levels were approved. The 2017 Service levels have been completed and are recommended.

% of Cases Resolved after Prosecutor Action Through Early Resolution



- Legal Services provides early resolution through prosecutor action to reduce the number of cases going to court.
- The percentage of cases resolved after prosecutor action through early resolution process are expected to remain around 88.5% in 2017 and beyond.

Table 3
2017 Service Budget by Activity

	2016	2017 Operating Budget								Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Prosecution	16,073.0	16,712.5		16,712.5	639.6	4.0%	3,007.3	**19,719.8**	3,506.5	21.8%	60.8	0.0%	168.2	0.9%
Total Gross Exp.	16,073.0	16,712.5		16,712.5	639.6	4.0%	3,007.3	**19,719.8**	3,506.5	21.8%	60.8	0.3%	168.2	0.8%
REVENUE														
Prosecution	13,842.7	14,663.9		14,663.9	821.2	4.3%	3,007.3	**17,671.2**	594.8	4.3%	(2,195.8)	-13.9%	(67.9)	
Total Revenues	13,842.7	14,663.9		14,663.9	821.2	5.9%	3,007.3	**17,671.2**	594.8	4.3%	(2,195.8)		(67.9)	(0.4%)
NET EXP.														
Prosecution	2,230.3	2,048.7		2,048.7	(181.6)	(8.1%)		**2,048.7**	2,911.7	130.6%	2,256.6	110.1%	236.1	5.5%
Total Net Exp.	2,230.3	2,048.7		2,048.7	(181.6)	(8.1%)		**2,048.7**	2,911.7	130.6%	2,256.6	110.1%	236.1	5.2%
Approved Positions	80.0	86.8		86.8	6.8	8.5%	31.5	**118.3**	38.3	46.7%	(9.0)	-7.7%		

The *Prosecution* Service provides prosecution of a wide range of high profile offences committed under City by-laws and Provincial statutes. The Prosecutions team fields a variety of legal issues including constitutional and Charter challenges.

- The Prosecution Service's 2017 Operating Budget of $19.720 million gross and $2.049 million net is $2.912 million or 131% over the 2016 Approved Net Budget.
- The base budget in this service decrease by $0.182 million from the 2016 based budget is due to higher inter-divisional recoveries for additional legal supports.

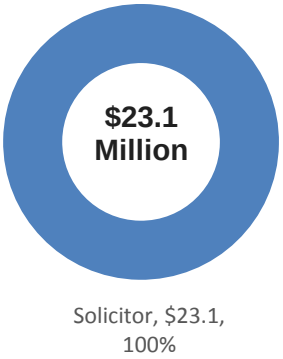
New/Enhanced Services of $3.007 million gross and $0 net is included in the 2017 Operating Budget for establishing an Administrative Penalty System (APS) to handle dispute resolution process for parking violations, which will increase the staff complement by 30.5; and 1 additional solicitor to support Fire Services. The costs for the APS implementation will be fully funded from the Parking Tags Revenue and the costs for the additional solicitor will be recovered from Fire Services.

Solicitor

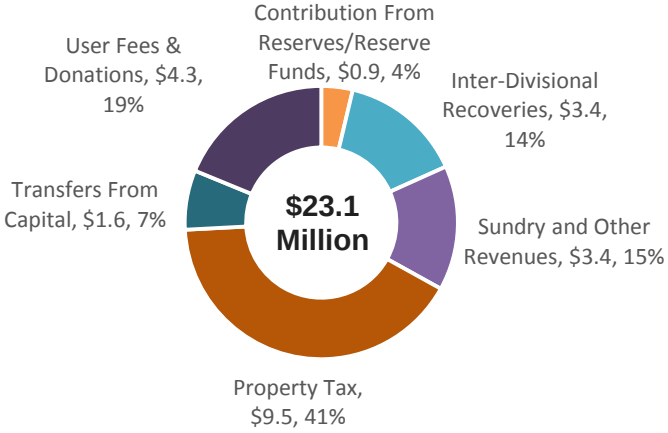
What We Do

- Provide legal advice and the review/preparation contracts and related documents.

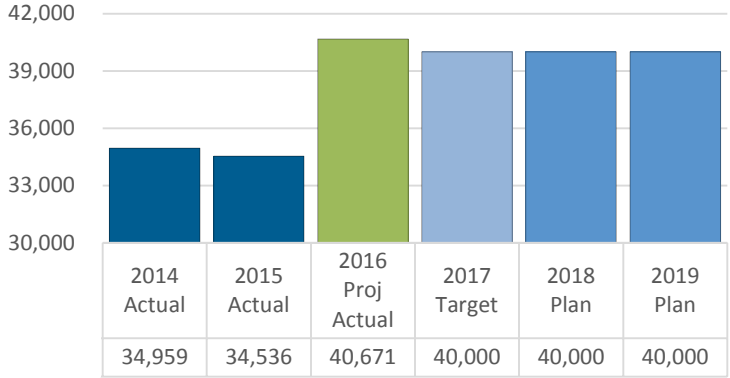
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



of Hours Spent on Drafting Opinions/Contracts/Agreements



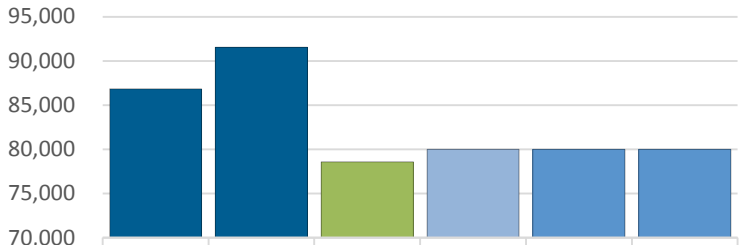
- Legal Services is responsible for drafting City contracts and agreements.
- The number of hours spent on drafting opinions, contracts & agreements are expected to remain around 40,000 per year in future years.

2017 Service Levels
Solicitor

Activity	Type	Status	2014	2015	2016	2017
	Sign off on property requisitions within 7 days of receipts	Approved	N/A	N/A	N/A	90%
	Close real estate transactions on contracted dates, except due to 3rd party responsibility.	Approved	N/A	N/A	N/A	90%
	Standard Site Plan Agreements will be registered on title within 8 weeks of receipt	Approved	N/A	N/A	N/A	90%

For the 2016 Approved Operating Budget, service levels for Legal Services were not finalized; therefore, no service levels were approved. The 2017 Service levels have been completed and are recommended.

# of Hours Spent on Reviewing Contracts/Agreements and Other Legal Documents



2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
86,842	91,536	78,605	80,000	80,000	80,000

- Legal Services is responsible drafting reviewing, providing legal opinions and signing off on City contracts and agreements.
- The number of hours spent on reviewing contracts and agreements are expected to remain around 80,000 per year.

Table 4
2017 Service Budget by Activity

	2016	2017 Operating Budget							2017 Budget vs. 2016 Budget		Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget			2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Solicitor	20,796.2	22,078.4		22,078.4	1,282.2	6.2%	1,001.8	**22,367.8**	1,571.6	7.6%	732.6	2.2%	151.6	3.5%
Total Gross Exp.	20,796.2	22,078.4		22,078.4	1,282.2	6.2%	1,001.8	**23,080.2**	1,571.6	7.6%	732.6	3.2%	151.6	0.6%
REVENUE														
Solicitor	10,652.6	12,588.4		12,588.4	1,935.8	18.2%	1,001.8	**12,877.8**	2,225.2	20.9%	(203.8)	-3.5%	(650.7)	0.0%
Total Revenues	10,652.6	12,588.4		12,588.4	1,935.8	18.2%	1,001.8	**13,590.2**	2,225.2	20.9%	(203.8)		(650.7)	(5.1%)
NET EXP.														
Solicitor	10,143.7	9,490.0		9,490.0	(653.6)	(6.4%)		**9,490.0**	(653.6)	(6.4%)	936.4	9.9%	802.3	7.7%
Total Net Exp.	10,143.7	9,490.0		9,490.0	(653.6)	(6.4%)		**9,490.0**	(653.6)	(6.4%)	936.4	9.9%	802.3	7.1%
Approved Positions	139.0	137.9		137.9	(1.1)	0.6%	8.5	**146.4**	7.4	2.5%	(2.0)	0.0%	(5.0)	

The *Solicitor Service* provides legal advice and the review/preparation of contracts and related documents.

The Solicitor's 2017 Operating Budget of $22.368 million gross and $9.490 million net is $0.654 million or 6.4% under the 2016 Approved Net Budget.

- The base budget reductions in this service were achieved through increased development application fee revenues as well as inter-divisional recoveries.
- The New/Enhanced Services included funding for 7.5 new positions (2.5 permanent and 5 temporary) to augment processing of development applications and 1 new permanent position to support Fire Services. The permanent positions for the development application review will be fully funded from the increased development application revenues, while the temporary positions being funded from the City Planning Development Application Review Reserve Fund. The position to support Fire Services will be fully recovered from the client program.

Office of the Chief Financial Officer

2017 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.

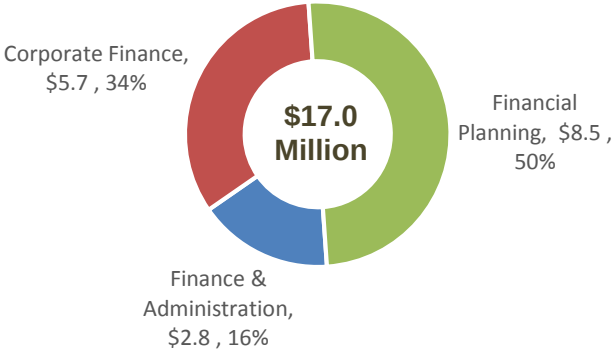
2017 Operating Budget Highlights

The 2017 Operating Budget for the Office of the Chief Financial Officer of $16.991 million in gross expenditures and $9.711 million net provides funding for Finance & Administration, Corporate Finance and Financial Planning Divisions. The total cost to deliver these services to Toronto residents is $16.992 million gross and $9.711 million net as shown below:

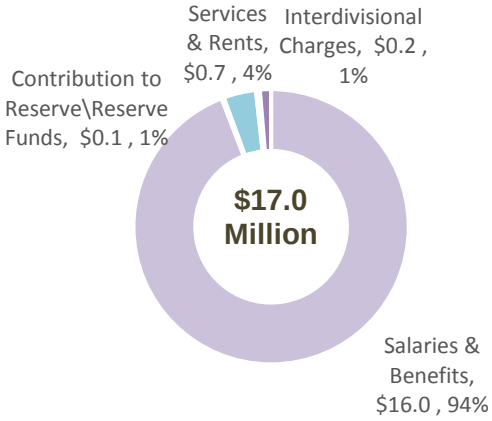
(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	16,731.5	16,991.2	259.7	1.6%
Revenues	6,903.9	7,280.2	376.3	5.5%
Net Expenditures	**9,827.6**	**9,711.0**	**(116.6)**	**(1.2%)**

2017 Operating Budget

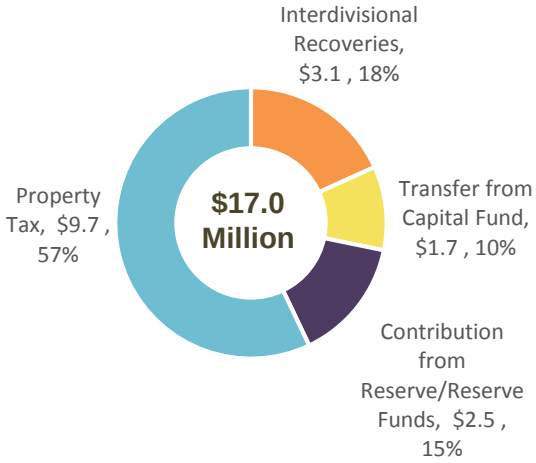
Where the money goes: By Service



By Expenditure Category



Where the money comes from: By Funding Source

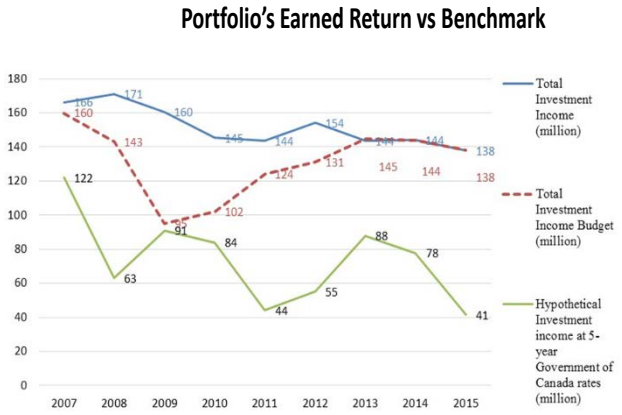


Fast Facts

- Manages the City's investment portfolio totalling $4.8 billion;
- Manages $1.8 billion in sinking funds and supports the City's pension and trust funds.
- Insures $14.6 billion worth of property.
- Delivers and provides financial oversight for a $11.8 billion Operating Budget for 155 distinct services and a $33.5 billion 10-Year Capital Plan for both Tax and Rate Supported Programs for assets valued at $76 billion.
- 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.
- Oversees the completion of 77% of the original Shared Services opportunities with approximately $37 million in cost avoidance generated for the City & its Agencies related to Shared Services.

Trends

- Returns on the City's investment funds have stayed at a high level while the negative impact of persistently low interest rate environment continues.
- In 2015, Bond Fund earned 4.00% and Money Market earned 0.85%
- Toronto General Funds averaged 2.7%



Our Key Issues & Priority Actions

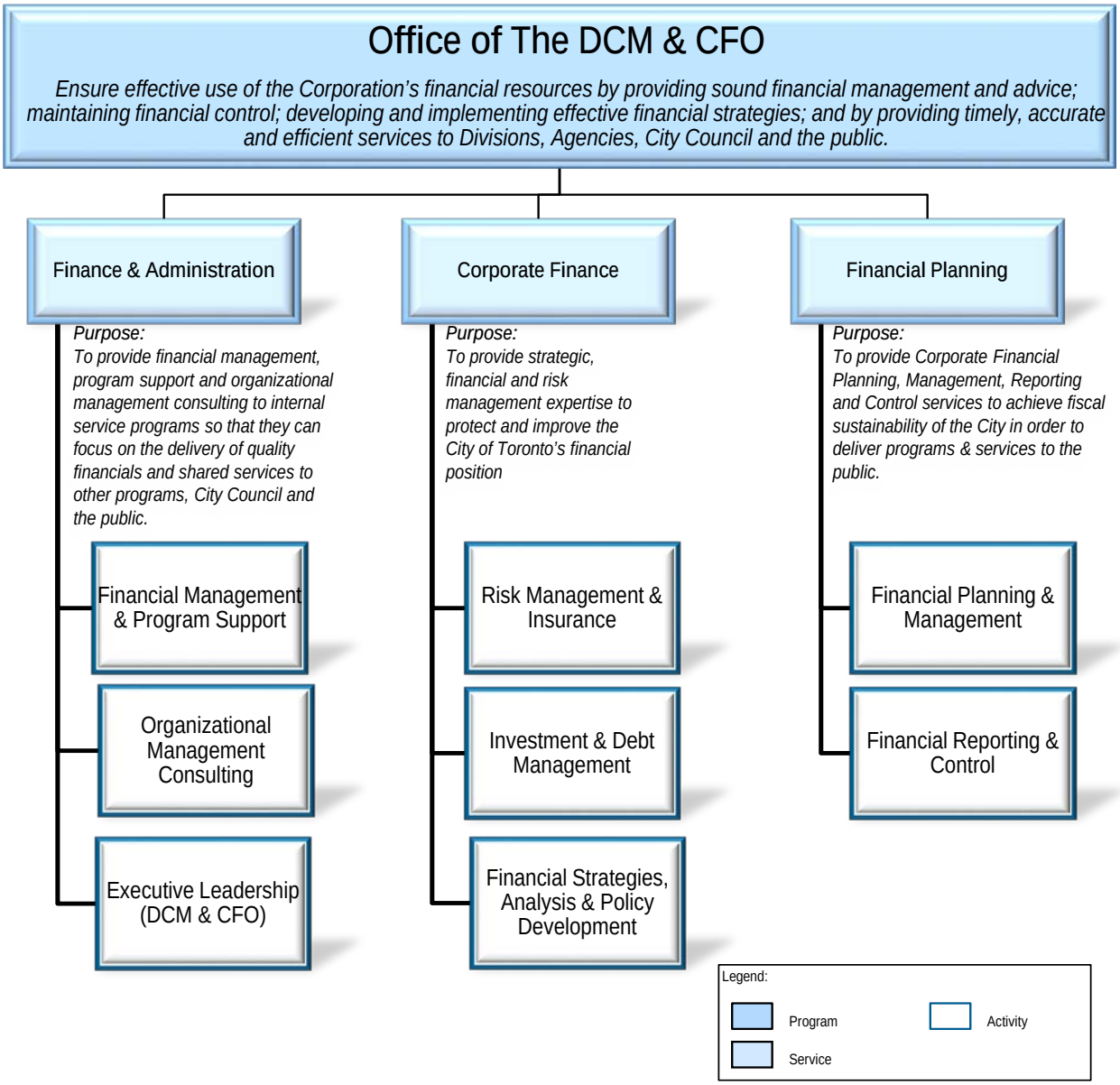
- **Delivering a Long-Term Financial Plan** with new and sustainable financing sources to support programs, services and infrastructure.
  - ✓ Strengthen the City's strategic decision making, financial planning and oversight
  - ✓ Multi-year expenditure management plan
  - ✓ Multi-year revenue strategy
  - ✓ Asset optimization study.
- **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's resources
  - ✓ Support transformation of City into a service based and performance focused organization
  - ✓ Ensure compliance with Provincial and other related legislation.
- **New Investment Regulations** with amendment of the City of Toronto Act concerning investments effective January 2018.
  - ✓ Establish an independent Investment board and develop a new investment policy and strategy.
  - ✓ Amend regulation to provide more flexibility and opportunity for earning improved rates of return.

Key Service Deliverables for 2017

The 2017 Operating Budget will enable the Program to:

- Deliver a Long-Term Financial Plan that provides for sustainable services and reliable infrastructure with modest impacts to tax payers.
- 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.
- Provide funding strategies to address under investments by City current infrastructure and new infrastructure to address growth.
- Provide strategies to strengthen the City's strategic decision-making and financial oversight.
- Provide oversight and quality assurance of financial and administrative controls to promote compliance with corporate policies and procedures.
- Provide consulting, project management and coordination to improve planning, support business transformation implementation and promote continuous improvement.

Program Map



Service Customer

Finance & Administration

- City Manager
- DCM & CFO
- Staff - City Divisions

Indirect (Beneficial)

- Residents / Taxpayers
- Businesses

Corporate Finance

- City Council
- Mayor
- City Manager & DCMs
- Staff - City Divisions
- Staff - Agencies and Corporations
- Pension Funds
- Investment Advisory Committee
- Staff - Agencies & Corporations

Indirect (Beneficial)

- Residents / Taxpayers
- Businesses

Financial Planning

- City Council
- Mayor and DCMs
- Staff - City Divisions
- Staff - Agencies and Corporations

Indirect (Beneficial)

- Residents / Taxpayers
- Businesses

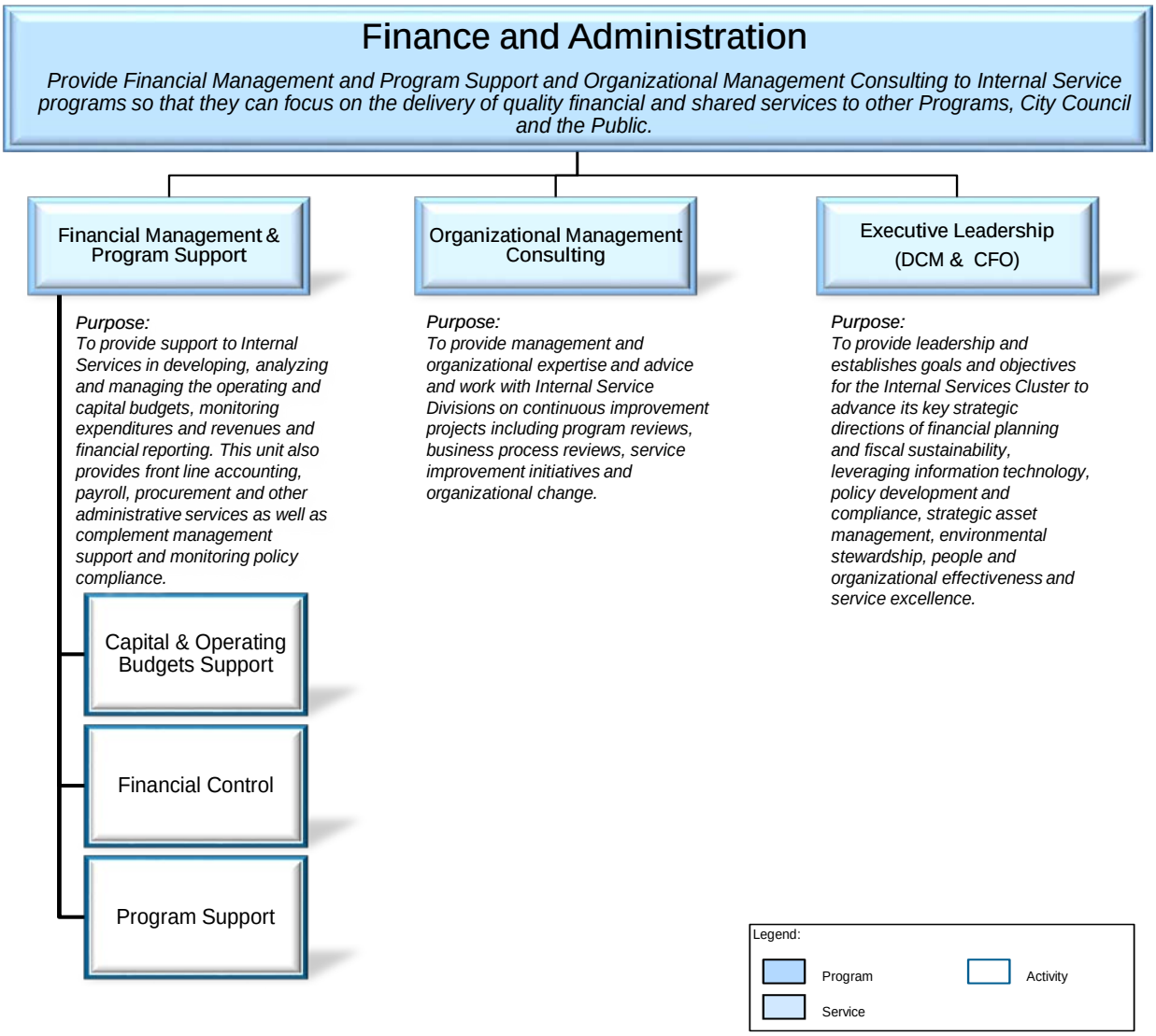
Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2016 Projected Actual	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 vs. 2016 Budget Change		ntal 2018 Plan		2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Finance & Administration											
Gross Expenditures	2,924.2	2,903.5	2,856.9		2,856.9	(67.3)	(2.3%)	117.9	4.1%	105.9	3.6%
Revenue	202.1	202.1	206.6		206.6	4.5	2.2%				
Net Expenditures	2,722.1	2,701.4	2,650.3		2,650.3	(71.8)	(2.6%)	117.9	4.4%	105.9	3.8%
Corporate Finance											
Gross Expenditures	5,567.3	5,424.8	5,619.5	78.7	5,698.2	130.9	2.4%	296.9	5.2%	197.4	3.3%
Revenue	3,791.1	3,661.3	3,906.0	78.7	3,984.7	193.6	5.1%	169.3	4.2%	122.7	3.0%
Net Expenditures	1,776.2	1,763.5	1,713.5		1,713.5	(62.7)	(3.5%)	127.6	7.4%	74.7	4.1%
Financial Planning											
Gross Expenditures	8,240.0	7,212.3	8,196.8	239.3	8,436.1	196.1	2.4%	(892.5)	(10.6%)	296.3	3.9%
Revenue	2,910.7	2,410.9	2,989.2	99.7	3,088.9	178.2	6.1%	(1,586.3)	(51.4%)	35.7	2.4%
Net Expenditures	5,329.3	4,801.4	5,207.6	139.6	5,347.2	17.9	0.3%	693.8	13.0%	260.6	4.3%
Total											
Gross Expenditures	16,731.5	15,540.6	16,673.2	318.0	16,991.2	259.7	1.6%	(477.7)	(2.8%)	599.6	3.6%
Revenue	6,903.9	6,274.3	7,101.8	178.4	7,280.2	376.3	5.5%	(1,417.0)	(19.5%)	158.4	2.7%
Total Net Expenditures	9,827.6	9,266.3	9,571.4	139.6	9,711.0	(116.6)	(1.2%)	939.3	9.7%	441.2	4.1%
Approved Positions	115.0	107.0	114.0	3.0	117.0	2.0	1.7%	(9.0)	(7.7%)		

The Office of the Chief Financial Officer's 2017 Operating Budget is $16.991 million gross and $9.711 million net, representing a 1.2% decrease from the 2016 Approved Net Operating Budget which is below the reduction target as set out in the 2017 Operating Budget Directions approved by Council for all City Programs, Agencies and Accountability Offices.

- Base pressures are mainly attributable to inflationary salary increases common across all services.
- To help mitigate the above pressures, the Program was able to achieve service efficiency savings by streamlining and consolidating two policy/strategic units into one to support the increased demand for services, eliminate staff complement as well as eliminate production of 100 budget binders beginning with the 2018 budget cycle.
- New funding and staff resources, of which $0.178 million will be fully funded by the Province and from the Insurance Reserve with no net impact to the City will support increased financial planning management and control for the increasingly demanding Housing portfolio; as well as in an anticipated reduction in the frequency and severity of liability claims. The remaining $0.140 million in new debt funding is for 1 position to provide added capacity to undertake the City's long term financial planning, analytics and performance reporting initiatives.
- Approval of the 2017 Operating Budget will result in the Office of the Chief Financial Officer increasing its total staff complement by 2 positions from 115 to 117.
- The 2018 and 2019 Plan increases are attributable to known inflationary cost increases for COLA, progression pay, step and fringe benefit across all services.

Finance & Administration



Service Customer

Financial Management & Program Support

- City Manager
- Budget Committee
- DCM & CFO
- Staff - City Divisions
- Staff - Agencies and Corporations

Indirect (Beneficial)

- Residents
- Businesses
- Visitors

Organizational Management Consulting

- DCM & CFO
- Staff - City Divisions

Indirect (Beneficial)

- Residents
- Businesses
- Property Owners & Taxpayers

Executive Leadership (DCM & CFO)

- City Council and Committees
- Mayor and Councillors
- City Manager & DCMs
- Staff - City Divisions
- Staff - Agencies and Corporations

Indirect (Beneficial)

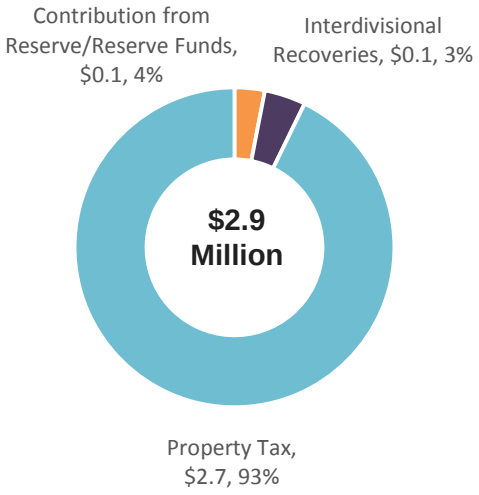
- Residents
- Businesses
- Property Owners & Taxpayers

What We Do

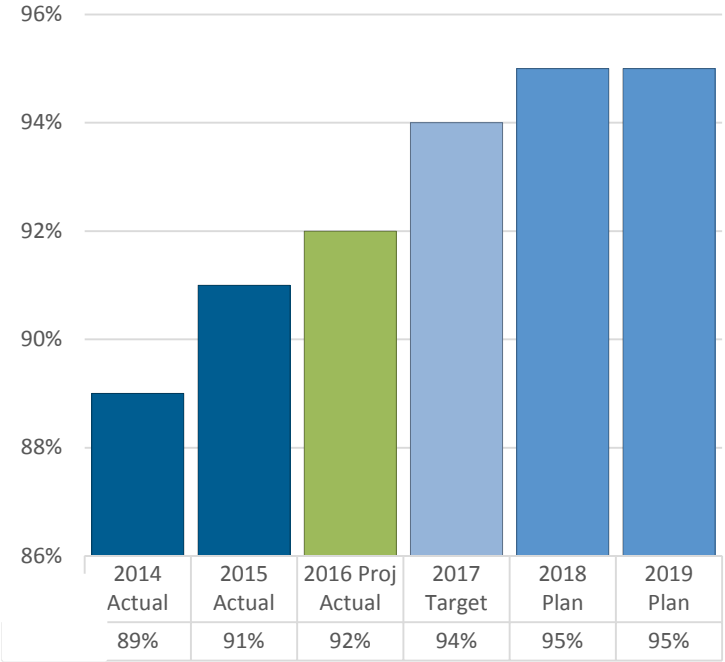
- To provide Financial Management and Program Support, and Organization Management Consulting to Internal Service programs, so that they can focus on the delivery of quality financial and shared services to other Programs, City Council and the Public.

2017 Service Budget by Activity ($Ms)

Service by Funding Source ($Ms)



% of Financial Analysis Reports Issued within set Time lines



- Tracking of actual data for issuing of financial and analysis reports began in 2014.
- In 2015, Finance & Administration issued 91% of financial and analysis reports within set timelines.
- Finance & Administration staff is expecting to achieve 92% in 2016.
- The service area will strive for a 94% and 95% achievement in 2017 and 2018, respectively.

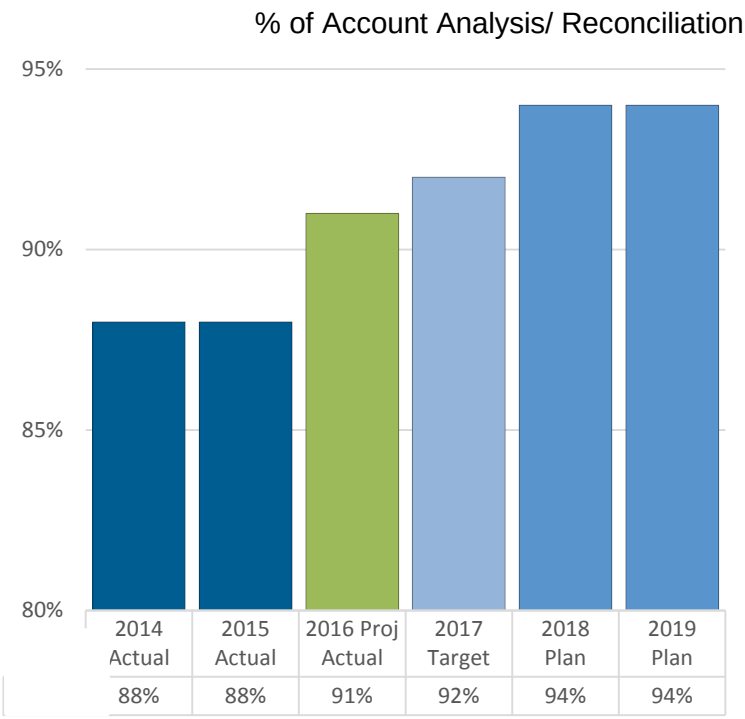
2017 Service Levels
Finance & Administration

Activity	Type	Sub-Type	Status	Approved Service Levels 2014	2015	2016	2017
Executive Leadership			Approved				
Financial Management & Program Support (FA)	Capital & Operating Budget Support	Capital Budget	Approved	Capital Budget and 10 Year Plan of Capital Works prepared annually			Capital Budget and 10 Year Plan of Capital Works prepared annually
		Operating Budget	Approved	Operating Budget prepared annually			Operating Budget prepared annually
	Financial Control	Management Reports	Approved	Statistics Canada Report on Capital Expenditures is prepared and submitted semi-annually			Statistics Canada Report on Capital Expenditures is prepared and submitted semi-annually
			Approved	Consultants' expenditure report prepared annually			Consultants' expenditure report prepared annually
			Approved	DPO Activity Report, Blanket Contracts, PO Compliance and Parked Document reports reviewed and distributed monthly			DPO Activity Report, Blanket Contracts, PO Compliance and Parked Document reports reviewed and distributed monthly
			Approved	Attendance Management Reports prepared and distributed monthly			Attendance Management Reports prepared and distributed monthly
		Variance Reports	Approved	Capital and Operating Variance Reports and Cluster Performance Statistics are prepared and consolidated quarterly			Capital and Operating Variance Reports and Cluster Performance Statistics are prepared and consolidated quarterly
		Financial Oversight	Approved	Accounts analysis and journal entries reviewed monthly			Accounts analysis and journal entries reviewed monthly
			Approved	Review and coordination of cluster signing authorities completed annually			Review and coordination of cluster signing authorities completed annually
		Payroll Reports	Approved	Additional Cost, Bank Balance and Labour Distribution and Overtime Reports prepared and distributed bi-weekly			Additional Cost, Bank Balance and Labour Distribution and Overtime Reports prepared and distributed bi-weekly
	Program Support	Accounting	Approved	Cheque requisitions, goods receipt, new vendor accounts and petty cash reimbursements are processed within 3-5 business days of receipt			Cheque requisitions, goods receipt, new vendor accounts and petty cash reimbursements are processed within 3-5 business days of receipt
			Approved	Pcard transactions are reviewed and approved monthly			Pcard transactions are reviewed and approved monthly
		Purchasing	Approved	Contract release orders (CRO), corporate express requisitions, divisional purchase orders (DPO), material stores requisitions are processed within 3-5 business days			Contract release orders (CRO), corporate express requisitions, divisional purchase orders (DPO), material stores requisitions are processed within 3-5 business days
			Approved	Purchase requisitions and sole source documentation are processed within 5-10 business days			Purchase requisitions and sole source documentation are processed within 5-10 business days
			Approved	Corporate calls are managed within standards established by PMMD			Corporate calls are managed within standards established by PMMD
		Payroll	Approved	Time and attendance reporting and pay advice distribution are completed bi-weekly			Time and attendance reporting and pay advice distribution are completed bi-weekly
			Approved	Reimbursement of employee expenses are processed bi-weekly			Reimbursement of employee expenses are processed bi-weekly
			Approved	Benefit changes and employee payroll data updates are processed within 10 business days from date of notification			Benefit changes and employee payroll data updates are processed within 10 business days from date of notification

Activity	Type	Sub-Type	Status	Approved Service Levels			
				2014	2015	2016	2017
Financial Management & Program Support (FA)	Program Support	Organizational Support	Approved	Organizational charts are revised as required			Organizational charts are revised as required
			Approved	Organizational change approval (OCA) requests are reviewed and processed within 10 business days of receipt			HR Organizational Management eRequests (HOMeR) are reviewed and processed within 10 business days of receipt
			Approved	Staff requisition requests are reviewed and sent for DCM approval within 5-8 days of receipt			Staff requisition requests are reviewed and sent for DCM approval within 5-8 days of receipt
			Approved	Cluster summary of Conferences/seminars is compiled annually for DCM's approval			Cluster summary of Conferences/seminars is compiled annually for DCM's approval
Organizational Management Consulting			Approved	Project specific			Project specific

Overall, 2017 Service Levels are consistent with approved 2016 Service Levels for Finance & Administration.

Service Performance Measures



- Tracking of actual data for completed accounts analysis/reconciliation began in 2014.
- In 2015, Finance & Administration completed 88% of accounts analysis/reconciliation monthly.
- Finance & Administration staff is expecting to achieve 91% in 2016.
- The service area will strive for a 92% and 94% in 2017 and 2018, respectively.

Table 2

2017 Service Budget by Activity

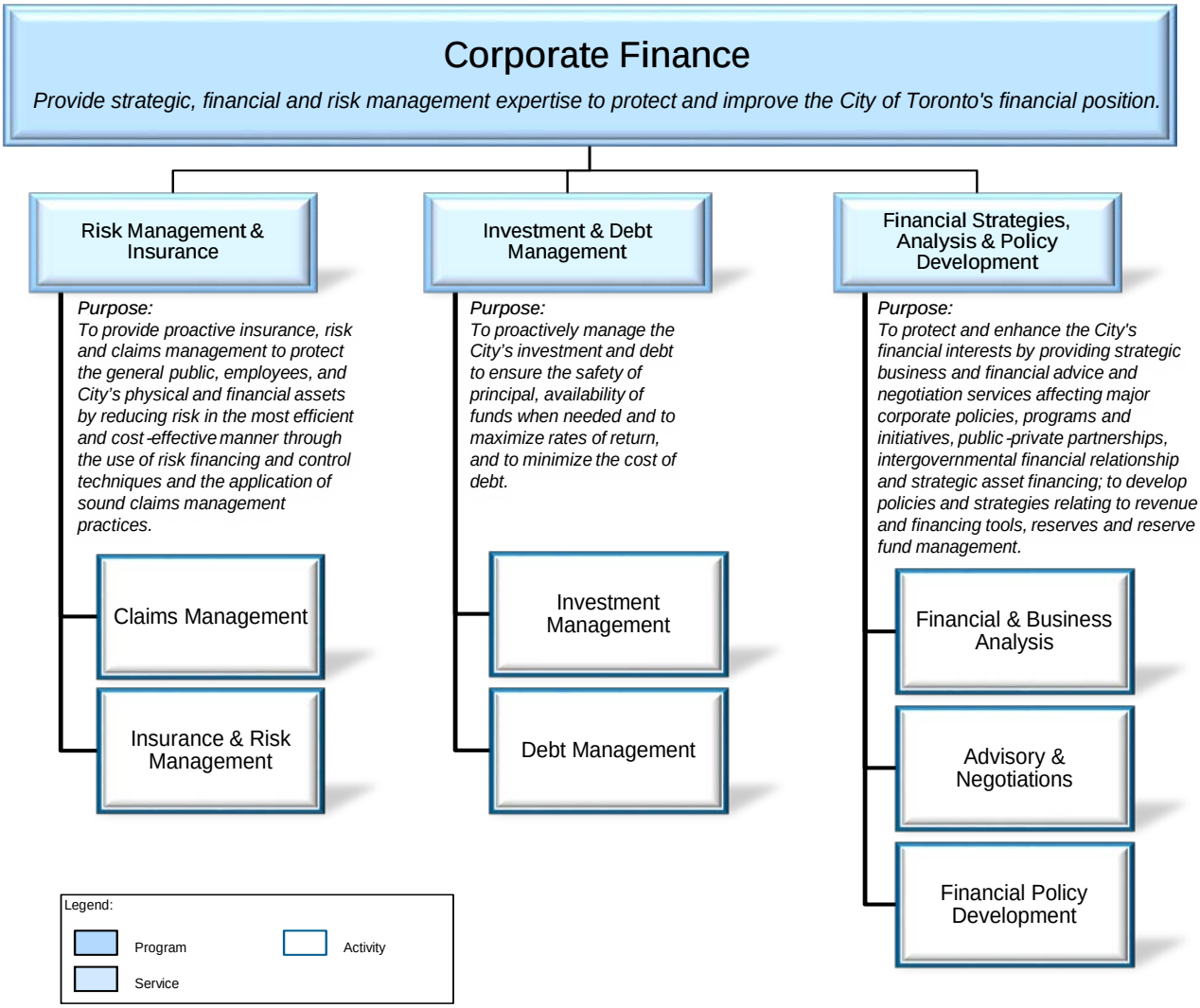
	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Financial Management & Program Support	1,541.4	1,560.9	(121.1)	1,439.8	(101.6)	(6.6%)		**1,439.8**	(101.6)	(6.6%)	54.5	3.8%	50.0	3.3%
Organizational Management Consulting	295.1	296.9		296.9	1.8	0.6%		**296.9**	1.8	0.6%	14.0	4.7%	12.8	4.1%
Executive Leadership	1,087.7	1,120.2		1,120.2	32.5	3.0%		**1,120.2**	32.5	3.0%	49.4	4.4%	43.1	3.7%
Total Gross Exp.	2,924.2	2,978.0	(121.1)	2,856.9	(67.3)	(2.3%)		**2,856.9**	(67.3)	(2.3%)	117.9	4.1%	105.9	3.4%
REVENUE														
Financial Management & Program Support						-				-				-
Organizational Management Consulting						-				-				-
Executive Leadership	202.1	206.6		206.6	4.5	2.2%		**206.6**	4.5	2.2%				
Total Revenues	202.1	206.6		206.6	4.5	2.2%		**206.6**	4.5	2.2%				
NET EXP.														
Financial Management & Program Support	1,541.4	1,560.9	(121.1)	1,439.8	(101.6)	(6.6%)		**1,439.8**	(101.6)	(6.6%)	54.5	3.8%	50.0	3.3%
Organizational Management Consulting	295.1	296.9		296.9	1.8	0.6%		**296.9**	1.8	0.6%	14.0	4.7%	12.8	4.1%
Executive Leadership	885.6	913.6		913.6	28.0	3.2%		**913.6**	28.0	3.2%	49.4	5.4%	43.1	4.5%
Total Net Exp.	2,722.1	2,771.4	(121.1)	2,650.3	(71.8)	(2.6%)		**2,650.3**	(71.8)	(2.6%)	117.9	4.4%	105.9	3.7%
Approved Positions	20.0	20.0	(1.0)	19.0	(1.0)	(5.0%)		**19.0**	(1.0)	(5.0%)		0.0%		

Finance & Administration provides financial management and program support, and organization management consulting to Internal Service programs, so that they can focus on the delivery of quality financial and shared services to other Programs, City Council and the Public.

The Finance & Administration's 2017 Operating Budget of $2.856 million gross and $2.650 million net is $0.072 million or 2.6% under the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, Finance and Administration offset these pressures with the reduction of 1 budget & operations analyst position that became vacant in 2016 while maintaining service levels as the workload (development of annual budget, monitoring of operating and revenues and complement management) has been reassigned to current staff.

Corporate Finance



Service Customer

Risk Management & Insurance

- Claimants
- Insured Employees & Councillors
- Staff - City Divisions
- Staff - Agencies and Corporations

Indirect (Beneficial)

- Residents
- Businesses

Investment & Debt Management

- Staff - City Divisions
- Staff - Agencies and Corporations
- Owned Subsidiaries
- Pension Funds
- Investment Advisory Committee

Indirect (Beneficial)

- Residents
- Businesses

Financial Strategies, Analysis & Policy Development

- City Council
- Mayor and DCMs
- Staff - City Divisions
- Staff - Agencies and Corporations
- City affiliated Organizations

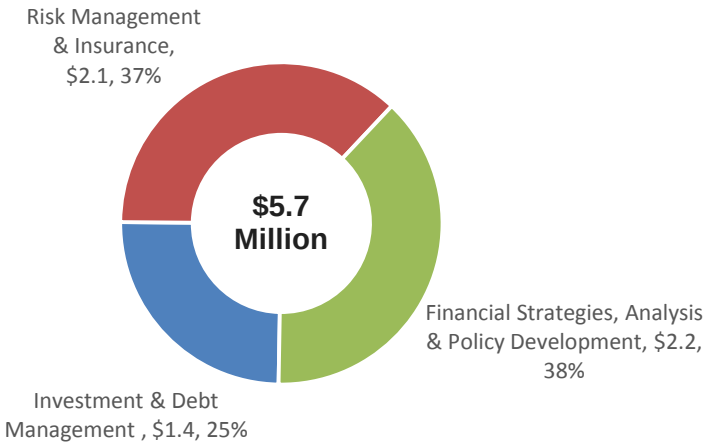
Indirect (Beneficial)

- Residents
- Businesses
- Other Orders of Government

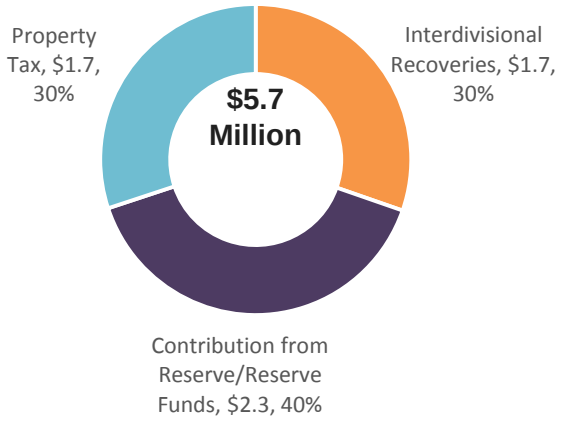
What We Do

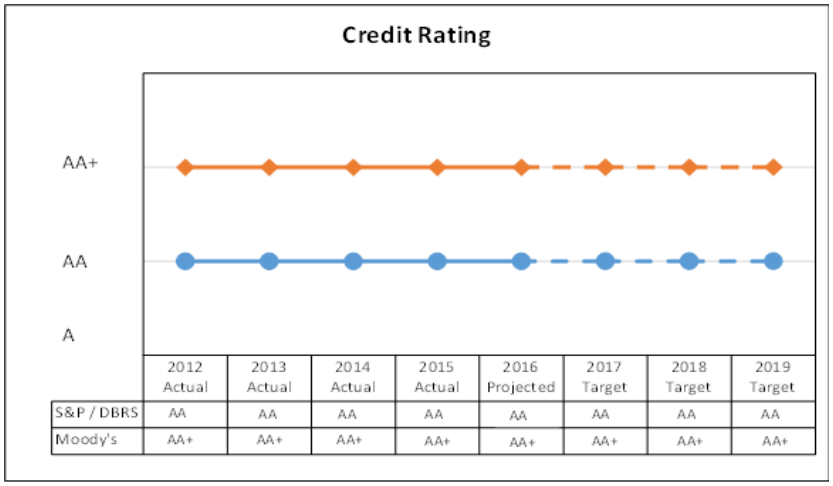
- To provide corporate strategic, financial and risk management expertise to protect and improve the City of Toronto's financial position.

2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)





	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Target	2018 Target	2019 Target
S&P / DBRS	AA	AA	AA	AA	AA	AA	AA	AA
Moody's	AA+	AA+	AA+	AA+	AA+	AA+	AA+	AA+

- The City's credit rating has maintained stable outlook during difficult economic times due to:
  - Toronto's wealthy and diversified economy, low debt burden, very positive liquidity and positive financial management.
  - Interest rate spreads remain stable in relation to the underlying Province of Ontario bonds and in relation to other municipalities.
  - The city has strong credit ratings of AA+ from Moody's, and AA from Standard and Poor's and DBRS.
  - These excellent ratings reflect the expectation that the City's economy will continue to generate taxable assessment growth.

2017 Service Levels
Corporate Finance

Service Level	Activity	Type	Sub-Type	Service Levels 2014	2015	2016	2017
Investment and Debt Management	Investment Management	Money Market Funds		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			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
		Sinking Funds		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			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
		Bond Funds		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			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		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			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 subsidiaries		Asset monetization strategy review			Asset monetization strategy review
	Debt Management	Debentures		Interest rates and issuings spreads change on a daily basis based on capital market conditions. Credit ratings are generally assessed and issued once per year			Interest rates and issuings spreads change on a daily basis based on capital market conditions. Credit ratings are generally assessed and issued once per year
		Loans		none			none
		Third party loan or line of credit agreements executed		Provide corporate oversight			Provide corporate oversight
		Debt strategy for owned subsidiaries		Provide CFO input into updating of sharholder directions for THC and TCHC; develop and get Council approval of dividend policies for BT and TPLC.	Develop and get Council approval of dividend policies for BT and TPLC		Develop and get Council approval of dividend policies for BT and TPLC
		Credit Rating			Maintain existing credit ratings from the three credit rating agencies with the possibility of increasing the rating		Maintain existing credit ratings from the three credit rating agencies with the possibility of increasing the rating
		Investor Relations			Attend 3 investor conferences, give presentations and meet upon request with investors		Attend 3 investor conferences, give presentations and meet upon request with investors
		Third Party Obligations - Letters of Credit		In accordance with each security being reviewed			In accordance with each security being reviewed
Risk Management and Insurance	Claims Management	Claims Management – General Liability		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			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		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			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

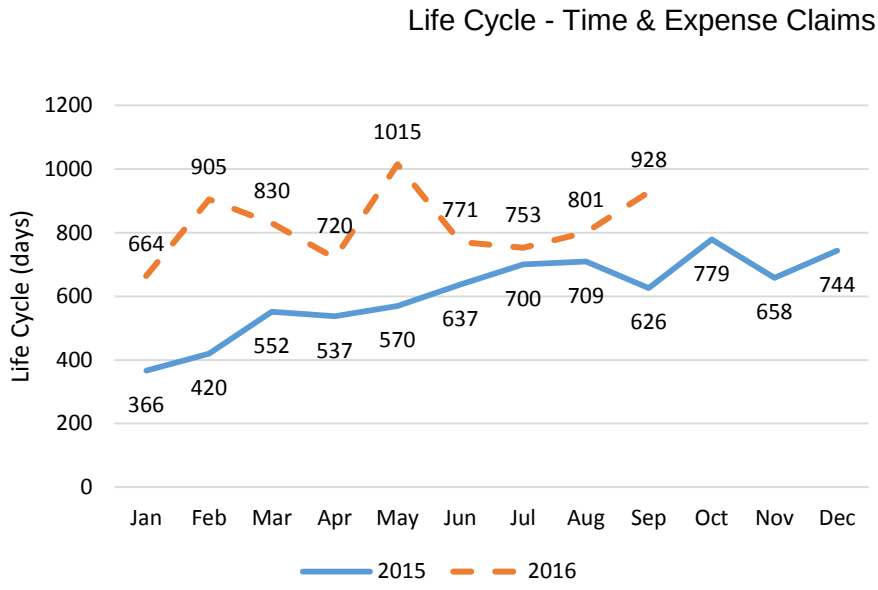
Service Level	Activity	Type	Sub-Type	Service Levels 2014	2015	2016	2017
Risk Management and Insurance	Claims Management	Insurance ~ Risk Financing – insurance policies, self insured funding		Coverage through external insurers is contracted annually and supplements internally funded levels. Deductible levels are approved by City Council and the upside limit of policy coverages are secured through the insurance markets and approved by Council			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		In accordance with each contract being reviewed			In accordance with each contract being reviewed
		Insurance ~ Performance Bonds		In accordance with each issue being reviewed			In accordance with each contract being reviewed
		Risk Management ~ Consultation and Advice		In accordance with each issue being reviewed			In accordance with each contract being reviewed
		Risk Management ~ Strategies and Policies		In accordance with each issue being reviewed			In accordance with each contract being reviewed
Financial Strategies, Analysis and Policy Development	Financial and Business Analysis	Business Analysis ~ Major purchases and contract review	Cost sharing, fiscal arrangements	Comments provided within 48 hours for most 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			Comments provided within 48 hours for most 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	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
		Business Analysis ~ RFP/RFQ evaluation		In accordance with each bid being reviewed			In accordance with each bid being reviewed
		Major City-Building Initiatives		Delivered within negotiated timelines 100% of Time	Reports and presentations prepared in accordance with Council Committee deadlines and the timing of the budget process		Reports and presentations prepared in accordance with Council Committee deadlines and the timing of the budget process
		Public-Private partnerships		Lead/support P3 screening for applications for Federal P3 funding on time minimizing capital costs and optimizing Federal contributions		Lead/support P3 screening for Federal P3 funding on time minimizing capital costs and optimizing Federal contributions potentially solid waste, transportation infrastructure	Lead/support P3 screening for Federal P3 funding on time minimizing capital costs and optimizing Federal contributions potentially solid waste, transportation infrastructure
		Asset Optimizing and Financing		Delivered within negotiated timelines 100% of Time			Delivered within negotiated timelines 100% of Time
		Real Estate/ Land Development Transactions		Delivered within negotiated timelines 100% of Time	Responses are concluded as quickly as possible taking into consideration the nature of the request and time involved, along with the consideration of other priorities		Responses are concluded as quickly as possible taking into consideration the nature of the request and time involved, along with the consideration of other priorities

Service Level	Activity	Type	Sub-Type	Service Levels			
				2014	2015	2016	2017
Financial Strategies, Analysis and Policy Development	Advisory and Negotiation	Financial Advisory /Strategy ~ Long Term financial planning	Funding programs	Reports and presentations prepared in accordance with Council Committee deadlines and the timing of the budget process	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.
		Financial Advisory /Strategy ~ Project Management and Capital Financing			Analysis completed and reports prepared and signed by Committee deadline in accordance with budget process		Analysis completed and reports prepared and signed by Committee deadline in accordance with budget process
		Financial Advisory /Strategy ~ finance analysis and advice		Delivered within negotiated timelines 100% of Time			Delivered within negotiated timelines 100% of Time
		Financial Advisory/Strategy ~ Negotiating Intergovernmental financing agreements			Analysis completed and reports prepared and signed by Committee deadline in accordance with budget process		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		Monitor and provide support for influencing and adapting to legislative changes related to Provincial Municipal Financial Service Delivery Review (PMFSDR) uploads and other funding arrangements (gas tax, etc.)	Analysis completed and reports prepared and signed by Committee deadline in accordance with budget process		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		Monitor and provide support for influencing legislative changes related to City of Toronto Act, esp MLTT, Government Business Enterprises, Build Toronto regulations, social housing funding and Transportation/ Transit funding	Monitor and provide support for influencing and adapting to legislative changes related to Build Toronto regulations, social housing funding and Metrolinx allocation of revenues		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 Policy Development	Financial Policy ~ City of Toronto Act Taxes		Provide advice on regard to application of Part X tax authorities re bag fee, MLTT, and new Metrolinx/transit 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		Monitor situation and provide support as required for Municipal Land Transfer Tax administration and policy changes			Monitor situation and provide support as required for Municipal Land Transfer Tax administration and policy changes
		Financial Policy ~ Property tax	Service agreement negotiations	On going review of Property policy.	As required for each new reserve fund and in accordance with Committee schedules and deadlines		As required for each new reserve fund and in accordance with Committee schedules and deadlines

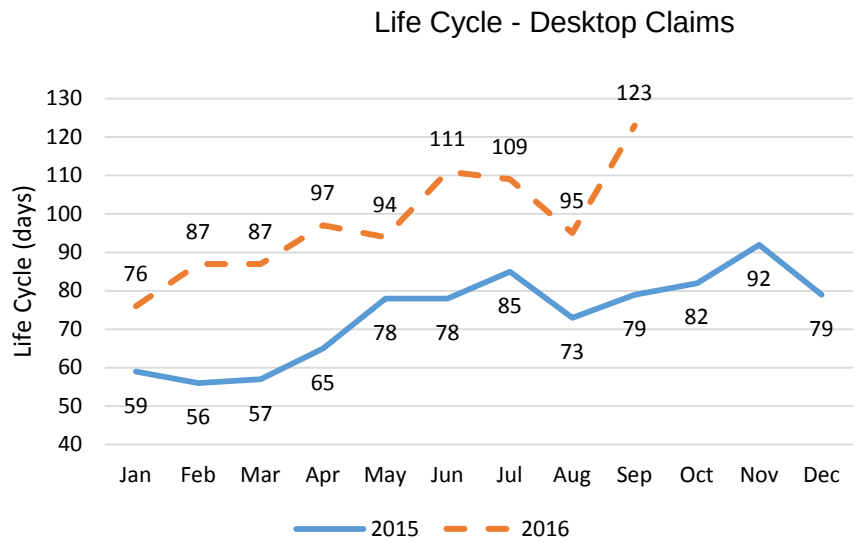
Service Level	Activity	Type	Sub-Type	Service Levels 2014	2015	2016	2017
Financial Strategies, Analysis and Policy Development	Financial Policy Development	Financial Policy ~ Water rate	Investment financial oversight	Ongoing review of City's business competitiveness, including consideration of property 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 ~ Garbage Rate	Public private partnerships	Monitor and work with Solid Waste Management to review the rates and their implications as necessary.	Provide assistance and advice to internal and external clients on timely basis 100% of the time		Provide assistance and advice to internal and external clients on timely basis 100% of the time
		Financial Policy ~ Capital financing	Right of way contributions	Monitor telecomm right of way legal initiatives in regard to charging for access to City rights of way.	Reviews and recommendations provided in accordance with budget process guidelines 100% of the time		Meeting agenda closing deadlines 100% of the time
		Financial Policy ~ Reserve Funding		As required for each new reserve fund and in accordance with Committee schedules and deadlines	Meeting agenda closing deadlines 100% of the time		Meeting agenda closing deadlines 100% of the time
		Intergovernmental funding, cost allocation and legislative frameworks			Meeting agenda closing deadlines 100% of the time		Meeting agenda closing deadlines 100% of the time
		Development Financing			Delivered within negotiated timelines 100% of the time		Delivered within negotiated timelines 100% of the time
		Development Charge By-law	Background Study & By-law	Bring forward updated City wide background study and revised by-law for Council consideration and adoption.	Bring forward area specific background study and revised by-law for Scarborough transit and port lands area	Bring forward area specific background study and revised by-law for port lands area	**Undertake DC Background Study Review process**
			Administration & Implementation	Provide assistance and advice to internal and external clients on timely 100% of the time	Delivered within negotiated timelines 100% of the time. On-going discussion and negotiations with Province regarding legislative reform		Delivered within negotiated timelines 100% of the time. On-going discussion and negotiations with Province regarding legislative reform
			Capital Financing	Reviews and recommendations provided in accordance with budget process guidelines 100% of the time			Reviews and recommendations provided in accordance with budget process guidelines 100% of the time
			Reporting	Meeting agenda closing deadlines 100% of the time	Delivered within negotiated timelines 100% of the time		Delivered within negotiated timelines 100% of the time
		Capital Financing Tools		On-going discussion and negotiations with Province to implement a Tax Increment Financing; City comments and responses provided to Province within negotiated timelines 100% of the time	Delivered within negotiated timelines 100% of the time		Delivered within negotiated timelines 100% of the time

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Corporate Finance.

Service Performance Measures



- Overall, the number of elapsed days between "Date Opened" and "Date Closed" is higher in 2016 over 2015.
- Claims handled under T&E adjuster fee schedule include litigated claim files which tend to take longer to resolve.
- Greater life cycle days in 2016 is a reflection of an increase in the number of litigated claims. In addition, since the data is captured at the time the claim file is closed, a greater number of older files were settled in 2016 compared to 2015.



- The City's service standard for its third party adjusters is to resolve desktop claim files within 90 days.
- Desktop claim cycle time is trending in excess of the established service standard due to outstanding Transportation reports which require files to remain open longer.
- IRM has established an exception report process which is reviewed with Transportation Services on a monthly basis to identify and address report requests outstanding greater than the service level standard.
- Rigorous application of the exception report process will correct the excessive service level trend and keep the life cycle below the 90 day standard.

Table 3
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Investment & Debt Management	1,361.7	1,416.6	5.2	1,421.8	60.1	4.4%		**1,421.8**	60.1	4.4%	43.0	3.0%	39.1	2.7%
Risk Management & Insurance	1,882.4	2,017.4		2,017.4	135.0	7.2%	78.7	**2,096.1**	213.7	11.4%	116.5	5.6%	67.8	3.1%
Financial Strategies, Analysis & Policy Development	2,323.2	2,254.6	(74.3)	2,180.3	(142.9)	(6.2%)		**2,180.3**	(142.9)	(6.2%)	137.4	6.3%	90.5	3.9%
Total Gross Exp.	5,567.3	5,688.6	(69.1)	5,619.5	52.2	0.9%	78.7	**5,698.2**	130.9	2.4%	296.9	5.2%	197.4	3.2%
REVENUE														
Investment & Debt Management	1,336.3	1,354.4		1,354.4	18.1	1.4%		**1,354.4**	18.1	1.4%	36.7	2.7%	36.4	2.6%
Risk Management & Insurance	1,936.7	2,081.7		2,081.7	145.0	7.5%	78.7	**2,160.4**	223.7	11.6%	117.4	5.4%	69.9	3.1%
Financial Strategies, Analysis & Policy Development	518.1	469.9		469.9	(48.2)	(9.3%)		**469.9**	(48.2)	(9.3%)	15.2	3.2%	16.4	3.4%
Total Revenues	3,791.1	3,906.0		3,906.0	114.9	3.0%	78.7	**3,984.7**	193.6	5.1%	169.3	4.3%	122.7	2.9%
NET EXP.														
Investment & Debt Management	25.4	62.2	5.2	67.4	42.0	165.4%		**67.4**	42.0	165.4%	6.3	9.3%	2.7	3.7%
Risk Management & Insurance	(54.3)	(64.3)		(64.3)	(10.0)	18.4%		**(64.3)**	(10.0)	18.4%	(0.9)	1.4%	(2.1)	3%
Financial Strategies, Analysis & Policy Development	1,805.1	1,784.7	(74.3)	1,710.4	(94.7)	(5.2%)		**1,710.4**	(94.7)	(5.2%)	122.2	7.1%	74.1	4.0%
Total Net Exp.	1,776.2	1,782.6	(69.1)	1,713.5	(62.7)	(3.5%)		**1,713.5**	(62.7)	(3.5%)	127.6	7.4%	74.7	5.2%
Approved Positions	37.0	37.0		37.0			1.0	**38.0**	1.0	2.7%				

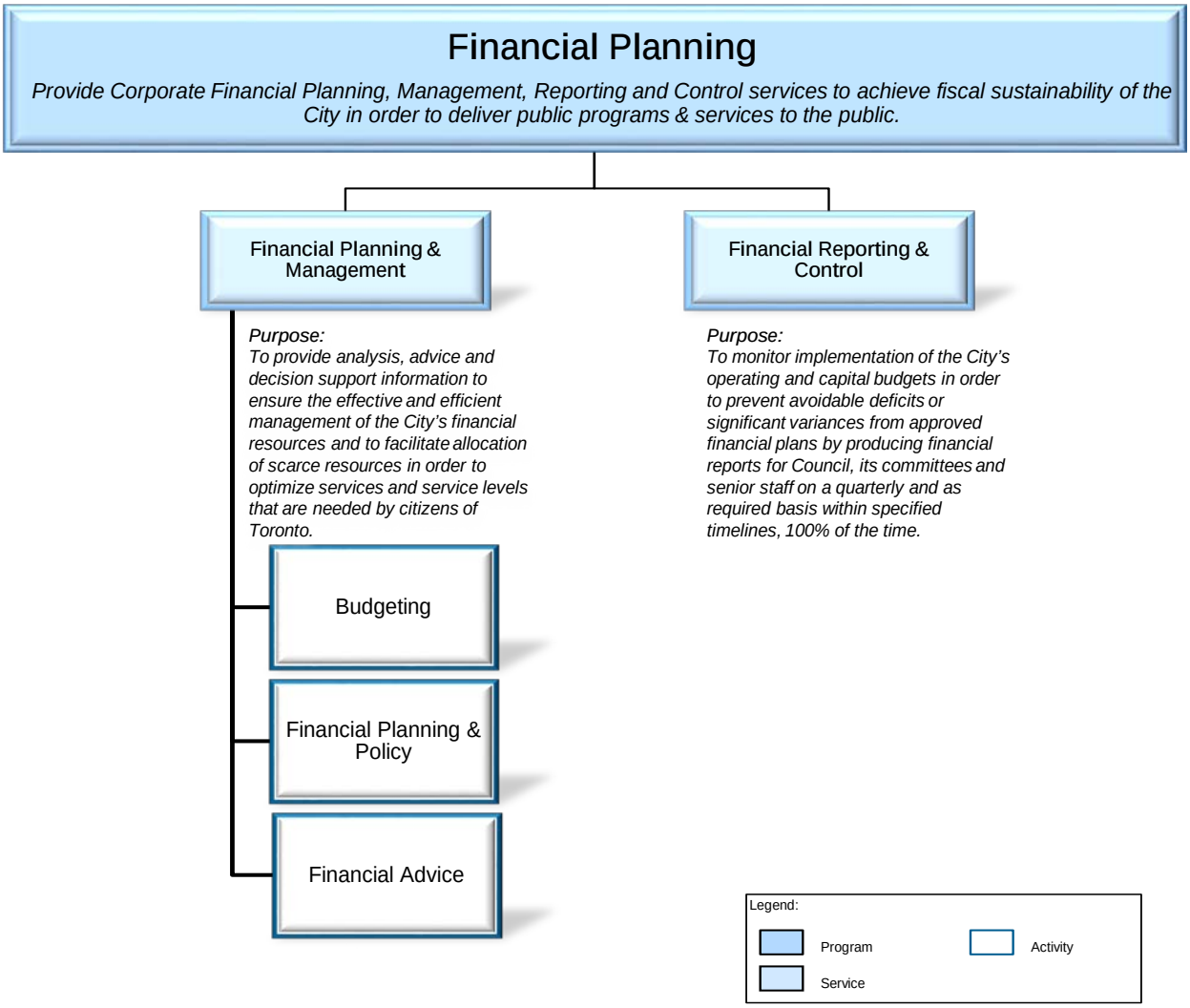
Corporate Finance provides corporate strategic, financial and risk management expertise to protect and improve the City of Toronto's financial position.

The Corporate Finance's 2017 Operating Budget of $5.698 million gross and $1.714 million net is $0.063 million or 3.5% under the 2016 Approved Net Budget.

- Base budget pressures in Corporate Finance are primarily due to the reduction of capital recoveries $0.038 million from TTC reflecting the reduced level of support required on the Toronto York Spadina Subway extension projects, offset by annualized savings of $0.031 million arising from a position deleted in 2016.
- In order to offset these pressures, the 2017 Operating Budget includes $0.069 million in efficiency savings resulting from the consolidation of two policy/strategic units into one unit that will support the increase in service demands and the increasing complexity of projects that require a higher level of management involvement and expertise.

The 2017 Operating Budget includes new funding of $0.079 million gross and $0.0 net to fund 1 new permanent staff complement dedicated to reduce the frequency and severity of liability claims. This dedicated Risk Co-ordinator position is expected to achieve a 1 to 5 % ($0.250 to $1.250 million) reduction in the annual $25 million cost of Transportation Services claims.

Financial Planning



Service Customer

Financial Planning & Management

- Staff - City Divisions
- Staff - Agencies and Corporations
- Taxpayers / Stakeholders (Bond Rating Agencies, etc.)

Indirect (Beneficial)

- Residents
- Businesses
- Visitors

Financial Reporting & Control

- Staff - City Divisions
- Staff - Agencies and Corporations
- Taxpayers / Stakeholders (Bond Rating Agencies, etc.)

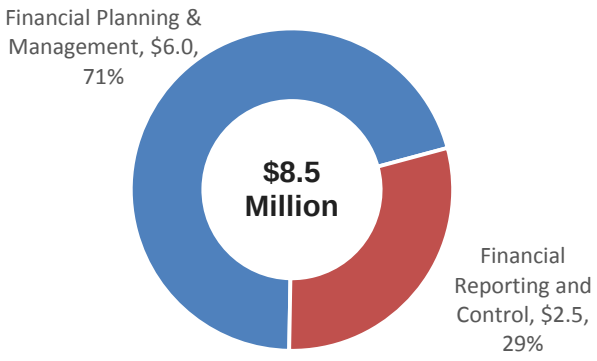
Indirect (Beneficial)

- Residents
- Businesses
- Visitors

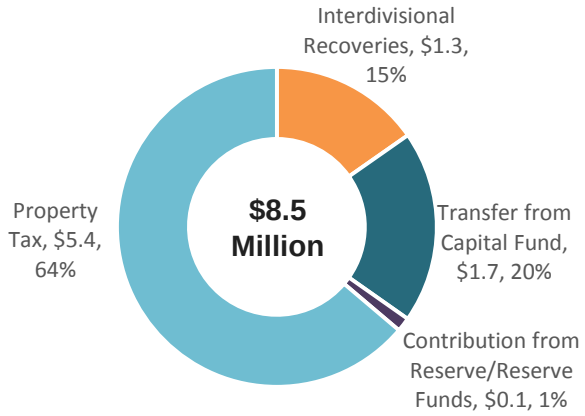
What We Do

- To provide Corporate Financial Planning, Management, Reporting and Control services to achieve fiscal sustainability of the City in order to deliver programs and services to the public.

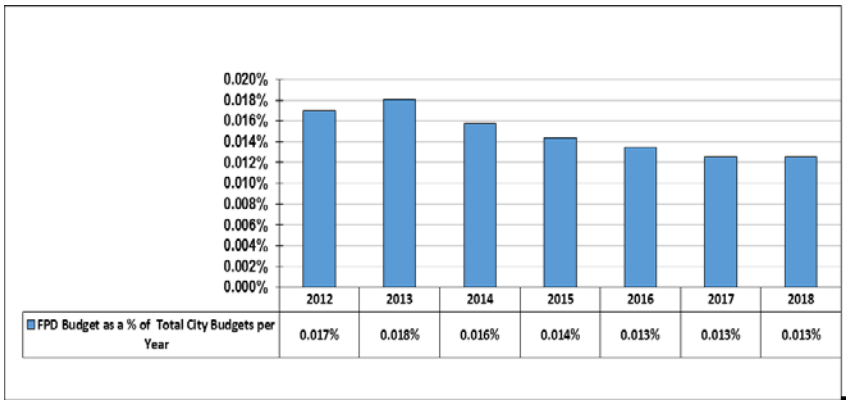
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Financial Planning Division Operating Budget as a % of Total City Operating and Capital Budget & Plan



	2012	2013	2014	2015	2016	2017	2018
FPD Budget as a % of Total City Budgets per Year	0.017%	0.018%	0.016%	0.014%	0.013%	0.013%	0.013%

- In 2016, Financial Planning Division's Net Operating Budget was 0.0135% of the City's Total Operating and Capital Budgets while in 2017 is 0.0126%.
- The forecast is that FPD's Net Operating Budget as a percentage of the City's Total Operating and Capital Plan will continue to decrease in 2018 and 2019.

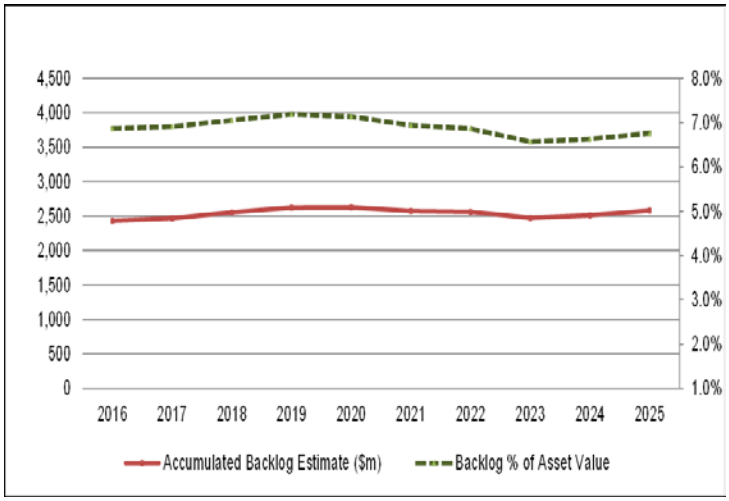
2017 Service Levels
Financial Planning

Activity	Type	Sub-Type	Service Levels 2014	2015	2016	2017
Budgeting	Operating	Analysis/ Recommendation provided	Balanced Operating Budget approved annually in accordance with Council's mandates within the first month of the fiscal year			Balanced Operating Budget approved annually in accordance with Council's mandates within the first month of the fiscal year
		Decision Support	Released at least 24 hours for notes and 7 days for Reports, prior to council / committee meeting, 100% of the time			Released at least 24 hours for notes and 7 days for Reports, prior to council / committee meeting, 100% of the time
		Process Management	Process updated and delivered 6 weeks in advance of submission guidelines			Process updated and delivered 6 weeks in advance of submission guidelines
	Capital	Analysis/ Recommendation provided	A recommended Capital budget and plan, annually, in accordance with council's mandates within the first month of the fiscal year			A recommended Capital budget and plan, annually, in accordance with council's mandates within the first month of the fiscal year
		Decision Support	Released at least 24 hours for notes and 7 days for Reports, prior to council / committee meeting, 100% of the time			Released at least 24 hours for notes and 7 days for Reports, prior to council / committee meeting, 100% of the time
		Process Management	Process updated and delivered 6 weeks in advance of submission guidelines			Process updated and delivered 6 weeks in advance of submission guidelines
Financial Advice	Decision Support	Reports	Meeting agenda closing deadlines 100% of the time			Meeting agenda closing deadlines 100% of the time
		Council Support	Meeting agenda closing deadlines 100% of the time			Meeting agenda closing deadlines 100% of the time
		Initiatives	Meeting agenda closing deadlines 100% of the time			Meeting agenda closing deadlines 100% of the time
		Issues Management	Responses released within prescribed timelines 100% of the time			Responses released within prescribed timelines 100% of the time
	State of Financial Affairs	Issues Management	Responses released within prescribed timelines 100% of the time			Responses released within prescribed timelines 100% of the time
		Intergovernmental	Provided necessary information to support negotiated stance, 100% of the time			Provided necessary information to support negotiated stance, 100% of the time
		Stakeholder Relations (Media/ Council/ Public)	Responses released within prescribed timelines 100% of the time			Responses released within prescribed timelines 100% of the time
Financial Planning and Policy	Service Planning	Analysis/ Recommendation provided	A recommended Service Plan annually by end of year, in accordance with council's priorities and directions			A recommended Service Plan annually by end of year, in accordance with council's priorities and directions
		Decision Support	Released at least 24 hours for notes and 7 days for Reports, prior to council / committee meeting, 100% of the time			Released at least 24 hours for notes and 7 days for Reports, prior to council / committee meeting, 100% of the time
		Process Management	Process updated and delivered 6 weeks in advance of submission guidelines			Process updated and delivered 6 weeks in advance of submission guidelines
	Program/ Service Review	Analysis/ Recommendation provided	Analysis provided within (turnaround time) 100% of the time			Analysis provided within (turnaround time) 100% of the time
		Decision Support	Inquiries addressed/ Responses released within prescribed timelines 100% of the time			Inquiries addressed/ Responses released within prescribed timelines 100% of the time
		Process Management	Process updated and delivered 6 weeks in advance of submission guidelines			Process updated and delivered 6 weeks in advance of submission guidelines
	Policy Development and Review		Review policies once per year, 100% of the time			Review policies once per year, 100% of the time
	Budget Monitoring & Control	Operating - Variance	Quarterly within 45 days of quarterly closing			Quarterly within 45 days of quarterly closing
		Capital - Variance	Quarterly within 45 days of quarterly closing			Quarterly within 45 days of quarterly closing
		Ad hoc (request)	Responses released within prescribed timelines 100% of the time			Responses released within prescribed timelines 100% of the time
		Active Monitoring	Once per month			Once per month
		In-Year Adjustments	Operating/ Capital budget adjustment requests reviewed in advance of Agenda closing deadlines 100% of the time			Operating/ Capital budget adjustment requests reviewed in advance of Agenda closing deadlines 100% of the time
	Complement Management Control		Reviewing submitted OCA forms for Financial Implications within 7 days upon receipt from Divisions 75% of the time	Reviewing submitted Human Resources Org. Mgtment eRequests for Financial Implications within 7 days upon receipt from Divisions 75% of the time		Reviewing submitted Human Resources Org. Mgtment eRequests for Financial Implications within 7 days upon receipt from Divisions 75% of the time

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Financial Planning.

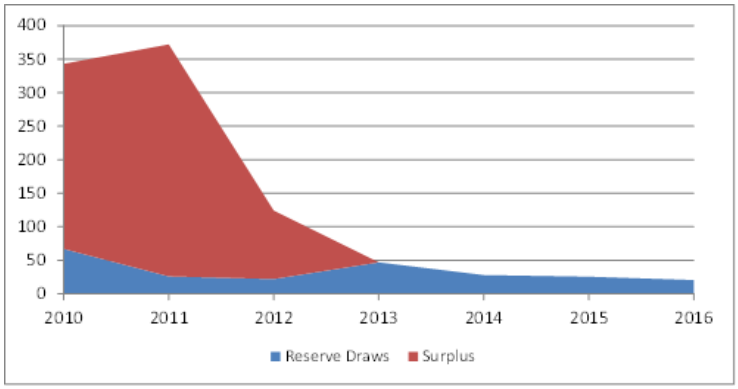
Service Performance Measures

Effectiveness Measure – impact of Capital Funding on State of Good Repair



- The primary programs with SOGR backlog are: Transportation Services, Facilities, Real Estate and Environment & Energy (FREEE), Toronto Transit Commission (TTC), Toronto and Region Conservation Authority (TRCA), Toronto Public Library, and Parks, Forestry & Recreation.
- It is projected that at the end of 2016, the SOGR backlog will be $2.169 billion or 89.2% of the $2.432 billion.
- Over the 10 year period, these key Programs with SOGR backlog make up $2.401 billion or 92.9% of the $2.583 billion SOGR backlog by the end of 2025.
- Overall, estimates indicate that the current accumulated Tax Supported SOGR backlog will decrease to some extent from 6.86% of asset value at the end of 2016 to 6.76% of asset value. The decrease is mainly driven by TRCA, Park, Forestry & Recreation, and Other Programs.

Surplus and One-time Reserves Used to Balance Operating Budget ($Millions)



- The City has made tremendous strides in reducing the use of prior year Surplus and One-time reserves to balance the Operating Budget.
- The use of Non-Recurring Revenue Sources has been dramatically reduced from $343.5 million in 2010 to $20.6 million in 2016.

Table 4
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Financial Planning and Management	5,997.6	5,964.2	(19.3)	5,944.9	(52.7)	(0.9%)	202.8	**6,147.7**	150.1	2.5%	(830.3)	(13.5%)	207.8	3.9%
Financial Reporting and Control	2,242.4	2,257.6	(5.7)	2,251.9	9.5	0.4%	36.5	**2,288.4**	46.0	2.1%	(62.2)	(2.7%)	88.5	4.0%
Total Gross Exp.	8,240.0	8,221.8	(25.0)	8,196.8	(43.2)	(0.5%)	239.3	**8,436.1**	196.1	2.4%	(892.5)	(10.6%)	296.3	3.8%
REVENUE														
Financial Planning and Management	2,388.2	2,434.6		2,434.6	46.4	1.9%	76.8	**2,511.4**	123.2	5.2%	(1,354.4)	(53.9%)	27.5	2.4%
Financial Reporting and Control	522.5	554.6		554.6	32.1	6.1%	22.9	**577.5**	55.0	10.5%	(231.9)	(40.2%)	8.2	2.4%
Total Revenues	2,910.7	2,989.2		2,989.2	78.5	2.7%	99.7	**3,088.9**	178.2	6.1%	(1,586.3)	(51.4%)	35.7	2.3%
NET EXP.														
Financial Planning and Management	3,609.4	3,529.6	(19.3)	3,510.3	(99.1)	(2.7%)	126.0	**3,636.3**	26.9	0.7%	524.1	14.4%	180.3	4.3%
Financial Reporting and Control	1,719.9	1,703.0	(5.7)	1,697.3	(22.6)	(1.3%)	13.6	**1,710.9**	(9.0)	(0.5%)	169.7	9.9%	80.3	4.3%
Total Net Exp.	5,329.3	5,232.6	(25.0)	5,207.6	(121.7)	(2.3%)	139.6	**5,347.2**	17.9	0.3%	693.8	13.0%	260.6	4.1%
Approved Positions	58.0	58.0		58.0			1.0	**59.0**	1.0	1.7%	(9.0)	(15.3%)		

Financial Planning provides comprehensive annual and multi-year financial plans for approval by City Council that outline the cost and financing to deliver City services and its capital infrastructure within the service level standards, affordability targets and priorities established by City Council. This service also provides financial advice, analyses and oversight for all its City partners and Council.

Financial Planning's 2017 Operating Budget of $8.436 million gross and $5.347 million net is $0.018 million or 0.3% over the 2016 Approved Net Budget.

- In addition to base budget pressures common to all services such as inflationary labour increases, $0.030 million in pressures result from the reversal of the one-time planned delay in filling a vacant Financial Planning position in 2016. This is offset by increased recoveries from rate based programs and Non Program for inflationary salary increases related to staff assigned to these programs.
- In order to further offset these pressures, the 2017 Operating Budget includes $0.025 million savings by eliminating the printing and distribution of 100 budget binders for the annual budget process.
- The 2017 Operating Budget includes:
  - Funding of $0.100 million gross and $0 net for 1 new staff position to provide support to Shelter and Housing to handle the increased activity in the housing sector. This position will be funded with provincial funding through interdivisional recoveries from Support, Shelter and Housing Administration's Operating Budget.
  - Funding of $0.140 million gross and net for 1 new staff position to provide added capacity for Long Term Financial Planning.

Office of the Treasurer

2017 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 and Purchasing and Materials Management.

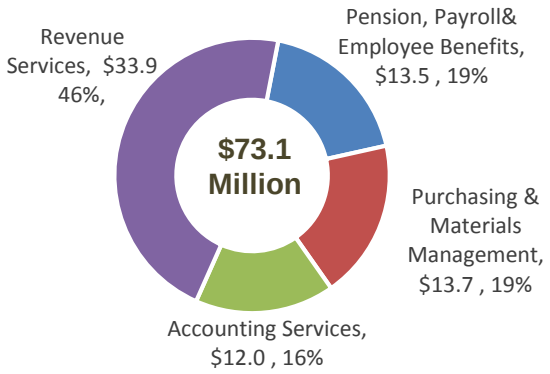
2017 Operating Budget Highlights

The 2017 Operating Budget for the Office of the Treasurer of $73.102 million in gross expenditures and $28.688 million net provides funding for Pension, Payroll & Employee Benefits, Purchasing & Materials Management, Accounting Services and Revenue Services. The total cost to deliver these services to Toronto residents is $73.102 million gross and $28.688 million net as shown below:

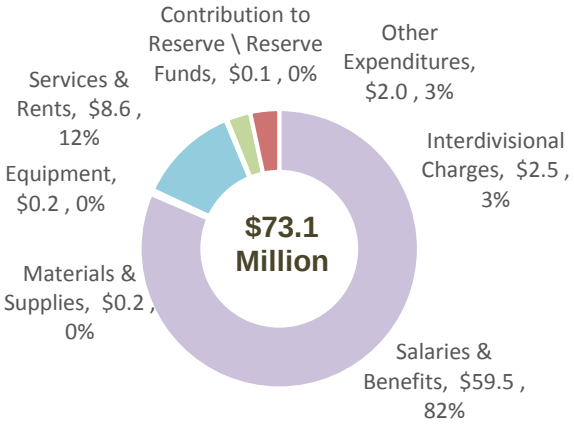
(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	76,796.4	73,102.2	(3,694.2)	(4.8%)
Revenues	47,813.2	44,414.1	(3,399.1)	(7.1%)
Net Expenditures	**28,983.2**	**28,688.1**	**(295.1)**	**(1.0%)**

2017 Operating Budget

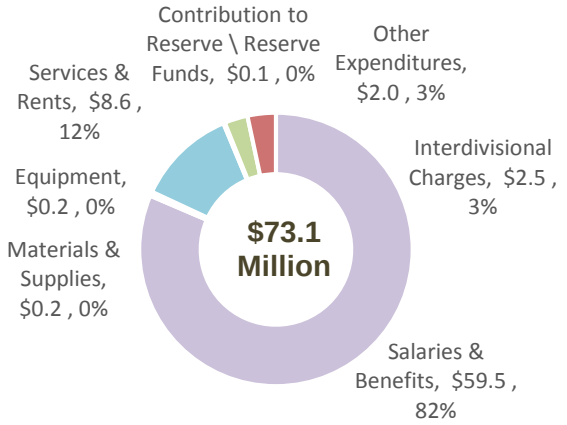
Where the money goes: By Service



By Expenditure Category



Where the money comes from: By Funding Source



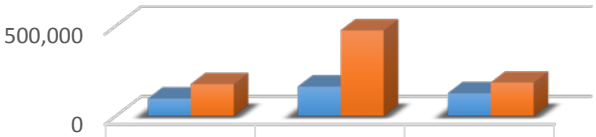
Fast Facts

- Process over 500,000 invoices annually, paying out in excess of $10 billion per year to vendors, governments & agencies
- Administer over 789,000 property tax accounts, processing 1.6 million tax bills annually, with revenues of $6.2 billion (City & Education)
- Process 2.3 million parking tickets with revenues of $99 million
- Administer 476,000 utility accounts, processing 1.6 million utility bills with revenues of $1.1 billion
- Administer in excess of 70,000 MLTT transactions ($580 million in revenue projected for 2016)
- Process 816,000 pay cheques and 82,200 pension cheques
- Manage a $229 million employee benefits plan for approximately 26,000 active employees and 10,000 retirees
- Administer 5 Pre-OMERS Pension Plans with assets of approximately $1.7 billion
- Procure on average $1.8 billion of goods and services per year
- Process approximately 1,900 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

- The online lookups support the City of Toronto's eService Strategic Plan and Strategic Actions 2013-2018. Each of the lookups improves customer service by enhancing the delivery of the City information and services to Toronto residents.
- The online lookups can be accessed anywhere, anytime, from a pc or web enabled device.
- The number of look ups have increased dramatically over the two year period.

Property Tax, Utility & Parking Ticket Look-up Usage



	Utility	Property Tax	Parking Ticket
2015	96,420	162,788	125,778
2016	176,211	474,881	184,982

2015 2016

Our Key Issues & Priority Actions

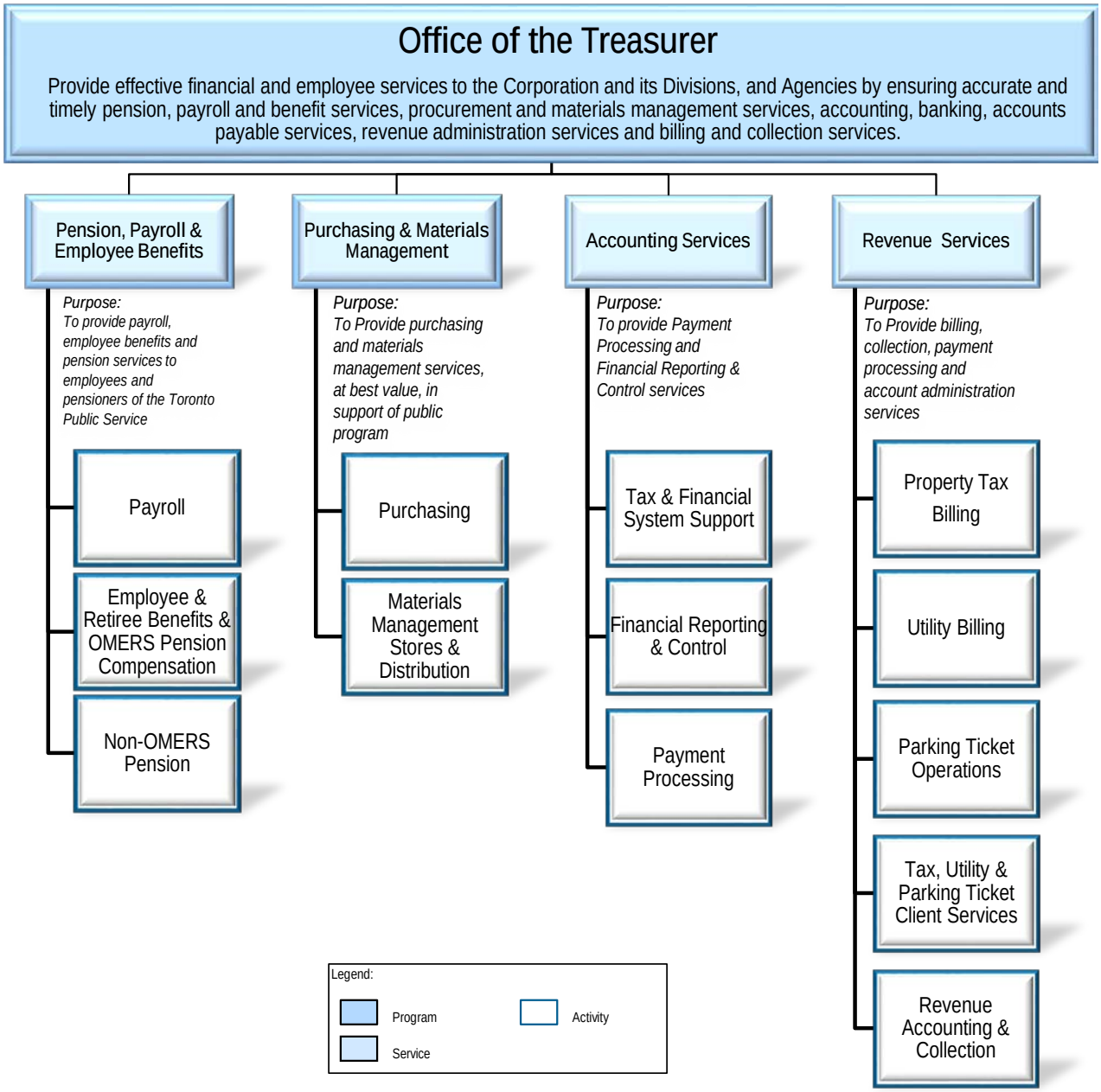
- **Continuing to transform business processes** that impact the organization to improve efficiency and customer service through:
  - ✓ Continue implementation of the PMMD Program review
  - ✓ Modernize various customer service functions
- **Complex and highly legislated environment**
  - ✓ Changes from emerging legislative changes to the Purchasing By-law and related Procurement policies
  - ✓ Changes to Property tax legislation, Harmonized sales tax and commodity tax legislation
  - ✓ Addressing payroll legislation, including Canada Revenue Agency
  - ✓ Pension and Accounting legislation
- **Dealing with changing customer demographics**
  - ✓ Automate internal and external processes associated with sourcing, ordering, commissioning, receipting and making payments related to procurement activities.
  - ✓ Develop electronic billing system for property tax and utility billings, and continue expansion of online self–serve options for tax and utility.
  - ✓ Modernize and streamline City's accounting and finance functions as part of SAP roadmap to SAP Simple Finance solution for efficient transaction processing.

Key Service Deliverables for 2017

The 2017 Operating Budget will enable the Program to:

- Continue upgrades to Payroll Systems & Technology Platforms such as Employee Self Service Portal/ Management Self Service Portal (ESS/MSS
- Continue to implement the time, attendance and scheduling system (eTIME) for other divisions in the City and its agencies. The eTIME system was rolled out to Parks, Forestry & Recreation (PFR) in November 2016, with roll out to Toronto Paramedic Services scheduled for January 2017.
- Continue development of enhanced self-service electronic delivery options.
- Continue to automate Accounts Payable, banking and accounts receivable processes to improve process efficiencies, and provide better service to Programs, customers and vendors
- Continue to support the sustainment, improvement and protection of the integrity of the City's financial system (SAP), including testing, training, user support, and system upgrades.
- Modernize the supply chain management technology
- Continue strategies for call centre service levels optimization, post 311 initiative.

Program Map



Service Customer

Pension, Payroll & Employee Benefits

- Elected Officials
- Staff - City of Toronto
- Retired Staff – City of Toronto
- OMERS Pension Boards & Committees

Indirect (Beneficial)

- Residents
- Businesses

Purchasing & Materials Management

- Staff - City Divisions
- Staff - Agencies and Corporations
- Suppliers

Indirect (Beneficial)

- Residents
- Businesses

Accounting Services

- Staff - City Divisions
- Staff - Agencies and Corporations

Indirect (Beneficial)

- Residents
- Businesses
- Provincial & Federal Governments

Revenue Services

- Property Owners
- Registered Utility Account Holder
- Parking Ticket Recipient
- Staff - City Divisions
- Business Improvement Area members

Indirect (Beneficial)

- Residents
- Businesses
- Legal Community

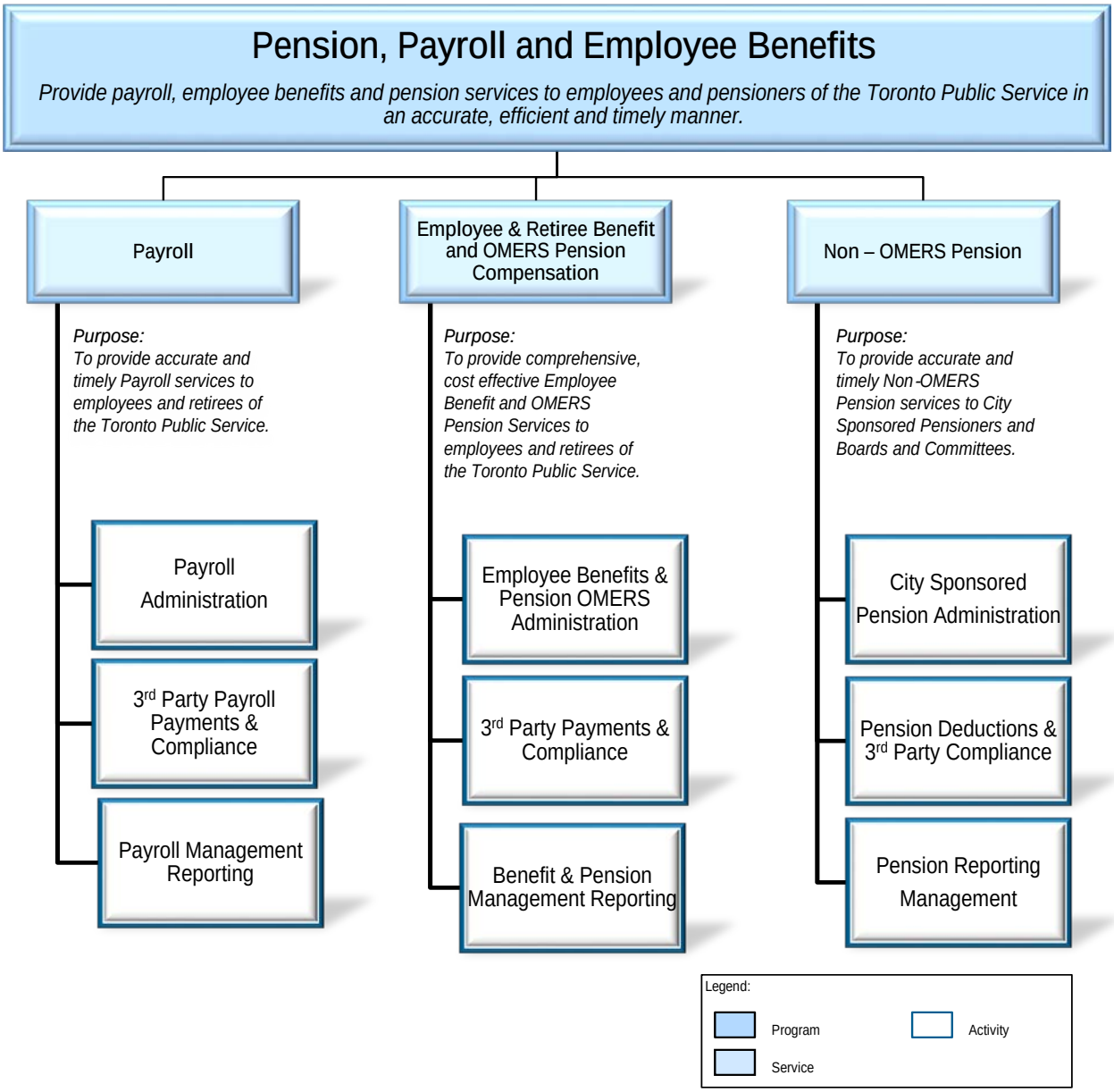
Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2016 Projected Actual	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 vs. 2016 Budget Change		Incremental Change 2018 Plan		Incremental Change 2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Pension, Payroll & Employee Benefits											
Gross Expenditures	17,897.1	15,369.6	13,451.4		13,451.4	(4,445.7)	(24.8%)	414.0	0.03	393.8	2.8%
Revenue	5,997.5	3,769.6	1,499.2		1,499.2	(4,498.3)	(75.0%)				
Net Expenditures	11,899.6	11,600.0	11,952.2		11,952.2	52.6	0.4%	414.0	3.5%	393.8	3.2%
Purchasing & Materials Management											
Gross Expenditures	11,909.4	10,489.7	11,792.3	1,931.5	13,723.8	1,814.4	15.2%	2,834.2	20.7%	1,431.1	8.6%
Revenue	4,240.1	3,363.4	3,967.2	1,102.6	5,069.8	829.7	19.6%	(1,000.0)	(19.7%)		
Net Expenditures	7,669.3	7,126.3	7,825.1	828.9	8,654.0	984.7	12.8%	3,834.2	44.3%	1,431.1	11.5%
Accounting Services											
Gross Expenditures	12,166.2	11,825.2	12,044.0		12,044.0	(122.2)	(1.0%)	385.8	3.2%	369.7	3.0%
Revenue	2,198.6	2,251.5	2,289.2		2,289.2	90.6	4.1%				
Net Expenditures	9,967.6	9,573.7	9,754.8		9,754.8	(212.8)	(2.1%)	385.8	4.0%	369.7	3.6%
Revenue Services											
Gross Expenditures	34,823.7	32,448.5	33,883.0		33,883.0	(940.7)	(2.7%)	(243.0)	(0.7%)	570.5	1.7%
Revenue	35,377.0	34,015.2	35,555.9		35,555.9	178.9	0.5%	648.5		324.6	
Net Expenditures	(553.3)	(1,566.7)	(1,672.9)		(1,672.9)	(1,119.6)	202.3%	(891.5)	53.3%	245.9	(9.6%)
Total											
Gross Expenditures	76,796.4	70,133.0	71,170.7	1,931.5	73,102.2	(3,694.2)	(4.8%)	3,391.0	4.6%	2,765.1	3.6%
Revenue	47,813.2	43,399.7	43,311.5	1,102.6	44,414.1	(3,399.1)	(7.1%)	(351.5)	(0.8%)	324.6	0.7%
Total Net Expenditures	28,983.2	26,733.3	27,859.2	828.9	28,688.1	(295.1)	(1.0%)	3,742.5	13.0%	2,440.5	7.5%
Approved Positions	703.2	654.2	646.2	9.0	655.2	(48.0)	(6.8%)	7.0	1.1%	(1.0)	(0.2%)

The Office of the Treasurer's 2017 Operating Budget is $73.102 million gross and $28.688 million net, representing a 1.0% decrease to the 2016 Approved Net Operating Budget, which meets the reduction target as set out in the 2017 Operating Budget Directions approved by Council, including new funds of $0.829 million.

- Base pressures of $0.132 million are mainly attributable to inflationary salary increases common across all services.
- To help mitigate the above pressures, the Program was able to identify base expenditure savings through a line-by-line expenditure review; inflationary increases to user fees; service efficiency savings through outsourcing of Revenue Services payment processing function and user fee revenue adjustment related to mortgage company fees administration fee per property tax account..
- The 2017 Operating Budget also includes new funding to implement the Purchasing & Materials Management Division (PMMD) program review of category management and strategic sourcing.
- Approval of the 2017 Operating Budget will result in Office of the Treasurer reducing its total staff complement by 48 positions from 703.2 to 665.2.
- The 2018 and 2019 Plan increases of $3.743 million and $2.441 million respectively are attributable to known salary and benefit increases across all services as well as future year's costs for PMMD program review.

Pension, Payroll & Employee Benefits



Service Customer

Payroll

- Elected Officials
- Staff - City of Toronto
- Retired Staff – City of Toronto

Indirect (Beneficial)

- Residents
- Businesses

Employee & Retiree Benefit & OMERS Pension Compensation

- Elected Officials
- Staff - City of Toronto
- Retired Staff – City of Toronto
- OMERS Pension Boards & Committees

Indirect (Beneficial)

- Residents
- Businesses

Non – OMERS Pension

- Elected Officials
- Retired Staff – City of Toronto
- Non-OMERS Pension Boards & Committees

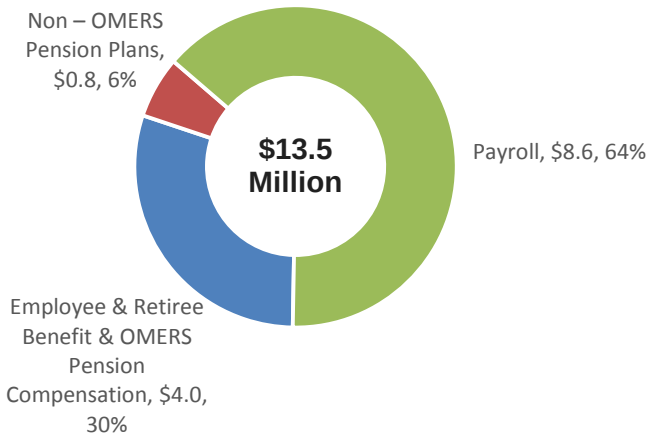
Indirect (Beneficial)

- Residents
- Businesses
- Staff - City of Toronto

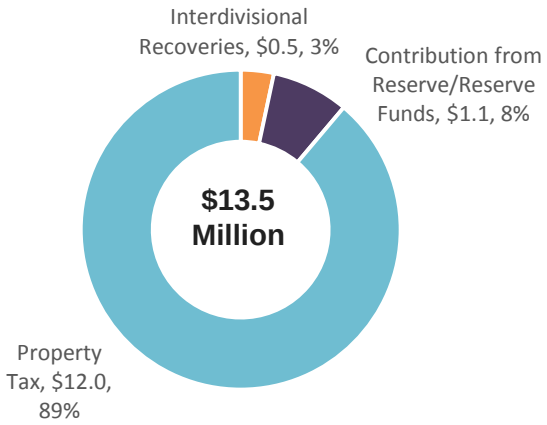
What We Do

Pension, Payroll & Employee Benefits provides accurate and timely pension, payroll and benefits services to employees and pensioners by: 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.

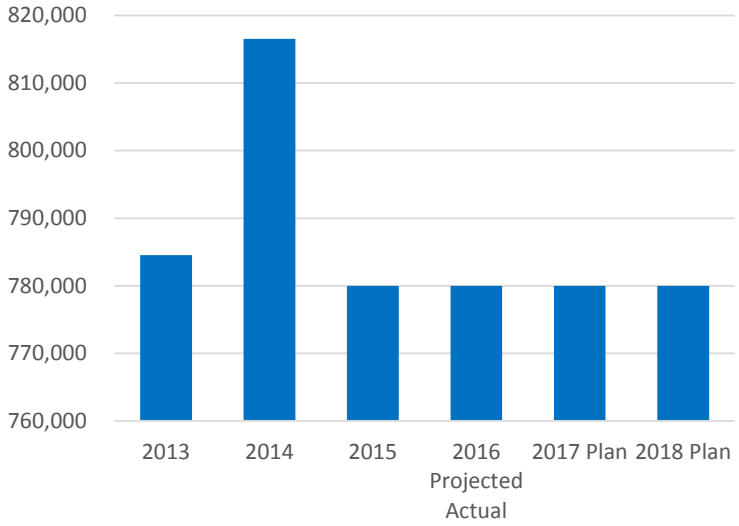
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Number of Cheques/Direct Deposits Processed



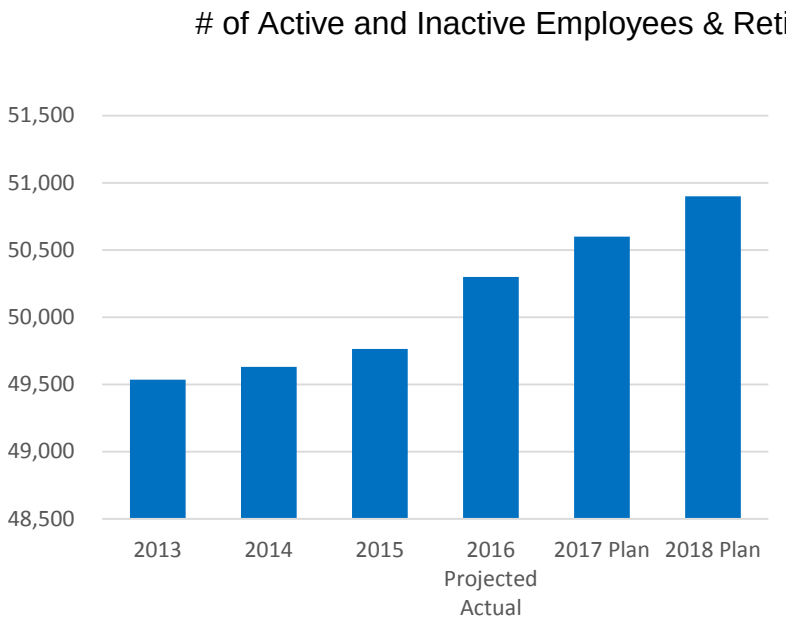
- The level of cheques issued is expected to stabilize onward from 2015 as divisions meet budget requirements.
- The increase in 2014 is due to 27 pay periods.

2017 Service Levels
Pension, Payroll & Employee Benefits

			Service Levels					
Activity	Type	Status		2013	2014	2015	2016	2017
Payroll Administration		Approved	Payroll cheque/ direct deposit / statements are made available to all employees by the close of business day on scheduled paydays 100% of the time, with a minimal number of manual adjustments.					
		Actual		100%	100%	100%	100%	
3rd Party Payroll Payments & Compliance		Approved	Provided accurate 3rd party payments on time by due date 100% of the time with 100% accuracy					
		Actual		100%	100%	100%	100%	
Payroll Management Reporting		Approved	Payroll reports will be made available to management within 2 days of the pay date with 100% accuracy. Payroll cheque/ direct deposit / statements are made available to employees by the close of business day on scheduled paydays 100% of the time, with a minimal number of manual adjustments.					
		Actual		100%	100%	100%	100%	
Employee Benefits & OMERS Pension Administration		Approved	Provide accurate benefit plans to full time active employees and retirees					
		Actual		100%	100%	100%	100%	
Benefit & Pension 3rd Party Payments &		Approved	Provided accurate 3rd party payments on time by due date 100% of the time with 100% accuracy					
		Actual		100%	100%	100%	100%	
Benefit & Pension Management Reporting		Approved	Bi-weekly reports will be made available to management within 2 days of the pay date, with 100% accuracy. Monthly reports will be made available to management by the end of the following month, with 100% accuracy.					
		Actual		100%	100%	100%	100%	
City Sponsored Pension Administration	The Toronto Civic Employees' Pension Plan	Approved	Produce an accurate monthly pension or spousal pension on the first business day of each and every month					
		Actual		100%	100%	100%	100%	
	Toronto Fire Department Superannuation and Benefit Plan	Approved	Produce an accurate bi-monthly pension or spousal pension on the first and fifteenth day of each and every month					
		Actual		100%	100%	100%	100%	
	Metropolitan Toronto Pension Plan	Approved	Produce an accurate monthly pension or spousal pension on the first business day of each and every month					
		Actual		100%	100%	100%	100%	
	Metropolitan Toronto Police Benefit Plan	Approved	Produce an accurate monthly pension or spousal pension on the first business day of each and every month					
		Actual		100%	100%	100%	100%	
	The Corporation of the City of York Employee Pension Plan	Approved	Produce an accurate monthly pension or spousal pension on the first business day of each and every month					
		Actual		100%	100%	100%	100%	
Pension Deduction & 3rd Party Compliance		Approved	Meet all regulatory filing requirements by prescribed dates					
		Actual		100%	100%	100%	100%	
Pension Reporting		Approved	Financial statements filed by prescribed date (June 30)					
		Actual		100%	100%	100%	100%	

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Pension, Payroll and Employee Benefits.

Service Performance Measures



- The level of cheques issued is expected to increase due to an increase in retirees with benefits.
- This trend is expected to continue into 2018.

Table 2
2017 Service Budget by Activity

	2016	2017 Operating Budget								Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Employee & Retiree Benefit & OMERS Pension Compensation	3,940.8	4,014.4		4,014.4	73.5	1.9%		**4,014.4**	73.5	1.9%	127.3	3.2%	122.1	2.9%
Non – OMERS Pension Plans	831.6	831.4		831.4	(0.2)	(0.0%)		**831.4**	(0.2)	(0.0%)	20.9	2.5%	19.9	2.3%
Payroll	13,124.6	8,690.3	(84.7)	8,605.6	(4,519.1)	(34.4%)		**8,605.6**	(4,519.1)	(34.4%)	265.8	3.1%	251.7	2.8%
Total Gross Exp.	17,897.1	13,536.1	(84.7)	13,451.4	(4,445.7)	(24.8%)		**13,451.4**	(4,445.7)	(24.8%)	414.0	3.1%	393.8	2.8%
REVENUE														
Employee & Retiree Benefit & OMERS Pension Compensation	110.8	110.8		110.8				**110.8**						
Non – OMERS Pension Plans														
Payroll	5,886.7	1,388.4		1,388.4	(4,498.3)	(76.4%)		**1,388.4**	(4,498.3)	(76.4%)				
Total Revenues	5,997.5	1,499.2		1,499.2	(4,498.3)	(75.0%)		**1,499.2**	(4,498.3)	(75.0%)				
NET EXP.														
Employee & Retiree Benefit & OMERS Pension Compensation	3,830.1	3,903.6		3,903.6	73.6	1.9%		**3,903.6**	73.5	1.9%	127.3	3.3%	122.1	3.0%
Non – OMERS Pension Plans	831.6	831.4		831.4	(0.2)	(0.0%)		**831.4**	(0.2)	(0.0%)	20.9	2.5%	19.9	2.3%
Payroll	7,237.9	7,301.9	(84.7)	7,217.2	(20.7)	(0.3%)		**7,217.2**	(20.8)	(0.3%)	265.8	3.7%	251.7	3.4%
Total Net Exp.	11,899.6	12,036.9	(84.7)	11,952.2	52.6	0.4%		**11,952.2**	52.6	0.4%	414.0	3.5%	393.8	3.1%
Approved Positions	167.0	133.0		133.0	(34.0)	(20.4%)		**133.0**	(34.0)	(20.4%)				

The *Pension, Payroll & Employee Benefits'* 2017 Operating Budget of $13.451 million gross and $11.952 million net is $0.053 million or 0.4% over the 2016 Approved Net Budget.

- Base budget pressures result entirely from inflationary increases in salary and benefit expenses.
- PPEB partially offset budget pressures by repurposing positions resulting in efficiency savings of $0.085 million.

Purchasing & Materials Management

Purchasing and Materials Management

Provide purchasing and materials management services, at best value, in support of public program and service delivery through the application of open, fair, equitable and accessible procurement processes and practices.

Purchasing

Purpose:
To provide purchasing services at best value in support of public programs and service delivery through the application of open, fair, equitable and accessible procurement processes and practices.

Materials Management Stores & Distribution

Purpose:
To provide materials management and warehousing services in support of public programs and service delivery.

Legend:
- Program
- Activity
- Service

Service Customer

Purchasing
- Staff - City Divisions
- Staff - Agencies and Boards
- Suppliers

Indirect (Beneficial)
- Residents
- Businesses

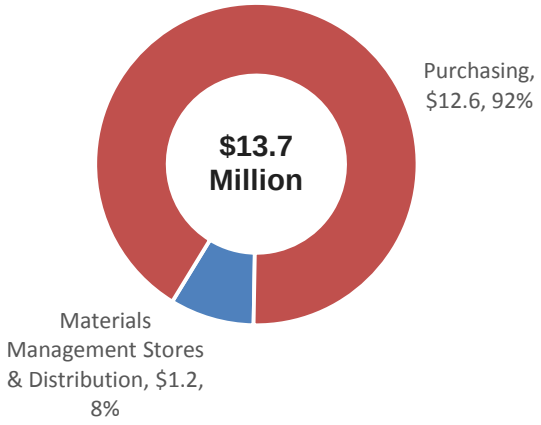
Materials Management Stores & Distribution
- Staff - City Divisions
- Staff - Agencies and Boards

Indirect (Beneficial)
- Residents
- Businesses

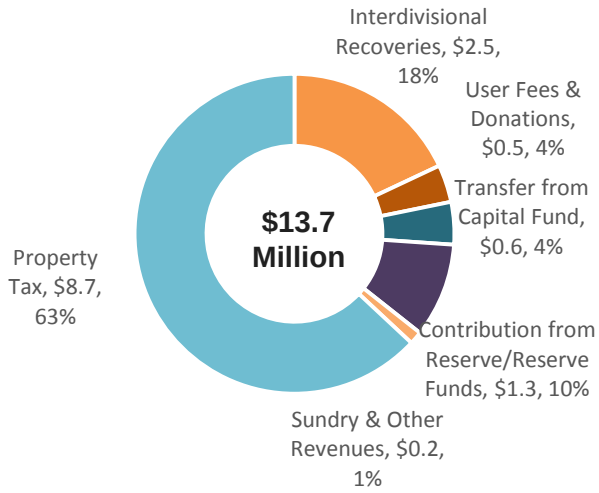
What We Do

Purchasing and Materials Management ensures 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 Programs, designated Agencies and Corporations; administering appropriate delegation of commitment authority; developing innovative business practices; and providing warehouse inventory controls over common items available to City Divisions through Materials Management operated stores.

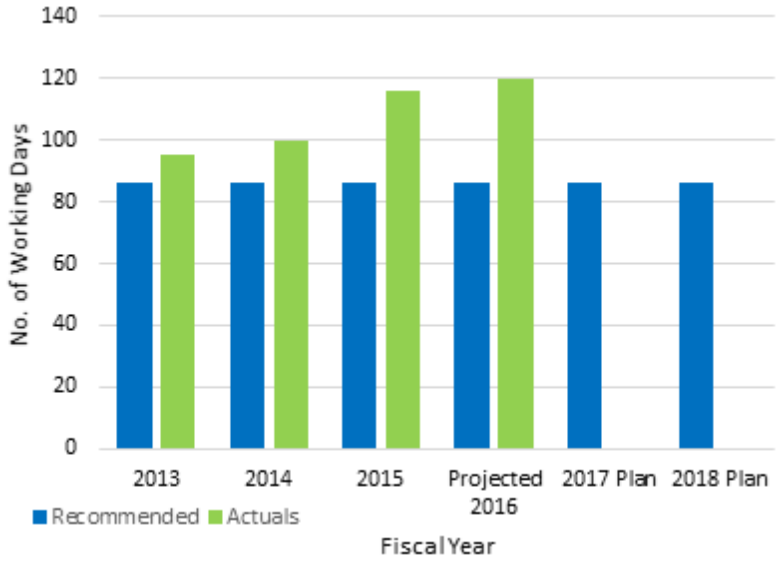
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Procurement Cycle Time (in working days)



- Trends indicate a steady increase in the number of working days it takes to complete competitive procurements.
- It is expected that this trend will decrease in coming years in light of the Supply Chain Management Transformation Project and Program Review.

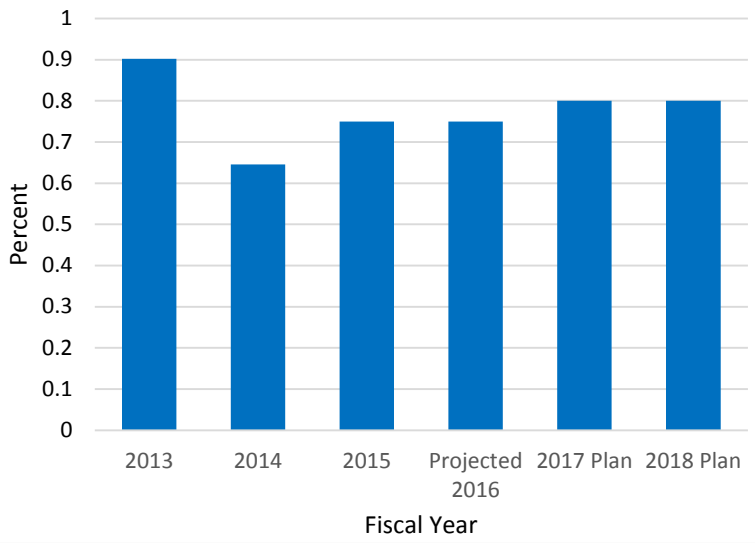
2017 Service Levels
Purchasing & Materials Management

Activity	Type	Status	Service Levels					2017
				2013	2014	2015	2016	
Purchasing & Materials Management	General Inquiries & Interpretation of Policies & Procedures	Approved	100% of inquiries responded to within 48 hours		100% of inquiries acknowledged and/or actioned (where feasible) within one (1) business day			100% of inquiries acknowledged and/or actioned (where feasible) within one (1) business day
		Actual	Not Available	Not Available	100%	100%	100%	
	Online Call Document Distribution	Approved	To provide vendors with 24/7 online access 100% of the time					To provide vendors with 24/7 online access 100% of the time
		Actual	Not Available	Not Available	Not Available	100%	100%	
	Non-Competitive Procurement	Approved	100% compliance with Council Policy on Sole Source					100% compliance with Council Policy on Sole Source
		Actual	99.8%	99.9%	99.9%	100%	100%	
	Call Documents	Approved	Issuing within 2-5 days from time of receipt of final approved document 100% of time					Issuing within 2-5 days from time of receipt of final approved document 100% of time
		Actual	81%	82%	90%	100%	100%	
Materials Management Stores & Distribution	Operational Supplies	Approved	Material requests issued and delivered within 5 calendar days	Material requests issued and delivered within 7 calendar days		Material requests issued and delivered within 5 business days		Material requests issued and delivered within 5 business days
		Actual	89.3%	88.5%	90%	95%	75%	
	MSDS (Materials Safety Data Sheet)	Approved	Providing city staff with 24/7 online access 100% of the time					Providing city staff with 24/7 online access 100% of the time
		Actual	100%	100%	100%	100%	100%	
	Stores Catalogue	Approved	Providing 24/7 online access to Catalogue details current to one business day 100% of the time					Providing 24/7 online access to Catalogue details current to one business day 100% of the time
		Actual	100%	100%	100%	100%	100%	
	Inventory	Approved	Turn inventory value at rate of 5 times per year		Turn inventory value at rate of 4.5 times per year	Turn inventory value at rate of 4.25 times per year		Turn inventory value at rate of 4.25 times per year
		Actual	5.8	3.82	4	4.25	4.25	

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Purchasing & Materials Management.

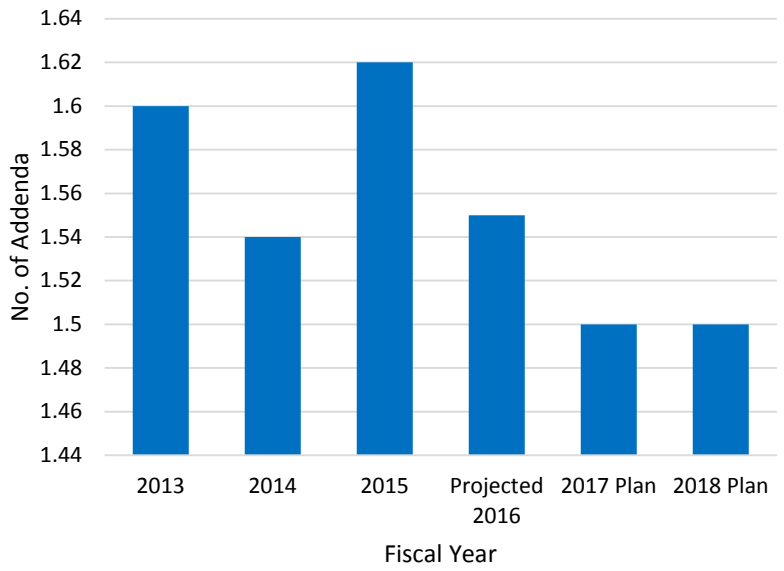
Service Performance Measures

Percent of the time material requests are issued and delivered within 7 calendar days



- The percent of time materials are issued and delivered is relatively stable.
- Is expected to increase to 80% in future years.
- City stores has recently centralized their warehouses, which will drive increased efficiencies.

Average Number of Addenda per Competitive Call



- The average number of addenda completed by the Purchasing and Materials Management Division per competitive Call is in a downward trend.
- This trend is expected to be sustained in the future years resulting in a reduced amount of issued addenda.

Table 3
2017 Service Budget by Activity

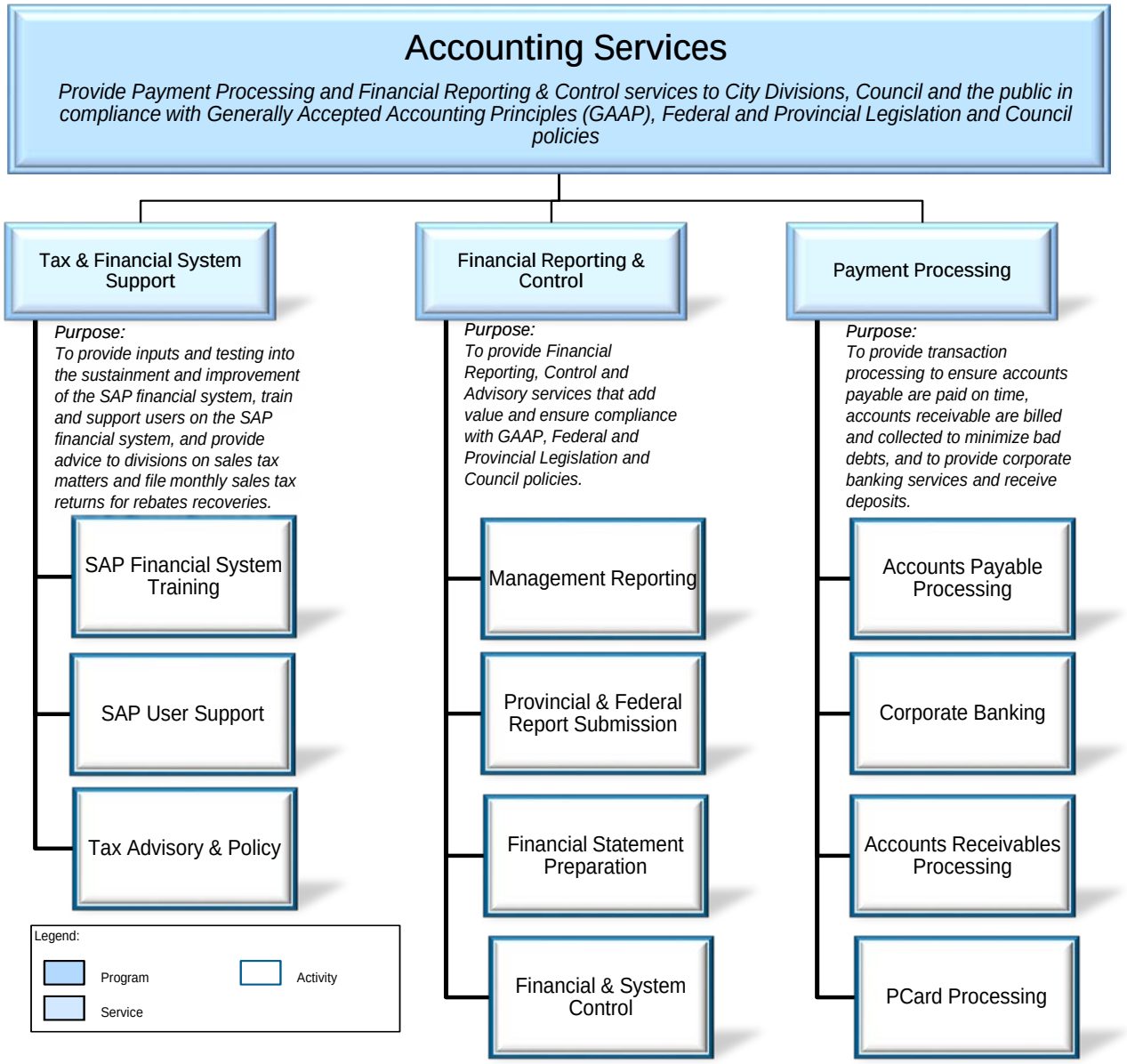
	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Materials Management Stores & Distribution	4,358.5	1,166.5	(5.0)	1,161.5	(3,197.0)	(73.4%)		**1,161.5**	(3,197.0)	(73.4%)	80.6	6.9%	77.4	6.2%
Purchasing	7,550.9	10,630.8		10,630.8	3,079.9	40.8%	1,931.5	**12,562.3**	5,011.4	66.4%	2,753.6	21.9%	1,353.7	8.8%
Total Gross Exp.	11,909.4	11,797.3	(5.0)	11,792.3	(117.1)	(1.0%)	1,931.5	**13,723.8**	1,814.4	15.2%	2,834.2	20.7%	1,431.1	8.0%
REVENUE														
Materials Management Stores & Distribution	750.9	1,090.6		1,090.6	339.7	45.2%		**1,090.6**	339.7	45.2%				
Purchasing	3,489.2	2,876.6		2,876.6	(612.6)	(17.6%)	1,102.6	**3,979.2**	490.0	14.0%	(1,000.0)	-25.1%		(7.5%)
Total Revenues	4,240.1	3,967.3		3,967.3	(272.9)	(6.4%)	1,102.6	**5,069.8**	829.7	19.6%	(1,000.0)			
NET EXP.														
Materials Management Stores & Distribution	3,607.6	75.9	(5.0)	70.9	(3,536.7)	(98.0%)		**70.9**	(3,536.7)	(98.0%)	80.6	113.7%	77.4	51.1%
Purchasing	4,061.7	7,754.2		7,754.2	3,692.5	90.9%	828.9	**8,583.1**	4,521.4	111.3%	3,753.6	43.7%	1,353.7	11.0%
Total Net Exp.	7,669.3	7,830.0	(5.0)	7,825.0	155.7	2.0%	828.9	**8,654.0**	984.7	12.8%	3,834.2	44.3%	1,431.1	10.3%
Approved Positions	124.0	124.0		124.0			9.0	**133.0**	9.0	7.3%	7.0	5.3%	(1.0)	(0.7%)

The Purchasing & Materials Management's 2017 Operating Budget of $13.724 million gross and $8.654 million net is $0.985 million or 12.8% over the 2016 Approved Net Budget.

- Purchasing & Materials Management partially reduced the base budget pressure by $0.005 million from the Fleet Rental and Fuel reduction.

- The 2017 Operating Budget includes funding of $1.932 million gross and $0.829 net for increased dedicated purchasing support for Solid Waste Management and the implementation of the Category Management initiative; increase of 9 new positions.

Accounting Services



Service Customer

Tax & Financial System Support

- Staff - City Divisions
- Staff - Agencies and Boards

Indirect (Beneficial)

- Residents
- Businesses
- Provincial & Federal Governments

Financial Reporting & Control

- Staff - City Divisions
- Staff - Agencies and Boards

Indirect (Beneficial)

- Residents
- Businesses
- Provincial & Federal Governments

Payment Processing

- Staff - City Divisions
- Staff - Agencies and Boards
- Businesses & Vendors

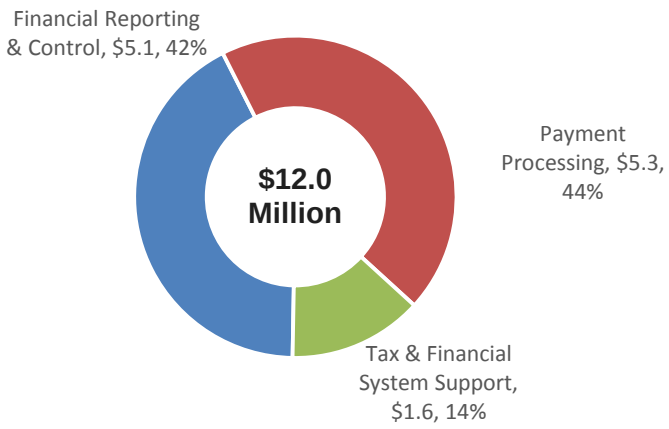
Indirect (Beneficial)

- Residents
- Provincial & Federal Governments

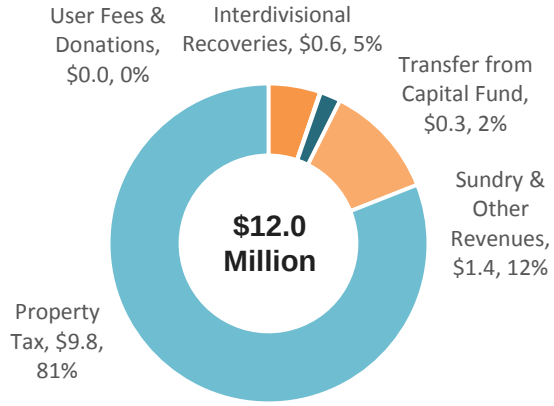
What We Do

Accounting Services 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. The following services are provided: financial reporting services including preparation of the City's consolidated financial statements and Provincial Financial Information Return (FIR); development, maintenance and protection of the integrity of the City's financial information systems; prompt payment of the City's disbursement obligations; and provision of advice on accounting and financial reporting matters to all city divisions, and Agencies and Corporations.

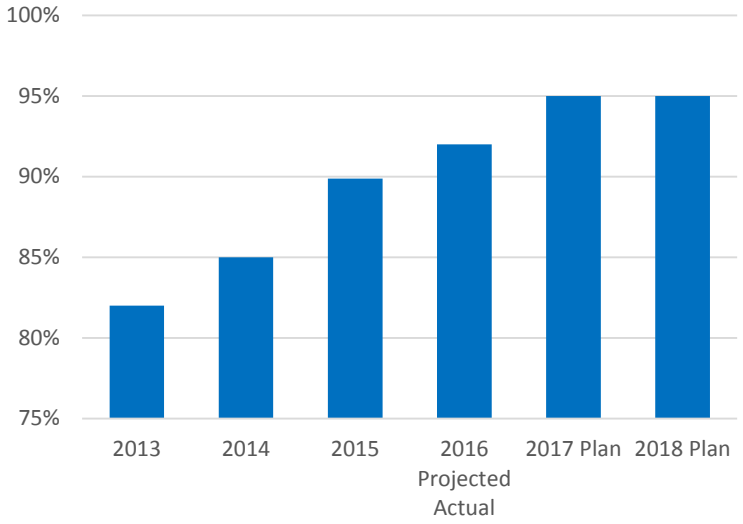
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



% Early Payment Discounts Earned as a % of Discounts Available



- Discounts of $1.45 million were captured in 2015.
- Early payment discounts in 2016 are expected to increase by 2% from 2015.
- It is anticipated that total discounts earned after the completion of the year end process will be $1.5 million.
- Discounts of $1.3 million have been captured to November 30, 2016

2017 Service Levels
Accounting Services

Activity	Type	Status	Service Levels 2013	2014	2015	2016	2017
Provincial and 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	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	Complete financial statements with draft audit report prior to June 30th		completed by June 10		Complete by June 10
	Sinking Fund Audited Financial Statements	Approved					
	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 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
	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	Complete semi-annual Treasurer's Report for submission to GMC within 90 days				Complete semi-annual Treasurer's Report for submission to GMC within 90 days

Activity	Type	Status	Service Levels					2017
				2013	2014	2015	2016	
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 days
		Actual	99%	99%	99%	99%	99%	
	Policies and procedures request for guidance	Approved	As requested					As requested
	SAP Financial System Security	Approved	As required					As required
	SAP User Administration	Approved	As requested					As requested
	SAP Vendor Master Data maintenance	Approved	As required - daily					As required - daily
	Month end and year end SAP processing	Approved	As scheduled					As scheduled
	Ad hoc reporting	Approved	As required					As required
	Advisory role re accounting controls, reporting and oversight	Approved	Provide advice on all material new areas of concern, prior to implementation, and oversight as requested					Provide advice on all material new areas of concern, prior to implementation, and oversight as requested
	Accounting policy development	Approved	Produce and publish timely, relevant and comprehensive accounting policies on issues, prior to adoption of new standards or practices, as 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 payments	Approved	As required					As required
	eCommerce Processing, POS administration	Approved	Daily					Daily
	Electronic file of chqs	Approved	Daily					Daily
	Exception resolution - Payee Match and others	Approved	Daily					Daily
	Cheque voiding, stale-dating, stop payments & corrections	Approved	Daily					Daily
	RBC Express Administration	Approved	As required					As required
	Bank Reconciliations	Approved	Completed monthly within 30 days					Completed monthly within 30 days
	Inter-bank transfers	Approved	As required					As required
	Cheque verification or certification	Approved	Daily, as requested					Daily, as requested

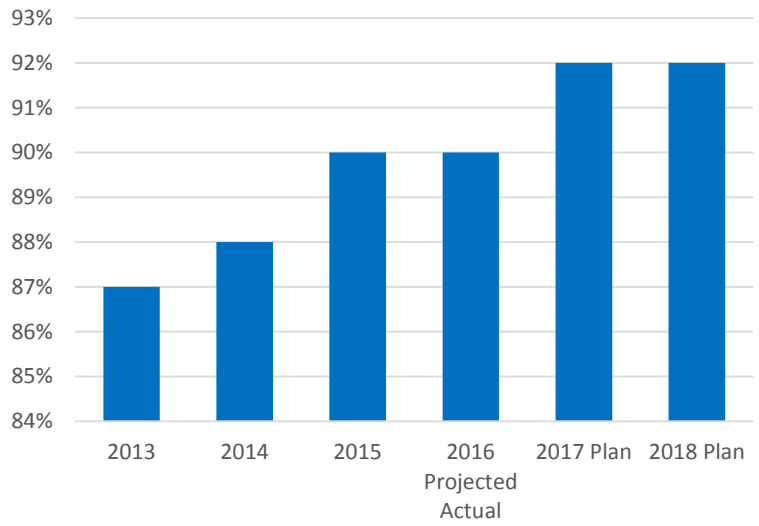
Activity	Type	Status	Service Levels					2017
				2013	2014	2015	2016	
Accounts Receivable Processing	Payments processed	Approved	100% within 24 hours					100% within 24 hours
	Collection	Approved	70% within 60 days					75% within 60 days
	Write-offs	Approved	Completed throughout the year, prepare report to GMC for April					Complete through the year; prepare report to GMC by March 15
Accounts Payable Processing	A/P Transactions Processed	Approved	90% of payments made within 60 days					90% of payments made within 60 days
		Actual	90%	87%	88%	90%	86%	
	Discounts desk	Approved	80% of discounts captured					80% of discounts captured
		Actual	80%	82%	82%	85%	90%	
	Mailroom / Scanned Images	Approved	Daily					Daily
	Cheques issued (FASP)	Approved	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 within 90 days					Review within 80 days
	Pcard Issuance	Approved	Within 10 days of request of card from NBC					Within 10 days of request of card from NBC
	Pcard Compliance Review Forms	Approved	Reviewed within 90 days					Reviewed within 90 days
SAP Financial Systems Training	Classroom Training Sessions	Approved	Classes scheduled based on minimum attendance based on business 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					Daily, as requested
	SAP Applications Support (Help desk inquiries)	Approved	Daily, as requested					Daily, as requested
	SAP System Support - ERP updates tested and applied	Approved	Twice per year, 6 to 8 weeks duration each time					Twice per year, 6 to 8 weeks duration each time
	SAP System Support	Approved	Daily, as requested					Daily, as requested
	SAP System Support	Approved	Daily, as requested					Daily, as requested
	SAP System Support	Approved	Daily, as issues arise					Daily, as issues arise

Activity	Type	Status	Service Levels				
			2013	2014	2015	2016	2017
Tax Advisory & Policy	HST Remittance	Approved	File by mid-month, coincide with Payroll				File by mid-month, coincide with Payroll
	Non-resident withholding tax remittance	Approved	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	Issue Tax Receipts within 4 calendar weeks upon receipt of proper documentation				Issue 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
	Implication of tax changes	Approved	Implement changes to meet the legislated timelines				Implement changes to meet the legislated timelines

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Accounting Services

Service Performance Measures

Payment Cycle time - % invoices paid within 60 days



- With the continuous implementation of "in-house" Accounts Payable Transformation initiatives and streamlining processing towards an electronic environment and focusing on performance measures, the service level for payment cycle time for City vendors is expected to increase.

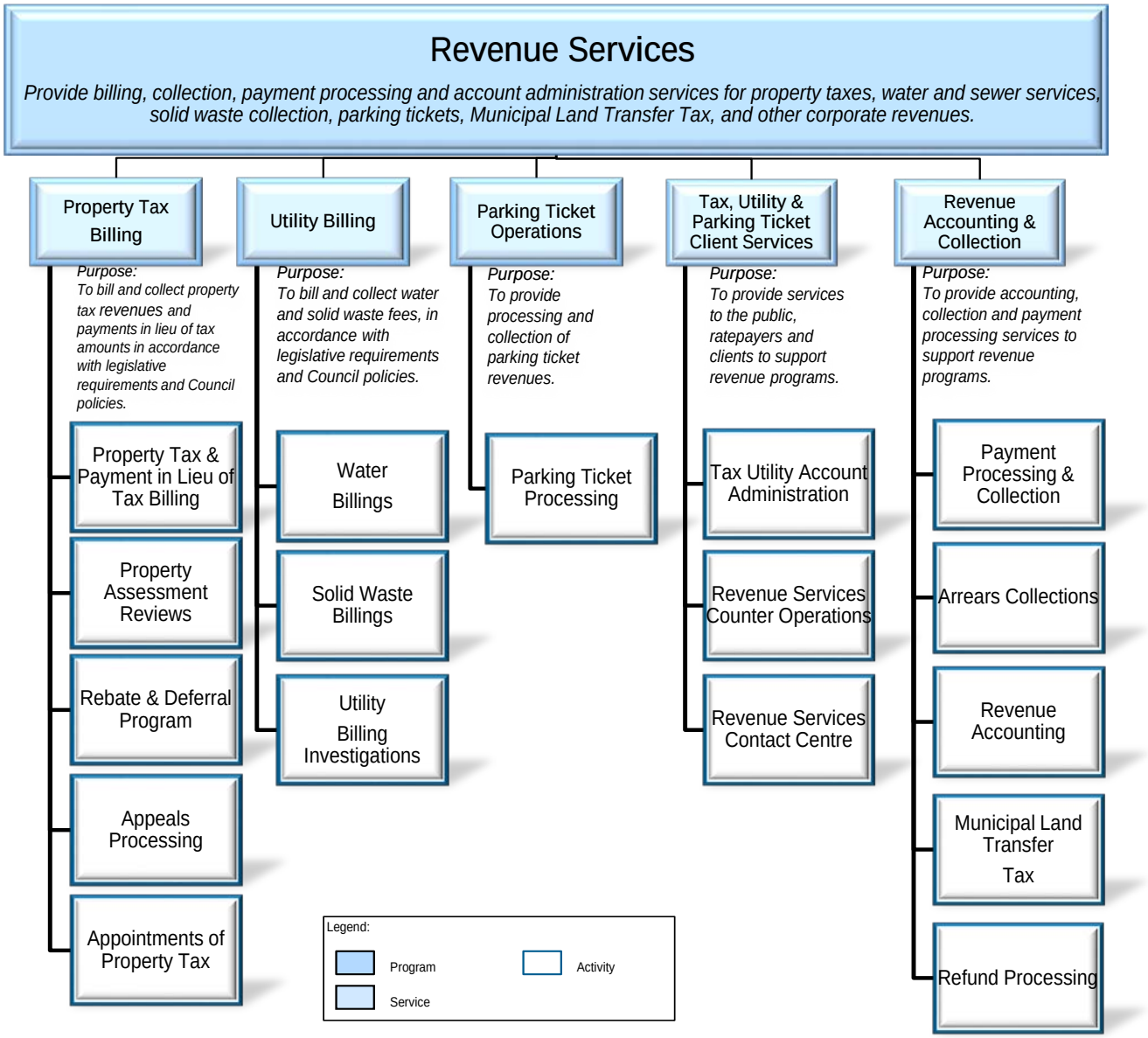
Table 4
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Financial Reporting & Control	5,162.9	5,091.3		5,091.3	(71.6)	(1.4%)		**5,091.3**	(71.6)	(1.4%)	186.2	3.7%	175.1	3.3%
Payment Processing	5,353.1	5,326.1		5,326.1	(27.0)	(0.5%)		**5,326.1**	(27.0)	(0.5%)	145.0	2.7%	141.5	2.6%
Tax & Financial System Support	1,650.2	1,626.5		1,626.5	(23.6)	(1.4%)		**1,626.5**	(23.6)	(1.4%)	54.6	3.4%	53.1	3.2%
Total Gross Exp.	12,166.2	12,044.0		12,044.0	(122.3)	(1.0%)		**12,044.0**	(122.3)	(1.0%)	385.8	3.2%	369.7	2.9%
REVENUE														
Financial Reporting & Control	395.2	397.7		397.7	2.6	0.6%		**397.7**	2.6	0.6%				
Payment Processing	1,365.7	1,431.2		1,431.2	65.5	4.8%		**1,431.2**	65.5	4.8%				
Tax & Financial System Support	437.7	460.2		460.2	22.5	5.1%		**460.2**	22.5	5.1%				
Total Revenues	2,198.6	2,289.2		2,289.2	90.5	4.1%		**2,289.2**	90.5	4.1%				
NET EXP.														
Financial Reporting & Control	4,767.76	4,693.6		4,693.6	(74.2)	(1.6%)		**4,693.6**	(74.2)	(1.6%)	186.2	4.0%	175.1	3.6%
Payment Processing	3,987.4	3,894.9		3,894.9	(92.5)	(2.3%)		**3,894.9**	(92.5)	(2.3%)	145.0	3.7%	141.5	3.5%
Tax & Financial System Support	1,212.5	1,166.3		1,166.3	(46.1)	(3.8%)		**1,166.3**	(46.1)	(3.8%)	54.6	4.7%	53.1	4.3%
Total Net Exp.	9,967.6	9,754.8		9,754.8	(212.9)	(2.1%)		**9,754.8**	(212.8)	(2.1%)	385.8	4.0%	369.7	3.5%
Approved Positions	113.0	113.0		113.0				**113.0**						

The Accounting Services' 2017 Operating Budget of $12.044 million gross and $9.754 million net is $0.213 million or 2.1% under the 2016 Approved Net Budget.

- Base Budget pressures with this service arise from COLA, progression pay and step increases in salary and benefit costs.
- These pressures have been fully offset through annualized savings resulting from positions deleted in 2016 ($0.085 million).
- Accounting Services completed a line-by-line review of expenditures based on current experience which resulted in savings of $0.117 million.
- A review of vendor discounts and tax compliance recoveries resulted in an increase of $0.084 million in budgeted revenues.

Revenue Services



Service Customer

Property Tax Billing

- Property Owners
- Staff - City Divisions

Indirect (Beneficial)

- Residents
- Businesses

Utility Billing

- Property Owners
- Registered Utility Account Holder
- Staff - City Divisions

Indirect (Beneficial)

- Residents
- Businesses

Parking Ticket Operations

- Parking Ticket Recipient
- Staff - City Divisions

Indirect (Beneficial)

- Residents
- Businesses

Tax, Utility, Parking Ticket Client Services

- Property Owners
- Registered Utility Account Holder
- Parking Ticket Recipient
- Staff - City Divisions
- Business Improvement Area members

Indirect (Beneficial)

- Residents
- Businesses
- Legal Community

Revenue Accounting & Collection

- Property Owners
- Registered Utility Account Holder
- Staff - City Divisions

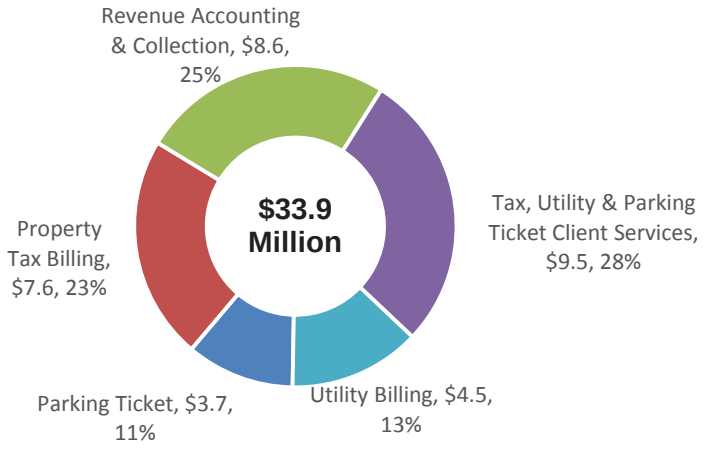
Indirect (Beneficial)

- Residents
- Businesses
- School Boards
- Provincial Government

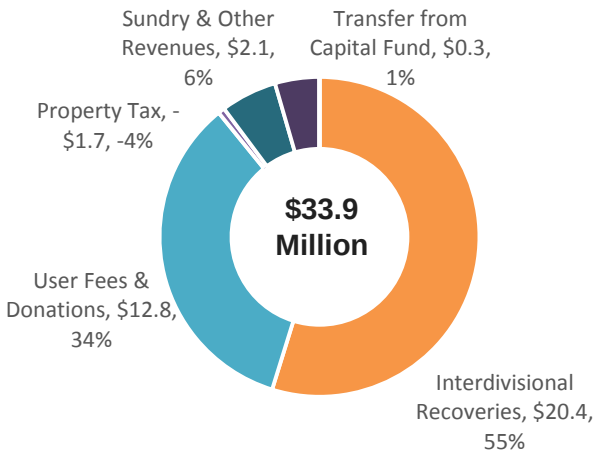
What We Do

Revenue Services is responsible for billing, collection and administration of revenues related to property taxation; water and wastewater services; solid waste fees, parking tickets and Municipal Land Transfer Tax. To support the various revenue programs, the Division provides related services 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.

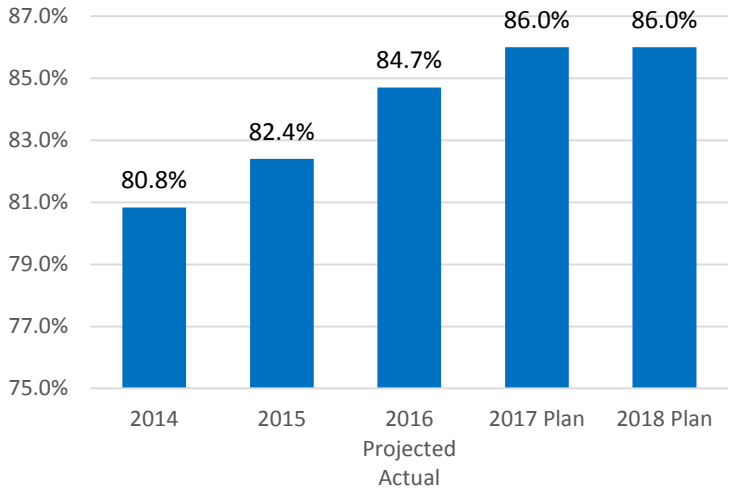
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Percentage of Electronic Payments vs. Total Payments Received



- Percentage of electronic payments received compared to total payments processed for property tax, utility and parking tickets is increasing over time due to consumer behaviour, with more customers electing to make payments electronically, rather than through in-person payments made by cash or cheque, or mailed in cheque payments (including post-dated cheques).
- 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 2017 and 2018.

2017 Service Levels

Revenue Services

			Service Levels				
Activity	Type	Status	2013	2014	2015	2016	2017
Property Tax and Payment in Lieu of Tax Billing	Property Tax Billing (Interim & Final)	Approved	All Property Tax Bills and are prepared and issued consistent with relevant legislation and by-laws, and within legislated or Council-approved timeframes				All Property Tax Bills and are prepared and issued consistent with relevant legislation and by-laws, and within legislated or Council-approved timeframes
	Supplementary/Omitted Tax Billings	Approved	All Property Tax Bills are prepared and issued consistent with relevant legislation and by-laws, and within legislated or Council-approved timeframes				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 Lieu of Taxes are prepared and issued consistent with relevant legislation and by-laws, and within legislated time frames				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 prepared and issued prior to final property tax billing, to ensure that tax bills include BIA levy.				All BIA levies are prepared and issued prior to final property tax billing, to ensure that tax bills include BIA levy.
Property Assessment Reviews		Approved	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				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
Rebate & Deferral Programs	Vacancy Rebates	Approved	Vacancy rebates are processed within legislated timeframe.				Vacancy rebates are processed within legislated timeframe.
	Charitable Rebates	Approved	Fully completed charity rebate applications processed within 120 days of application 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 applications processed within 60 days of application deadline date.				Fully completed applications processed within 60 days of application deadline date.
	Veterans Clubhouse, Ethno-cultural, Heritage Rebates	Approved	Fully completed applications processed within 60 days of application deadline date.				Fully completed applications processed within 60 days of application deadline date.
	Golf Course deferrals	Approved	Golf course deferrals processed within 60 days of receipt of information.				Golf course deferrals processed within 60 days of receipt of information.
Appeals Processing	Assessment Appeals	Approved	Residential appeals processed within 30 days following receipt of ARB decision. Non-residential appeals processed within 120 days following receipt of ARB decision.				Residential appeals processed (during non-billing periods) within 30 days of receipt of ARB decision. Non-residential appeals processed within 120 days following receipt of ARB decision
	Property Tax Appeals	Approved	Approximately 50% of the applications are returned from MPAC in time to be dealt by September 30 of the following year				Approximately 50% of the applications are returned from MPAC in time to be dealt by September 30 of the following year
Apportionments of Property Tax		Approved	All Property Tax Bills are prepared and issued consistent with relevant legislation and by-laws, and within legislated or Council-approved timeframes				All Property Tax Bills are prepared and issued consistent with relevant legislation and by-laws, and within legislated or Council-approved timeframes
Water Billings	Flat Rate Accounts	Approved	To issue 100% of utility flat rate billings within scheduled cycles (i.e. former Toronto flat rate billings twice per year and former Etobicoke three times per year)				To issue 100% of utility flat rate billings within scheduled cycles (i.e. former Toronto flat rate billings twice per year and former Etobicoke three times per year)
	Metered Accounts	Approved	25% of all meter readings for metered accounts are estimated readings.		Not applicable - this function transferred to Toronto Water		Not applicable - this function transferred to Toronto Water
	Water Relief Applications	Approved	92% of applications processed within first billing cycle		95% of applications processed within first billing cycle.		95% of applications processed within first billing cycle.
Solid Waste Billings		Approved	Mailing of all bills within cycle on schedule				Mailing of all bills within cycle on schedule

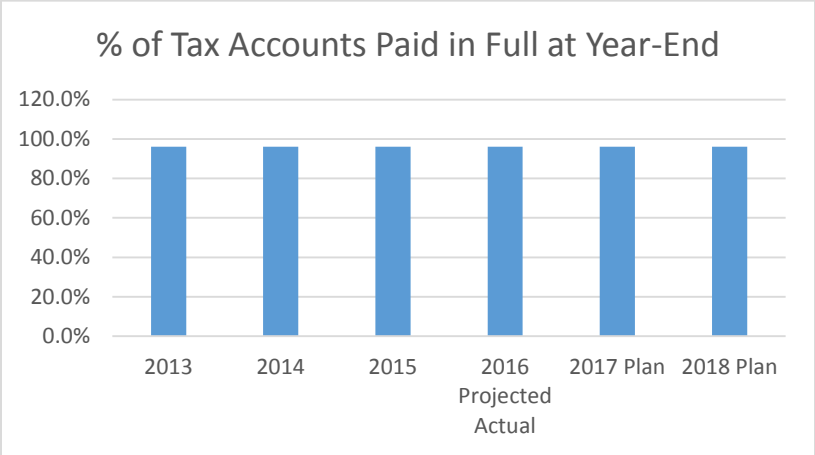
			Service Levels					
Activity	Type	Status		2013	2014	2015	2016	2017
Utility Billing Investigations	Meter Reading	Approved	Read 75% of meters (25% are outcalls ie: no answer at door)			Not applicable - this function transferred to Toronto Water		Not applicable - this function transferred to Toronto Water
	Meter investigations	Approved	Complete all service orders that are in Revenue Services' distribution					Complete all service orders that are in Revenue Services' distribution
Parking Ticket Processing	Parking Ticket	Approved	99.5% of parking tickets processed within legislated timeframes					99.5% of parking tickets processed within legislated timeframes
		Actual	99.9%	99.9%	99.9%	99.9%	99.9%	
	Notice of impending Conviction	Approved	99.5% of notices sent within legislated timeframe					99.5% of notices sent within legislated timeframe
	Notice of Fine and Due Date	Approved	99.5% of notices sent within legislated timeframe					99.5% of notices sent within legislated timeframe
	Refunds and adjustments	Approved	100% of refunds and adjustments processed within 14 days					100% of refunds and adjustments processed within 14 days
	Investigations	Approved	Complete all investigations within 15 days					Complete all investigations within 15 days
	Pre-Court Filing	Approved	99.5% of all court filing documents prepared within the 75 day legislated time frame from date of offence					99.5% of all court filing documents prepared within the 75 day legislated time frame from date of offence
Tax / Utility Account Administration	Tax certificate	Approved	Service standard is 20 days, providing that all required information is received.					Service standard is 20 days, providing that all required information is received.
	Utility Certificate	Approved	Service standard is 20 days, providing that all required information is received.					Service standard is 20 days, providing that all required information is received.
	Ownership Update	Approved	Service standard is 20 days, providing that all required documentation is received.					Service standard is 20 days, providing that all required documentation is received.
	Designate/Agent Mailing Request	Approved	Service standard is 20 days, providing that all required documentation is received.					Service standard is 20 days, providing that all required documentation is received.
	Pre-authorized Tax Payment	Approved	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					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 applications are processed within a 5 day window					All PUP applications are processed within a 5 day window
	Payment Programs-Mortages Company	Approved	All mortgage updates are processed within 30 days					All mortgage updates are processed within 30 days
	Mortgage and PILT payment	Approved	All payments are processed within a 3 - 5 day window					All payments are processed within a 3 - 5 day window
Revenue Services Counter Operations		Approved	All customers are served, with 100% completion of customer transactions, with average wait times of less than 10 minutes for tax/utility transactions, and 15 minute wait times for parking ticket transactions.				All customers are served, with 100% completion of customer transactions, with average wait times of less than 7 minutes for tax/ utility	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	5.6 minutes	7.0 minutes	5.0 minutes	2.5 min.	5.08 min.	
Revenue Services Contact Centre	Customer Enquiry - Telephone	Approved	It is estimated that 40% of calls are answered with average wait time of 5 minutes.					It is estimated that 40% of calls are answered with average wait time of 5 minutes.
	Customer Enquiry - Correspondence	Approved	All letters, faxes and e-mails are prepared and issued consistent with relevant legislation and by-laws.					All letters, faxes and e-mails are prepared and issued consistent with relevant legislation and by-laws.

			Service Levels					
Activity	Type	Status		2013	2014	2015	2016	2017
Payment Processing and Collection		Approved	As a minimum 90% of all cheque payments received are processed within 3 days from date payment is received or on the date of the cheque for future dated payments (post dated cheques).				As a minimum 95% of all cheque payments received are processed within 3 days from date payment is received or on the date of the cheque for future dated payments (post dated cheques).	As a minimum 95% of all cheque payments received are processed within 3 days from date payment is received or on the date of the cheque for future dated payments (post dated cheques).
		Actual	91.5%	94.2%	95.1%	95.0%	95.0%	
Arrears Collections	Registration - Sale of Land	Approved	In excess of 4,000 accounts in arrears are included in this process annually. Two "Sale of Land by Pubic Tender" are conducted 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.		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	5,125 accounts are issued to the bailiffs annually	In excess of 6,000 accounts are issued to the bailiffs annually.				In excess of 6,000 accounts are issued to the bailiffs annually.
	Internal Collections	Approved	100% of accounts in arrears were mailed Statement of Tax Account within Council-approved timelines .					100% of accounts in arrears were mailed Statement of Tax Account within Council-approved timelines .
Revenue Accounting	Returned Cheques Processing	Approved	95% of Returned Payments received by Revenue Services were processed within 10 business days.					95% of Returned Payments received by Revenue Services were processed within 10 business days.
	Account Analysis / Reconciliation	Approved	95% of the monthly reconciliation and Statements were produced in the following month.					95% of the monthly reconciliation and Statements were produced in the following month.
Municipal Land Transfer Tax	MLTT Manual Notices of Assessment	Approved	100% of MLTT Notices of Assessments and Deferral Confirmations are issued and completed in accord to the legislated requirements					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	100% of MLTT Notices of Assessments and Deferral Confirmations are issued and completed in accordance with legislated requirements					100% of MLTT Notices of Assessments and Deferral Confirmations are issued and completed in accordance with legislated requirements
Refund Processing	Refunds due to Over-Payments	Approved	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.					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	Over 90% of all refunds as a result of the processing of assessment appeals/MPAC, RFR's and rebate are processed within 120 days.					Over 90% of all refunds as a result of the processing of assessment appeals/MPAC, RFR's and rebate are processed within 120 days.

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Revenue Services.

Service Performance Measures

% of Tax Accounts Paid in Full at Year-End



- The percentage of tax accounts paid in full each year from 2013 through 2015 has remained at 96%.
- The trend is expected to continue in 2016 through 2018 as economic conditions are not expected to change over the next 3 years.

Table 5
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Parking Ticket	3,961.5	3,691.4		3,691.4	(588.2)	(14.8%)		**3,691.4**	(588.2)	(14.8%)	(547.0)	(16.2%)	33.4	1.2%
Property Tax Billing	7,534.5	7,622.8		7,622.8	88.3	1.2%		**7,622.8**	88.3	1.2%	158.5	2.1%	147.7	1.9%
Revenue Accounting & Collection	9,124.5	9,184.5	(621.1)	8,563.4	(559.5)	(6.1%)		**8,563.4**	(559.5)	(6.1%)	77.3	0.9%	119.3	1.4%
Tax, Utility & Parking Ticket Client Services	9,611.7	9,522.9		9,522.9	(90.4)	(0.9%)		**9,522.9**	(90.4)	(0.9%)	(5.7)	(0.1%)	203.5	2.1%
Utility Billing	4,591.5	4,615.0	(132.4)	4,482.6	(108.9)	(2.4%)		**4,482.6**	(108.9)	(2.4%)	73.9	1.6%	66.6	1.5%
Total Gross Exp.	34,823.7	34,636.5	(753.5)	33,883.0	(1,258.8)	(3.6%)		**33,883.0**	(1,258.8)	(3.6%)	(243.0)	(0.7%)	570.5	1.7%
REVENUE														
Parking Ticket	3,594.2	3,343.0		3,343.0	(29.6)	(0.8%)		**3,564.6**	(29.6)	(0.8%)	48.7	1.4%	43.5	1.2%
Property Tax Billing	1,795.4	1,869.5		1,869.5	74.0	4.1%		**1,869.4**	74.0	4.1%	22.5	1.2%	23.3	1.2%
Revenue Accounting & Collection	14,098.3	14,307.8	(217.4)	14,090.4	(7.8)	(0.1%)		**14,090.5**	(7.8)	(0.1%)	91.3	0.6%	100.7	0.7%
Tax, Utility & Parking Ticket Client Services	11,512.4	12,051.1		12,051.1	464.6	4.0%		**11,976.9**	464.6	4.0%	405.0	3.4%	86.9	0.7%
Utility Billing	4,376.7	4,334.3	(132.4)	4,201.9	(174.8)	(4.0%)		**4,201.9**	(174.8)	(4.0%)	80.9	1.9%	70.2	1.6%
Total Revenues	35,377.0	35,905.7	(349.8)	35,555.9	326.4	0.9%		**35,555.9**	326.4	0.9%	648.5		324.6	0.9%
NET EXP.														
Parking Ticket	367.27	348.43		348.43	(558.67)	(152.1%)		**348.4**	(558.7)	(152.1%)	(595.76)	-171.0%	(10.1)	4.1%
Property Tax Billing	5,739.09	5,753.25		5,753.25	14.24	0.2%		**5,753.3**	14.2	0.2%	135.96	2.4%	124.4	2.1%
Revenue Accounting & Collection	(4,973.78)	(5,123.30)	(403.7)	(5,527.04)	(551.71)	11.1%		**(5,527.0)**	(551.7)	11.1%	(13.96)	0.3%	18.6	(0.3%)
Tax, Utility & Parking Ticket Client Services	(1,900.64)	(2,528.23)		(2,528.23)	(554.95)	29.2%		**(2,528.2)**	(554.9)	29.2%	(410.71)	16.2%	116.6	(4.0%)
Utility Billing	214.79	280.68	0.0	280.70	65.90	30.7%		**280.7**	65.9	30.7%	(7.03)	-2.5%	(3.6)	(1.3%)
Total Net Exp.	(553.3)	(1,269.2)	(403.7)	(1,672.9)	(1,585.2)	286.5%		**(1,672.9)**	(1,585.2)	286.5%	(891.5)	53.3%	245.9	(10.6%)
Approved Positions	319.2	294.2	(18.0)	276.2	(43.0)	(13.5%)		**276.2**	(43.0)	(13.5%)				

The Revenue Services' 2017 Operating Budget of $33.883 million gross and net ($1.673 million) is $1.585 million or 286.5% under the 2016 Approved Net Budget.

- Base budget pressures in Revenue Services predominately result from inflationary increases in salary and benefit expenditures. These pressures were fully offset by recoveries of $0.188 million from rate based programs, and Non-Program for inflationary salary increases related to staff that provide support to these programs.
- Further net savings have been achieved in Revenue Services as a result of the following changes / actions:

- Revenues increases of $0.196 million resulting from inflationary rate increase of 1.5% applied to 2016 user fees and a rate increase of $4.50 that brings the Mortgage Company administration fee of $5.50 set in 2016 to $10 for additional revenues of $0.450 million.
  - ✓ The fee increase will recover the additional cost for the administration of issuance of client notification lists to the mortgage company (identifying principal and any other outstanding tax or amounts transferred to tax).
  - ✓ The Fee rate is comparable with other municipalities.
- Outsourcing of the Payment Processing function (Savings of $0.404 million and deletion of 16 positons).
- Efficiency savings arising from the Automated Meter Reader program ($0.132 million and the deletion of 2 permanent position).

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Operating & Capital Budget Summaries for City Programs And Agencies:

City Hall

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City Clerk's Office

2017 – 2026 CAPITAL BUDGET AND PLAN OVERVIEW

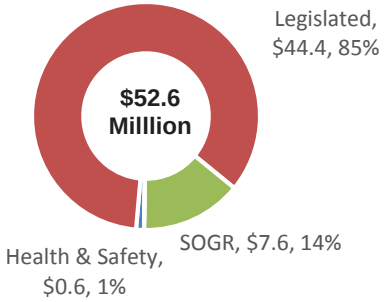
The City Clerk's Office provides the foundation for municipal government in Toronto, realized through the delivery of their services of electing government, making government work and opening government.

The City Clerk's Office is responsible for assets valued at $80.920 million providing the tools, systems and resources required to support their mission, strategic priorities and the delivery of core services.

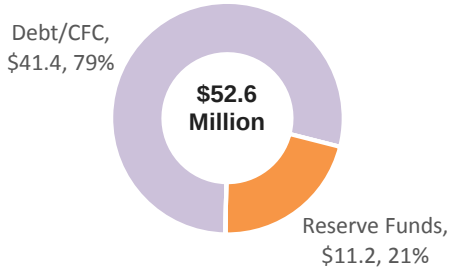
The 2017-2026 Capital Plan provides funding of $52.604 million to enable the City Clerk's Office to deliver its legislated responsibilities in elections, supporting Council decision-making, and providing lifecycle management of City information.

2017-2026 Capital Budget and Plan

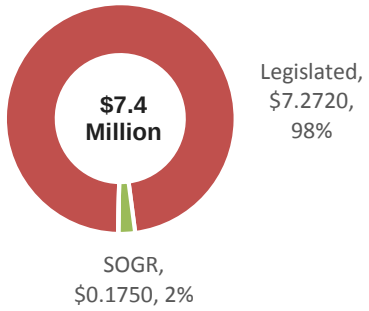
Where the money goes: By Project Category



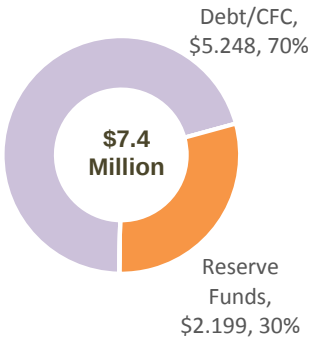
Where the money comes from: By Funding Source



2017 Capital Budget By Project Category



By Funding Source



Our Key issues & Priority Actions

- New ***Municipal Elections Act*** has significant and far-reaching changes for candidates, voters, municipal councils and election administrators. It will impact significantly election capital projects.
  - ✓ Need to understand, 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 City Clerk has reported to Executive Committee on December 1, 2016 to update City Council on these changes. City Council will consider the Executive Committee recommendations to adopt these changes at its meeting on December 13 and 14, 2016.
  - ✓ The 2017-2026 Capital Plan is based on current information and will need to be reviewed against legislative changes, Council directions, alternative voting strategies and the recent Council decision approving a ward boundary structure based on 47 wards.

Capital Deliverables for 2017

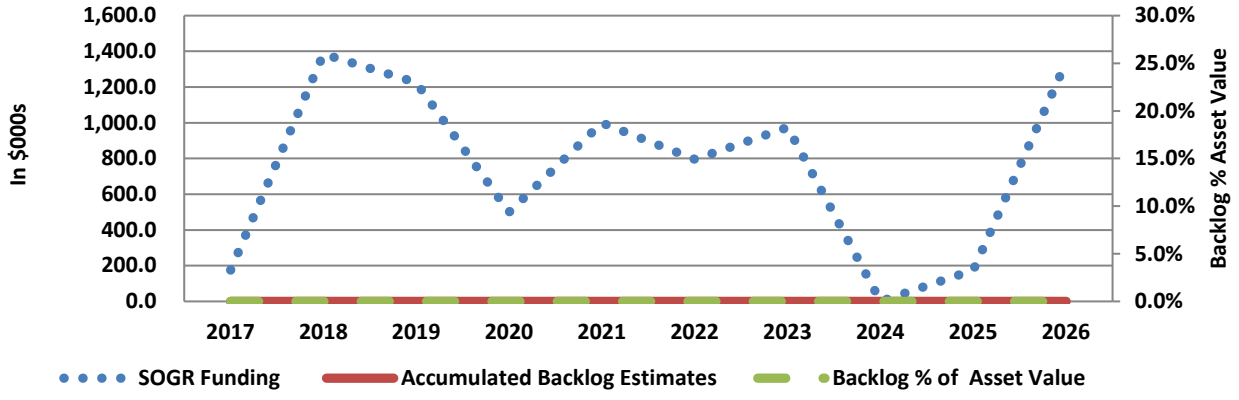
The 2017 Capital Budget for the City Clerk's Office of $7.447 million, excluding carry forward funding, will:

- Deliver and upgrade the current tabulators for the Voting *Equipment Upgrade* project ($1.883 million), for use in the 2018 and 2022 Municipal Elections.
- Continue the *Toronto Election Management Information System* project ($1.775 million), a multi-module system that supports all aspects of the municipal election.
- Continue with the *Information Management Infrastructure* project ($2.210 million).
- Continue the *City Clerk's Office Business System* project ($1.100 million), to upgrade or enhance various applications to reflect updated technology industry standards and the requirements of the City Clerk's Office.

State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of $7.570 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.

Chart 1
SOGR Funding & Backlog (In $000s)

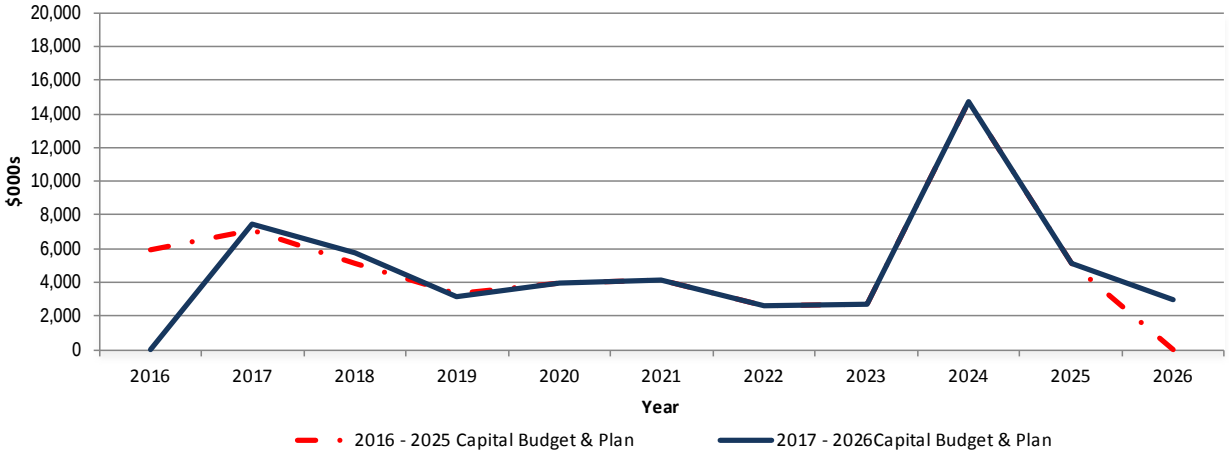


Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Capital Budget and the 2018 – 2026 Capital Plan reflects an increase of $0.806 million in capital funding from the 2016 - 2025 Approved Capital Plan.

The chart and table below provide a breakdown of the $0.806 million or 1.7% increase in the Capital Program on an annual basis from 2016 to 2026.

Chart 2
Changes to the 2016 - 2025 Approved Capital Plan (In $000s)



($000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025	5,917	7,133	5,100	3,345	3,945	4,125	2,650	2,700	14,700	5,100		54,715
2017 - 2026		7,447	5,732	3,185	3,915	4,125	2,650	2,700	14,700	5,150	3,000	52,604
Change %		4.4%	12.4%	(4.8%)	(0.8%)	0.0%	0.0%	0.0%	0.0%	1.0%		(3.9%)
Change $		314	632	(160)	(30)	0	0	0	0	50		(2,111)

As reflected in Table 2 on the following page, changes to the 2016 – 2025 Approved Capital Plan, specifically the $0.806 million increase in capital funding over the nine common years of the Capital Plans (2017 – 2025) arise from the reprioritization of the City Clerk's Office's capital projects. This Capital Plan may need to be adjusted, depending on Council's decision regarding election equipment.

The following table details, by category, the capital projects in the 2017 – 2026 Capital Budget and Plan for the City Clerk's Office:

Table 1
2017 - 2026 Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total	Total 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									190			**190**	190
Sub-Total		**-**	**-**	**-**	**-**	**-**	**-**	**-**	**190**	**100**	**300**	**590**	**590**
Legislated													
Council Business Systems	510	204	30	215			70	510	800	100	250	**2,179**	2,454
City Clerk's Office Business Systems	607	1,100	17	213	232		475		260	1,275	310	**3,882**	4,049
Toronto Meeting Management Information System (TMMIS) - SOGR	-			315	335	320	340					**1,310**	1,310
Public Appointments - SOGR	-							250	250			**500**	500
Council Transition Requirements	-	100	1,110	300			200	340			300	**2,350**	2,350
Information Management Infrastructure:												**-**	
- Enterprise Document & Record Management Solution (EDRMS)	4,889	1,765			1,473	1,280	245					**4,763**	7,827
- Open Information	5,094	445	1,418	687								**2,550**	3,904
- Forms Management												**-**	
Toronto Election Management Info System (TEMIS)	5,595	1,775	1,772	230	1,375	1,525	525	425	200	500	500	**8,827**	11,027
Implementation of New Vote Counting System	3,714	1,883						200	13,000	3,000		**18,083**	19,915
Sub-Total	**20,410**	**7,272**	**4,347**	**1,960**	**3,415**	**3,125**	**1,855**	**1,725**	**14,510**	**4,875**	**1,360**	**44,444**	**53,336**
State of Good Repair													
Infrastructure to Support council Meeting Proceedings	1,585	125	600							125	1,040	**1,890**	2,875
Wedding Chambers Renovations						500						**500**	500
Toronto Propery System - SOGR			500								300	**800**	800
Archives Strategic Plan Implementation - SOGR		50	60	50	50	50	475	975		50		**1,760**	1,760
IP Workflow Management System - SOGR					400	400	270					**1,070**	1,070
Printing Equipment Replacement Plan	100		125	1,175								**1,300**	1,400
Records Centre Tracking System			100		50	50	50					**250**	250
Sub-Total	**1,685**	**175**	**1,385**	**1,225**	**500**	**1,000**	**795**	**975**	**-**	**175**	**1,340**	**7,570**	**8,655**
Total Expenditures by Category (excluding carry forward)	**22,095**	**7,447**	**5,732**	**3,185**	**3,915**	**4,125**	**2,650**	**2,700**	**14,700**	**5,150**	**3,000**	**52,604**	**62,581**

Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital projects (i.e. Civic Improvement projects)

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

	2017 Budget		2018 Plan		2019 Plan		2020 Plan		2021 Plan		2017 - 2021		2017 - 2026	
Projects	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**
Previously Approved														
Toronto Election Management Information System (TEMIS)	58.0	0.5	367.0	2.0	52.0	0.5					477.0	3.0	477.0	3.0
City Clerk's Office Business Systems	26.0	0.3	119.0	1.0							145.0	1.3	145.0	1.3
Council Business Systems	29.0	0.3	52.0	0.5							81.0	0.8	81.0	0.8
Voting Equipment Upgrade							50.0				50.0	-	50.0	-
Information Management Infrastructure					125.0	0.3					125.0	0.3	125.0	0.3
Total (Net)	**113.0**	**1.0**	**538.0**	**3.5**	**177.0**	**0.8**	**50.0**	**-**	**-**	**-**	**878.0**	**5.3**	**878.0**	**5.3**

The 10-Year Capital Plan will increase future year Operating Budgets by a total of $0.878 million net over the 2017 – 2026 period, as shown in the table above.

This is comprised of funding to sustain the following capital projects:

- *Toronto Election Management Information System* – $0.477 million, 3.0 positions
- *City Clerk's Office Business Systems* – $0.145 million, 1.3 positions
- *Council Business Systems* – $0.081 million, 0.8 position
- *Voting Equipment Upgrade* – $0.050 million
- *Information Management Infrastructure* - $0.125 million, 0.3 position

These future operating impacts will be reviewed each year as part of the annual Budget process.

City Clerk's Office

2017 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.

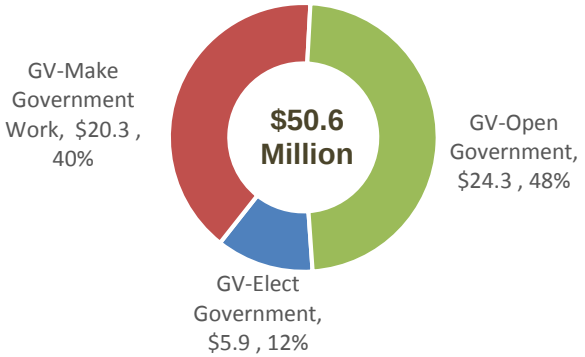
2017 Operating Budget Highlights

The 2017 Operating Budget for the City Clerk's Office of $50.588 million gross provides funding for 3 services: Elect Government, Make Government Work and Open Government. The City Clerk's Office 2017 Operating Budget is $50.888 million gross and $32.438 million net as shown below:

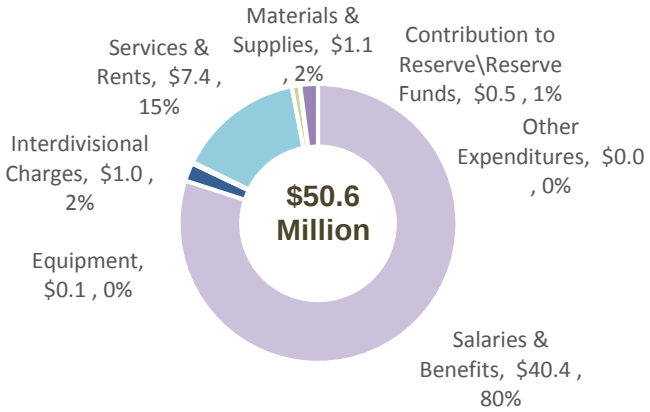
(in $000's)	2016 Budget	2017 Budget	Change $	Change %
Gross Expenditures	50,279.1	50,587.7	308.6	0.6%
Revenues	17,813.0	18,149.6	336.6	1.9%
Net Expenditures	**32,466.1**	**32,438.1**	**(28.0)**	**(0.1%)**

2017 Operating Budget

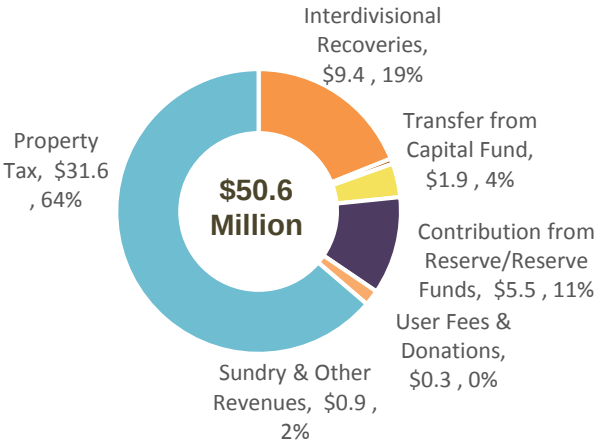
Where the money goes: By Service



By Expenditure Category



Where the money comes from: By Funding Source



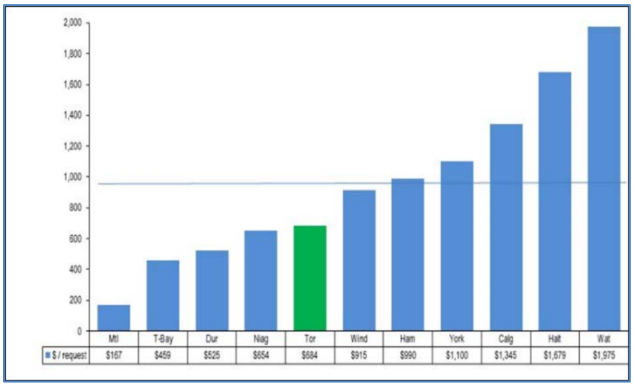
Fast Facts

- 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 piece 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 2,532 and 29.8 million respectively in 2015.
- Public interest in government information continues to grow from 2,104 FOI requests received in 2009 to 2,866 in 2015. As of Dec 1, 2016, City Clerk's Office have received 2,846 requests.

Costs per FOI Requests



Our Key Issues & Priority Actions

- New ***Municipal Elections Act*** has significant and far-reaching changes for candidates, voters, municipal councils and election administrators.
  - ✓ Need to understand, 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 City Clerk has reported to Executive Committee on December 1, 2016 to update City Council on these changes.
- The sustainability of the **Elections Reserve Fund** is an ongoing concern as it funds all aspects of the municipal election, including both operating and capital costs.
  - ✓ The City Clerk in conjunction with Chief Financial Officer will continue to monitor actual expenditures and planned expenditures and develop strategies to review the Reserve's sustainability.

Key Service Deliverables for 2017

The 2017 Operating Budget will enable the Program to:

- Maintain state of readiness to conduct elections.
- Manage post-election processes as required in legislation.
- Review election systems and processes to modernize election delivery.
- Prepare for the 2018 municipal election.
- 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.
- Lead Open Government by Design.
- 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.

Program Map

City Clerk's Office

The mission of the City Clerk's Office is to build public trust and confidence in local government.

Elect Government

Purpose:
- *To ensure readiness to administer an open, fair and accessible election whenever one is required or called.*
- *To conduct elections in compliance with legislation.*
- *To provide all electors the opportunity to vote whenever an election is held*
- *To facilitate Candidate and third party advertiser Financial Filing & Disclosure in accordance with the Municipal Elections Act*
- *To review and identify campaign contribution contraventions*

Elections

Make Government Work

Purpose:
- *To enable City Council to govern and represent the citizens and the City of Toronto.*
- *To maintain transparency and accessibility of government decision making processes and Councillor expenses.*
- *To provide administrative support to elected and accountability officers to allow them to perform their roles and responsibilities.*
- *To deliver protocol and official services for Canada's largest and most diverse City.*
- *To deliver provincially delegated or assigned services for the City in accordance with legislation and established customer service standards*

Government Decision Making Processes

Government & Official Services

Provincially Delegated Services

Open Government

- *Purpose:* *To provide leadership on corporate information management policies, standards and strategies.*
- *To support information management practices in all City programs*
- *To direct appropriate public access to City information*
- *To deliver top-quality and efficient corporate print / photocopy and mail services*

Lifecycle Management of City Information

Corporate Information Production Services

Legend:
- Program
- Activity
- Service

Service Customer

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

Open Government
- The public
- City Council and its Members The Toronto Public Service, City agencies and corporations
- Other governments

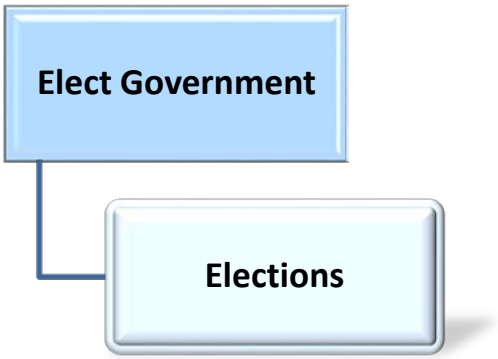
Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2016 Projected Actual	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 Budget vs. 2016 Budget Change		Incremental Change 2018 Plan		Incremental Change 2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
GV-Elect Government											
Gross Expenditures	5,756.1	5,156.1	5,941.5		5,941.5	185.4	3.2%	9,976.8	167.9%	(9,770.8)	(61.4%)
Revenue	5,756.1	5,156.1	5,941.5		5,941.5	185.4	3.2%	9,976.8	167.9%	(9,770.8)	(61.4%)
Net Expenditures							-				
GV-Make Government Work											
Gross Expenditures	20,000.6	19,850.6	20,345.2		20,345.2	344.6	1.7%	(242.5)	(1.2%)	1,050.8	5.2%
Revenue	1,651.8	1,651.8	1,736.7		1,736.7	84.9	5.1%	(1,098.5)	(66.5%)	641.3	100.5%
Net Expenditures	18,348.7	18,198.8	18,608.5		18,608.5	259.8	1.4%	856.0	4.7%	409.4	2.1%
GV-Open Government											
Gross Expenditures	24,522.4	24,372.4	24,301.0		24,301.0	(221.4)	(0.9%)	(600.9)	(2.5%)	284.9	1.2%
Revenue	10,405.1	10,405.1	10,471.4		10,471.4	66.3	0.6%	(45.9)	(0.4%)	(193.9)	(1.9%)
Net Expenditures	14,117.4	13,967.3	13,829.6		13,829.6	(287.8)	(2.0%)	(555.0)	(4.0%)	478.8	3.6%
Total											
Gross Expenditures	50,279.1	49,379.1	50,587.7		50,587.7	308.6	0.6%	9,133.3	18.1%	(8,435.1)	(14.1%)
Revenue	17,813.0	17,213.0	18,149.6		18,149.6	336.6	1.9%	8,832.4	48.7%	(9,323.4)	(34.6%)
Total Net Expenditures	32,466.1	32,166.1	32,438.1		32,438.1	(28.0)	(0.1%)	301.0	0.9%	888.3	2.7%
Approved Positions	413.9	395.9	402.6		402.6	(11.3)	(2.7%)	18.7	4.6%	(33.0)	(7.8%)

The City Clerk's 2017 Operating Budget is $50.588 million gross and $32.438 million net, representing a 0.1% decrease to the 2016 Approved Net Operating Budget.

- Base pressures are mainly attributable to increases in salaries and benefits for COLA, progression pay and re-earnable lump sum pay and step increases, and operating impacts for the sustainment of completed capital projects ($1.553 million net). Positions increased by 9.7 positions from 413.9 to 423.6 resulting from increase in temporary capital delivery positions, capital sustainment positions and temporary positions to support post-Election activities.
- To help mitigate the above pressures, the Program was able to achieve base expenditure savings from a line by line review, service efficiencies and adjustments.
- Approval of the Operating Budget results in the City Clerk's Office reducing its total staff complement by 11.3 positions from 413.9 to 402.6 positions.
- The 2018 and 2019 Plan increases are attributable to inflationary cost increases for salaries and benefits, non-payroll items, and operating impact of completed capital projects.

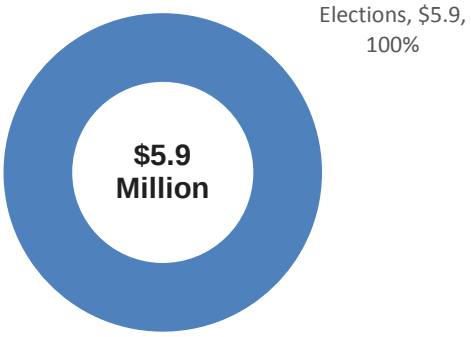
Elect Government



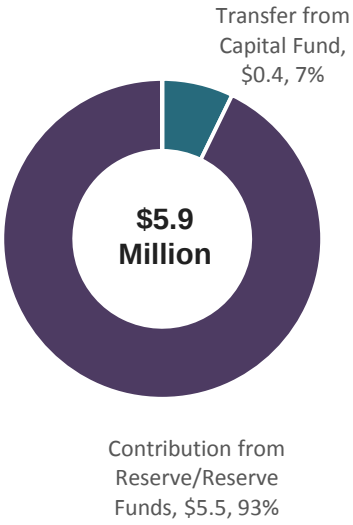
What We Do

- 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

2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



2017 Service Levels
Elect Government

Activity	Type	Service Levels 2014	2015	2016	2017
Elections	Election Delivery and financial reporting	Statutory Service Level: Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Statutory Service Level: Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Statutory Service Level: Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Statutory Service Level: Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
	Election Readiness				

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Elect Government.

Table 2
2017 Service Budget by Activity

($000s)	2016 Budget $	2017 Operating Budget: Base Budget $	Service Changes $	Base $	Base Budget vs. 2016 Budget $	% Change %	New/ Enhanced $	Budget $	2017 Budget vs. 2016 Budget $	%	Incremental Change: 2018 Plan $	%	2019 Plan $	%
GROSS EXP.														
Elections	5,756.1	5,941.5		5,941.5	185.4	3.2%		**5,941.5**	185.4	3.2%	9,976.8	167.9%	(9,770.8)	(61.4%)
Total Gross Exp.	5,756.1	5,941.5		5,941.5	185.4	3.2%		**5,941.5**	185.4	3.2%	9,976.8	167.9%	(9,770.8)	(61.4%)
REVENUE														
Elections	5,756.1	5,941.5		5,941.5	185.4	3.2%		**5,941.5**	185.4	3.2%	9,976.8	167.9%	(9,770.8)	(61.4%)
Total Revenues	5,756.1	5,941.5		5,941.5	185.4	3.2%		**5,941.5**	185.4	3.2%	9,976.8	167.9%	(9,770.8)	(61.4%)
NET EXP.														
Elections						-				-		-		-
Total Net Exp.						-				-		-		-
Approved Positions	35.0	41.8		41.8	6.8	19.4%		**41.8**	6.8	19.4%	28.0	66.9%	(36.8)	(52.7%)

The ***Elect Government*** service ensures readiness to administer an open, fair and accessible election whenever one is required or called, conducts elections in compliance with legislation, provides all electors the opportunity to vote whenever an election is held and facilitates Candidate Financial Filing and Disclosure and Third-Party Advertising Disclosure in compliance with legislation.

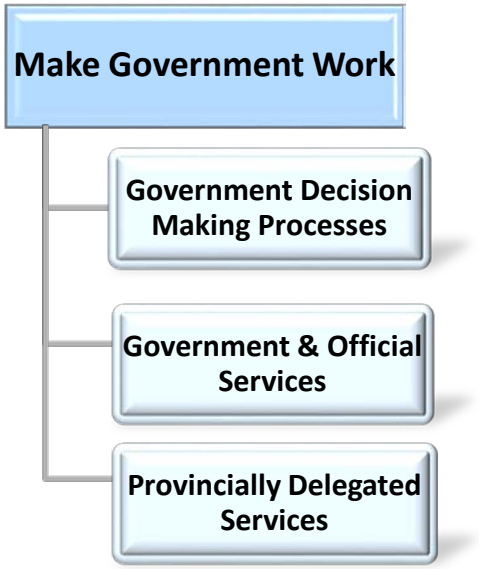
The Elect Government's 2017 Operating Budget of $ 5.942 million gross and $0 net. Its gross operating budget is $0.185 million or 3.2% over the 2016 Approved Net Budget.

Base budget pressures are mainly attributable to salary and benefit adjustments common across all services. In addition, other base budget pressures are attributable to the following:

- The reversal of post-election event 2016 requirements results in a decrease of $0.756 million gross and $0 net as election costs are funded from the Election Reserve Fund.
- The completion of capital projects require $0.058 million gross and $0 net to add 1.0 position, for the sustainment of the Toronto Election Management Information System (TEMIS).
- Election's 2017 requirements result in an increase of 2.3 positions and $0.276 million gross and $0 net. This include the costs for the by-election for Ward 42.
- A net impact of 3.5 temporary capital positions, $0.428 million gross and $0 net is required to deliver 2017 capital projects.

There are no service level changes for this Service.

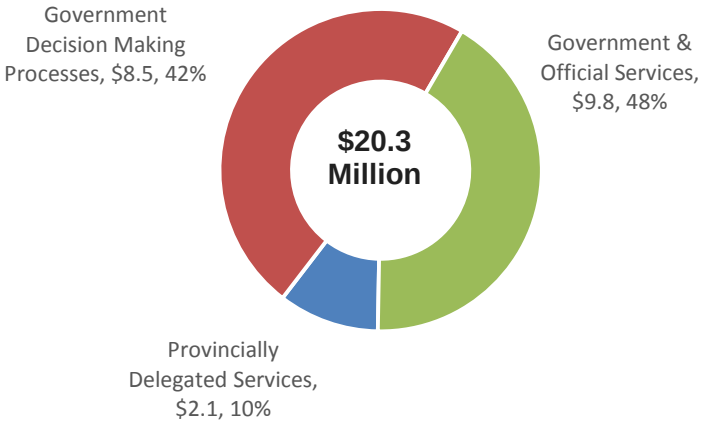
Make Government Work



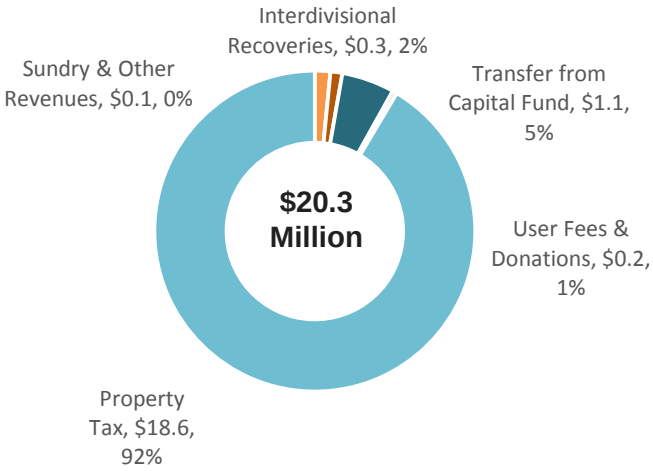
What We Do

- 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

2017 Service Budget by Activity ($Ms)



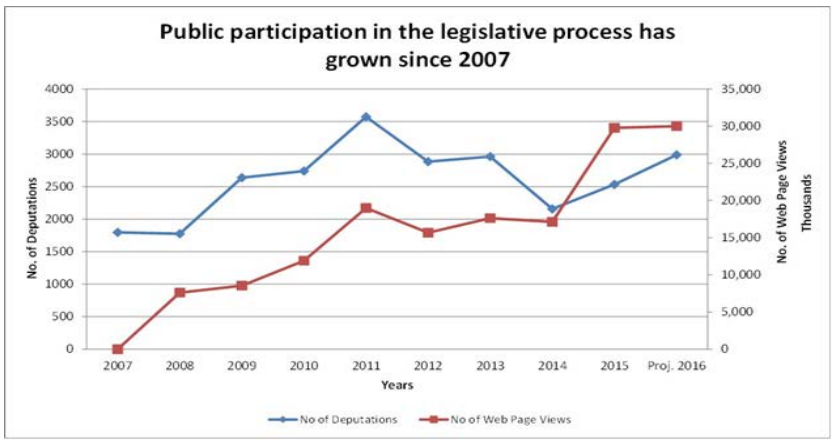
Service by Funding Source ($Ms)



2017 Service Levels
Make Government Work

Activity	Type	Service Levels 2014	2015	2016	2017
Government Decision Making Processes	Manage meetings and legislated notices	Statutory Service Level: Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Statutory Service Level: Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Statutory Service Level: Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Statutory Service Level: Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
	Maintain legislative records				
	Manage appointments to committees and other bodies	No change for 2014. *Note: City Clerk's Office assumes new responsibilities of consolidated public appointments unit.*	Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
Government and Official Services	Council administrative services	Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
	Protocol Services				
Deliver Provincially Delegated Services	Register Vital Events	Statutory Service Level: Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Statutory Service Level: Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Statutory Service Level: Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Statutory Service Level: Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
	Administration of Assigned Statutory Functions				

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Make Government Work.



- 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 2,532 and 29.8 million respectively in 2015.

Table 3
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Government Decision Making Processes	8,424.5	8,622.5	(106.6)	8,515.9	91.4	1.1%		**8,515.9**	91.4	1.1%	308.6	3.7%	495.9	5.7%
Government & Official Services	9,480.4	9,965.1	(198.6)	9,766.5	286.0	3.0%		**9,766.5**	286.0	3.0%	(564.9)	-6.0%	510.5	5.7%
Provincially Delegated Services	2,095.7	2,145.3	(82.4)	2,062.9	(32.7)	(1.6%)		**2,062.9**	(32.7)	(1.6%)	13.7	0.7%	44.4	2.1%
Total Gross Exp.	20,000.6	20,732.9	(387.6)	20,345.3	344.7	1.7%		**20,345.3**	344.6	1.7%	(242.5)	-1.2%	1,050.8	5.3%
REVENUE														
Government Decision Making Processes	471.8	422.4		422.4	(49.5)	(10.5%)		**422.4**	(49.5)	(10.5%)	(47.1)	-10.0%	313.0	73.7%
Government & Official Services	1,180.0	1,314.4		1,314.4	134.4	11.4%		**1,314.4**	134.4	11.4%	(1,051.5)	-89.1%	328.4	255.6%
Provincially Delegated Services						-				-		-		-
Total Revenues	1,651.8	1,736.7		1,736.7	84.9	5.1%		**1,736.7**	84.9	5.1%	(1,098.6)	-66.5%	641.3	115.9%
NET EXP.														
Government Decision Making Processes	7,952.7	8,200.1	(100.0)	8,093.5	140.8	1.8%		**8,093.5**	140.8	1.8%	355.7	0.0%	182.9	2.2%
Government & Official Services	8,300.4	8,650.7	(193.8)	8,452.1	151.8	1.8%		**8,452.1**	301.6	(0.1%)	486.6	5.9%	182.1	2.1%
Provincially Delegated Services	2,095.7	2,145.3	(81.6)	2,062.9	(32.8)	(1.6%)		**2,062.9**	(32.7)	(1.6%)	13.7	0.7%	44.4	2.1%
Total Net Exp.	18,348.7	18,996.2	(375.4)	18,608.6	259.8	1.4%		**18,608.6**	259.8	1.4%	856.0	4.7%	409.4	2.1%
Approved Positions	180.9	181.8	(4.0)	177.8	(3.1)	(1.7%)		**177.8**	(3.1)	(1.7%)	(8.3)	-4.6%	5.3	3.1%

The ***Make Government Work*** service enables City Council to govern and represent the citizens and the City of Toronto, maintains transparency and accessibility of government decision making processes, provides 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 and delivers provincially delegated services for the City in accordance with legislation and customer service standards.

The Make Government Work service's 2017 Operating Budget of $20.345 million gross and $18.609 million net is $0.260 million or 1.4% over the 2016 Approved Net Budget.

Base budget pressures are mainly attributable to salary and benefit adjustments common across all activities. In addition, other base budget pressures are attributable to the following:

- Reversal of prior year impacts results in an increase of $0.213 million.
- Operating impacts of $0.103 million net from the completion of capital projects require 1.0 permanent position to sustain Council's and Clerk's Business Systems and annualization for the Lobbyist Registrar's SOGR capital project.
- Inflationary increases for non-payroll items results in an increase of $0.012 million.
- Net changes in temporary capital staffing with costs recovered from the City Clerk's Office Capital Budget, results in a decrease of 0.1 temporary position and $0.015 million gross and $0 net.

In order to offset these pressures, the 2017 Operating Budget includes base expenditure changes of $0.358 million, service efficiency savings of $0.267 million and service adjustments of $0.108 million, as detailed below:

Base Expenditure Changes (savings of $0.012 million gross and net)

- A line by line review of expenditures against actual experience results in savings of $0.012 million for non-payroll items.

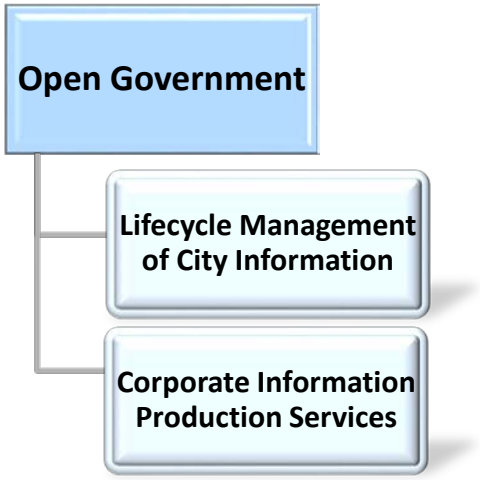
Service Efficiencies (savings of $0.267 million gross and net)

- A review of all vacant positions results in a deletion of 2.0 positions for savings of $0.167 million net.
- Continuing the migration towards digital Council and Committee meeting material results in a savings of $0.100 million gross and net by reducing the associated printing and paper costs.

Service Adjustments (savings of $0.108 million gross and net)

- A review of service delivery model results in the deletion of 2.0 filled positions for a savings of $0.108 million net in 2017 and $0.036 million net in 2018.
  - ➢ Please refer to Confidential Attachment 1 under separate cover.

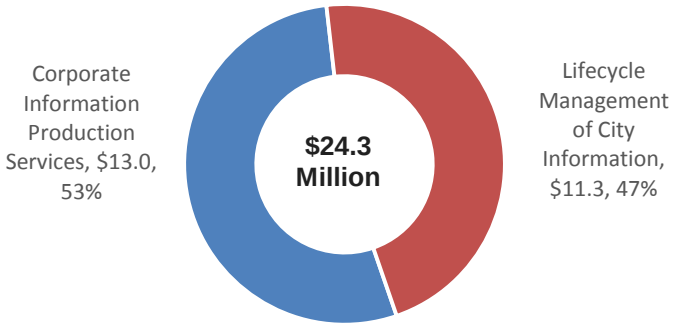
Open Government



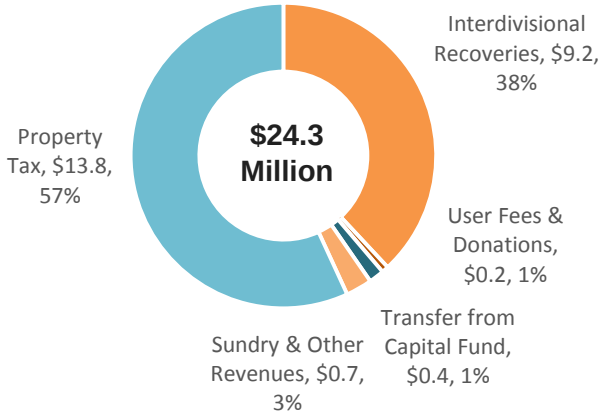
What We Do

- 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

2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)

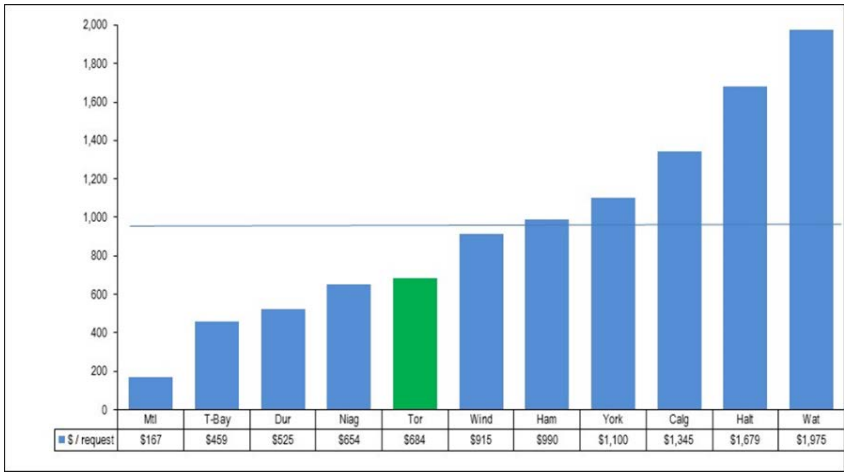


2017 Service Levels
Open Government

Activity	Type	Service Levels 2014	2015	2016	2017
Lifecycle Management of City Information	Access to information	Compliance rate might decrease as FOI requests continue to be more complex	Statutory Service Level: Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Statutory Service Level: Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Statutory Service Level: Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
	Lifecycle management of records	Statutory Service Level: Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Statutory Service Level: Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Statutory Service Level: Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Statutory Service Level: Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
Corporate Information Production Services	External and internal mail	Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
	Print/photocopy City information				

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Open Government.

Cost per FOI Requests



- Toronto has one of the lowest costs to respond to a Freedom of Information Request despite the highest number of requests (based on 2014 OMBI data).

Table 4
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Prelim. Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Lifecycle Management of City Information	11,146.0	11,773.1	(465.5)	11,307.5	161.5	1.4%		**11,307.5**	161.5	1.4%	132.8	1.2%	8.9	0.1%
Corporate Information Production Services	13,376.4	13,693.1	(699.7)	12,993.5	(383.0)	(2.9%)		**12,993.5**	(383.0)	(2.9%)	(733.7)	-5.5%	276.0	2.2%
Total Gross Exp.	24,522.4	25,415.5	(1,585.2)	24,301.0	(221.4)	(0.9%)		**24,301.0**	(221.4)	(0.9%)	(600.9)	-2.5%	284.9	1.2%
REVENUE														
Lifecycle Management of City Information	782.2	1,059.4		1,059.4	277.3	35.4%		**1,059.4**	277.3	35.4%	168.6	21.5%	(199.9)	(21.0%)
Corporate Information Production Services	9,622.9	9,333.3	78.7	9,412.0	(210.9)	(2.2%)		**9,412.0**	(210.9)	(2.2%)	(214.4)	-2.2%	6.0	0.1%
Total Revenues	10,405.1	10,392.7	78.7	10,471.4	66.3	0.6%		**10,471.4**	66.3	0.6%	(45.9)	-0.4%	(193.9)	(1.9%)
NET EXP.														
Lifecycle Management of City Information	10,363.8	10,713.6	(465.5)	10,248.1	(115.7)	(1.1%)		**10,248.1**	(115.7)	(1.1%)	(35.7)	-0.3%	208.8	2.0%
Corporate Information Production Services	3,753.5	4,301.4	(855.6)	3,445.8	(172.0)	(8.2%)		**3,445.8**	(172.0)	(8.2%)	(519.3)	-13.8%	270.0	8.3%
Total Net Exp.	14,117.4	15,022.8	(1,663.8)	13,359.0	(287.8)	(2.0%)		**13,829.6**	(287.8)	(2.0%)	(555.0)	-3.9%	478.8	3.5%
Approved Positions	198.0	200.0	(17.0)	183.0	(15.0)	(7.6%)		**183.0**	(15.0)	(7.6%)	(1.0)	-0.5%	(1.5)	(0.8%)

The ***Open Government s***ervice provides leadership on corporate information management policies, standards and strategies, supports information management practices in all City programs, directs appropriate public access to City information and delivers top-quality and efficient corporate print/photocopy and mail services.

The Open Government service's 2017 Operating Budget of $24.301 million gross and $13.830 million net is $0.288 million 2.0% below the 2016 Approved Net Budget.

Base budget pressures are mainly attributable to salary and benefit adjustments common across all services. In addition, other base budget pressures are attributable to the following:

- Reversal of prior year impacts results in an increase of $0.371 million gross and $0.417 million net.
- Inflationary increases for non-payroll items, results in an increase of $0.128 million.
- Net changes in temporary capital staffing with costs recovered from the City Clerk's Office Capital Budget, results in an increase of 2.0 temporary capital positions and $0.256 million gross and $0 net
- IDC/IDR reconciliation to reflect actual requirements results in a decrease of $0.223 million gross and $0 net.

In order to offset these pressures, the 2017 Operating Budget includes base expenditure changes of $0.598 million net, base revenue changes of $0.004 million net and service efficiency savings of $1.065 million net, as detailed below:

Base Changes ($0.051 million gross and $0.128 million net)

- A line by line review of expenditures against actual expenses will result in savings of $0.128 million for non-payroll items.
- Impacts from changes in IDC/ IDR will result in increase of $0.178 million gross and $0.00 million net

Service Efficiencies (savings of $1.165 million gross and $1.065 million net)

- A review of all vacant positions results in a deletion of 8.0 positions and savings of $0.600 million net.
- Transitioning the organization from paper to digital information through business process changes the City Clerk's Office will delete 9.0 filled positions for a savings of $0.466 million net in 2017 and $0.155 million net in 2018.
  - ➢ Please refer to Confidential Attachment 1 under separate cover.
- Continuing the migration towards digital Council and Committee meeting material by reducing paper copy agenda subscriptions, results in a savings of $0.100 million gross and $0 net.
- Business transformation efficiencies is expected to result in savings of $0.625 million in 2018.

City Council

2017 OPERATING BUDGET OVERVIEW

Toronto City Council comprises the Mayor and 44 Councillors, each representing a City's ward. City Council is the governing body for the City. As part of the City's legislative process, Councillors attend Council, Standing Committee and Community Council meetings, Councillors are also appointed to City agencies and corporations. The role of City Council is described in the City of Toronto Act, 2006, c. 131

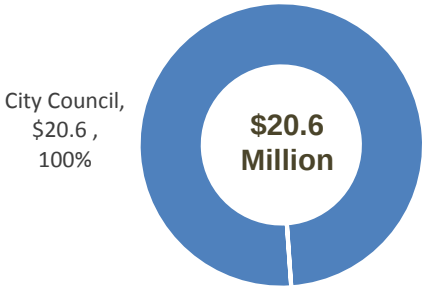
2017 Operating Budget Highlights

The 2017 Operating Budget of $20.627 million in gross expenditures and $20.355 million net provides funding for City Councillors to fulfill their statutory obligations. The Operating Budget for City Council is $20.627 million gross and $20.355 million net as shown below:

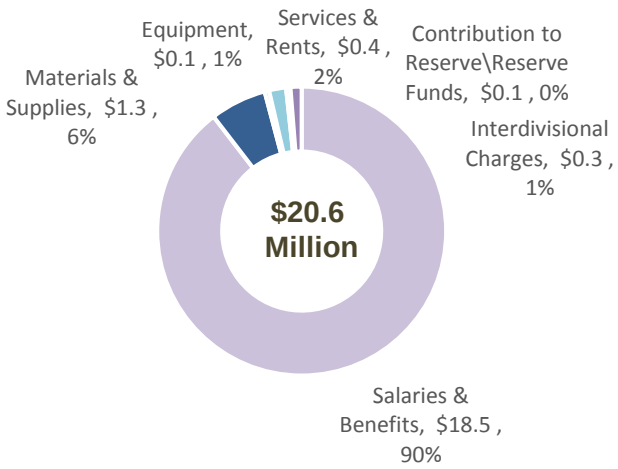
(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	20,938.1	20,626.7	(311.3)	(1.5%)
Revenues	40.0	272.0	232.0	580.0%
Net Expenditures	**20,898.1**	**20,354.7**	**(543.3)**	**(2.6%)**

2017 Operating Budget

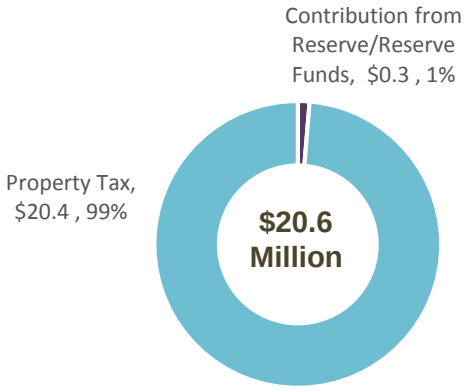
Where the money goes: By Service



By Expenditure Category



Where the money comes from: 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.
- Council has the power to change the mandates and governance of its agencies, with some limitations for the Police Board, Library Board and Board of Health.
- City Council decides on strategic policies and priorities and sets the direction for the City of Toronto.
- In 2013, City Council approved a Strategic Plan for the City of Toronto for 2013-2018.
- As a result of the Ward Boundary Review, City Council has approved the addition of 3 Councillors 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.

Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2016 Projected Actual	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 vs. 2016 Budget Change		Incremental Change 2018 Plan		Incremental Change 2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
City Council											
Gross Expenditures	20,938.1	20,938.1	20,626.7		20,626.7	(311.4)	(1.5%)	3,980.3	19.3%	(2,167.9)	(8.8%)
Revenue	40.0	40.0	272.0		272.0	232.0	580.0%	2,258.0	830.1%	(2,490.0)	(98.4%)
Net Expenditures	20,898.1	20,898.1	20,354.7		20,354.7	(543.4)	(2.6%)	1,722.3	8.5%	322.1	1.5%
Total											
Gross Expenditures	20,938.1	20,938.1	20,626.7		20,626.7	(311.4)	(1.5%)	3,980.3	19.3%	(2,167.9)	(8.8%)
Revenue	40.0	40.0	272.0		272.0	232.0	580.0%	2,258.0	830.1%	(2,490.0)	(98.4%)
Total Net Expenditures	20,898.1	20,898.1	20,354.7		20,354.7	(543.4)	(2.6%)	1,722.3	8.5%	322.1	1.5%
Approved Positions	180.0	180.0	180.0		180.0						

City Council's 2017 Operating Budget is $20.627 million gross and $20.355 million net, representing a 2.6% decrease to the 2016 Approved Net Operating Budget meets the budget reduction target as set out in the 2017 Operating Budget Directions approved by Council.

- 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. These are offset by base expenditure adjustments of $1.132 million net, and revenue adjustments of $0.232 million net.
- The 2018 and 2019 Plan increases are based on City Council structure of 44 wards and are attributable to the CPI adjustment 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 2017 Operating Budget results in the total staff complement remaining at 180.

City Manager's Office

2017 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.

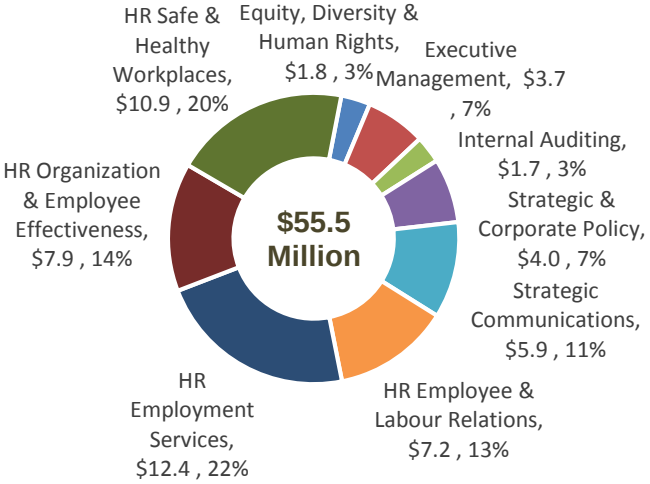
2017 Operating Budget Highlights

The 2017 Operating Budget for City Manager's Office of $46.947 million net is $0.608 million or 1.3% below the 2016 Approved Budget of $47.555 million net and provides funding for: Executive Management, Strategic & Corporate Policy, Internal Audit, Strategic Communications, Equity, Diversity & Human Rights, and Human Resources. The total cost to deliver these services to Toronto residents is $55.531 million gross and $46.947 million net as shown below:

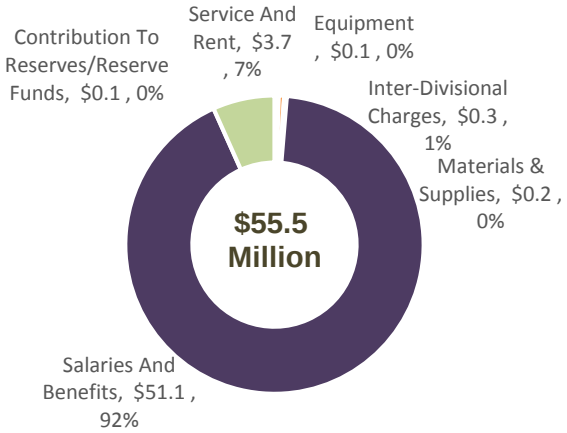
(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	55,308.9	55,530.9	222.1	0.4%
Revenues	7,753.6	8,584.0	830.3	10.7%
Net Expenditures	**47,555.2**	**46,947.0**	**(608.2)**	**(1.3%)**

2017 Operating Budget

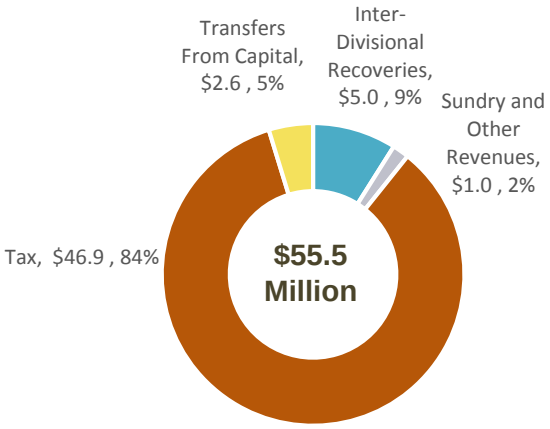
Where the money goes: By Service



By Expenditure Category



Where the money comes from: By Funding Source



Fast Facts

- Supported over 33,000 full and part-time employees
- Received more than 270,000 job applications and filled over 8,800 positions (excluding recreation workers) (2015).
- Reached new collective agreements with CUPE Local 79 and TCEU Local 416 representing approximately 30,000 employees, 80% of the City's workforce.
- Issued approximately 700 News Releases/Media Advisories.
- Over 20 million visitors to toronto.ca, generating nearly 100 million page views in 2016.
- Reached over 200,000 followers for @TorontoComms and over 5,000 followers for @GetInvolvedTO.
- Delivered over 32,000 hours of Health & Safety training.
- Over 92% of internal audit recommendations implemented with an overall client satisfaction rating exceeding 80%.
- Engaged more than 100,000 participants in public meetings, open houses, focus groups, advisory committees and surveys.
- Resolved over 1,000 harassment/discrimination inquiries and complaints from employees, divisions and service recipients.
- Met all compliance requirements under Accessibility for Ontarians with Disabilities Act (AODA).
- Reported on over 700 performance measures within 37 service areas across the City

Trends

- Declining cost of workplace injuries (WSIB).
- Increasing number of grievances resolved at mediation, prior to arbitration.
- Increasing use of social media for interaction with the public.
- Reduction in hiring times.
- Increased participation in technology-enabled learning events (ELI).

Our Key Issues & Priority Actions

- **Provide Corporate Oversight:**
  - ✓ Renew Toronto's Long-Term Financial Plan.
  - ✓ Coordinate the third-party Ward Boundary Review.
  - ✓ Review Agency Governance.
  - ✓ Ensure legislative compliance with Accessibility for Ontarians with Disabilities Act (AODA).
  - ✓ Establish the Offices of the Chief Transformation Officer (CTO) and Chief Resiliency Officer (CRO).
- **Co-ordinate Intergovernmental Issues**.
  - ✓ Co-ordinate transit initiatives
  - ✓ Ensure Social Housing sustainability
  - ✓ Co-ordinate federal infrastructure funding 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 2017

The 2017 Operating Budget will enable the Program 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.
- 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.
- Identify and evaluate exposures to risk and to help strengthen risk management and controls in program areas across the City.
- Deliver in partnership with Information & Technology a redesigned corporate website through the Web Revitalization Project.
- Provide advice and investigate employment and service provision complaints of harassment, discrimination and hate activity.
- 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.

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 services.

Strategic & Corporate Policy

Purpose:
To ensure responsiveness to City Council and citizens, facilitate improved service delivery and promote the City's interests in legislative affairs.

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 communication s needs of City employees.

HR Employee & Labour Relations

Purpose:
Manage the labour relations environment, labour dispute resolution, conduct discipline investigations, management training and provide advice to management regarding lay-offs, contracting out, contractual notice, position deletions, redeployment, etc.

HR Safe & Healthy Workplace

Purpose:
Ensure the organization is in compliance with the Occupational Health & Safety act and WSIB legislation and reduces the impact of injuries, illnesses and absences through early intervention actions and referrals.

HR Organization & Employee Effectiveness

Purpose:
Ensure the organization has the skills, competencies and ethical integrity to deliver City services by increasing employee engagement and reinforcing a culture of learning

HR Employment Services

Purpose:
Attract and retain a highly skilled, high performing and diverse workforce that reflects the community.

Legend:
Program
Activity
Service

Service Customer

Internal Audit
- Staff - City Divisions
- Staff - Agencies & Boards

Indirect (Beneficial)
- Residents
- Businesses

Equity, Diversity & Human Rights
- City Council
- Mayor
- City Manager & DCMs
- Staff - City Divisions
- Staff - Agencies & Boards

Indirect (Beneficial)
- Residents
- Other Orders of the Government

Strategic & Corporate Policy
- City Council
- Mayor
- City Manager & DCMs
- Staff - City Divisions
- Staff - Agencies & Boards

Indirect (Beneficial)
- Residents
- Other Orders of the Government

Executive Management
- City Council
- Mayor
- City Manager & DCMs
- Staff - City Divisions
- Staff - Agencies & Boards

Indirect (Beneficial)
- Residents
- Other Orders of the Government

Strategic Communications
- City Council
- Mayor
- City Manager & DCMs
- Staff - City Divisions
- Staff - Agencies & Boards
- Media

Indirect (Beneficial)
- Residents

Human Resources
- City Manager & DCMs
- Staff - City Divisions
- Staff - Agencies & Boards
- Unions & Associations

Indirect (Beneficial)
- Residents
- Members of Public interested in opportunities within Toronto Public Service

Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2016 Projected Actual	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 vs. 2016 Budget Change		Incremental Change 2018 Plan		Incremental Change 2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Executive Management											
Gross Expenditures	3,002.9	3,011.9	3,217.9	500.0	3,717.9	715.0	23.8%	(363.1)	(9.8%)	(167.4)	(5.0%)
Revenue			276.4	500.0	776.4	776.4	-	(489.0)	(63.0%)	(287.4)	(100.0%)
Net Expenditures	3,002.9	3,011.9	2,941.5		2,941.5	(61.4)	(2.0%)	125.9	4.3%	120.0	3.9%
Strategic & Corporate Policy											
Gross Expenditures	3,990.7	4,002.7	3,582.2	399.5	3,981.7	(9.0)	(0.2%)	170.1	4.3%	(250.7)	(6.0%)
Revenue	312.9	392.6		399.5	399.5	86.6	27.7%	6.8	1.7%	(406.3)	(100.0%)
Net Expenditures	3,677.8	3,610.1	3,582.2		3,582.2	(95.6)	(2.6%)	163.3	4.6%	155.5	4.2%
Internal Auditing											
Gross Expenditures	1,193.6	1,197.2	1,176.2	500.0	1,676.2	482.6	40.4%	52.5	4.5%	50.1	4.1%
Revenue	652.0	818.2	655.1		655.1	3.1	0.5%			10.0	1.5%
Net Expenditures	541.6	379.0	521.1	500.0	1,021.1	479.5	88.5%	52.5	10.1%	40.1	7.0%
Strategic Communications											
Gross Expenditures	6,054.9	6,073.2	5,948.5		5,948.5	(106.4)	(1.8%)	252.5	4.2%	240.8	3.9%
Revenue	1,143.4	1,434.8	1,164.7		1,164.7	21.2	1.9%	43.8	3.8%	41.8	3.5%
Net Expenditures	4,911.5	4,638.3	4,783.9		4,783.9	(127.7)	(2.6%)	208.7	4.4%	199.1	4.0%
Equity, Diversity & Human Rights											
Gross Expenditures	1,853.3	1,858.9	1,805.2		1,805.2	(48.1)	(2.6%)	80.3	4.4%	76.5	4.1%
Revenue	2.5	3.1	2.5		2.5						
Net Expenditures	1,850.8	1,855.8	1,802.7		1,802.7	(48.1)	(2.6%)	80.3	4.5%	76.5	4.1%
HR Employee & Labour Relations											
Gross Expenditures	8,483.8	8,509.4	7,202.1		7,202.1	(1,281.7)	(15.1%)	296.8	4.1%	286.7	3.8%
Revenue	1,703.0	2,137.0	778.4		778.4	(924.7)	(54.3%)	3.4	0.4%	4.4	0.6%
Net Expenditures	6,780.8	6,372.3	6,423.7		6,423.7	(357.1)	(5.3%)	293.4	4.6%	282.3	4.2%
HR Employment Services											
Gross Expenditures	11,440.1	11,474.5	12,374.1		12,374.1	934.1	8.2%	525.1	4.2%	522.1	4.0%
Revenue	2,042.3	2,562.8	2,815.0		2,815.0	772.7	37.8%	36.3	1.3%	45.3	1.6%
Net Expenditures	9,397.8	8,911.7	9,559.1		9,559.1	161.4	1.7%	488.9	5.1%	476.8	4.7%
HR Organization & Employee Effectiveness											
Gross Expenditures	8,206.6	8,231.3	7,920.2		7,920.2	(286.4)	(3.5%)	298.0	3.8%	284.8	3.5%
Revenue	1,167.6	1,465.1	1,225.6		1,225.6	58.0	5.0%				
Net Expenditures	7,039.0	6,766.1	6,694.6		6,694.6	(344.4)	(4.9%)	298.0	4.5%	284.8	4.1%
HR Safe & Healthy Workplaces											
Gross Expenditures	11,082.9	11,116.3	10,905.0		10,905.0	(177.9)	(1.6%)	471.8	4.3%	451.3	4.0%
Revenue	729.9	915.9	766.8		766.8	36.9	5.1%	3.0	0.4%	1.0	0.1%
Net Expenditures	10,353.0	10,200.4	10,138.2		10,138.2	(214.8)	(2.1%)	468.8	4.6%	450.3	4.2%
Total											
Gross Expenditures	55,308.9	55,475.3	54,131.5	1,399.5	55,531.0	222.1	0.4%	1,784.0	3.2%	1,494.1	2.6%
Revenue	7,753.6	9,729.6	7,684.5	899.5	8,584.0	830.3	10.7%	(395.7)	(4.6%)	(591.3)	(7.2%)
Total Net Expenditures	47,555.2	45,745.7	46,447.0	500.0	46,947.0	(608.2)	(1.3%)	2,179.7	4.6%	2,085.4	4.2%
Approved Positions	429.0	413.0	426.0	6.0	432.0	3.0	0.7%			(4.0)	(0.9%)

The City Manager's 2017 Operating Budget is $55.531 million gross and $46.947 million net, representing a 1.3% decrease to the 2016 Approved Net Operating Budget.

- Base pressures are mainly attributable to increases in salaries and benefits driven by negotiated annual increases, progression and re-earnable lump sum pay ($0.476 million net).
- To help mitigate the above pressures, the Program was able to achieve service efficiency savings and reductions through line by line review, reclassifying positions and deleting 14.0 positions ($1.428 million)
- New and enhanced services of $1.400 million gross and $0.500 million net are for the following:

- $0.400 million gross and $0 net funded from capital projects will provide support for transit expansion Initiatives and implementation of federal infrastructure programs with 3.0 temporary positions.
- $0.500 million gross and net is for expanding Internal Audit functions with 3.0 permanent positions.
- $0.500 million gross and $0 net funded from a grant from Bloomberg Philanthropies' Innovation Teams to establish a City of Toronto Innovation Team consistent with the requirements of the City's partnership with Bloomberg Philanthropies' Innovation Teams Program.

- Approval of the 2017 Operating Budget will result in the City Manager's Office increasing its total staff complement by 3.0 positions from 429.0 to 432.0. This is inclusive of the increase of 11.0 temporary positions from delegated authority into the Program's complement, the deletion of 14.0 positions, as well as 3.0 new temporary positions for Transit Initiatives and 3.0 new positions to provide additional internal audit capacity to improve management and operational controls and risk management practices in the City.
- The 2018 and 2019 Plan increases are attributable to COLA, progression pay, re-earnable lump-sum and fringe benefits.

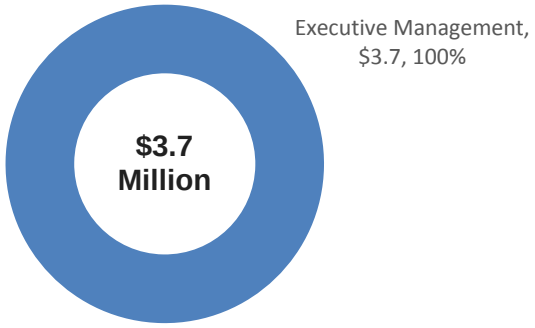
Executive Management

Executive Management

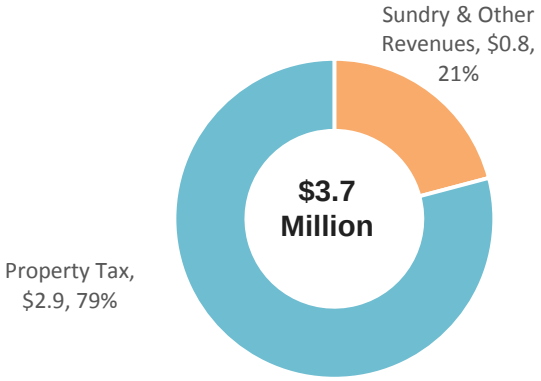
What We Do

- 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 staff reporting to Toronto City Council through Council, 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 (MBNC) benchmarking initiative and World Council on City Data (WCCD).

2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



2017 Service Levels
Executive Management

Service	Type*	Sub-type**	Service Levels 2014	2015	2016	2017
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	100% of indicators updated as per reporting frequency requirements	Update Management Information Dashboards quarterly		Update Management Information Dashboards quarterly
		Performance Measurement and Benchmarking Report		Update Performance Measurement and Benchmarking Report annually		Update Performance Measurement and Benchmarking Report annually
		World Council on City Data		Update World Council on City Data annually		Update World Council on City Data annually
		Toronto's International Rankings		Monitor Toronto's International Rankings and the City's website as required		Monitor Toronto's International Rankings and the City's website as required
	Council/Committee Agenda Management		N/A	Co-ordinate staff reporting to eight Council/Committee cycles		Co-ordinate staff reporting to eight Council/Committee cycles

* Formerly Activity
** Formerly Type

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Executive Management.

Table 2
2017 Service Budget by Activity

($000s)	2016 Budget	2017 Operating Budget: Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	2017 Budget	2017 Budget vs. 2016 Budget		Incremental Change: 2018 Plan		2019 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Executive Management	3,002.9	3,251.8	(33.9)	3,217.9	215.0	7.2%	500.0	**3,717.9**	715.0	23.8%	(363.1)	-9.8%	(167.4)	(5.0%)
Total Gross Exp.	3,002.9	3,251.8	(33.9)	3,217.9	215.0	7.2%	500.0	**3,717.9**	715.0	23.8%	(363.1)	-9.8%	(167.4)	(5.0%)
REVENUE														
Executive Management		276.4		276.4	276.4	-	500.0	**776.4**	776.4	-	(489.0)	-63.0%	(287.4)	(100.0%)
Total Revenues		276.4		276.4	276.4	-	500.0	**776.4**	776.4	-	(489.0)	-63.0%	(287.4)	(100.0%)
NET EXP.														
Executive Management	3,002.9	2,975.4	(33.9)	2,941.5	(61.4)	(2.0%)		**2,941.5**	(61.4)	(2.0%)	125.9	4.3%	120.0	3.9%
Total Net Exp.	3,002.9	2,975.4	(33.9)	2,941.5	(61.4)	(2.0%)		**2,941.5**	(61.4)	(2.0%)	125.9	4.3%	120.0	3.9%
Approved Positions	21.0	22.0		22.0	1.0	4.8%		**22.0**	1.0	4.8%			(1.0)	(4.5%)

The ***Executive Management Service*** provides overall leadership and strategic direction to the City's programs, operations, policies, financial resources and investments.

The Executive Management's 2017 Operating Budget of $3.718 million gross and $2.942 million net is $0.061 million or 2.0% under the 2016 Approved Net Budget.

- Base budget pressures in Executive Management are primarily attributable to salary and benefit adjustments (COLA, progression pay, re-earnable lump sum pay, gapping and benefit) common across all services given that 97% of this Service's budget is composed of salary and benefit costs.

- In order to offset these pressures, the 2017 Operating Budget includes savings of $0.034 million as a result of the reclassification of a vacant Management Consultant position to a Research Associate.

- The 2017 Operating Budget includes a new funding of $0.500 million gross and $0 net, funded from the Bloomberg Philanthropies' Innovation Teams Program grant, to cover the costs of the Bloomberg Philanthropies' Innovation Teams programs.

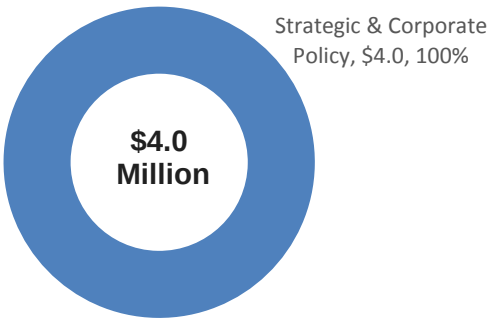
Strategic & Corporate Policy

Strategic & Corporate Policy

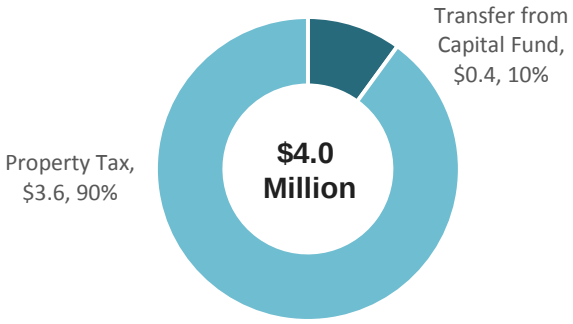
What We Do

- 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
- 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
- Administer the Toronto-Ontario Consultation and Cooperation Agreement (T-OCCA), including any matters related to the City of Toronto Act, the Municipal Elections Act (with the City Clerk) and the Municipal Conflict of Interest Act.
- Implement changes to the City of Toronto Act
- 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
  - Ontario Place revitalization
- Support the Mayor, members of Council, and the City Manager's participation and liaison with municipal associations such as FCM, BCMC, AMO, LUMCO.

2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



2017 Service Levels
Strategic & Corporate Policy

Service	Type*	Sub-type**	Service Levels 2014	2015	2016	2017
Strategic & Corporate Policy	Government-Wide Initiatives		To develop and delivery corporate-level policy and governance requirements to advance Council's goals. To respond to requests received for policy or civic engagement advice within 24 hours 95% of the time To complete 100% of staff requests for policy or civic engagement advice To post civic engagement activities as provided by City divisions to the City's website in 24 hours 95% of the time	Develop and deliver government wide policy initiatives and civic engagement programs on behalf of the City Manager and City Council		Develop and deliver government wide policy initiatives and civic engagement programs on behalf of the City Manager and City Council
				Respond to all requests for civic engagement advice		Respond to all requests for civic engagement advice
				Effectively coordinates strategic initiatives with key stakeholders and partners		Effectively coordinates strategic initiatives with key stakeholders and partners
	Inter-governmental Relations		Develop and deliver the City's corporate intergovernmental strategy to advance Council's goals, in consultation with City divisions and agencies Administer the Toronto-Ontario Consultation and Cooperation Agreement and respond to requests from the Province of Ontario within 24 hours 95% of the time Coordinate and complete all Council directed correspondence with other governments and related associations annually and by each term of Council Prepare advice and address all City governance and accountability requirements per relationship frameworks and shareholder directions of City agencies and corporations Coordinate and complete all Council requirements as sole shareholder of City Corporations related to the holding of Annual General Meetings and the review of audited financial statements within the legislated fifteen month timeframe	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		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 required formal submissions, correspondence and meetings with other governments and associations		Complete all required formal submissions, correspondence and meetings with other governments and associations
				Administer all federal and provincial funding and governance agreements in compliance with government requirements to achieve the City's interests and share of funds		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		To respond to requests received for governance and organizational advice within 24 hours 95% of the time To complete 100% of requested service efficiency studies of City programs and services	Advise on and support governance and decision making structures including Council, Committees, delegation of Council authority, and the City's Accountability functions		Advise on and support governance and decision making structures including Council, Committees, delegation of Council authority, and the City's Accountability functions
				Coordinate the City's interests with Agencies and Corporations including completion of all sole shareholder requirements for City Service Corporations		Coordinate the City's interests with Agencies and Corporations including completion of all sole shareholder requirements for City Service Corporations
				Effectively coordinate governance-related initiatives with key stakeholders and partners		Effectively coordinate governance-related initiatives with key stakeholders and partners

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Strategic & Corporate Policy.

Table 3
2017 Service Budget by Activity

	2016	2017 Operating Budget							2017 Budget vs. 2016 Budget		Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	2017 Budget			2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Strategic & Corporate Policy	3,990.7	3,712.7	(130.5)	3,582.2	(408.5)	(10.2%)	399.5	**3,981.7**	(9.0)	(0.2%)	170.1	4.3%	(250.7)	6.0%
Total Gross Exp.	3,990.7	3,712.7	(130.5)	3,582.2	(408.5)	(10.2%)	399.5	**3,981.7**	(9.0)	(0.2%)	170.1	4.3%	(250.7)	6.0%
REVENUE														
Strategic & Corporate Policy	312.9				(312.9)	(100.0%)	399.5	**399.5**	86.6	27.7%	6.8	1.7%	(406.3)	100.0%
Total Revenues	312.9				(312.9)	(100.0%)	399.5	**399.5**	86.6	27.7%	6.8	1.7%	(406.3)	100.0%
NET EXP.														
Strategic & Corporate Policy	3,677.8	3,712.7	(130.5)	3,582.2	(95.6)	(2.6%)		**3,582.2**	(95.6)	(2.6%)	163.3	4.6%	155.6	4.2%
Total Net Exp.	3,677.8	3,712.7	(130.5)	3,582.2	(95.6)	(2.6%)		**3,582.2**	(95.6)	(2.6%)	163.3	4.6%	155.6	4.2%
Approved Positions	27.0	27.0	(1.0)	26.0	(1.0)	(3.7%)	3.0	**29.0**	2.0	7.4%			(3.0)	(10.3%)

The ***Strategic & Corporate Policy Service*** ensures responsiveness to City Council and citizens, facilitates improved service delivery, promotes the City's interests in legislative affairs, and sets policy for initiatives. This service provides advice and support to the City Manager and Council on intergovernmental matters including the administration of agreements and funding programs with other orders of government, governance and decision making structures for Council and its agencies and corporations, and undertakes government-wide policy initiatives including participatory engagement activities to support Council decision making.

The Strategic & Corporate Policy's 2017 Operating Budget of $3.982 million gross and $3.582 million net is $0.096 million or 2.6% under the 2016 Approved Net Budget.

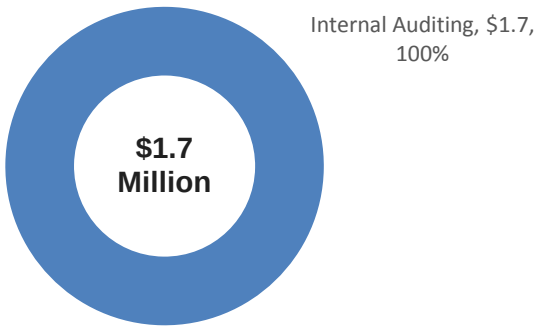
- In addition to the base budget pressures common to all services, this service budget reflects the reversal of one-time funding for the Ward Boundary Review and protocol support to the 2015 PanAm and ParaPanAm games.
- In order to offset these pressures, the 2017 Operating Budget includes the deletion of 1.0 vacant Senior Corporate Management & Policy Consultant position that will realize savings of $0.130 million but may reduce the Division's ability to effectively coordinate key governance and government-wide initiatives on behalf of the City Manager and City Council.
- The 2017 Operating Budget includes a new funding of $0.400 million gross and $0 net, funded from the Transit Corporate Initiatives Capital Budget, for 3.0 temporary positions dedicated to transit expansion initiatives and the implementation of federal infrastructure programs.

Internal Audit

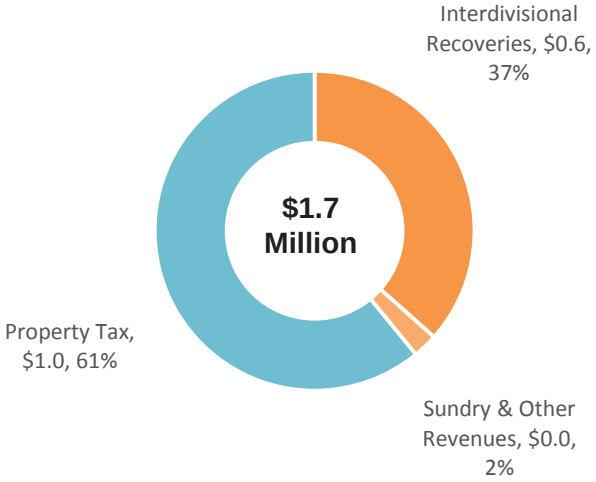
What We Do

- Internal Audit's service objectives are to:
  - 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.
- The objectives are achieved through the provision of the following services:
  - Business and Risk Consulting, including advice on the design and development of new or enhanced programs, policies, processes or information systems.
  - Assurance Services, including the performance of compliance, operational, financial, forensic, and internal control reviews.

2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



2017 Service Levels
Internal Audit

Service	Type*	Sub-type**	Service Levels 2014	2015	2016	2017
Internal Audit	Business & Risk Consulting		To develop workplan based on assessment of risk and available resources.	Prioritize requests for review/audit based on assessment of risk		Prioritize requests for review/audit based on assessment of risk
			N/A	Respond to requests for advice within two business days		Respond to requests for advice within two business days
	Audit Reporting		Obtain an average score of 4 out of 5 in the client satisfaction surveys pertaining to all audit completed.			Obtain an average score of 4 out of 5 in the client satisfaction surveys pertaining to all audit completed.

* Formerly Activity
** Formerly Type

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Internal Audit.

Table 4
2017 Service Budget by Activity

($000s)	2016 Budget	2017 Operating Budget: Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	2017 Budget	2017 Budget vs. 2016 Budget		Incremental Change: 2018 Plan		2019 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Internal Audit	1,193.6	1,176.2		1,176.2	(17.4)	(1.5%)	500.0	**1,676.2**	482.6	40.4%	52.5	3.1%	50.1	2.9%
Total Gross Exp.	1,193.6	1,176.2		1,176.2	(17.4)	(1.5%)	500.0	**1,676.2**	482.6	40.4%	52.5	3.1%	50.1	2.9%
REVENUE														
Internal Audit	652.0	655.1		655.1	3.1	0.5%		**655.1**	3.1	0.5%			10.0	1.5%
Total Revenues	652.0	655.1		655.1	3.1	0.5%		**655.1**	3.1	0.5%			10.0	1.5%
NET EXP.														
Internal Audit	541.6	521.1		521.1	(20.5)	(3.8%)	500.0	**1,021.1**	479.5	88.5%	52.5	5.1%	40.1	3.7%
Total Net Exp.	541.6	521.1		521.1	(20.5)	(3.8%)	500.0	**1,021.1**	479.5	88.5%	52.5	5.1%	40.1	3.7%
Approved Positions	8.0	8.0		8.0			3.0	**11.0**	3.0	37.5%				

The ***Internal Audit Service*** identifies and evaluates exposure to risk to help strengthen risk management and controls in program areas within City divisions, agencies and corporations, provides objective assurance and advice to help clients mitigate business risks, improve operations by promoting/assuring fiscal responsibility, accountability and compliance with various policies and legislation. It also annually reports work plan and previous year's achievements to Audit Committee.

Internal Audit's 2017 Operating Budget of $1.676 million gross and $1.021 million net is $0.480 million or 88.5% over the 2016 Approved Net Budget.

- Base budget pressures are primarily attributable to salary and benefit adjustments common across all services.
- The 2017 Operating Budget includes a new funding of $0.500 million gross and net, for 3.0 permanent positions to provide additional internal audit capacity to improve management and operational controls and risk management practices in the City.

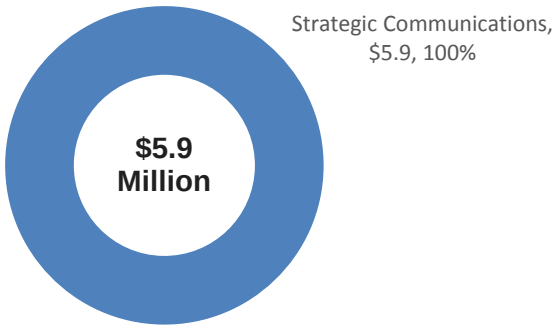
Strategic Communications

Strategic Communications

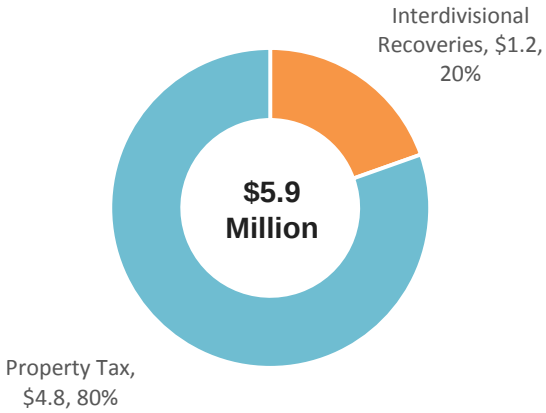
What We Do

- Deliver in partnership with I&T a redesigned corporate website through the Web Revitalization Project.
- Develop and implement communications, media relations and issues management plans to support all corporate, divisional and partnership initiatives.
- Develop and implement promotional, public education and advertising programs for key City and divisional initiatives and support over 100 public events.
- Provide crisis communications leadership during emergency incidents and extreme weather events.
- Manage media buys and the City's Corporate Identity Program, and deliver media training programs for staff.

2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



2017 Service Levels
Strategic Communications

Service	Type*	Sub-type**	2014	2015	2016	2017
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
		Statutory Advertisements & By-law Notices	100% of statutory advertisements placed within required time and By-law notices placed 15 days after By-law has passed 100% of the time	100% of statutory advertisements and By-law notices placed within required timelines		100% of statutory advertisements and By-law notices placed within required timelines
	Public Communications	Comminication Plans	Our Toronto newsletter published three times yearly and delivered to 1 million households	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
		Communications Products		Produce communications products within deadline 95% of the time		Produce communications products within deadline 95% of the time
		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
	Internal Communications	Communication Advice	N/A	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
		Communications Products	City News Summary distributed electronically by 7:00 AM daily 98% of the time	Develop and deliver internal communications products by deadline 95% of the time.		Develop and deliver internal communications products by deadline 95% of the time.
		Communications Plans	N/A	Develop and deliver internal communications plans to support staff engagement strategies		Develop and deliver internal communications plans to support staff engagement strategies
	Media Relations	Proactive media relations	Twitter followers 15,000. Review and distribute 400 media advisories and releases, handle 3000 media inquiries	Proactively engage media to promote corporate and divsional initiatives		Proactively engage media to promote corporate and divsional initiatives
		Reactive media relations	Twitter followers 15,000. Review and distribute 400 media advisories and releases, handle 3000 media inquiries	Respond to media inquiries within 24 hours 98% of the time		Respond to media inquiries within 24 hours 98% of the time
		Issues Management	Twitter followers 15,000. Review and distribute 400 media advisories and releases, handle 3000 media inquiries	Respond to requests for issues management advice within the same day, 95% of the time		Respond to requests for issues management advice within the same day, 95% of the time

* Formerly Activity
** Formerly Type

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Strategic Communications.

Table 5
2017 Service Budget by Activity

	2016	2017 Operating Budget							2017 Budget vs. 2016 Budget		Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	2017 Budget			2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Strategic Communications	6,054.9	6,075.7	(127.2)	5,948.5	(106.4)	(1.8%)		**5,948.5**	(106.4)	(1.8%)	252.5	4.2%	240.8	3.9%
Total Gross Exp.	6,054.9	6,075.7	(127.2)	5,948.5	(106.4)	(1.8%)		**5,948.5**	(106.4)	(1.8%)	252.5	4.2%	240.8	3.9%
REVENUE														
Strategic Communications	1,143.4	1,164.7		1,164.7	21.2	1.9%		**1,164.7**	21.2	1.9%	43.8	3.8%	41.8	3.5%
Total Revenues	1,143.4	1,164.7		1,164.7	21.2	1.9%		**1,164.7**	21.2	1.9%	43.8	3.8%	41.8	3.5%
NET EXP.														
Strategic Communications	4,911.5	4,911.1	(127.2)	4,783.9	(127.7)	(2.6%)		**4,783.9**	(127.7)	(2.6%)	208.7	4.4%	199.1	4.0%
Total Net Exp.	4,911.5	4,911.1	(127.2)	4,783.9	(127.7)	(2.6%)		**4,783.9**	(127.7)	(2.6%)	208.7	4.4%	199.1	4.0%
Approved Positions	49.0	49.0	(1.0)	48.0	(1.0)	(2.0%)		**48.0**	(1.0)	(2.0%)				

The ***Strategic Communications Service*** provides advice, counsel and leadership to the City with respect to communications planning, media relations and issues management, digital communications, advertising and brand management. The service ensures that messages to the public are clear, consistent and support civic participation and understanding of Council priorities, emerging issues and City policies, programs and services. The service also creates public awareness and understanding about City government as well as serving the internal communications needs of City employees.

Strategic Communication's 2017 Operating Budget of $5.949 million gross and $4.784 million net is $0.128 million or 2.6% under the 2016 Approved Net Budget.

- Base budget pressures are mainly attributable to salary and benefit adjustments common across all services.
- In order to offset these pressures, the 2017 Operating Budget includes base expenditure savings from a line by line review and the service efficiency savings from the realignment of staffing workload by deleting 1.0 filled position.

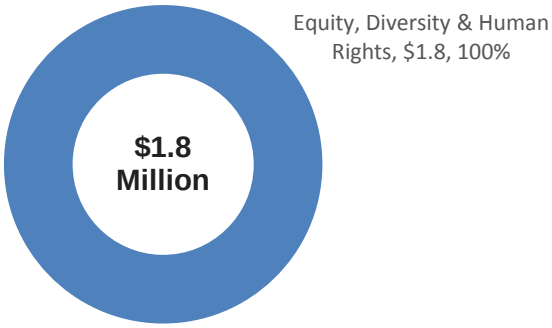
Equity, Diversity & Human Rights

Equity, Diversity & Human Rights

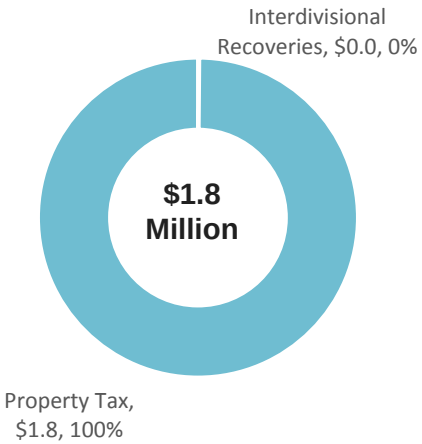
What We Do

- Provide expert advice and investigate employment and service provision complaints of harassment, discrimination and hate activity ensuring compliance with legislated obligations, to mitigate financial and reputational risks to the City and advance equity – resolving more than 1000 complaints/inquiries annually
- In collaboration with City divisions, review results of the *Count Yourself In Workforce Survey* and develop and implement strategic actions that support the City's equity and diversity goals as articulated in the Talent Blueprint
- Promote the City's legislative and policy compliance obligations, including Bill 132, and various Accessibility Guidelines to support the Corporate Accessibility Policy and the *Accessibility for Ontarians with Disability Act*, (AODA) through a multi-pronged approach of education, training, and the development of supporting tools and resources.

2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



2017 Service Levels
Equity, Diversity & Human Rights

Service	Type*	Sub-type**	2014	2015	2016	2017
Equity, Diversity & Human Rights	Equity and Accessibility	Equity Plan	To increase response rate to Count Yourself In Workforce survey to over 50%	To increase response rate to Count Yourself in Workforce survey to over 65%		To increase response rate to Count Yourself in Workforce survey to over 65%
		Accessibility Plan	Coordinate and meet 100% corporate compliance for the City on AODA			Coordinate and meet 100% corporate compliance for the City on AODA
			To respond to requests received for advice/consultation within 24hrs 90% of the time.	Satisfactorily respond to requests for accessibility advice within 48 hours 85% of time		Satisfactorily respond to requests for accessibility advice within 48 hours 85% of time.
			To meet request satisfactorily within 48 hours 85% of the time (depending on the nature of the topic)			
			Ensure City divisions are meeting compliance timelines 95% of the time.			Ensure City divisions are meeting compliance timelines 95% of the time.
	Diversity & Inclusion		To respond to requests received for advice/consultation within 24hrs 90% of the time.	Satisfactorily respond to requests for accessibility advice within 48 hours 85% of time	Satisfactorily respond to requests for accessibility advice within 48 hours 90% of time	Satisfactorily respond to requests for accessibility advice within 48 hours 90% of time
			To meet request satisfactorily within 48 hours 85% of the time (depending on the nature of the topic).			
	Human Rights Education & Complaints Management		To ensure that less than 1-2% of the total cases resolved get escalated to the Human Rights Tribunal of Ontario (HRTO). To ensure that 95% of the cases escalated to Human Rights Tribunal of Ontario are dismissed without penalties to the City.			To ensure that less than 1-2% of the total cases resolved get escalated to the Human Rights Tribunal of Ontario (HRTO). To ensure that 95% of the cases escalated to Human Rights Tribunal of Ontario are dismissed without penalties to the City.

* Formerly Activity
** Formerly Type

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Equity, Diversity & Human Rights.

Table 6
2017 Service Budget by Activity

	2016	2017 Operating Budget								Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	2017 Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Equity, Diversity & Human Rights	1,853.3	1,841.9	(36.7)	1,805.2	(48.1)	(2.6%)		**1,805.2**	(48.1)	(2.6%)	80.3	4.4%	76.5	4.1%
Total Gross Exp.	1,853.3	1,841.9	(36.7)	1,805.2	(48.1)	(2.6%)		**1,805.2**	(48.1)	(2.6%)	80.3	4.4%	76.5	4.1%
REVENUE														
Equity, Diversity & Human Rights	2.5	2.5		2.5				**2.5**						
Total Revenues	2.5	2.5		2.5				**2.5**						
NET EXP.														
Equity, Diversity & Human Rights	1,850.8	1,839.4	(36.7)	1,802.7	(48.1)	(2.6%)		**1,802.7**	(48.1)	(2.6%)	80.3	4.5%	76.5	4.1%
Total Net Exp.	1,850.8	1,839.4	(36.7)	1,802.7	(48.1)	(2.6%)		**1,802.7**	(48.1)	(2.6%)	80.3	4.5%	76.5	4.1%
Approved Positions	15.0	15.0	(1.0)	14.0	(1.0)	(6.7%)		**14.0**	(1.0)	(6.7%)				

The ***Equity, Diversity & Human Rights Service*** provides advice/information to the City of Toronto regarding equal opportunities for all citizens, visitors, and businesses directly interacting with City services. This Service implements strategies to:

- reflect the public we serve at all levels of the organization;
- respond to the needs of a diverse population; and
- remove barriers.

Equity, Diversity & Human Right's 2017 Operating Budget of $1.805 million gross and $1.803 million net is $0.048 million or 2.6% under the 2016 Approved Net Budget.

- Base budget pressures are primarily attributable to salary and benefit adjustments common across all services.
- In order to offset these pressures, the 2017 Operating Budget includes efficiency savings from the realignment of workload by deleting 1.0 filled position. A portion of the savings will be redirected to fund a Toronto Urban Fellow position which will increase the Division's research, policy and project management capacity.
  - ➢ Please refer to Confidential Attachment 1 under separate cover.

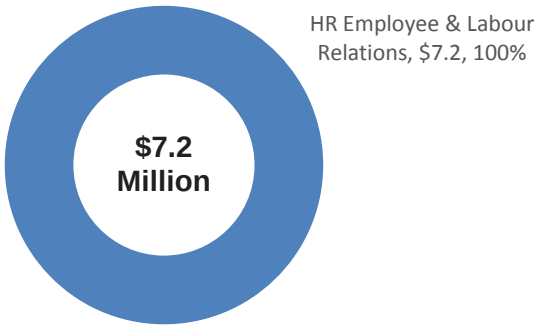
HR Employee & Labour Relations

HR Employee & Labour Relations

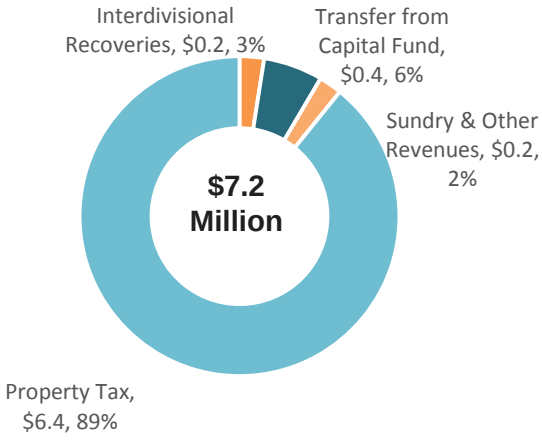
What We Do

- Provide expert advice and support to the City's operating divisions' program review challenges in a complex, unionized environment through collective agreement and policy interpretation, partnering with divisions, expanding the training program to include additional corporate and custom intact training, and liaising with the respective union representatives.
- Manage day to day grievance, mediation and arbitration processes, including the ongoing effort to reduce the number of active grievances in a timely manner.
- Develop training module targeting new employees: Understanding the Collective Agreements.
- Administer both the City's Fair Wage Policy as well as critical compliance issues that arise under various collective agreements in the construction industry to which the City is bound.

2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)

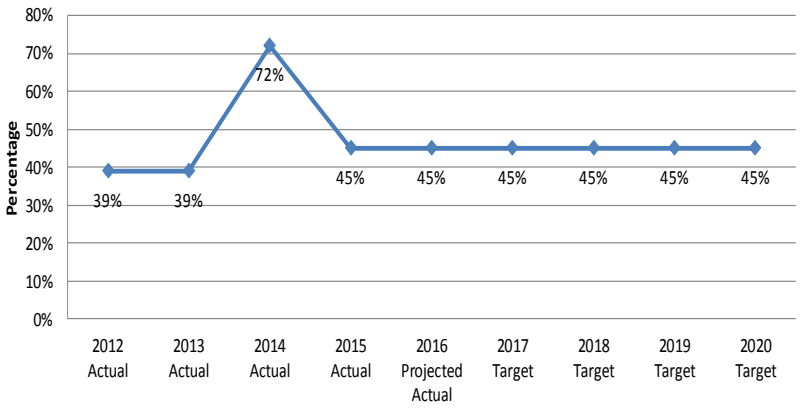


2017 Service Levels
HR-Employee & Labour Relations

Service	Type	Service Levels 2014	2015	2016	2017
HR Employee & Labour Relations	Labour Relations	To maintain at 45% or increase the percentage of grievances resolved at the earliest possible stage	% of grievances handled by Employee & Labour Relations resolved at Step 2; Average participant satisfaction rating with Employee & Labour Relations training		% of grievances handled by Employee & Labour Relations resolved at Step 2; Average participant satisfaction rating with Employee & Labour Relations training
	A Fair Wage Policy/Labour Trade Issue Managed	To maintain or increase the number of constructions trade grievances resolved at the earliest stage between 85-90%	% of construction trade grievances resolved without going to a third party		% of construction trade grievances resolved without going to a third party
		To respond to all complaints within 3 business days	% of Fair Wage or Labour Trade inquiry responses within 3 days		% of Fair Wage or Labour Trade inquiry responses within 3 days
	Negotiations	To effectively implement new collective agreement provisions through expert advice, training and interpretation	N/A for 2015. Will be anticipated for 2016 when new collective agreements are negotiated	N/A	To effectively implement new collective agreement provisions through expert advice, training and interpretation
	Emergency Plan	To have the Continuity of Operation Plan updated on an annual basis	N/A		To have Business Continuity Plans updated on an annual basis
		To have a corporate labour disruption plan operational in the event of a labour disruption	N/A for 2015. (Planning for 2016 Labour Response will start in 2015)	N/A	N/A

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for HR Employee & Labour Relations.

Percent of grievances resolved at mediation



- Enhanced service effectiveness through strategic grievance management, including resumption of Step 2 grievance management for all except four divisions 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.

Table 7
2017 Service Budget by Activity

	2016	2017 Operating Budget							2017 Budget vs. 2016 Budget		Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	2017 Budget			2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
HR Employee & Labour Relations	8,483.8	7,437.6	(235.5)	7,202.1	(1,281.7)	(15.1%)		**7,202.1**	(1,281.7)	(15.1%)	296.8	4.1%	286.7	3.8%
Total Gross Exp.	8,483.8	7,437.6	(235.5)	7,202.1	(1,281.7)	(15.1%)		**7,202.1**	(1,281.7)	(15.1%)	296.8	4.1%	286.7	3.8%
REVENUE														
HR Employee & Labour Relations	1,703.0	778.4		778.4	(924.7)	(54.3%)		**778.4**	(924.7)	(54.3%)	3.4	0.4%	4.4	0.6%
Total Revenues	1,703.0	778.4		778.4	(924.7)	(54.3%)		**778.4**	(924.7)	(54.3%)	3.4	0.4%	4.4	0.6%
NET EXP.														
HR Employee & Labour Relations	6,780.8	6,659.2	(235.5)	6,423.7	(357.1)	(5.3%)		**6,423.7**	(357.1)	(5.3%)	293.4	4.6%	282.3	4.2%
Total Net Exp.	6,780.8	6,659.2	(235.5)	6,423.7	(357.1)	(5.3%)		**6,423.7**	(357.1)	(5.3%)	293.4	4.6%	282.3	4.2%
Approved Positions	56.8	56.8	(2.5)	54.3	(2.5)	(4.4%)		**54.3**	(2.5)	(4.4%)				

The ***Employee & Labour Relations Service*** manages the labour relations environment, labour dispute resolution (grievances/arbitrations), Ontario Labour Relations Board and Employment Standards complaints. It also provides expert advice to management regarding lay-off, contracting out, contractual notices, position deletions and conducts discipline investigations and management training.

Employee & Labour Relations' 2017 Operating Budget of $7.202 million gross and $6.424 million net is $0.357 million or 5.3% under the 2016 Approved Net Budget.

- Base budget pressures are primarily attributable to salary and benefit adjustments common across all services as well as the reversal of one-time funding for Collective Bargaining negotiations, resulting in a decrease of $0.950 million gross and $0 net, as this was recovered from the Non-Program Expenditure Operating Budget.
- In order to offset these pressures, the 2017 Operating Budget includes:
  - The deletion of 2.5 positions (1.25 vacant and 1.25 filled) results in service efficiency and service adjustment savings of $0.235 million. Please refer to Confidential Attachment 1 under separate cover.

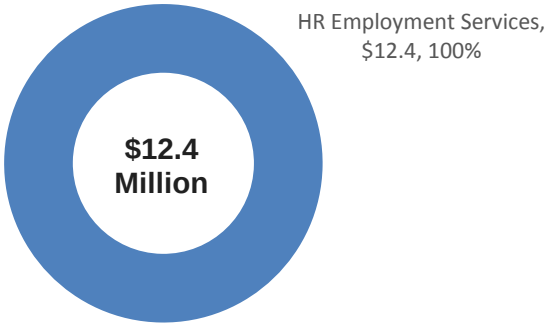
HR Employment Services

HR Employment Services

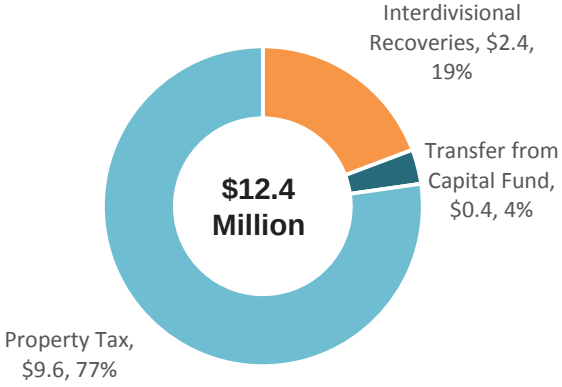
What We Do

- Implement recruitment related changes resulting from Collective Bargaining.
- Manage a high volume of on-going recruitment and compensation activity.
- Develop and implement employment initiatives (such as expanded gateway employment program) that will proactively address anticipated future hiring challenges.
- Strengthen diversity hiring practices and initiatives.

2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)

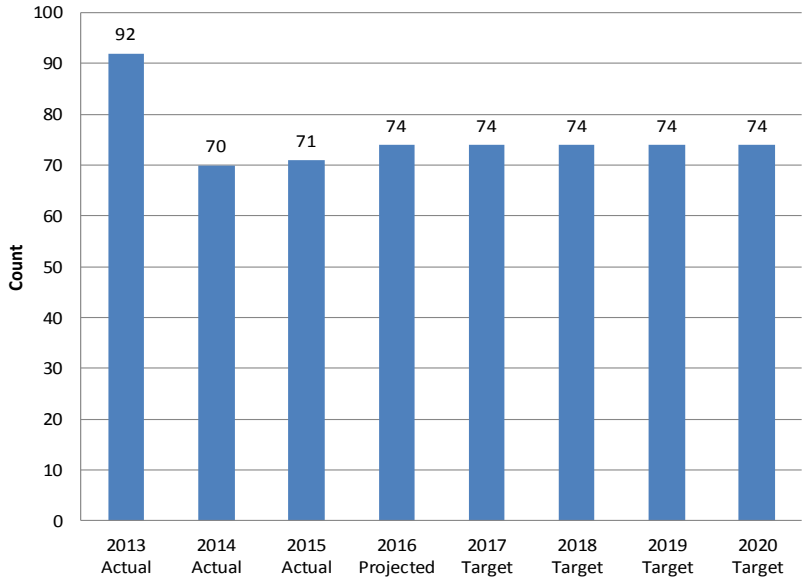


2017 Service Levels
HR-Employment Services

Service	Type	2014	2015	2016	2017
HR Employment Services		To maintain at 95% or increase the percentage of clients confident in the services of the HR Assessment Centre for standardized testing	% of clients satisfied with the services of the Assessment Centre		% of clients satisfied with the services of the Assessment Centre
	Recruitment	To identify opportunities to reduce the established average time to fill non union vacancies	Average # of days to fill a non-union vacancy		Average # of days to fill a non-union vacancy
		To establish a baseline of client satisfaction with the hiring process, service and quality of hire, with a goal of maintaining or increasing in future years.	% of clients satisfied with the hiring process (service and quality of hire)		% of clients satisfied with the hiring process (service and quality of hire)

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for HR Employment Services.

Average # Days to Fill A Non-Union Vacancy



- Improved service efficiency is shown by the 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.

Table 8
2017 Service Budget by Activity

($000s)	2016 Budget	2017 Operating Budget: Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	2017 Budget	2017 Budget vs. 2016 Budget		Incremental Change: 2018 Plan		2019 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
HR Employment Services	11,440.1	12,620.3	(246.2)	12,374.1	934.1	8.2%		**12,374.1**	934.1	8.2%	525.1	4.2%	522.1	4.0%
Total Gross Exp.	11,440.1	12,620.3	(246.2)	12,374.1	934.1	8.2%		**12,374.1**	934.1	8.2%	525.1	4.2%	522.1	4.0%
REVENUE														
HR Employment Services	2,042.3	2,815.0		2,815.0	772.7	37.8%		**2,815.0**	772.7	37.8%	36.3	1.3%	45.3	1.6%
Total Revenues	2,042.3	2,815.0		2,815.0	772.7	37.8%		**2,815.0**	772.7	37.8%	36.3		45.3	1.6%
NET EXP.														
HR Employment Services	9,397.8	9,805.3	(246.2)	9,559.1	161.4	1.7%		**9,559.1**	161.4	1.7%	488.9	5.1%	476.8	4.7%
Total Net Exp.	9,397.8	9,805.3	(246.2)	9,559.1	161.4	1.7%		**9,559.1**	161.4	1.7%	488.9	5.1%	476.8	4.7%
Approved Positions	104.8	114.8	(2.5)	112.3	7.5	7.2%		**112.3**	7.5	7.2%				

The ***Employment Services*** attracts and retains a highly skilled, high performing and diverse workforce that reflects the community, administers collective agreement/policy provisions relating to redeployment, position deletions and employee exits and supports division/cluster service reviews, re-organizations and work process reviews through comprehensive compensation reviews, creating and/or eliminating positions.

Employment Services' 2017 Operating Budget of $12.374 million gross and $9.559 million net is $0.161 million or 1.7% over the 2016 Approved Net Budget.

- Base budget pressures are primarily attributable to salary and benefit adjustments common across all services.
- One temporary position which had been transferred in 2016 from Facilities, Real Estate, Environment and Energy Program for the City-Wide Real Estate Review, was deleted in 2017 resulting in $0 net as the position was funded from inter-divisional recoveries.
- In addition, an administrative transfer of 11.0 temporary positions from delegated authority results in an increase of $0.744 million gross and $0 net. These positions are funded from inter-divisional recoveries from various City Programs.
  - These positions were previously not included in the City Manager's Office staffing complement, but were funded from unspent salaries and benefits. These positions are required on an on-going basis for various divisions and funds have been allocated to fund them.
- The 2017 Operating Budget also includes:
  - The deletion of 2.5 positions (2.25 filled and 0.25 vacant) results in service efficiency and service adjustment savings of $0.246 million. Please refer to Confidential Attachment 1 under separate cover.

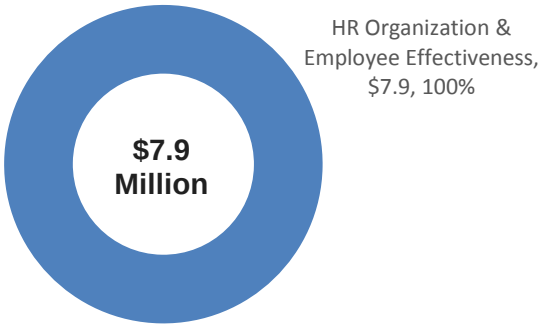
HR Organization & Employee Effectiveness

HR Organization & Employee Effectiveness

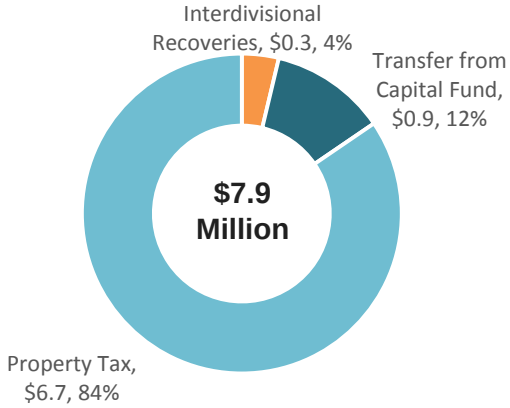
What We Do

- Lead the City in responding to the lowest drivers from the corporate employee engagement survey results
- Lead the integration of competencies to HR processes.
- Develop eLearning that meets legislatively required training at the enterprise wide level and provide quality face-to-face learning at the same or higher level than 2016 to meet Talent Blueprint commitments.
- Resource and sustain the City's learning management system, ELI.

2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)

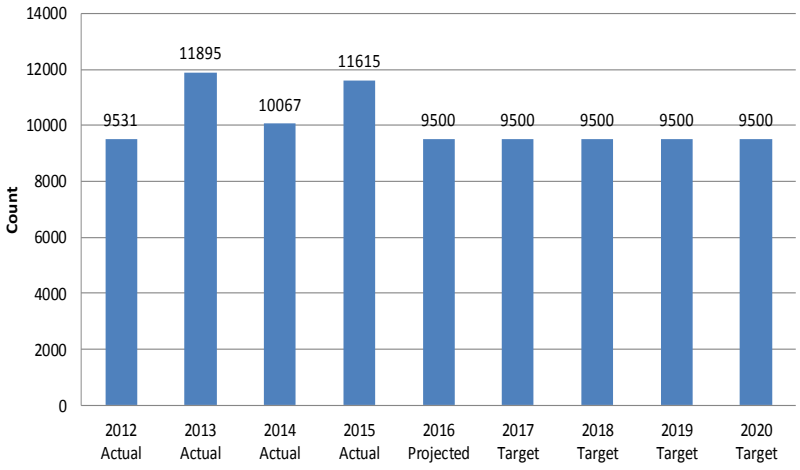


2017 Service Levels
HR-Organization and Employee Effectiveness

Service	Type	2014	2015	2016	2017
HR Organization and Employee Effectiveness		To maintain a quality assurance level of 4 out of 5 satisfaction rating in 95% of participants, create specific leadership development strategies and programs for each level of leadership including transitional levels, and broaden the breadth and depth of learning opportunities for both in-class and eLearning with 50% or greater of total completions to be realized through tech enabled learning events.	Average participant satisfaction rating with corporate learning programs		Average participant satisfaction rating with corporate learning programs
	TPS People Plan	An approved 2013-2018 Talent Blueprint	N/A		N/A
		To maintain or increase the number of divisions developing People Plans	N/A		N/A
	Interventions	With the current resource level, maintain or increase the number of intervention per year to 100.	# of corporate and divisional interventions		# of corporate and divisional interventions

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for HR Organization & Employee Effectiveness.

Participants Completing Corporate Learning Events 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 illustrated by the number of employees who accessed technology enabled learning, with 2013 showing the flexibility of eLearning to manage large numbers of participant training.

Table 9
2017 Service Budget by Activity

	2016	2017 Operating Budget							2017 Budget vs. 2016 Budget		Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	2017 Budget			2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
HR Organization & Employee Effectiveness	8,206.6	8,268.9	(348.7)	7,920.2	(286.4)	(3.5%)		**7,920.2**	(286.4)	(3.5%)	298.0	3.8%	284.8	3.5%
Total Gross Exp.	8,206.6	8,268.9	(348.7)	7,920.2	(286.4)	(3.5%)		**7,920.2**	(286.4)	(3.5%)	298.0	3.8%	284.8	3.5%
REVENUE														
HR Organization & Employee Effectiveness	1,167.6	1,225.6		1,225.6	58.0	5.0%		**1,225.6**	58.0	5.0%				
Total Revenues	1,167.6	1,225.6		1,225.6	58.0	5.0%		**1,225.6**	58.0	5.0%				
NET EXP.														
HR Organization & Employee Effectiveness	7,039.0	7,043.3	(348.7)	6,694.6	(344.4)	(4.9%)		**6,694.6**	(344.4)	(4.9%)	298.0	4.5%	284.8	4.1%
Total Net Exp.	7,039.0	7,043.3	(348.7)	6,694.6	(344.4)	(4.9%)		**6,694.6**	(344.4)	(4.9%)	298.0	4.5%	284.8	4.1%
Approved Positions	56.8	56.8	(3.5)	53.3	(3.5)	(6.2%)		**53.3**	(3.5)	(6.2%)				

The ***Organization & Employee Effectiveness Service*** ensures the TPS has the skills, competencies and ethical integrity to deliver city services by increasing employee engagement and reinforcing a culture of learning to ensure people strategies are aligned with service and business priorities . The Service also manages the City's electronic recruitment system and employment website for employees and the public and undertakes research and develops plans to ensure the City will be ready to address the long-term impacts of workforce issues (e.g., an aging workforce) on service delivery.

The Organization & Employee Effectiveness's 2017 Operating Budget of $7.920 million gross and $6.695 million net is $0.344 million or 4.9% under the 2016 Approved Net Budget.

- Base budget pressures are primarily attributable to salary and benefit adjustments common across all services.
- In order to offset these pressures, the 2017 Operating Budget includes:
  - The deletion of 3.5 positions (3.25 filled and 0.25 vacant) results in service efficiency and service adjustment savings of $0.349 million. Please refer to Confidential Attachment 1 under separate cover.

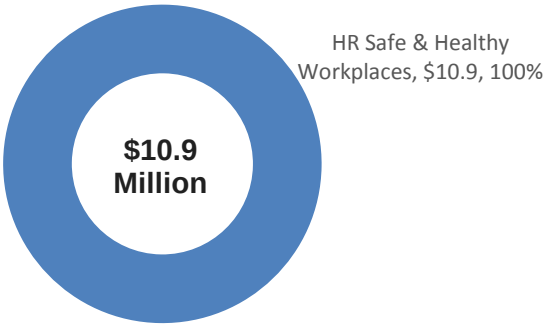
HR Safe & Healthy Workplaces

HR Safe & Healthy Workplaces

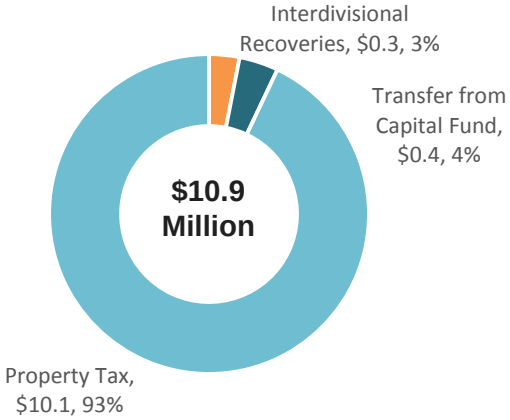
What We Do

- Further reduce the number of workplace injuries by 6%, through the Safety Culture Continuous Improvement initiative - Target Zero.
- Further reduce the severity (time lost due to injury) of workplace injuries by 6% through the disability management and return-to-work program.
- Reduce the impact of employee non-work related absences through early intervention actions and referrals to Employee Health Services and Employee Assistance and support to Divisions.
- Further develop the Mental Health Strategy to reduce the impact of mental illness on the employee and the organization.

2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)

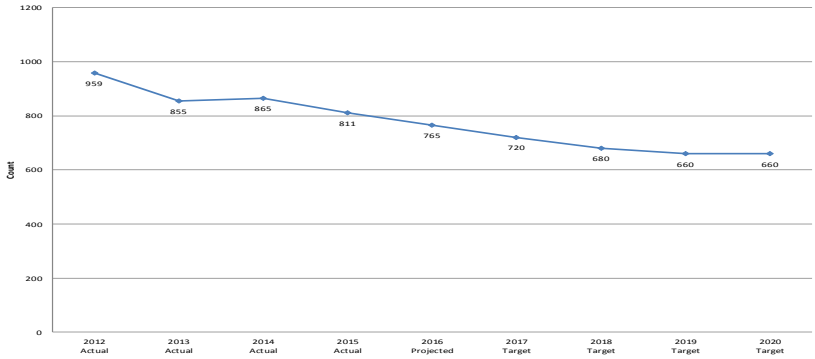


2017 Service Levels
HR-Safe & Healthy Workplaces

Service	Type	2014	2015	2016	2017
HR Safe and Healthy Workplaces		To decrease WSIB injury costs by 6% in 2014.	% change in the number of workplace injuries		% change in the number of workplace injuries
	Ministry of Labour Orders	To reduce or eliminate Ministry of Labour orders. Ensure adherence to all investigation processes stipulated under the OH&S Act	% change in the number of Ministry of Labour orders		% change in the number of Ministry of Labour orders
	Workplace Safety & Insurance Board	To decrease WSIB costs by 6%.	% decrease in WSIB costs		% decrease in WSIB costs
	Safety	Ensure implementation of all Phase 2 audit recommendations	N/A		N/A
		55,000+ training hours	Annual number of Health & Safety training hours		Annual number of Health & Safety training hours

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for HR Safe & Healthy Workplaces.

Annual Lost Time Injuries Approved by WSIB



- Service efficiency is illustrated by the 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.

Table 10
2017 Service Budget by Activity

	2016	2017 Operating Budget							2017 Budget vs. 2016 Budget		Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	2017 Budget			2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
HR Safe & Healthy Workplaces	11,082.9	11,174.7	(269.7)	10,905.0	(177.9)	(1.6%)		**10,905.0**	(177.9)	(1.6%)	471.8	4.3%	451.3	4.0%
Total Gross Exp.	11,082.9	11,174.7	(269.7)	10,905.0	(177.9)	(1.6%)		**10,905.0**	(177.9)	(1.6%)	471.8	4.3%	451.3	4.0%
REVENUE														
HR Safe & Healthy Workplaces	729.9	766.8		766.8	36.9	5.1%		**766.8**	36.9	5.1%	3.0	0.4%	1.0	0.1%
Total Revenues	729.9	766.8		766.8	36.9	5.1%		**766.8**	36.9	5.1%	3.0	0.4%	1.0	0.1%
NET EXP.														
HR Safe & Healthy Workplaces	10,353.0	10,407.9	(269.7)	10,138.2	(214.8)	(2.1%)		**10,138.2**	(214.8)	(2.1%)	468.8	4.6%	450.3	4.2%
Total Net Exp.	10,353.0	10,407.9	(269.7)	10,138.2	(214.8)	(2.1%)		**10,138.2**	(214.8)	(2.1%)	468.8	4.6%	450.3	4.2%
Approved Positions	90.8	90.8	(2.5)	88.3	(2.5)	(2.7%)		**88.3**	(2.5)	(2.7%)				

The ***Safe & Healthy Workplaces Service*** ensures the organization is in compliance with the Occupational Health & Safety Act and Workplace Safety and Insurance Board legislation. The service fosters a safe and healthy workplace with high employee satisfaction and, improved delivery of programs and services, which minimizes the personal and financial cost of injury to the employee, the organization and the community. The Service is responsible for Occupational Health, Disability Management/Duty of Accommodation and Employee Assistance program.

Safe & Healthy Workplace's 2017 Operating Budget of $10.905 million gross and $10.138 million net is $0.215 million or 2.1% under the 2016 Approved Net Budget.

- Base budget pressures are primarily attributable to salary and benefit adjustments common across all services.
- In order to offset these pressures, the 2017 Operating Budget includes:
  - A line by line review of actual expenditures results in base expenditure savings of $0.055 million.
  - The deletion of 2.5 positions (2.25 filled and 0.25 vacant) results in service efficiency and service adjustment savings of $0.215 million. Please refer to Confidential Attachment 1 under separate cover.

Office of the Mayor

2017 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.

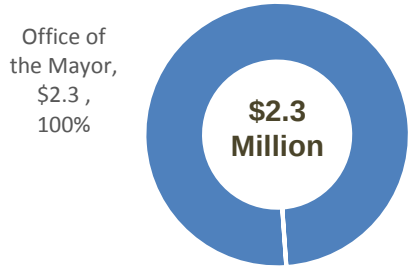
2017 Operating Budget Highlights

The 2017 Operating Budget is $2.251 million gross and net as shown below:

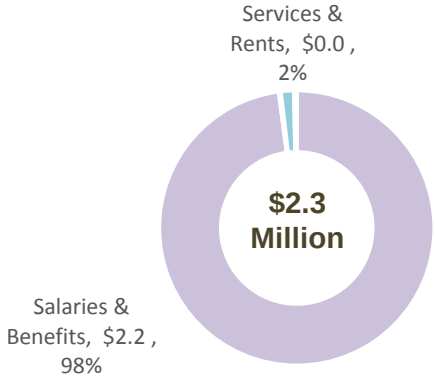
(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	2,311.1	2,251.0	(60.1)	(2.6%)
Revenues			-	-
Net Expenditures	**2,311.1**	**2,251.0**	**(60.1)**	**(2.6%)**

2017 Operating Budget

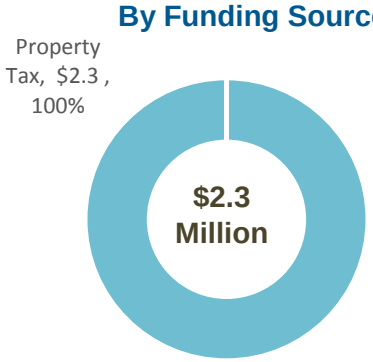
Where the money goes: By Service



By Expenditure Category



Where the money comes from: By Funding Source



Fast Facts

- The Mayor is Head of City Council that governs the City with 2.8 million residents and is the largest city in Canada with 8% of Canada's total population, and the 4th 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.

Our Key Issues & Priority Actions

- **Invest in Transit to get Toronto moving**.
  - ✓ Make transit more affordable for families and deliver services that riders need by significantly expanding and enhancing transit service, reducing wait times and crowding
  - ✓ Implement SmartTrack by working in partnership with Metrolinx and the TTC to carry out and accelerate a SmarTrack work plan.
- **Take Action on Housing**.
  - ✓ Provide safe, affordable housing for the people of Toronto who need it by creating a Housing Task Force to bring better governance, service and value for money to Toronto Community Housing.
- **Tackle Traffic Congestion to get Toronto Moving**
  - ✓ Coordinate or accelerate construction, synchronize traffic lights, and ensure existing traffic laws, such as tagging and towing illegal parked vehicles blocking lanes during rush hour, are enforced.
  - ✓ Connect people with jobs.
  - ✓ Improve transit and build SmartTrack to connect people to jobs and jobs to people by providing the opportunity to work in all four corners of the City.
  - ✓ Support good programs already available that are assisting youth to secure jobs.
- **Open Toronto for Business**
  - ✓ Make sure Toronto is the most welcoming city in North America by keeping taxes down, supporting provincial education initiatives, and encouraging and supporting entrepreneurship and innovation through Enterprise Toronto and Business Improvement Associations.

Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2016 Projected Actual	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 vs. 2016 Budget Change		Incremental Change 2018 Plan		Incremental Change 2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Office of the Mayor											
Gross Expenditures	2,311.1	2,311.1	2,251.0		2,251.0	(60.1)	(2.6%)	106.7	4.7%	11.1	0.5%
Revenue							-				
Net Expenditures	2,311.1	2,311.1	2,251.0		2,251.0	(60.1)	(2.6%)	106.7	4.7%	11.1	0.5%
Total Net Expenditures	2,311.1	2,311.1	2,251.0		2,251.0	(60.1)	(2.6%)	106.7	4.7%	11.1	0.5%
Approved Positions	20.0	19.0	20.0		20.0						

The Office of the Mayor's 2017 Operating Budget is $2.251 million gross and net, representing a 2.6% decrease to the 2016 Approved Net Operating Budget which meets the reduction target as set out in the 2017 Operating Budget Directions approved by Council.

- The Office of the Mayor's total staff complement will remain at 20.0 positions.
- Approval of the 2017 Base Budge will result in a 2018 incremental net cost of $0.107 million and a 2019 incremental net cost of $0.011 million to maintain the same level of support as 2017.

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Operating & Capital Budget Summaries for City Programs And Agencies:

Agencies

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Arena Boards of Management

2017 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.

2017 Operating Budget Highlights

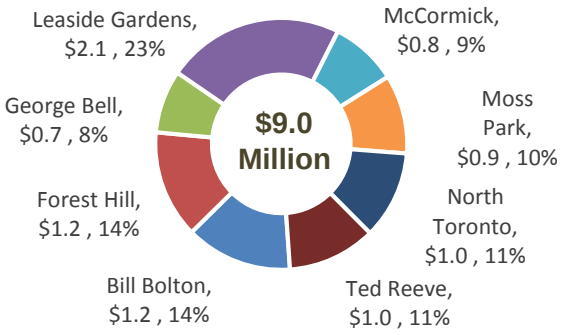
The 2017 Operating Budget for Arena Boards of Management of $9.013 million in gross expenditures provides funding for administration & operation, repairs & maintenance and program specific expenditures. The total cost to deliver these services to Toronto residents is summarized below:

(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	8,641.9	9,013.1	371.3	4.3%
Revenues	8,651.7	9,032.8	381.1	4.4%
Net Expenditures	**(9.9)**	**(19.7)**	**(9.8)**	**99.7%**

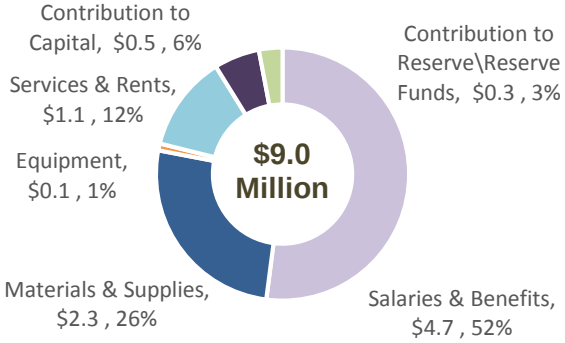
2017 Operating Budget

Where the money goes:

By Service

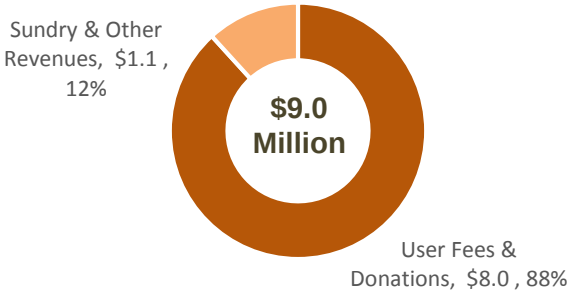


By Expenditure Category



Where the money comes from:

By Funding Source



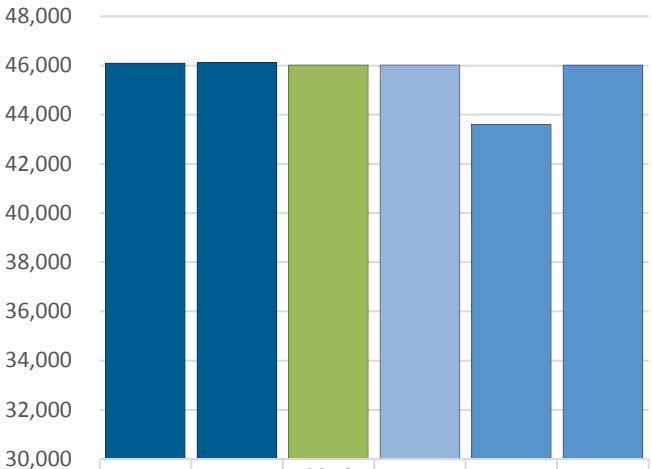
Fast Facts

- 11 ice rinks, including 9 large rinks and 2 small rinks.
- 5 of 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 2016, all arenas operated at full capacity, delivering 24,192 prime time and 13,258 non-prime 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.
  - ✓ Estimated utilization rate for ice-time will be 95.0% for prime time, and 64.6% for non-prime time.
- 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 in 2016 in comparison with 2015.

Hours Available for Ice Rental



2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
46,096	46,112	46,018	46,018	43,599	46,016

Our Key Issues & Priority Actions

- **Bill Bolton Renovations Project:** The arena is scheduled to undergo renovations in 2018 for a period of six months during which the arena will be closed to the 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 into the renovation period and into regular operations afterward.
- **Core Services Review:** Council on November 13, 2013, considered an Ombudsman's report titled "Skating on Thin Ice: an Investigation into Governance at an Arena Board" (CC41.4). 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 2017

The 2017 Operating Budget will fund:

- A total of 46,018 hours of available ice time, comprising of 25,485 hours of prime time ice and 20,533 hours of non-prime time ice, to the community 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, and meeting/banquet hall facility rentals.
- Full capacity operation of prime time ice for all Arena Boards.

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

Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2016 Projected Actual	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 vs. 2016 Budget Change		Incremental Change 2018 Plan		Incremental Change 2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Bill Bolton											
Gross Expenditures	1,161.4	1,161.7	1,237.0		1,237.0	75.6	6.5%	(293.8)	(23.8%)	293.8	31.2%
Revenue	1,162.5	1,162.5	1,243.6		1,243.6	81.1	7.0%	(324.5)	(26.1%)	324.5	35.3%
Net Expenditures	(1.1)	(0.8)	(6.6)		(6.6)	(5.5)	489.8%	30.7	(462.8%)	(30.7)	(127.6%)
Forest Hill											
Gross Expenditures	1,192.9	1,193.2	1,248.9		1,248.9	56.0	4.7%	40.0	3.2%	41.6	3.2%
Revenue	1,194.5	1,194.5	1,250.5		1,250.5	56.0	4.7%	40.0	3.2%	41.6	3.2%
Net Expenditures	(1.6)	(1.3)	(1.6)		(1.6)	(0.0)	2.6%			0.0	(0.0%)
George Bell											
Gross Expenditures	715.3	705.1	730.0		730.0	14.7	2.1%	24.6	3.4%	20.2	2.7%
Revenue	715.5	705.9	730.5		730.5	15.0	2.1%	20.6	2.8%	21.2	2.8%
Net Expenditures	(0.2)	(0.8)	(0.5)		(0.5)	(0.3)	166.0%	4.0	(783.3%)	(1.0)	(29.9%)
Leaside Gardens											
Gross Expenditures	1,980.8	1,966.5	2,060.7		2,060.7	79.9	4.0%				
Revenue	1,984.8	1,984.8	2,068.6		2,068.6	83.8	4.2%				
Net Expenditures	(4.0)	(18.3)	(7.9)		(7.9)	(3.9)	96.6%				
McCormick											
Gross Expenditures	747.1	747.2	778.3		778.3	31.3	4.2%				
Revenue	747.4	747.5	778.7		778.7	31.3	4.2%				
Net Expenditures	(0.4)	(0.3)	(0.4)		(0.4)	(0.0)	2.8%				
Moss Park											
Gross Expenditures	872.1	872.3	915.5		915.5	43.4	5.0%				
Revenue	873.2	873.2	916.6		916.6	43.4	5.0%				
Net Expenditures	(1.1)	(0.9)	(1.1)		(1.1)	(0.0)	2.6%				
North Toronto											
Gross Expenditures	1,007.2	1,007.2	1,020.2		1,020.2	12.9	1.3%				
Revenue	1,008.2	1,008.2	1,021.2		1,021.2	13.0	1.3%				
Net Expenditures	(1.0)	(1.0)	(1.0)		(1.0)	(0.0)	2.8%				
Ted Reeve											
Gross Expenditures	965.0	979.1	1,022.5		1,022.5	57.5	6.0%				
Revenue	965.6	979.4	1,023.0		1,023.0	57.5	6.0%				
Net Expenditures	(0.5)	(0.3)	(0.5)		(0.5)	(0.0)	2.7%				
Total											
Gross Expenditures	8,641.9	8,632.3	9,013.1		9,013.1	371.3	4.3%	(229.3)	(2.5%)	355.6	4.0%
Revenue	8,651.7	8,656.0	9,032.8		9,032.8	381.1	4.4%	(263.9)	(2.9%)	387.3	4.4%
Total Net Expenditures	(9.9)	(23.7)	(19.7)		(19.7)	(9.8)	99.7%	34.6	(175.8%)	(31.7)	(212.2%)
Approved Positions	67.7	67.7	67.7		67.7			(2.1)	(3.1%)	2.1	3.2%

The Arena Boards of Management's 2017 Operating Budget is $9.013 million gross expenditure and $0.020 million net revenue, representing a 99.7% increase from the 2016 Approved Net Operating Budget which exceeds the budget reduction target as set out in the 2017 Operating Budget Directions approved by Council.

- Base pressures are mainly attributable to salary and benefits, economic factors and rink operating costs.
- To help mitigate the above pressures, the Program was able to achieve service efficiency savings through increased revenues form ice rentals and close management of expenses.
- Approval of the 2017 Operating Budget will result in the Arena Boards of Management maintaining its total staff complement by 67.7 positions.

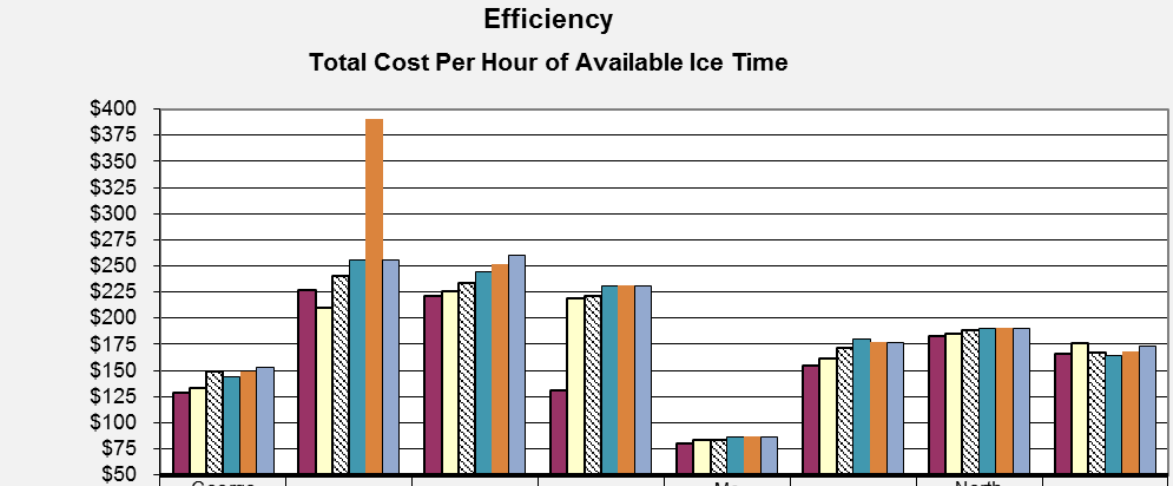
2017 Service Levels
Arena Boards of Management

	Sub-Activity/Type	Status	2014 2015 2016	2017
Ice Booking	Prime Time	Approved	100% Utilization	100% Utilization
	Non Prime time	Approved	60% Utilization (on average)	60% Utilization (on average)
Facility Rental	Banquet hall / Meeting / Board Rooms	Approved	76% Utilization / Occupancy	76% Utilization / Occupancy
	Arena Floor	Approved	100% On Demand	100% On Demand
	Indoor Swimming Pool	Approved	100% Utilization / Occupancy	100% Utilization / Occupancy
Concession/ Vending	Snack Bar	Approved	66% staffed and open - 100% on demand	66% staffed and open - 100% on demand*
	Pro Shop	Approved	100% on demand	100% on demand
Directly Run (Programmed)	Recreational Skate / Shinny	Approved	100% of programmes are evaluated to respond to Community needs	100% of programmes are evaluated to respond to Community needs
	Camps	Approved	100% of programmes are evaluated to respond to Community needs	100% of programmes are evaluated to respond to Community needs
	Hockey Schools	Approved	100% of programmes are evaluated to respond to Community needs	100% of programmes are evaluated to respond to Community needs
	Summer / Winter Hockey Leagues	Approved	100% of programmes are evaluated to respond to Community needs	100% of programmes are evaluated to respond to Community needs
	Learn to Skate	Approved	100% of programmes are evaluated to respond to Community needs	100% of programmes are evaluated to respond to Community needs
Indirectly 3rd party Coordinated (Booking)		Approved	To maintain annual contracts for 3rd party groups	To maintain annual contracts for 3rd party groups

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for the Arena Boards of Management.

Service Performance Measures

Efficiency Measure – Total Cost per Hour of Available Ice Time



	George Bell	Bill Bolton[1]	Forest Hill[2]	Leaside[3]	Mc Cormick[4]	Moss Park	North Toronto	Ted Reeve
2014 Actual	$129.10	$226.63	$221.28	$130.50	$79.61	$154.68	$182.84	$165.40
2015 Actual	$133.67	$210.19	$225.39	$218.54	$83.36	$160.92	$185.52	$175.76
2016 Proj. Act	$148.61	$240.27	$233.13	$220.96	$83.40	$171.58	$188.70	$167.58
2017 Target	$143.74	$255.84	$244.01	$230.90	$86.87	$180.08	$190.54	$164.26
2018 Plan	$148.63	$390.15	$251.83	$230.90	$86.87	$176.77	$190.54	$168.44
2019 Plan	$152.61	$255.84	$259.95	$230.90	$86.87	$176.77	$190.54	$172.87

[1] 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.

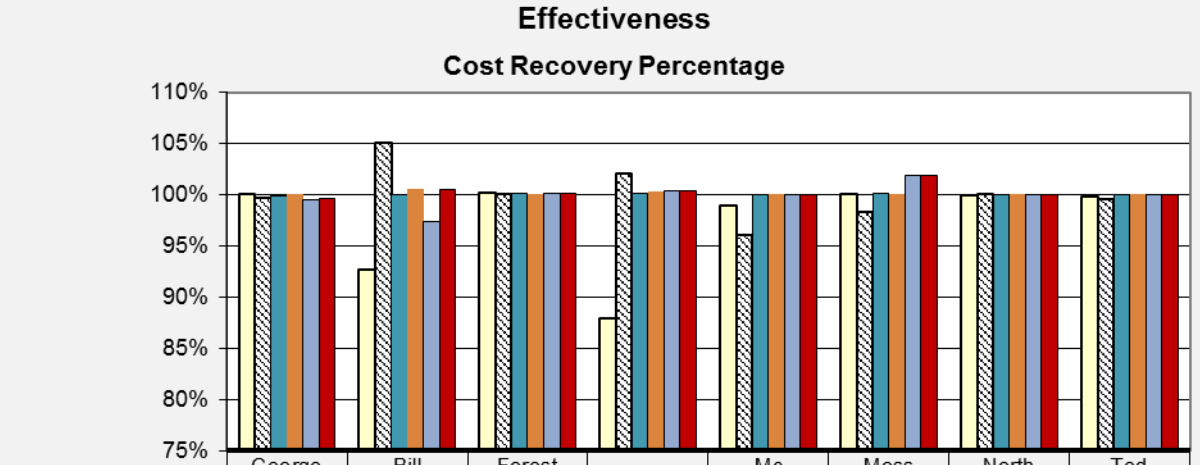
[2] Forest Hill Arena has one large and one small ice pad, but only the large pad operates year-round and is used to calculate hours of available ice, leading to larger cost per hour calculations

[3] Leaside Arena began its first full-year of operations on the second ice rink in 2014, thus driving higher cost per hour in the future years.

[4] 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.

- 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.

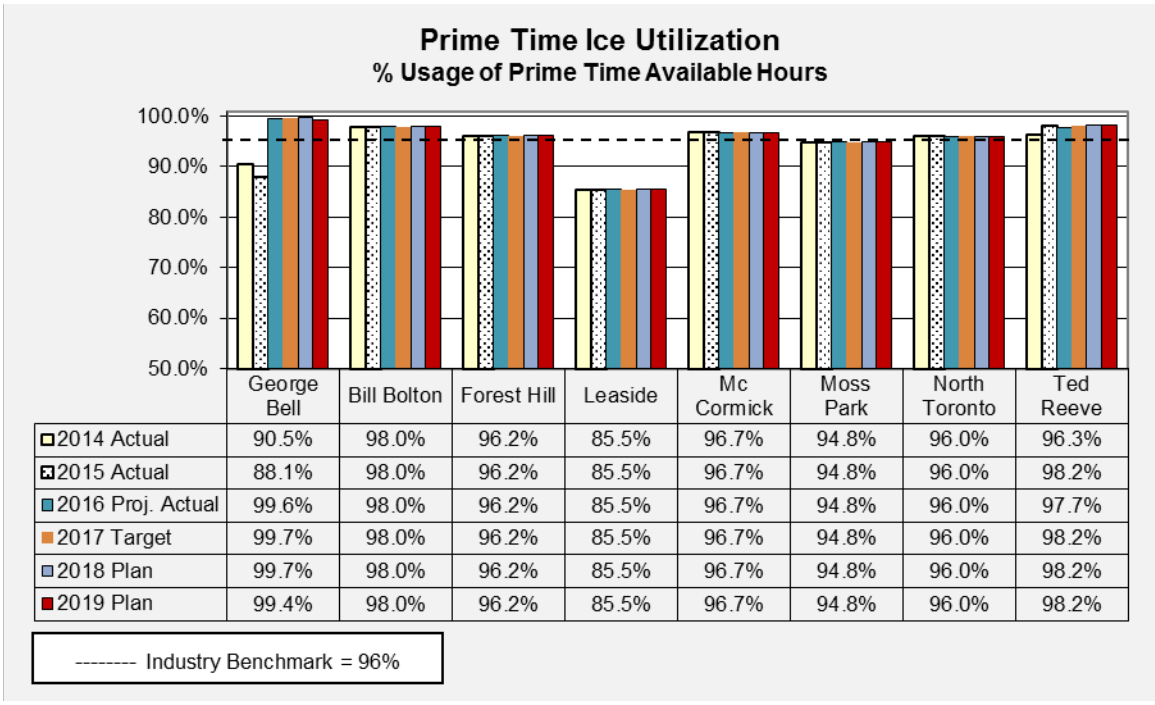
Effectiveness Measure – Cost Recovery Percentage



	George Bell	Bill Bolton	Forest Hill	Leaside	Mc Cormick	Moss Park	North Toronto	Ted Reeve
2014 Actual	100.1%	92.7%	100.2%	87.9%	99.0%	100.1%	100.0%	99.9%
2015 Actual	99.7%	105.1%	100.1%	102.1%	96.0%	98.3%	100.0%	99.6%
2016 Proj. Actual	99.9%	100.1%	100.1%	100.2%	100.0%	100.1%	100.1%	100.0%
2017 Target	100.1%	100.5%	100.1%	100.4%	100.1%	100.1%	100.1%	100.1%
2018 Plan	99.5%	97.5%	100.1%	100.4%	100.1%	101.9%	100.1%	100.1%
2019 Plan	99.7%	100.5%	100.1%	100.4%	100.1%	101.9%	100.1%	100.0%

- A key mandate of the Arena Boards is to manage and operate the arenas (a City-owned asset) effectively and efficiently at 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.
- Virtually all eight Arena Boards expect to break even or produce a small net surplus in 2016, for close to 100% or higher cost recovery percentages. The 2017 Recommended Operating Budget for the Arena Boards indicates that they all plan to break even or generate a net surplus for the year.

Utilization Measure – % Usage of Prime Time Available Hours

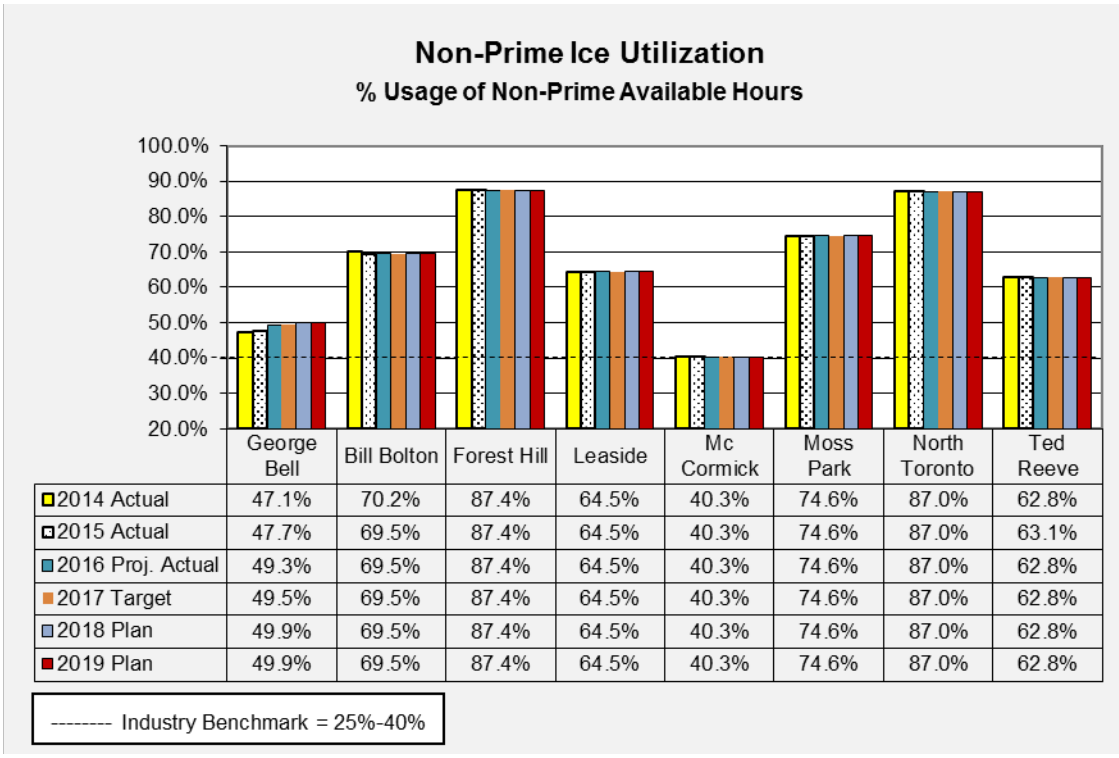


	George Bell	Bill Bolton	Forest Hill	Leaside	Mc Cormick	Moss Park	North Toronto	Ted Reeve
2014 Actual	90.5%	98.0%	96.2%	85.5%	96.7%	94.8%	96.0%	96.3%
2015 Actual	88.1%	98.0%	96.2%	85.5%	96.7%	94.8%	96.0%	98.2%
2016 Proj. Actual	99.6%	98.0%	96.2%	85.5%	96.7%	94.8%	96.0%	97.7%
2017 Target	99.7%	98.0%	96.2%	85.5%	96.7%	94.8%	96.0%	98.2%
2018 Plan	99.7%	98.0%	96.2%	85.5%	96.7%	94.8%	96.0%	98.2%
2019 Plan	99.4%	98.0%	96.2%	85.5%	96.7%	94.8%	96.0%	98.2%

-------- Industry Benchmark = 96%

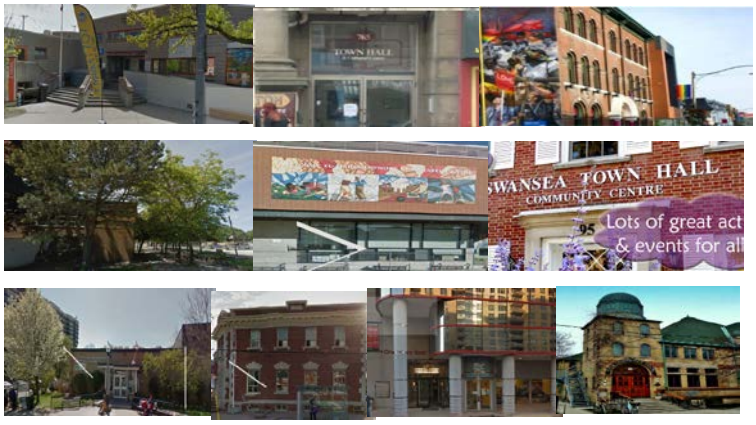
- Prime Time Ice Utilization reflects the percentage of available prime time hours that is booked and used. The industry benchmark for prime time ice utilization is 96% booked for a standard ice season.
- This measure varies from year to year based on market demand. Seven arenas expect to surpass the industry benchmark of 96% for prime time ice utilization in 2016.
- In 2013, Leaside Gardens Arena experienced a lower utilization rate of 55.7% as a result of the construction of the second ice pad. Since then, the prime ice time utilization rate has recovered considerably to 85.5%. Efforts are underway to restore the previous booking levels through increased marketing initiatives.
- 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



	George Bell	Bill Bolton	Forest Hill	Leaside	Mc Cormick	Moss Park	North Toronto	Ted Reeve
2014 Actual	47.1%	70.2%	87.4%	64.5%	40.3%	74.6%	87.0%	62.8%
2015 Actual	47.7%	69.5%	87.4%	64.5%	40.3%	74.6%	87.0%	63.1%
2016 Proj. Actual	49.3%	69.5%	87.4%	64.5%	40.3%	74.6%	87.0%	62.8%
2017 Target	49.5%	69.5%	87.4%	64.5%	40.3%	74.6%	87.0%	62.8%
2018 Plan	49.9%	69.5%	87.4%	64.5%	40.3%	74.6%	87.0%	62.8%
2019 Plan	49.9%	69.5%	87.4%	64.5%	40.3%	74.6%	87.0%	62.8%

- 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 out at the best of times, and 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.



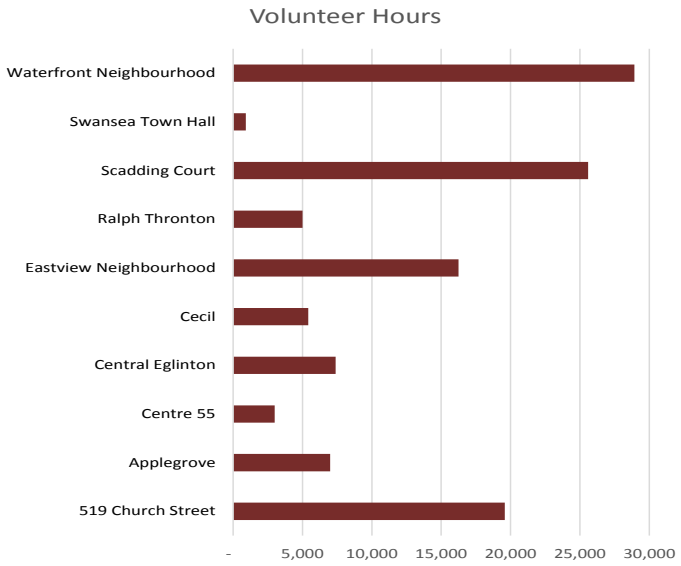
Association of Community Centres

2017 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.

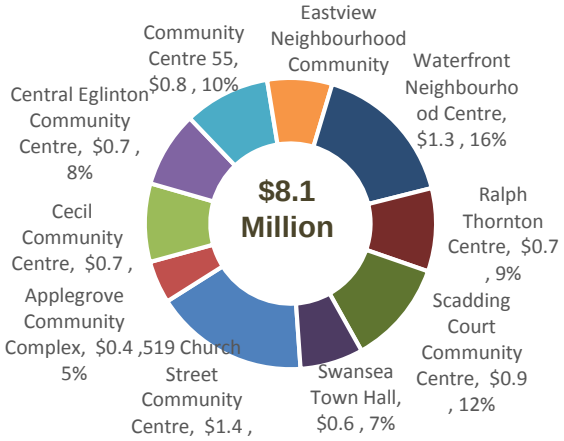
2017 Operating Budget Highlights

- The 2017 Operating Budget of $8.105 million in gross expenditures and $7.808 million net provides funding for 10 AOCCs with 3 services: Community Centre Strategic Partnership & Resource Development, Social, Economic, Neighbourhood Development, and Public Space – Community Access.

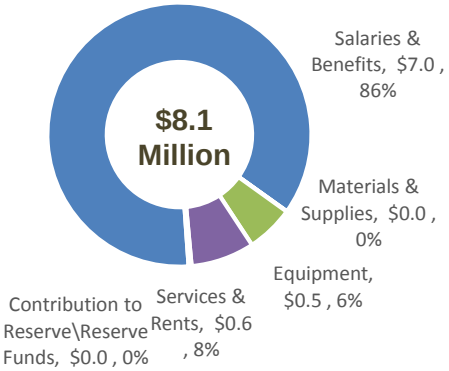


2017 Operating Budget

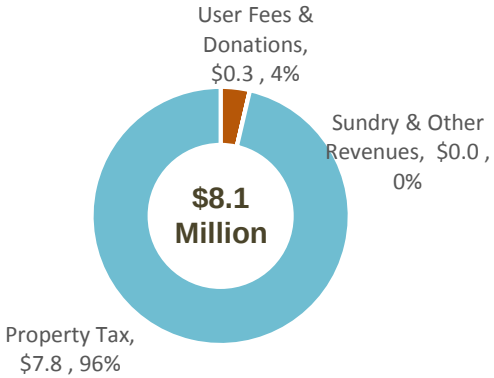
Where the money goes: By Service



2017 Budget by Expenditure Category



Where the money comes from: By Funding Source



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

- 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.

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 2017 Operating Budget provides adequate funding for inflationary cost increases to maintain service levels.
- **Meet Local Community Needs through leveraging 3rd 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 to respond to the diverse and changing needs of communities.

Key Service Deliverables for 2017

The 2017 Operating Budget will support several activities, with selected ones highlighted below:

- Provide high quality services for pre-natal, early years, school age, teen, adult and older adults at Applegrove Community Complex through 40,000 service contacts with 2,300 different individuals Complex.
- The 519 is leading 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 that will be dedicated to developing and providing inclusive recreational space and programs.
- Provide programming and support to 28,067 individuals through 76,948 service encounters and leverage the assistance of 400 volunteers, contributing 24,539 hours of their time at Cecil Community Centre.
- 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 Ralph Thornton Centre.
- Expand "Business out of the Box" initiatives (BoB) that include outdoor urban markets at Scadding Court Community Centre; enhancement and expansion of the Aquaponics 707 Model; and co-host the 2017 Fringe Festival.

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

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.

Social, Economic, Neighbourhood Development

Purpose:
To promote civic engagement, cultural awareness and encourage community participation by providing programming, support services, special events and membership services in the centres.

Public Space – Community Access

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.

Legend:
- Program
- Activity
- Service

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
- Applicants
- Business Community
- Residents
- Visitors
- Corporation

Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2016 Projected Actual	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 vs. 2016 Budget Change		Incremental Change 2018 Plan		Incremental Change 2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
519 Church Street Community Centre											
Gross Expenditures	1,350.6		1,389.7		1,389.7	39.1	2.9%	32.7	2.4%	29.3	2.1%
Revenue							-				
Net Expenditures	1,350.6		1,389.7		1,389.7	39.1	2.9%	32.7	2.4%	29.3	2.1%
Applegrove Community Complex											
Gross Expenditures	374.5		382.2		382.2	7.7	2.1%	12.0	3.1%	4.8	1.2%
Revenue							-				
Net Expenditures	374.5		382.2		382.2	7.7	2.1%	12.0	3.1%	4.8	1.2%
Cecil Community Centre											
Gross Expenditures	714.7		705.1		705.1	(9.7)	(1.4%)	26.2	3.7%	20.3	2.8%
Revenue							-				
Net Expenditures	714.7		705.1		705.1	(9.7)	(1.4%)	26.2	3.7%	20.3	2.8%
Central Eglinton Community Centre											
Gross Expenditures	667.5		681.6		681.6	14.1	2.1%	16.9	2.5%	22.2	3.2%
Revenue											
Net Expenditures	667.5		681.6		681.6	14.1	2.1%	16.9	2.5%	22.2	3.2%
Community Centre 55											
Gross Expenditures	770.0		775.3		775.3	5.3	0.7%	8.5	1.1%	10.7	1.4%
Revenue							-				
Net Expenditures	770.0		775.3		775.3	5.3	0.7%	8.5	1.1%	10.7	1.4%
Eastview Neighbourhood Community Centre											
Gross Expenditures	564.3		584.3		584.3	20.0	3.5%	12.7	2.2%	8.4	1.4%
Revenue							-				
Net Expenditures	564.3		584.3		584.3	20.0	3.5%	12.7	2.2%	8.4	1.4%
Waterfront Neighbourhood Centre											
Gross Expenditures	1,343.3		1,332.6		1,332.6	(10.7)	(0.8%)	32.2	2.4%	28.5	2.1%
Revenue							-				
Net Expenditures	1,343.3		1,332.6		1,332.6	(10.7)	(0.8%)	32.2	2.4%	28.5	2.1%
Ralph Thornton Centre											
Gross Expenditures	713.8		748.7		748.7	34.9	4.9%	18.9	2.5%	15.9	2.1%
Revenue	39.4		39.4		39.4						
Net Expenditures	674.4		709.3		709.3	34.9	5.2%	18.9	2.7%	15.9	2.2%
Scadding Court Community Centre											
Gross Expenditures	918.3		937.3		937.3	19.0	2.1%	12.1	1.3%	11.3	1.2%
Revenue							-				
Net Expenditures	918.3		937.3		937.3	19.0	2.1%	12.1	1.3%	11.3	1.2%
Swansea Town Hall											
Gross Expenditures	552.8		567.7		567.7	14.9	2.7%	12.0	2.1%	5.3	0.9%
Revenue	234.0		257.0		257.0	23.0	9.8%	10.3	4.0%	9.4	3.5%
Net Expenditures	318.8		310.7		310.7	(8.1)	(2.5%)	1.7	0.6%	(4.1)	(1.3%)
Total											
Gross Expenditures	7,969.9		8,104.6		8,104.6	134.7	1.7%	184.4	2.3%	156.7	1.9%
Revenue	273.4		296.4		296.4	23.0	8.4%	10.3	3.5%	9.4	3.1%
Total Net Expenditures	7,696.5		7,808.1		7,808.1	111.7	1.5%	174.1	2.2%	147.3	1.8%
Approved Positions	77.9		77.9		77.9						

The Association of Community Centres' 2017 Operating Budget is $8.105 million gross and $7.808 million net, representing a 1.5% increase over the 2016 Approved Net Operating Budget. This Program is $0.312 million or 4.1% away from the budget reduction target of -2.6%, as set out in the 2017 Operating Budget Directions approved Council for all City Programs, Agencies and Accountability Offices. The AOCCs submitted reduction options including Centre closures and staff reductions, which would have adversely impacted service delivery and

the Centres' ability to meet community needs and hence are not included in the 2017 Operating Budget for AOCCs.

- Base pressures are primarily attributable to known salary and benefit adjustments and inflationary increases for non-payroll expenditures such as utilities, contracted services and supplies.
- Approval of the 2017 Operating Budget will result in the Association of Community Centres maintaining its total staff complement of 77.9 positions from 2017 – 2019.
- The 2018 and 2019 Plans reflect the inflationary increase for salary and benefits and non-payroll expenditures.

Association of Community Centres

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.

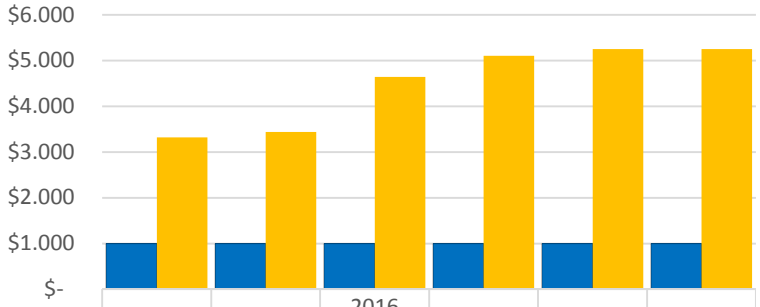
2017 Service Levels

Activity	Type	Status	2014	2015	2016	2017
Community Centre Strategic Partnerships & Resource Development	Volunteer Development	Approved	To coordinate approximately 158,000 volunteer hours through 6,738 volunteers.			To coordinate approximately 158,000 volunteer hours through 6,738 volunteers.
	Program Funds (Fundraing/Productive Enterprises Grants)	Approved	To generate over $8.8 million of Community Centre funding from Fundraisings/Donations, Productive Enterprises & Grants.			To generate over $8.8 million of Community Centre funding from Fundraisings/Donations, Productive Enterprises & Grants.
	Partnerships	Approved	To garner approximately $1.4 million worth of in kind programs, services and product from partnerships.			To garner approximately $1.4 million worth of in kind programs, services and product from partnerships.
Social, Economic, Neighbourhood Development	Membership Management	Approved	To increase active memebership by 5% to a total of 20,600 active members across 10 centres.			To increase active memebership by 5% to a total of 20,600 active members across 10 centres.
	Programming	Approved	To support over 1.5 million programming encounters/visits by over 150,510 people.			To support over 1.5 million programming encounters/visits by over 150,510 people.
	Community Supports	Approved	To provide individual personal supports including food, training, couselling, clothes and other services for over 106,000 encounters.			To provide individual personal supports including food, training, couselling, clothes and other services for over 106,000 encounters.
	Community Special Events	Approved	To provide approximately 4,502 Community Special Events over 235,000 participants.			To provide approximately 4,502 Community Special Events over 235,000 participants.
Public Space-Community Access	Welcome Services and General Information	Approved	To provide 389,782 information and referrals for community programs, city services and neighbouhood initiatives.			To provide 389,782 information and referrals for community programs, city services and neighbouhood initiatives.
	Program and Community Space	Approved	To provide over 43,134 total hours of operations supporting 1.5 million visits.			To provide over 43,134 total hours of operations supporting 1.5 million visits.
	Community Meetings/Space Use	Approved	To provide over 1,200 community meetings, forums, workshops, public space serving over 50,000 atttending.			To provide over 1,200 community meetings, forums, workshops, public space serving over 50,000 atttending.

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for the Association of Community Centres.

Service Performance Measures

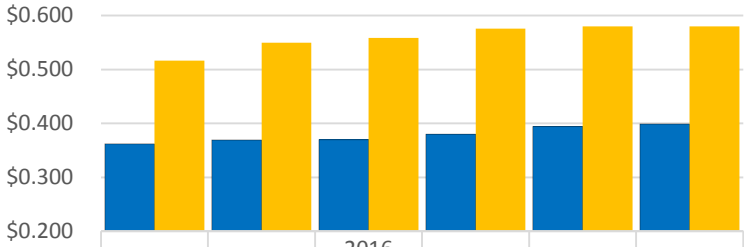
Leveraging City Funding – 519 Community Centres (Millions)



	2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
City of Toronto Core Funding	$1.000	$1.000	$1.000	$1.000	$1.000	$1.000
Program Funding	$3.320	$3.440	$4.640	$5.100	$5.250	$5.250

- Since 2014 the Program funding leveraged by the 519 Church Street Community Centre from alternate funding sources has increased gradually, 2017 is projected at $5.10 million, with $5.25 million in 2018 and 2019.

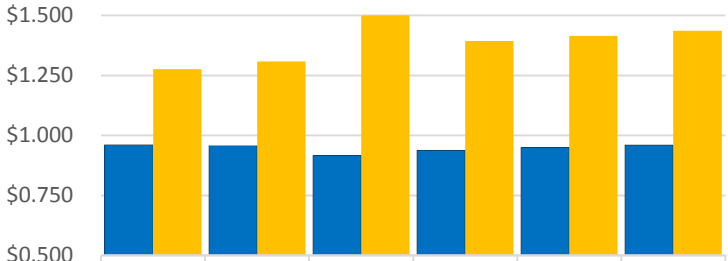
Leveraging City Funding - Applegrove Community Complex ($Millions)



	2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
City of Toronto Core Funding	$0.362	$0.369	$0.370	$0.380	$0.394	$0.399
Program Funding	$0.516	$0.550	$0.559	$0.576	$0.580	$0.580

- Applegrove Community Complex projects a slight increase in Program funding from 2016 levels.

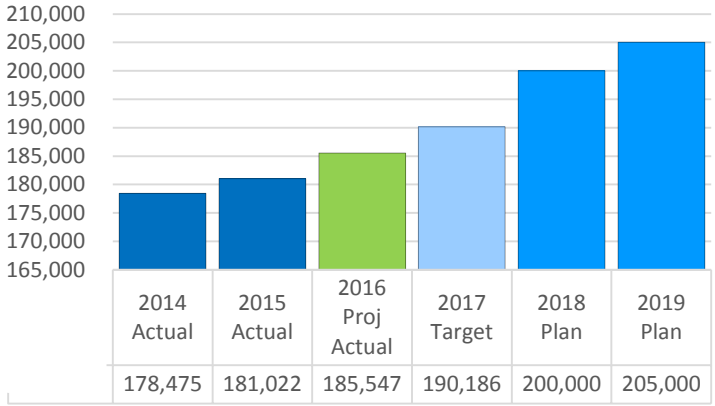
Leveraging City Funding - Scadding Court Community Centre ($Millions)



	2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
City of Toronto Core Funding	$0.962	$0.957	$0.916	$0.937	$0.949	$0.961
Program Funding	$1.276	$1.308	$1.501	$1.394	$1.415	$1.436

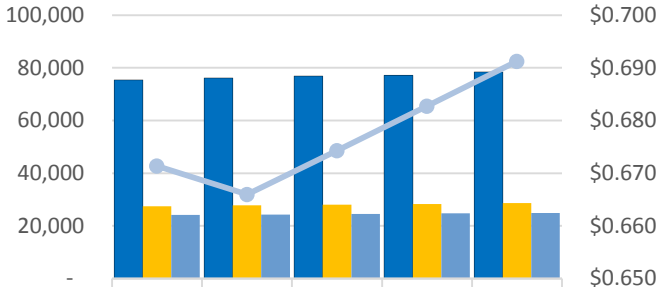
- Funding leveraged by Scadding Court Funding is expected to decline in 2016 due to expiring grants from the other orders of government which had enabled the Centre to run programs in the past.
- For 2017-2019, the Centre will maximize its funding through an expansion of programs.

Number of Yearly Visits - Central Eglinton Community Centre



- Central Eglinton Community Centre increased its number of client contacts to 181,022 in 2015 from 178,475 in 2014, representing a 1.41% increase which shows a steady increase thereafter.

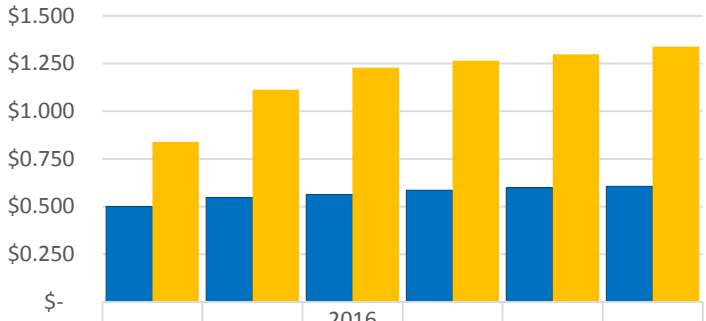
Program Participation - Cecil Community Centre



	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
Total # of Visits	75,432	76,186	76,948	77,177	78,494
Total # of Individuals	27,514	27,789	28,067	28,348	28,631
Volunteer and Seconded Staff Hours	24,164	24,350	24,539	24,730	24,923
Contribution Value of Volunteers & Seconded Staff ($000s)	$671.4	$666.0	$674.3	$682.7	$691.3

- Since 2015, the number of visits to Cecil Community Centre has increased and this trend is expected to continue in the future years.
- The number of individuals served, the volunteer hours provided and the contributed value of volunteers and seconded staff experience a similar trend.

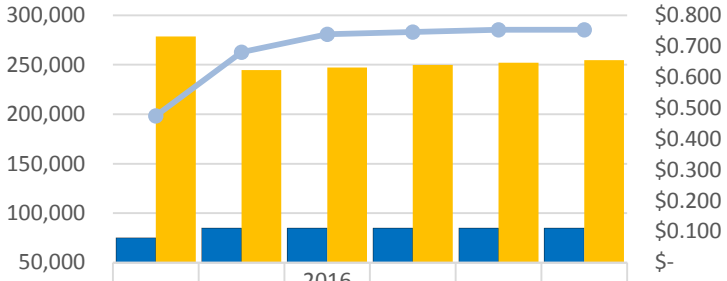
Leveraging City Funding - Eastview Neighbourhood Community Centre ($Millions)



	2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
City of Toronto Core Funding	$0.500	$0.548	$0.564	$0.587	$0.600	$0.608
Program Funding	$0.840	$1.112	$1.228	$1.265	$1.300	$1.340

- In 2017, funding leveraged by Eastview Neighbourhood Community Centre is expected to increase gradually from 2016, with a marginal increase in 2018 and 2019.

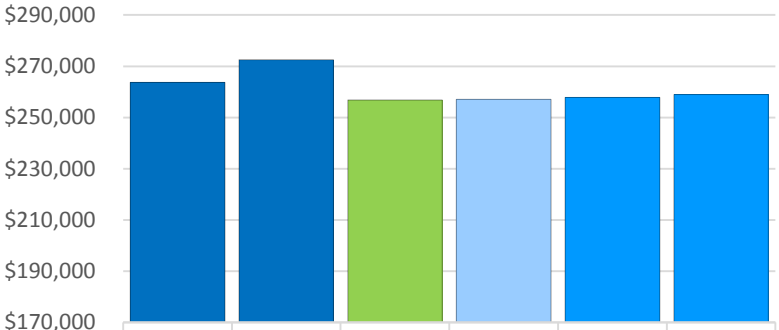
Program Participation - Waterfront Neighbourhood Centre



	2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
Service Hours	75,162	84,866	84,866	84,866	84,866	84,866
Total # of Visits	278,555	244,768	247,216	249,688	252,185	254,707
Contribution Value of Volunteers ($000s)	$474.8	$680.5	$738.7	$746.1	$753.5	$753.5

- 2017-2019 service demand at the Waterfront Neighbourhood Centre will remain at 2015 levels.
- Participant visits and volunteer value will increase from 2015 levels.

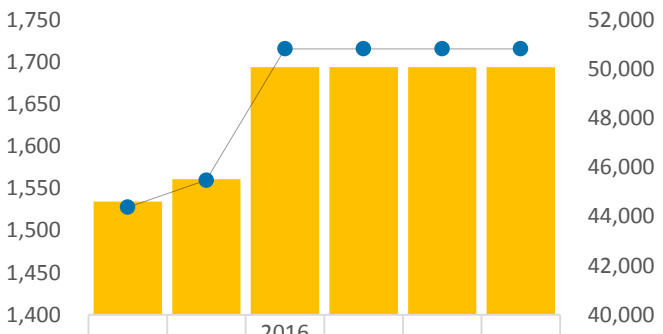
Swansea Town Hall Revenue Growth



2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
$263,674	$272,560	$256,800	$257,030	$257,800	$259,000

- To offset the annual increase in administrative costs, Swansea Town Hall has been able to generate sufficient increased revenue from renting facility space.
- The revenues from 2014-2016, 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 2017 and future years.

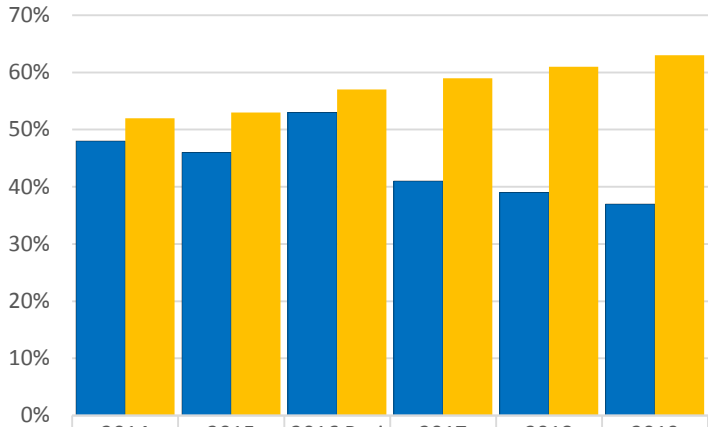
Space Utilization to Serve the Community - Ralph Thornton Centre



	2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
Number of People Attending	44,619	45,530	50,083	50,083	50,083	50,083
Number of Community Meetings	1,528	1,560	1,716	1,716	1,716	1,716

- Between 2017 – 2019, Ralph Thornton Centre (RTC) will maintain the number of community meetings and attendants at 2016 levels.
- Including community meetings, programming, and private rentals, RTC anticipates 42% occupancy for 2016, up from 31% and 32% in 2014 and 2015, respectively. The Centre continues to work towards maximizing utilization, while making allowance for event logistics, maintenance, and late cancellations.

Leveraging City Funding - Community Centre 55



	2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
City of Toronto Core Funding	48%	46%	53%	41%	39%	37%
Program Funding	52%	53%	57%	59%	61%	63%

- In 2016, Community Centre 55 increased the fundraising portion of their overall budget to 57% with the City providing 43% through core administration funding.
- The Centre will continue leveraging fundraising contribution at a rate of 59% in 2017, 61% in 2018 and 63% in 2019.

Civic Theatres Toronto

2017 OPERATING BUDGET OVERVIEW

The three City-owned and operated Theatres promote theatrical, artistic and cultural programming in the community through convenient and cost-effective access to state of the art venues that support multi-cultural, not-for-profit, and corporate events.

2017 Operating Budget Highlights

The 2017 Operating Budget for Civic Theatres Toronto of $29.059 million in gross expenditures provides funding for programming and operating costs for the three Civic Theatres: Sony Centre, St. Lawrence Centre and Toronto Centre for the Arts. The total cost to deliver these services to Toronto residents is summarized below:

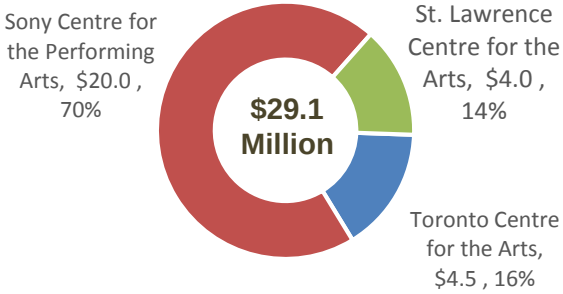
(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	23,123.3	29,058.5	5,935.2	25.7%
Gross Revenues	17,626.8	23,172.5	5,545.7	31.5%
Net Expenditures	**5,496.6**	**5,886.0**	**389.4**	**7.1%**

**2016 and 2017 Budgets include a one-time funding for Leadership Development.*

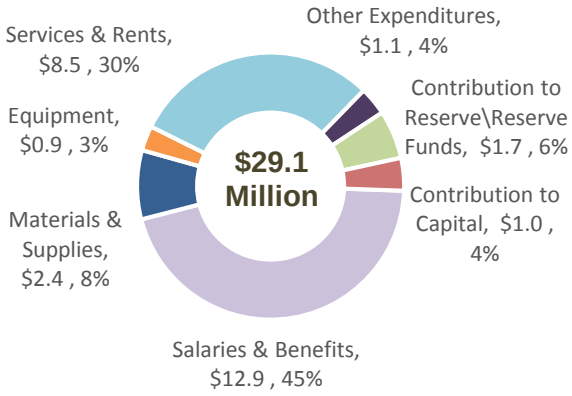
2017 Operating Budget

Where the money goes:

By Service

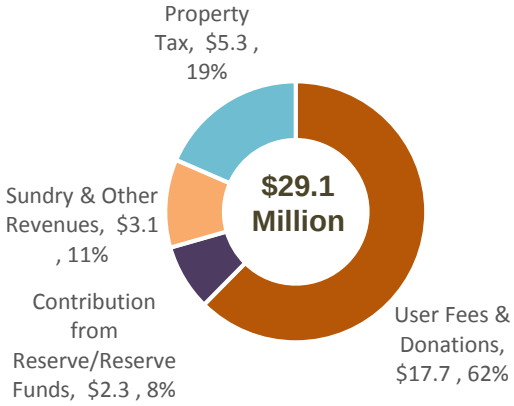


By Expenditure Category



Where the money comes from:

By Funding Source



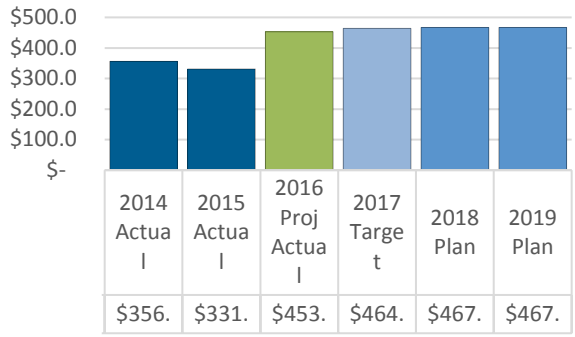
Fast Facts

- 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 578-seat Lyric Theatre; the 300-seat Greenwin Stage Tower Theatre; the 1,036-seat George Weston Recital Hall; and the 200-seat Studio Theatre.

Trends

- The cost per seat generally increases gradually to reflect the cost of inflation but can also fluctuate from year to year depending on the level of stage activity taking place in each location which impacts the total facility operation costs.
- Cost per seat for Toronto Centre for the Arts increased by 37% in 2016 driven by an increased building operations cost and departure of a long-term resident licensee of 2016, and 20% utilization at the brand new Lyric Theatre which had a soft opening November 2016 after major renovations completed in September 2016.

Efficiency Measure - Facility Cost Per Seat (Toronto Centre for the Arts)



**Consolidated facility cost per seat for the three Theatres will not yet be available until the three operations have fully merged.*

Our Key Issues & Priority Actions

- **Leadership Development for the Civic Theatres** will require new one-time funding in 2017 to support the final stage of the CEO search process and support a new CEO office for the three Civic Theatres.
  - ✓ The new CEO will lead the task of consolidating the operations of the three Civic Theatres, and bringing efficiencies expected to arise from the merger. The one-time new request of $0.633 million will support the transition of the Civic Theatres Toronto.
- **Toronto Centre for the Arts** recently lost one of its major clients at its Classical Theatre resulting in a revenue loss of $0.200 million.
  - ✓ The 2017 Operating Budget for Toronto Centre is above its 2016 Approved Net Operating Budget by $0.147 million or 8.5%. To meet the 2.6% reduction target, Toronto Centre would need to reduce its expenditures by $0.192 million which will negatively affect its ability to serve clients and improve future outcomes.

Key Service Deliverables for 2017

The 2017 Operating Budget will enable:

- Sony Centre for the Performing Arts offers multi-functional space, comprehensive event services, state-of-the-art lighting and sound systems, and a world class stage.
  - ➢ The Theatre will build the Centre's brand of excellence in programming performances with diverse appeal to all of Toronto's residents.
- St. Lawrence Centre for the Arts provides state-of-the-art facilities to Toronto's not-for-profit performing arts companies and local communities at an affordable cost.
  - ➢ The Centre will continue to attract a wide range of cultural and artistic events with select corporate and not-for-profit presenters.
- Toronto Centre for the Arts offers a first class venue for a full range of performing arts.
  - ➢ The Centre will become the most versatile performing arts centre in Toronto. It will build strategic links with the local arts community and seek educational and programming partners that will strengthen the operations of the Centre.

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. Through its existing agreement with the Canadian Songwriters Hall of Fame the Centre will create the physical Canadian Songwriters Hall of Fame in its existing lobby space providing a unique destination for Canadians of all ages to explore the incredible achievements of Canadian songwriters.

Theatrical & Other Culture Events

Purpose:
To promote Theater, Arts, and Culture in the community through convenient and cost-effective access to state of the art theater venues that support multi-cultural, not-for-profit and corporate events

Legend:
- Program
- Activity
- Service

Service Customer

Theatrical & Other Culture Events
- Individuals
- Community Groups
- Educational Institutions
- Corporations
- Theater & Music Resident Companies
- Event Participants & Attendees
- Theatre Patrons generally and specifically Multicultural and Youth audiences
- Cultural Programming Producers

Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2016 Projected Actual*	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 vs. 2016 Budget Change		Incremental Change 2018 Plan		Incremental Change 2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Toronto Centre for the Arts											
Gross Expenditures	3,952.8	4,630.9	4,468.7		4,468.7	515.9	13.1%	70.9	1.6%	70.5	1.6%
Revenue	2,212.8	2,616.7	2,581.3		2,581.3	368.5	16.7%	(22.5)	(0.9%)	27.9	1.1%
Net Expenditures	1,740.0	2,014.2	1,887.4		1,887.4	147.4	8.5%	93.5	5.0%	42.6	2.1%
Sony Centre for the Performing Arts											
Gross Expenditures	15,312.1	15,278.8	19,973.0		19,973.0	4,660.8	30.4%	94.6	0.5%	95.8	0.5%
Revenue	13,580.0	13,312.5	18,286.9		18,286.9	4,706.9	34.7%				
Net Expenditures	1,732.1	1,966.3	1,686.0		1,686.0	(46.1)	(2.7%)	94.6	5.6%	95.8	5.4%
St. Lawrence Centre for the Arts											
Gross Expenditures	3,558.4	4,235.5	3,983.8		3,983.8	425.5	12.0%	64.4	1.6%	73.4	1.8%
Revenue	1,834.0	2,479.1	2,304.3		2,304.3	470.3	25.6%	42.9	1.9%	43.7	1.9%
Net Expenditures	1,724.4	1,756.4	1,679.6		1,679.6	(44.8)	(2.6%)	21.6	1.3%	29.6	1.7%
Leadership Development											
Gross Expenditures	300.0	300.0		633.0	633.0	333.0	111.0%				
Revenue											
Net Expenditures	300.0	300.0		633.0	633.0	333.0	111.0%				
Total											
Gross Expenditures	23,123.3	24,445.2	28,425.5	633.0	29,058.5	5,935.1	25.7%	230.0	0.8%	239.6	0.8%
Revenue	17,626.8	18,408.3	23,172.5		23,172.5	5,545.7	31.5%	20.4	0.1%	71.6	0.3%
Total Net Expenditures	5,496.6	6,036.9	5,253.0	633.0	5,886.0	389.5	7.1%	209.7	3.6%	168.0	2.8%
Approved Positions	171.9	179.5	186.7	1.0	187.7	15.8	9.2%				

**As of September 30, 2016*

The Civic Theatres Toronto's 2017 Operating Budget is $29.059 million gross and $5.886 million net, representing a 7.1% increase over the 2016 Approved Net Operating Budget. The three Civic Theatres exclusive of the Leadership Development are $0.192 million or 3.7% above the reduction target as set out in the 2017 Operating Budget Directions approved by Council.

- Base pressures are mainly attributable to increased programming activities at the Sony Centre and St. Lawrence Centre, and loss of a long-term client at Toronto Centre for the Arts.
- To help mitigate the above pressures, the Sony Centre will offer more "Sony Centre Presents" productions and St. Lawrence Centre will generate additional revenue from increased bookings for its Jane Mallet Theatre and Bluma Appel Theatre. Toronto Centre for the Arts has submitted an offsetting reduction against the pressures arising from the loss of its major client, however it is not included in the 2017 Budget as it would impair the Centre's ability to serve its clients and develop more activity.
- Approval of the 2017 Operating Budget will result in Civic Theatres Toronto increasing its total staff complement by 14.8 positions from 171.9 to 186.7. This increase reflects additional temporary staff to support planned activity levels.
- The new Leadership Development funding request of $0.633 million is included in the 2017 Operating Budget. See the Issues section for details.
- The 2018 and 2019 Plan increases are attributable to known inflationary costs for utilities, small programming driven expenditures, and cost of living adjustments for the three Civic Theatres staff.

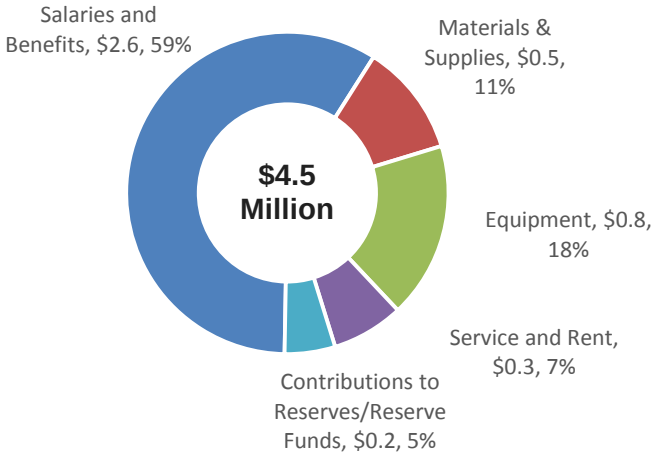
Toronto Centre for the Arts

Toronto Centre for the Arts

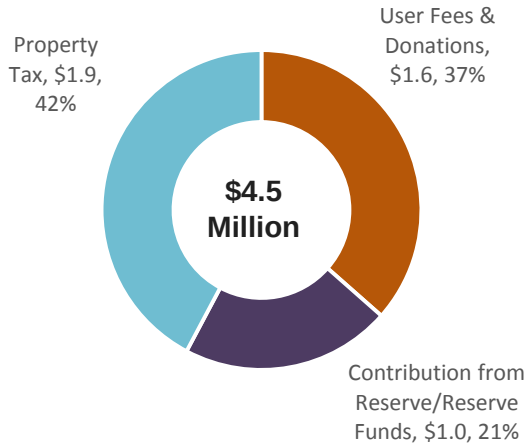
What We Do

- Toronto Centre for the Arts plays an important role as an incubator and partner in promoting the arts and presents a full range of performing arts within its programming. The Centre takes a leading role in attracting audiences that reflect the full ethnic and social diversity of Toronto's citizens.
- Toronto Centre for the Arts builds strategic links with the local business and arts communities and seeks educational and programming partners that will strengthen its reach into the community.
- A community cultural asset that provides venues for programming comprised largely of not-for-profit cultural sector productions.

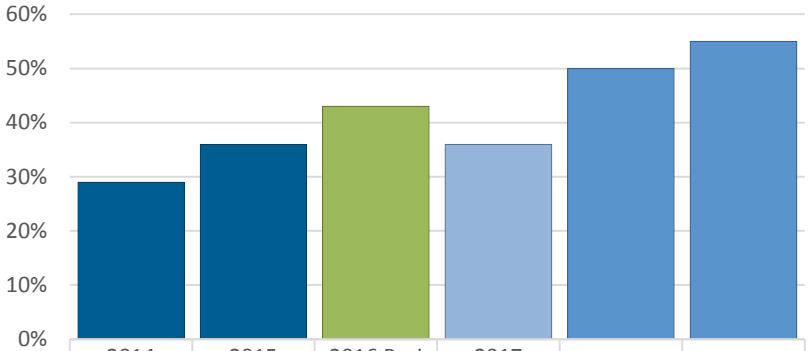
2017 Service Budget by Expenditure Category ($Ms)



Service by Funding Source ($Ms)



Efficiency Measure – George Weston Recital Hall Theatre Utilization %



2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
29%	36%	43%	36%	50%	55%

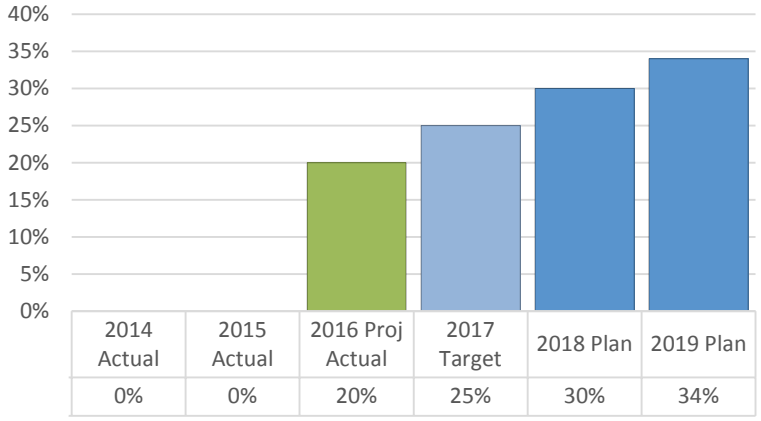
- The percentage of days used as a proportion of days available in the George Weston Recital Hall has been gradually increasing in 2014, 2015 and 2016 partly due to reduced labour costs.
- Toronto Centre will increase its marketing efforts to increase the utilization rate in 2017.

2017 Service Levels
Toronto Centre for the Arts

Sub-Activity/Type	Status	2015	2016	2017
George Weston Theatre Corporate Events (TCA)	Approved	100% utilization of the 20 day minimum booking target for corporate events	100% utilization of the 20 day minimum booking target for corporate events	100% utilization of the 20 day minimum booking target for corporate events
George Weston Theatre Not-for-Profit / multi-cultural Events (TCA)	Approved	131% utilization of the 80 day minimum booking target for not-for-profit / multicultural events	131% utilization of the 80 day minimum booking target for not-for-profit / multicultural events	***173%*** utilization of the 80 day minimum booking target for not-for-profit / multicultural events
The Studio Theatre Not-for-Profit / multi-cultural Events (TCA)	Approved	100% utilization of the 200 day minimum booking target for not-for-profit / multicultural events	100% utilization of the 200 day minimum booking target for not-for-profit / multicultural events	***67%*** utilization of the 200 day minimum booking target for not-for-profit / multicultural events
Greenwin Theatre Corporate Events (TCA)	Approved	100% utilization of the 11 day minimum booking target for corporate events	100% utilization of the 11 day minimum booking target for corporate events	100% utilization of the 17 day minimum booking target for corporate events
Greenwin Theatre Not-for-Profit Events (TCA)	Approved	100% utilization of the 94 day minimum booking target for not-for-profit / multicultural events	100% utilization of the 94 day minimum booking target for not-for-profit / multicultural events	***95%*** utilization of the 98 day minimum booking target for not-for-profit / multicultural events
Lyric Theatre Corporate Events (TCA)	New	N/A	N/A	**100% utilization of the 6 day minimum booking target for corporate events**
Lyric Theatre Not-for-Profit Events (TCA)	New	N/A	N/A	**56% utilization of the 84 day minimum booking target for not-for-profit / multicultural events**

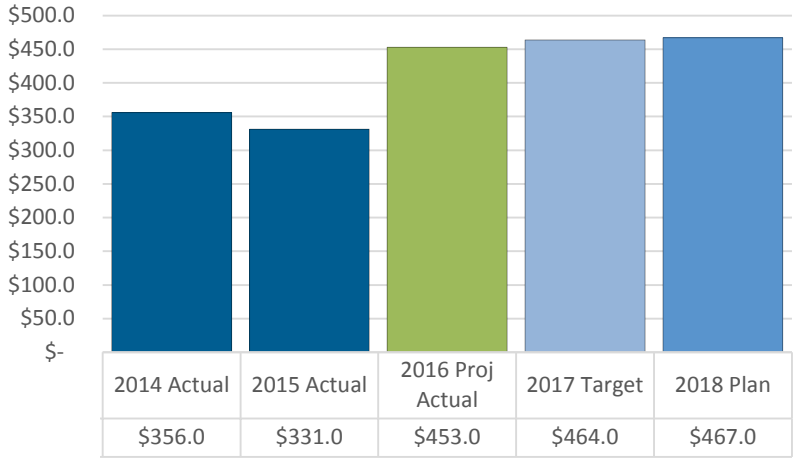
Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Toronto Centre for the Arts, with a minor increase to the George Weston Theatre's utilization from 131% to 173% of the 80 day minimum booking target for not-for-profit and multicultural events. The new Lyric Theatre has been added to be included in 2017 service levels.

Effectiveness Measure – Lyric Theatre Days Used/Available (%)



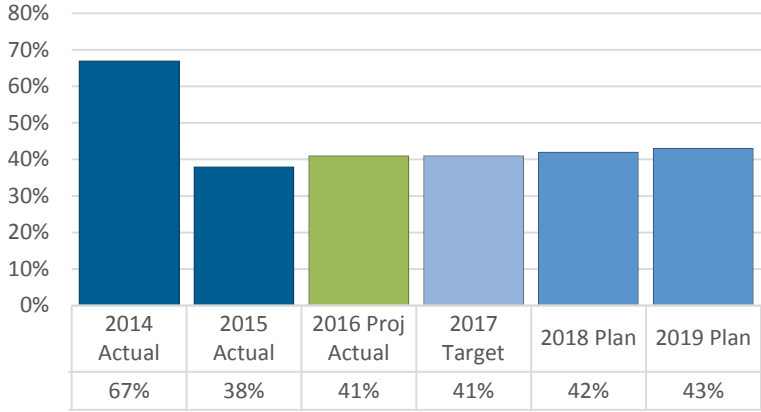
- The Lyric Theatre held its grand opening in November 2016. The 2016 projected availability of the Theatre is low as it was available only for the last two months of the year.
- As a new facility, Toronto Centre for the Arts will work towards branding and advertising the Theatre to improve its usage levels.
- A gradual increase over 3 year period is expected as a result of planned marketing efforts.

Facility Cost per Seat



- Cost per seat at TCA remains constant in 2016 and 2017. Re-configuration of the Main Stage theatre was completed in 2016, and future increases in the cost per seat are expected to correspond to usage and inflation factors.
- The Centre recently experienced a departure of one of its long-term client which will affect the Recital Hall's usage in 2017. The efforts are underway to restore its performance levels equivalent to, or higher than 2016.

Effectiveness Measure – Studio Theatre - % Days Used/Available



- In 2015, the move of the Harold Green Theatre Company to the Greenwin Theatre impacted its utilization rate.
- The 2016 and future years' utilization rate is expected to recover based on historically high demands for this versatile space.
- The Centre projects no foreseeable disruption to the utilization of the Studio Theatre in 2017 and beyond.

Table 2
2017 Service Budget by Activity

($000s)	2016 Budget	2017 Operating Budget: Base Budget	Service Changes	2017 Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	2017 Budget	2017 Budget vs. 2016 Budget		Incremental Change: 2018 Plan		2019 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
Toronto Centre for the Arts														
Gross Exp.	3,952.8	4,468.7		4,468.7	515.9	13.1%		**4,468.7**	515.9	13.1%	70.9	1.6%	70.5	1.6%
Revenues	2,212.8	2,581.3		2,581.3	368.5	16.7%		**2,581.3**	368.5	16.7%	27.5	1.1%	27.9	1.1%
Total Net Exp.	1,740.0	1,887.4		1,887.4	147.4	8.5%		**1,887.4**	147.4	8.5%	43.5	2.3%	42.6	2.2%
Approved Positions	58.8	59.4		59.4	0.6	1.0%		**59.4**	0.6	1.0%				

The ***Toronto Centre for the Arts (TCA)*** primarily functions as a community cultural asset to provide venues for programming comprised largely of work, created and produced by the not-for-profit cultural sector.

The Toronto Centre for the Arts' 2017 Operating Budget of $4.469 million gross and $1.887 million net is $0.147 million or 8.5% over the 2016 Approved Net Operating Budget, and $0.192 million or 11.1% higher than the 2.6% reduction target.

- In addition to the base budget pressures common to all services, Toronto Centre is experiencing a loss of a major client at its Classical Theatre, resulting in an approximate revenue loss of $0.200 million in 2017.
- Although the Toronto Centre for the Arts has provided information about possible actions to be taken to bring its 2017 Gross Expenditures down by $0.192 million, they are not included in the 2017 Budget, as they would negatively impact services to users and efforts to market to new users.

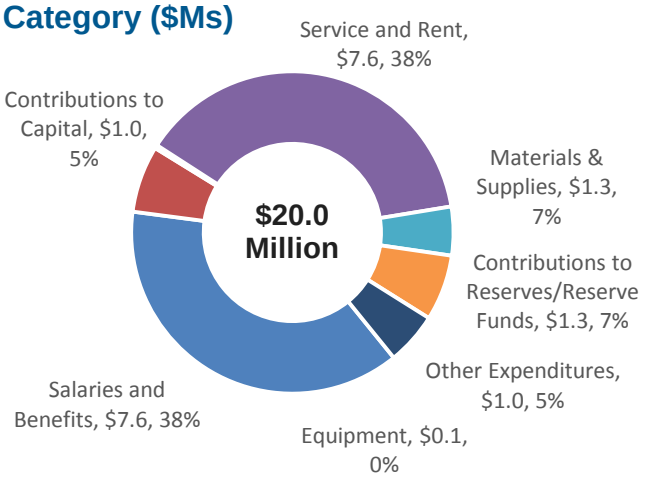
Sony Centre for the Performing Arts

Sony Centre for the Performing Arts

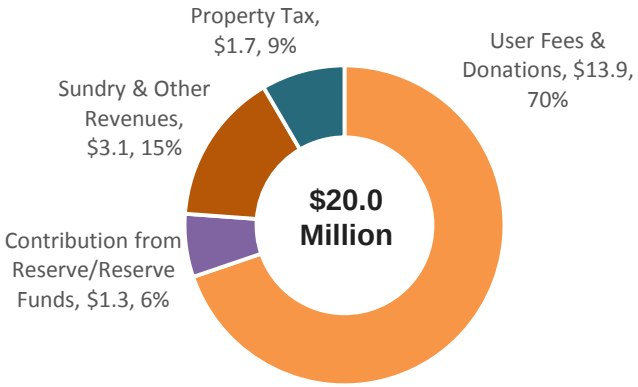
What We Do

- Sony Centre presents and produces artistic programming of the highest quality from around the world to serve and educate audiences from Toronto's diverse cultures.
- The Centre provides a unique performance and meeting venue, complete with state-of-the-art technology and first class catering services.
- Sony Centre strengthens Toronto's youth by partnering and collaborating with educational institutions to promote the artistic achievements of students.

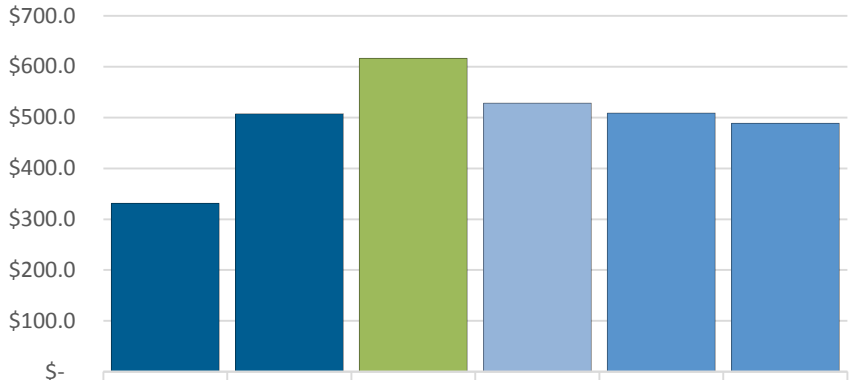
2017 Service Budget by Expenditure Category ($Ms)



Service by Funding Source ($Ms)



Efficiency Measure – Facility Cost per Seat



2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
$331.0	$507.3	$616.2	$528.3	$508.6	$488.7

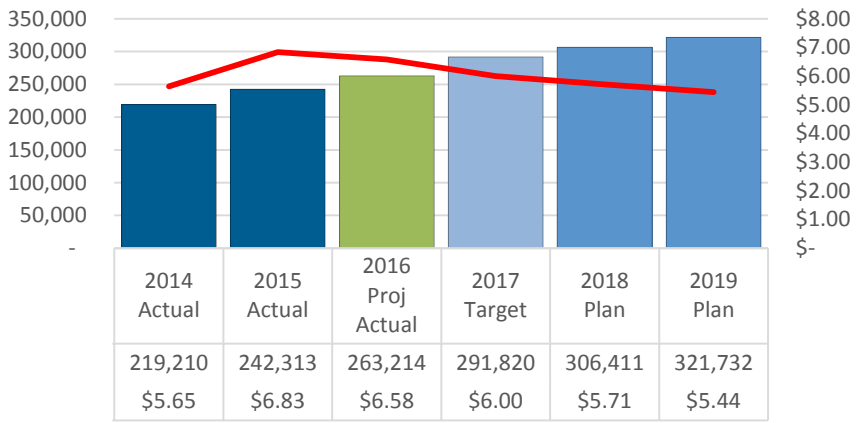
- The 2015 and 2016 cost per seat includes the increased provision for utilities, as well as the operational costs for the expanded and renovated backstage area.
- In 2017, Sony Centre anticipates a decrease to the facility cost per seat driven by the increased "Sony Presents" programming activities.

2017 Service Levels
Sony Centre for the Performing Arts

Sub-Activity/Type	Status	2015	2016	2017
Sony Center Theatre Corporate Events	Approved	95% utilization of the 36 day minimum booking target for corporate events	95% utilization of the 36 day minimum booking target for corporate events	95% utilization of the 36 day minimum booking target for corporate events
Sony Centre Theatre Not-for-Profit / multi-cultural Events	Approved	95% utilization for the 98 day minimum booking target for not-for-profit / multi-cultural events	95% utilization for the 98 day minimum booking target for not-for-profit / multi-cultural events	95% utilization for the 98 day minimum booking target for not-for-profit / multi-cultural events

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Sony Centre for the Performing Arts.

Efficiency Measure – Audience and Subsidy Per Capita



- Sony Centre projects a steady increase in the number of visitors, driven by "Sony Centre Presents" productions.
- Although the number of visitors are expected to increase, the 'subsidy per capita' is projected to decline as the Sony Centre continues to maintain and improve financial sustainability.

Table 3
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	2017 Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	2017 Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
Sony Centre for the Performing Arts														
Gross Exp.	15,312.1	19,973.0		19,973.0	4,660.8	30.4%		**19,973.0**	4,660.8	30.4%		0.0%		
Revenues	13,580.0	18,286.9		18,286.9	4,706.9	34.7%		**18,286.9**	4,706.9	34.7%		0.0%		
Total Net Exp.	1,732.1	1,686.0		1,686.0	(46.1)	(2.7%)		**1,686.0**	(46.1)	(2.7%)		0.0%		
Approved Positions	80.3	89.9		89.9	9.6	12.0%		**89.9**	9.6	12.0%		0.0%		

The ***Sony Centre for the Performing Arts*** serves the citizens of Toronto by providing leadership in entertainment, education and inspiration through the highest quality of national and international performing arts as an essential component to the fabric of society.

The Sony Centre for the Performing Arts' 2017 Operating Budget of $19.973 million gross and $1.686 million net is $0.046 million or 2.7% below the 2016 Approved Net Operating Budget.

- In addition to the base budget pressures common to all services, Sony Centre will increase to production of "Sony Centre Presents" events, from 12 shows per year, to 28 shows in 2017 which is anticipated to generate net revenue of $0.046 million.

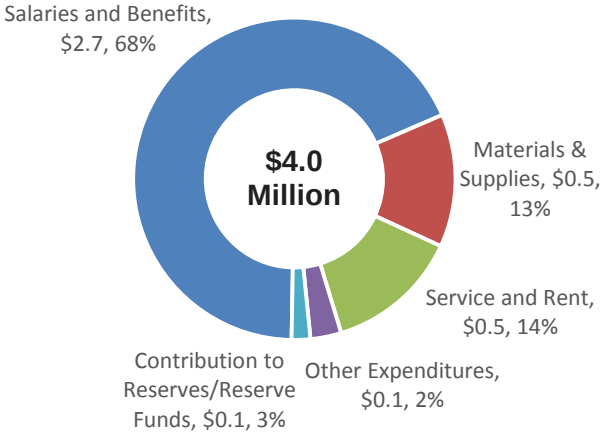
St. Lawrence for the Arts

St. Lawrence for the Arts

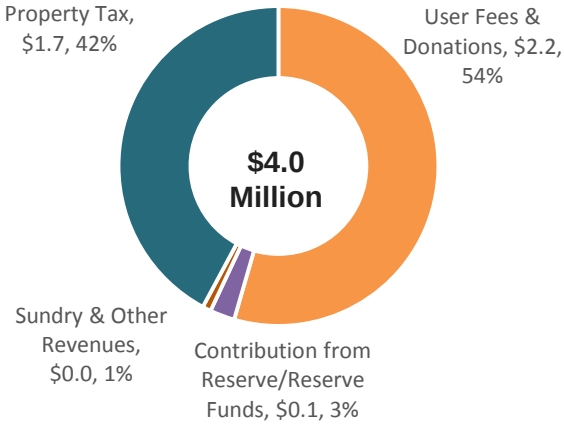
What We Do

- St. Lawrence Centre serves 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.
- The Centre acts as a cultural hub for the City and its residents by maintaining a clean, modern and service-oriented theatrical and entertainment facility.
- St. Lawrence Centre continually attracts diverse, high quality, cultural, artistic and public events.

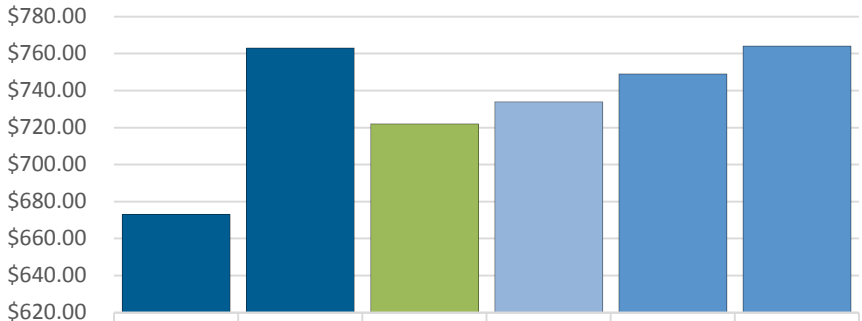
2017 Service Budget by Expenditure Category ($Ms)



Service by Funding Source ($Ms)



Efficiency Measure – Facility Cost per Seat



2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
$673.00	$763.00	$722.00	$734.00	$749.00	$764.00

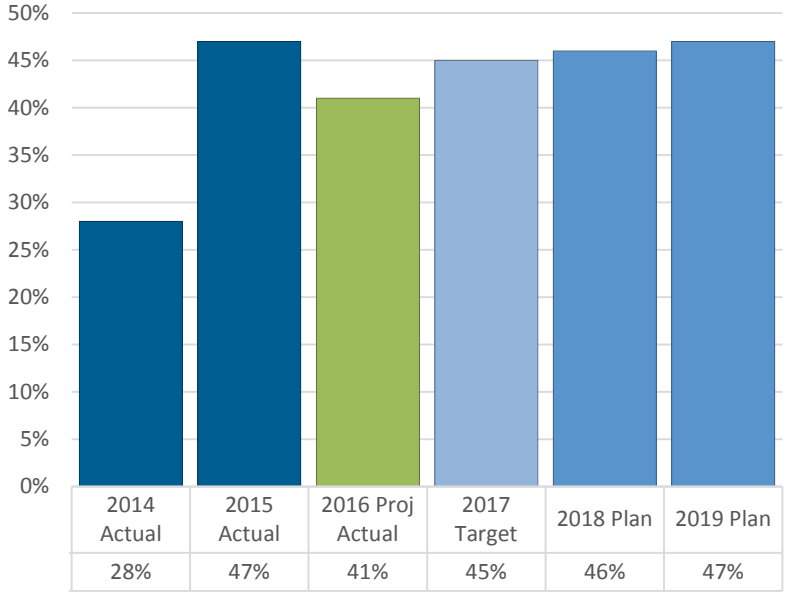
- The steady increase in the cost per seat at St. Lawrence Centre is due to rising City building and maintenance charges, and utility rate increases.
- Future year increases in cost per seat are estimated at the rate of inflation

2017 Service Levels
St. Lawrence Centre for the Arts

Sub-Activity/Type	Status	2015	2016	2017
Bluma Appel Theatre Corporate Events (STLCA)	Approved	60% utilization of the 20 day minimum booking target for corporate events	60% utilization of the 20 day minimum booking target for corporate events	***100%*** utilization of the 20 day minimum booking target for corporate events
Bluma Appel Theatre Not-for-Profit / multi-cultural Events (STLCA)	Approved	88% utilization of the 126 day minimum booking target for not-for-profit / multicultural events	88% utilization of the 126 day minimum booking target for not-for-profit / multicultural events	***116%*** utilization of the 126 day minimum booking target for not-for-profit / multicultural events
Jane Mallett Theatre Corporate Events (STLCA)	Approved	113% utilization of the 15 day minimum booking target for corporate events	113% utilization of the 15 day minimum booking target for corporate events	***100%*** utilization of the 15 day minimum booking target for corporate events
Jane Mallett Theatre Not-for-Profit / multi-cultural Events (STLCA)	Approved	125% utilization of the 64 day minimum booking target for not-for-profit / multicultural events	125% utilization of the 64 day minimum booking target for not-for-profit / multicultural events	***137%*** utilization of the 65 day minimum booking target for not-for-profit / multicultural events
Rehearsal Hall Corporate Events (STLCA)	Approved	35% utilization of the 15 day minimum booking target for corporate events	35% utilization of the 15 day minimum booking target for corporate events	35% utilization of the 15 day minimum booking target for corporate events
Rehearsal Hall Theatre Not-for-Profit / multicultural Events (STLCA)	Approved	147% utilization of the 35 day minimum booking target for not-for-profit / multicultural events	147% utilization of the 35 day minimum booking target for not-for-profit / multicultural events	147% utilization of the 35 day minimum booking target for not-for-profit / multicultural events

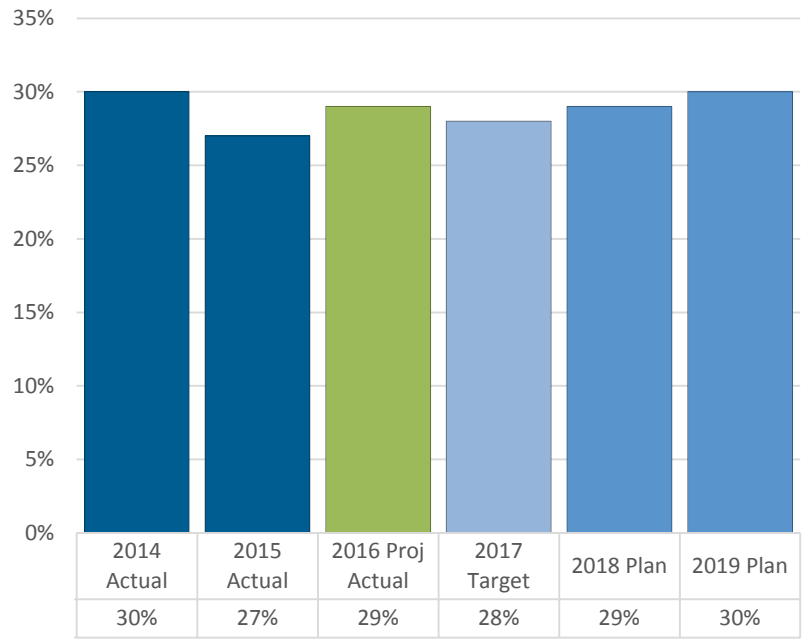
Overall, the 2017 Service Levels will be enhanced for its Bluma Appel Theatre and Jane Mallet Theatre's not-for-profit and multicultural events. St. Lawrence Centre experienced great success with the Bluma Appel Theatre and anticipates that the trend to continue in 2017 and beyond, for both Corporate and Non-for-Profit events.

Effectiveness Measure – Bluma Appel Theatre Days Used/Available (%)



- The percentage of days used-to-days available (365 days) in the Bluma Appel Theatre declined in 2014 primarily because of lower Canadian Stage presentations and bookings.
- Bluma Appel theatre usage will rise in 2017 - 2019 due to higher number of weeks contributed in part by Canadian Stage and Soulpepper shows.
- Percentage of days used is based on known bookings by resident licensees and one-off events confirmed.

Effectiveness Measure – Jane Mallet Theatre % Days Used/Available



- Jane Mallet Theatre remains stable with no significant changes in usage with main resident licensees
- Percentage of days used is based on known bookings by resident licensees and one-off events confirmed

Table 4
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	2017 Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	2017 Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
St. Lawrence Centre for the Arts														
Gross Exp.	3,558.4	4,004.3	(20.5)	3,983.8	425.5	12.0%		**3,983.8**	425.5	12.0%	64.4	1.6%	73.4	1.8%
Revenues	1,834.0	2,263.6	40.7	2,304.3	470.3	25.6%		**2,304.3**	470.3	25.6%	42.9	1.9%	43.7	1.9%
Total Net Exp.	1,724.4	1,740.8	(61.2)	1,679.6	(44.8)	(2.6%)		**1,679.6**	(44.8)	(2.6%)	21.6	1.3%	29.6	1.7%
Approved Positions	32.8	37.4		37.4	4.6	14.1%		**37.4**	4.6	14.1%				

The ***St. Lawrence Centre for the Arts*** provide state-of-the-art facilities to Toronto's not-for-profit performing arts companies and local communities at an affordable cost, attracting a wide range of cultural and artistic events with select corporate and not-for-profit presenters.

The St. Lawrence Centre for the Arts' 2017 Operating Budget of $3.984 million gross and $2.304 million net is $0.045 million or 2.6% under the 2016 Approved Net Operating Budget.

- In addition to the base budget pressures common to all services, this service is experiencing higher than planned demands for the use of its Bluma Appel Theatre and expects the level of programming activities to grow in 2017.
- The 2017 Operating Budget also includes a savings of $0.021 million net, as St. Lawrence Centre will leverage newly tendered agreement for retaining contractors for repair work.

Exhibition Place

2017 – 2026 CAPITAL BUDGET AND PLAN OVERVIEW

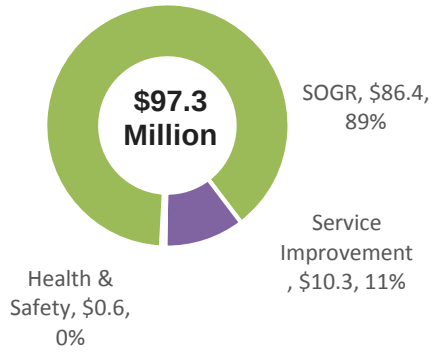
Exhibition Place is responsible for the 192-acre site, with an asset value of $819.300 million in historical costs, with 22 buildings, including 9 buildings designated under the Ontario Heritage Act. Many of these buildings have historical and cultural significance and were constructed before modern energy conservation, lighting and heating standards were developed.

The 2017-2026 Capital Budget and Plan 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 Allstream Centre and the new hotel on the grounds, which is a key element in the business plan for both the hotel and Allstream Centre.

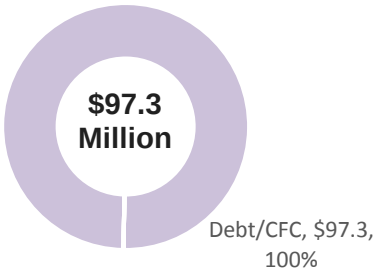
The 10-Year Capital Plan supports Exhibition Place's key objective of maintaining competitive event space at the Class A level through state of good repair projects and increasing energy efficiency.

2017-2026 Capital Budget and Plan

Where the money goes: By Project Category

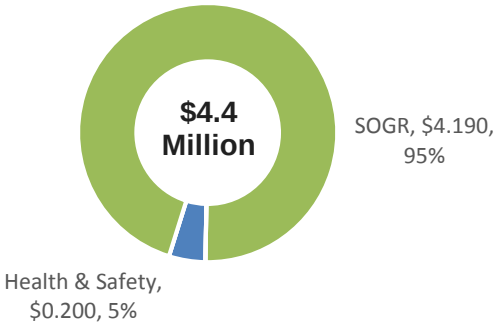


Where the money comes from: By Funding Source

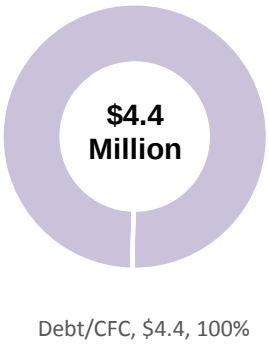


2017 Capital Budget

By Project Category



By Funding Source



Our Key issues & Priority Actions

- **State of Good Repair (SOGR) Backlog** – Exhibition Place has a growing backlog of state of good repairs to maintain and preserve historically significant buildings.
  - ✓ Exhibition Place will utilize the pre-engineering program to identify SOGR needs, and develop a construction schedule around shows and events within a limited window of opportunity for indoor and outdoor construction activity.
- **Economic Activity & Viability** – Facilitating economic activity and viability of the events and activities on the site by ensuring competitiveness.
  - ✓ Aside from addressing SOGR projects, the 10-Year Capital Plan includes the continuation of funding to install a sky bridge between the Allstream Centre and Hotel X to facilitate a desirable "self-contained" space for conventions/ conferences.
- **Obtain Funding for Unfunded Capital Projects** – Unfunded projects amounting to $83.000 million over the next 10 years include Industrial Building renovations and repairs to underground high voltage electrical assets.

Capital Deliverables for 2017

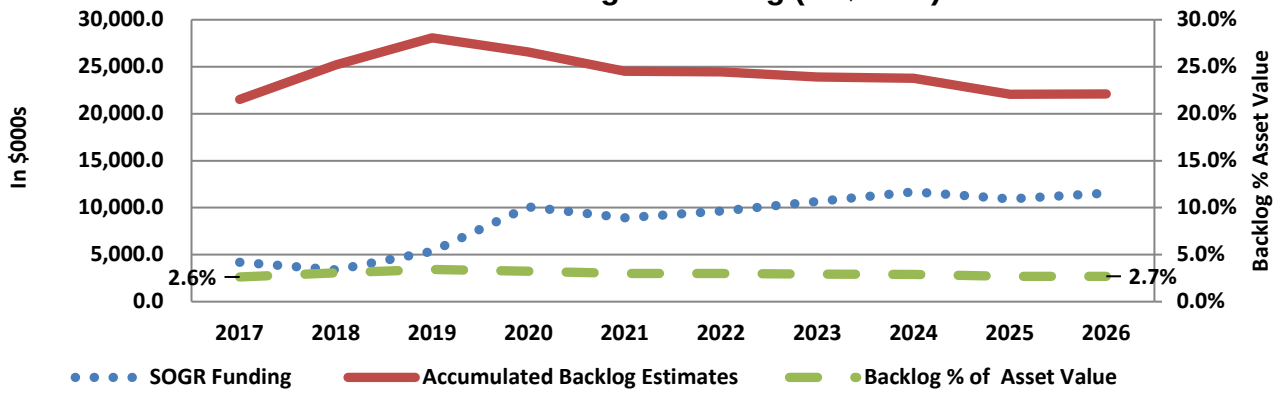
The 2017 Capital Budget for Exhibition Place of $4.390 million will fund:

- State of good repair work for:
  - ➢ Buildings pre-engineering program ($0.125 million);
  - ➢ Enercare Centre Chillers Replacement ($1.075 million);
  - ➢ Replacements to various sidewalks, pathways and road sections ($0.400 million) Replacement of the roof for the Exhibit Hall at Queen Elizabeth Building ($2.050 million);
  - ➢ Building an automation system to monitor and control energy use ($0.100 million) and maintain all building voltage and power equipment ($0.100 million);
  - ➢ Fire alarm system upgrades at seven outdoor electrical substations ($0.190 million).
- Health and safety work at the Horse Palace to upgrade the existing wet stand pipe system to a dry stand pipe system ensuring compliance with the fire code ($0.200 million).

State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of $86.385 million for State of Good Repair projects which will help stabilize the backlog at 2.7% of asset replacement value over the 2017-2026 period.

Chart 1
SOGR Funding & Backlog (In $000s)

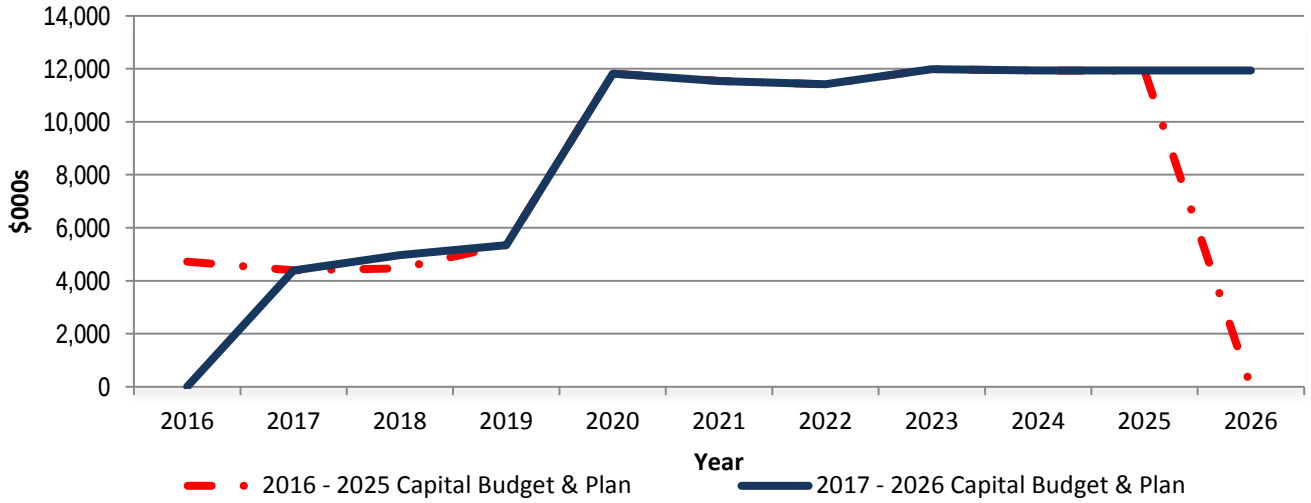


Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Capital Budget and the 2018 – 2026 Capital Plan reflects an increase of $7.720 million in capital funding from the 2016 - 2025 Approved Capital Plan.

The chart and table below provide a breakdown of the $7.720 million or 8.6% increase in the Capital Program on an annual basis from 2016 to 2026.

Chart 2
Changes to the 2016 - 2025 Approved Capital Plan (In $000s)



($000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025	4,715	4,390	4,465	5,345	11,820	11,538	11,415	11,985	11,935	11,935		89,543
2017 - 2026		4,390	4,965	5,345	11,820	11,538	11,415	11,985	11,935	11,935	11,935	97,263
Change %		0.0%	11.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		8.6%
Change $		0	500	0	0	0	0	0	0	0		7,720

As made evident in the chart above, the $7.720 million increase in the Capital Program reflects the fact that the 2026 Capital Plan estimate of $11.935 million is $7.220 million higher than the 2016 Approved Capital Budget of $4.715 million, as well as an increase in the 2018 Capital Plan of $0.500 million for the addition of the relocation of Greek God Statues project which was previously unfunded.

One of the changes to the 2016 – 2025 Approved Capital Plan is the reprioritization of capital funding between various projects over the nine common years of the Capital Plans (2017 – 2025). The reprioritization took place to meet the newly assessed requirements of the overall state of good repair needs, as well as a one year deferral of the construction of the bridge connecting Hotel X to the Allstream Centre given the delays in the completion of the hotel.

The following table details by category the capital projects included in the 2017 – 2026 Capital Budget and Plan for Exhibition Place:

Table 1
2017 - 2026 Capital Plan by Project Category (In $000s)

	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total
Total Expenditures by Category											
Health & Safety											
Horse Palace	200	-	-	-	-	-	-	-	-	-	**200**
Other Buildings	-	-	-	85	268	-	-	-	-	-	**353**
Sub-Total	**200**	**-**	**-**	**85**	**268**	**-**	**-**	**-**	**-**	**-**	**553**
State of Good Repair											
Pre-engineering Program	125	125	125	125	125	125	150	150	150	150	**1,350**
Coliseum Complex	-	1,070	2,135	4,225	1,415	4,190	2,400	2,455	3,530	3,655	**25,075**
Enercare Centre	1,075	615	1,380	1,465	2,950	3,385	6,980	7,430	3,670	6,780	**35,730**
Better Living Centre	-	-	-	915	-	-	-	-	200	-	**1,115**
Parks, Parking Lots and Roads	400	400	350	600	775	400	425	200	200	200	**3,950**
Horse Palace	-	-	-	400	1,575	-	100	-	1,000	-	**3,075**
Queen Elizabeth Building	2,150	575	1,105	950	540	-	-	-	950	-	**6,270**
Food Building	-	-	-	110	90	1,200	-	1,000	300		**2,700**
M/E & Communication Infrastructure	200	550	200	750	900	300	550	200	400	200	**4,250**
Other Buildings	240	50	50	115	150	50	50	50	435	50	**1,240**
Allstream Centre	-	-	-	430	100	-	-	-	-	-	**530**
General Services Buiilding	-	-	-	-	-	-	-	200	100	500	**800**
Press Building	-	-	-	-	300		-	-	-	-	**300**
Sub-Total	**4,190**	**3,385**	**5,345**	**10,085**	**8,920**	**9,650**	**10,655**	**11,685**	**10,935**	**11,535**	**86,385**
Service Improvements											
Enercare Centre	-	-	-	-	-	690	280	-	-	-	**970**
Parks, Parking Lots and Roads	-	-	-	1,650	2,350	1,075	1,050	250	1,000	400	**7,775**
Greek Gods Relocation	-	500	-	-	-	-	-	-	-	-	**500**
Allstream Centre	-	1,080	-	-	-	-	-	-	-	-	**1,080**
General Services Buiilding	-	-	-	-	-	-	-	-	-	-	**-**
Sub-Total	**-**	**1,580**	**-**	**1,650**	**2,350**	**1,765**	**1,330**	**250**	**1,000**	**400**	**10,325**
Total Expenditures by Category (excluding carry forward)	**4,390**	**4,965**	**5,345**	**11,820**	**11,538**	**11,415**	**11,985**	**11,935**	**11,935**	**11,935**	**97,263**

10-Year Capital Plan: Net Operating Budget Impact

The 10-Year Capital Plan will not impact the 2017 - 2019 Net Operating Budgets and will not require any new capital project delivery positions for capital works execution**.**

Exhibition Place

2017 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.

2017 Operating Budget Highlights

The 2017 Operating Budget for Exhibition Place of $37.283 million in gross expenditures provides funding for Conventions, Conferences & Meetings, Exhibitions & Events, Exhibition Place Asset Management and Exhibition Place Parking Access. The total cost to deliver these services to Toronto residents is summarized below:

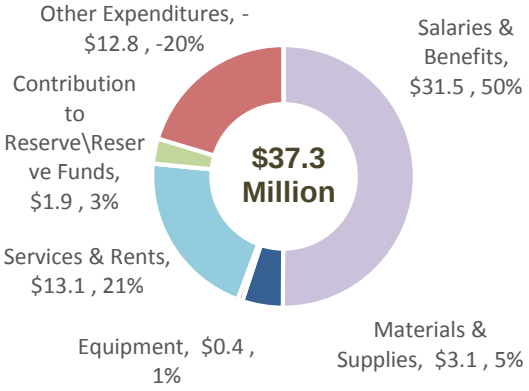
(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	36,513.9	37,283.0	769.1	2.1%
Revenues	36,670.9	37,445.0	774.1	2.1%
Net Expenditures	**(157.0)**	**(162.0)**	**(5.0)**	**3.2%**

2017 Operating Budget

Where the money goes:

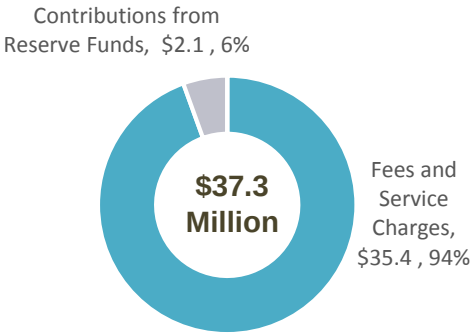
By Service

By Expenditure Category



Where the money comes from:

By Funding Source



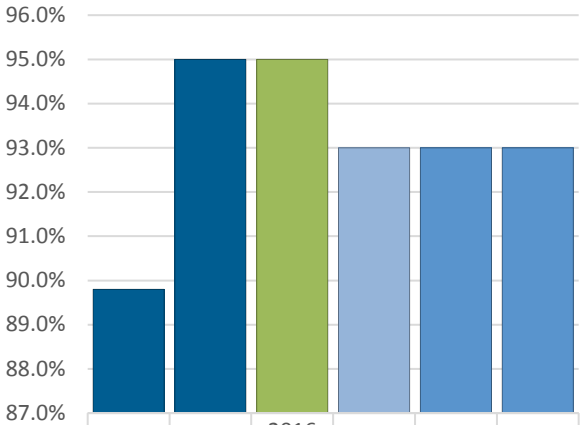
Fast Facts

- Exhibition Place is Canada's largest entertainment venue and attracts over 5.3 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.
- Building rental revenue for the Enercare Centre in 2017 consists of $1.7 million in new business revenues having solidified its leadership position after hosting events such as the Pan Am Games and the NBA All Star Jam session.
- Over 88% of waste collected at Exhibition Place is recycled or reused and diverted from landfills.

% of Potholes Serviced within Timeframe



2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
89.8%	95.0%	95.0%	93.0%	93.0%	93.0%

Our Key Issues & Priority Actions

- **Maintain 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 2017 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.
- **Pursue Green initiatives** to maintain Exhibition Place's status as a leader in environmentally friendly facilities.
  - ✓ Secure funds for new green energy initiatives.
- **Maintain Trade and Consumer Show Business** by creating a "self-contained" conference and accommodation space.
  - ✓ Facilitating the completion of Hotel X in 2017 on Exhibition Place's grounds and constructing the connecting sky-bridge to Allstream Centre.
  - ✓ Competing for a whole new segment of conference, meeting and convention business.

Key Service Deliverables for 2017

The 2017 Operating Budget will fund:

- 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 Allstream 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.

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 Patrons
- Visitors / 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

Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2016 Projected Actual	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 vs. 2016 Budget Change		Incremental Change 2018 Plan		Incremental Change 2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Conventions, Conferences & Meetings											
Gross Expenditures	4,806.2	4,806.2	4,988.4		4,988.4	182.2	3.8%	116.8	2.3%	59.4	1.2%
Revenue	4,806.2	4,806.8	4,638.4		4,638.4	(167.8)	(3.5%)	(215.9)	(4.7%)	101.7	2.3%
Net Expenditures		(0.6)	350.0		350.0	350.0	-	332.7	95.1%	(42.3)	(6.2%)
Exhibition Place Asset Management											
Gross Expenditures	13,969.6	13,969.6	14,148.5		14,148.5	178.9	1.3%	45.5	0.3%	251.2	1.8%
Revenue	1,589.8	1,589.2	1,716.2		1,716.2	126.4	8.0%	(225.0)	(13.1%)	(25.0)	(1.7%)
Net Expenditures	12,379.8	12,380.4	12,432.3		12,432.3	52.5	0.4%	270.5	2.2%	276.2	2.2%
Exhibition Place Parking Access											
Gross Expenditures	2,517.6	2,517.6	2,658.7		2,658.7	141.1	5.6%	52.5	2.0%	58.1	2.1%
Revenue	7,293.9	8,615.5	7,746.7		7,746.7	452.8	6.2%	232.4	3.0%	239.4	3.0%
Net Expenditures	(4,776.3)	(6,097.9)	(5,088.0)		(5,088.0)	(311.7)	6.5%	(179.9)	3.5%	(181.3)	3.4%
Exhibitions & Events											
Gross Expenditures	15,220.5	14,920.5	15,487.4		15,487.4	266.9	1.8%	274.0	1.8%	585.2	3.6%
Revenue	22,981.0	21,859.4	23,343.7		23,343.7	362.7	1.6%	697.3	3.0%	637.8	2.7%
Net Expenditures	(7,760.5)	(6,938.9)	(7,856.3)		(7,856.3)	(95.8)	1.2%	(423.3)	5.4%	(52.6)	0.6%
Total											
Gross Expenditures	36,513.9	36,213.9	37,283.0		37,283.0	769.1	2.1%	488.8	1.3%	953.9	2.5%
Revenue	36,670.9	36,870.9	37,445.0		37,445.0	774.1	2.1%	488.8	1.3%	953.9	2.5%
Total Net Expenditures	(157.0)	(657.0)	(162.0)		(162.0)	(5.0)	3.2%				
Approved Positions	361.0	361.0	359.0		359.0	(2.0)	(0.6%)				

Exhibition Place's 2017 Operating Budget is $37.283 million gross and ($0.162) million net, representing a 3.2% increase (in net revenue) from the 2016 Approved Net Operating Budget and is in accordance with the budget target as set out in the 2017 Operating Budget Directions approved by Council.

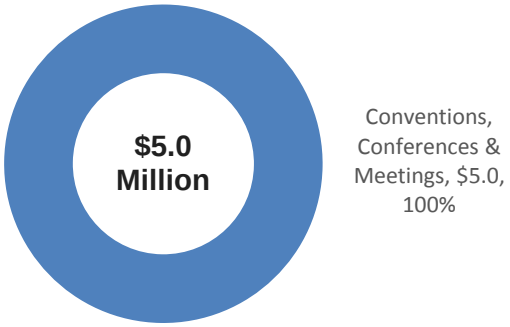
- Base pressures are mainly attributable to salaries and benefits, inflationary cost increases, and one-time equipment expense.
- To help mitigate the above pressures, the Exhibition Place was able to achieve service efficiency savings through the outsourcing of in-house welding and sign-shop services as well as energy saving initiatives. This change will enable the reduction of total staff complement by 2.0 positions from 361.0 to 359.0.
- The 2018 and 2019 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 resulting in a net zero budget.

Conventions, Conferences & Meetings

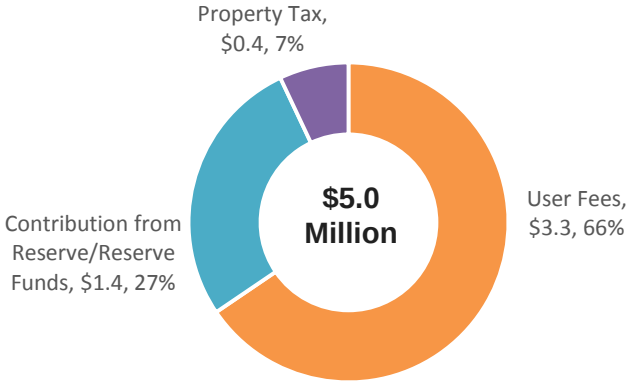
What We Do

- Allstream 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.

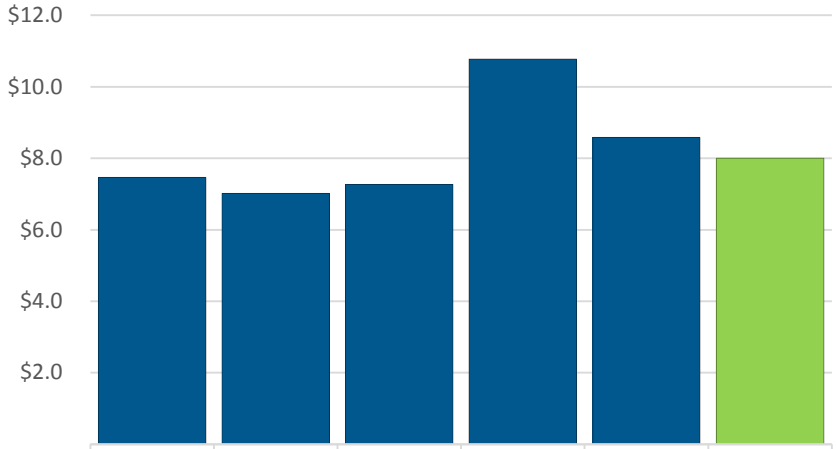
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Effectiveness Measure – Events Building Rent – Enercare Centre ($ Millions)



2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Proj Actual	2017 Target
$7.5	$7.0	$7.3	$10.8	$8.6	$8.0

- 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.
- 2017 consists of revenues of $1.7 million arising from new business. 2015 and 2016 consist of one-time revenues from the Pan Am Games and the NBA All Star Jam Session respectively.

2017 Service Levels
Conventions, Conferences & Meetings

Service	Activity	Status	2014	2015	2016	2017
Conventions, Conference & Meetings	Event Space	Approved	100% compliance with negotiated terms	100% compliance with negotiated terms	100% compliance with negotiated terms	100% compliance with negotiated terms
	Guest Services: Food & Beverage	Approved	$87.58 food and beverage sales per attendee	$90.21 food and beverage sales per attendee	$88.86 food and beverage sales per attendee	**$78.40 food and beverage sales per attendee**
	Guest Services: Facility Support	Approved	$0.32 of Service Revenue per $1 of total revenue	$0.32 of Service Revenue per $1 of total revenue	$0.30 of Net Service Revenue per $1 of total rent revenue	**$0.22 of Net Service Revenue per $1 of total rent revenue**
	Guest Services: Parking	Approved	Labour Cost ratio of 9% of revenue	Labour Cost ratio of 9% of revenue	Labour Cost ratio of 8.2% of revenue	**Labour Cost ratio of 8.0% of revenue**

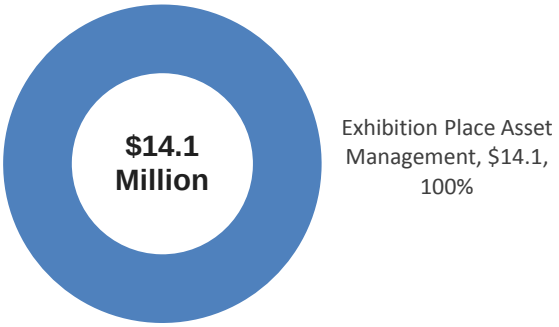
Overall, the 2017 Service Levels are largely consistent with the approved 2016 Service Levels for Conventions, Conferences & Meetings with adjustments to align to the actual experience in 2016.

Exhibition Place Asset Management

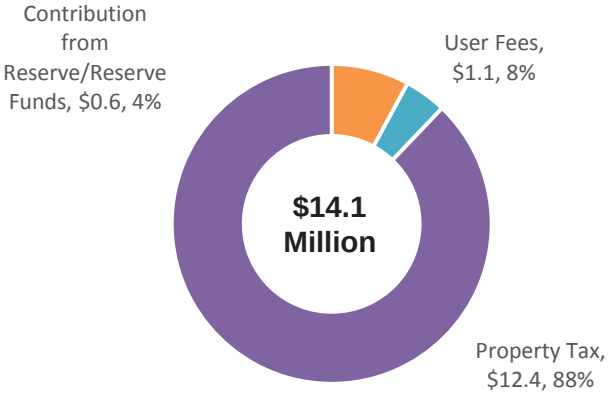
What We Do

- Provide building and infrastructure maintenance and construction services to Exhibition Place facilities and structures.

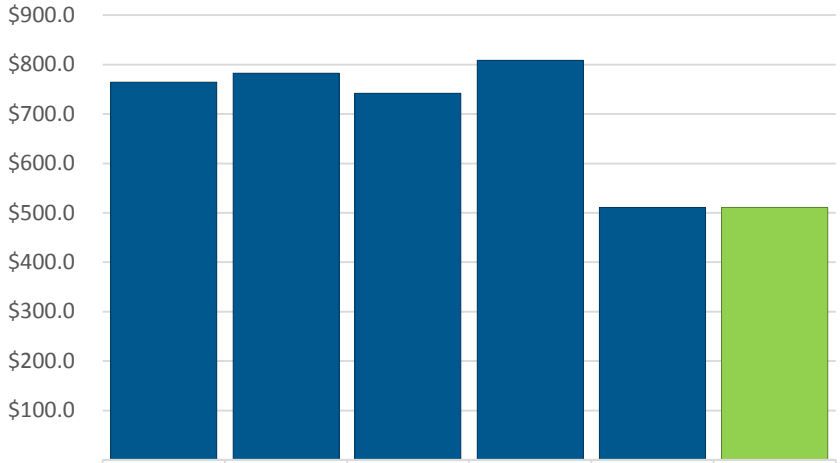
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Efficiency Measure – Utilities Savings from ERP Projects ($ Thousands)



2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Proj Actual	2017 Target
$765.0	$783.0	$742.0	$809.0	$511.0	$511.0

- Savings in energy costs are projected at a level similar to 2016.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 Steam-turbine, Press Building Geothermal, and underground parking lights.

2017 Service Levels
Exhibition Place Asset Management

Service	Activity	Status	2014	2015	2016	2017
Exhibition Place Asset Management	Parking Lots, Roads & Sidewalks	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
	Waste Management	Approved	Waste Management: Achieve 80% waste diversion	Waste Management: Achieve higher than 2013 actual of waste diversion of 85.15%	Waste Management: Achieve higher than 2014 actual of waste diversion of 85.74%	**Waste Management: Achieve higher than 2015 actual of waste diversion of 88.20%**
	Fleet & Equipment Maintenance	Approved	Fleet & Equipment Maintenance: Maintain current 43 vehicles and 73 pieces of equipment and additional acquisitions	Fleet & Equipment Maintenance: Maintain current 43 vehicles and 73 pieces of equipment and additional acquisitions	Fleet & Equipment Maintenance: Maintain current 43 vehicles and 73 pieces of equipment and additional acquisitions	Fleet & Equipment Maintenance: Maintain current 43 vehicles and 73 pieces of equipment and additional acquisitions

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Exhibition Place Asset Management.

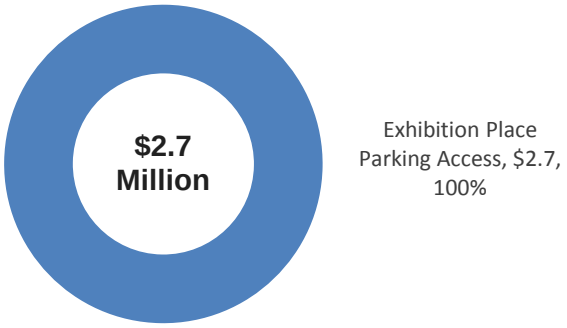
There will be a continued focus on improving the service's waste management operations. Based on 2016, the service level has been raised to a waste diversion rate of 88.20% for 2017 or an increase of 2.46% over the 2016 level.

Exhibition Place Parking Access

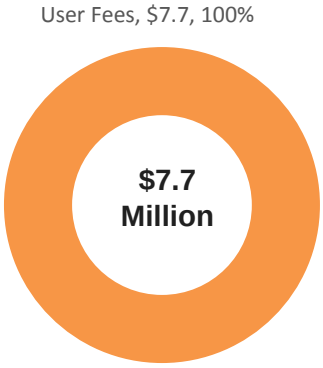
What We Do

- Provide convenient access to public parking for Exhibition Place events, BMO Field sporting events, and general public.

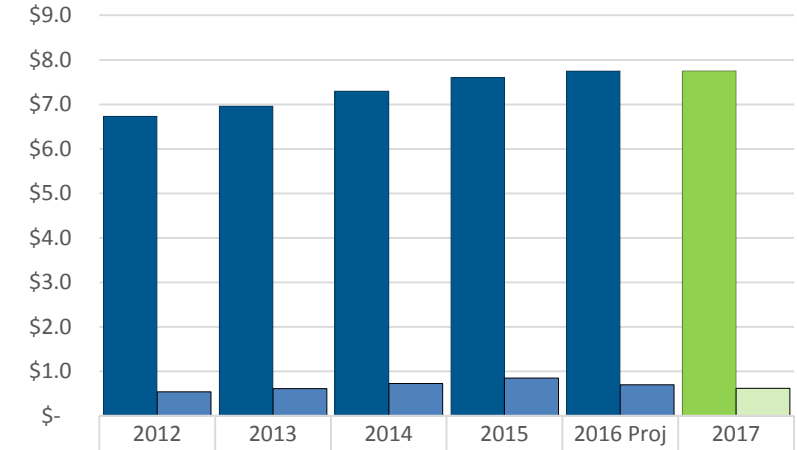
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Effectiveness Measure – Parking Revenue & Direct Wages ($ Millions)



	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Proj Actual	2017 Target
Revenue	$6.7	$7.0	$7.3	$7.6	$7.8	$7.8
Labour	$0.5	$0.6	$0.7	$0.9	$0.7	$0.6

- 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 2017 at the BMO Field as well as a general increase in anticipated volumes for Toronto FC. The increase is further compounded by a $5 parking rate hike in 2017 for special events
- Ratio between the parking revenue and direct labour costs has improved over the previous years.

2017 Service Levels
Exhibition Place Parking Access

Service	Activity	Status	2014	2015	2016	2017
Exhibition Place Parking Access	Surface	Approved	100% of parking spaces available and accessible for all major events. Variable labour cost ratio of 9% of revenue	100% of parking spaces available and accessible for all major events. Variable labour cost ratio of 9% of revenue.	100% of parking spaces available and accessible for all major events. Variable labour cost ratio of 8.2% of revenue.	**100% of parking spaces available and accessible for all major events. Variable labour cost ratio of 8.0% of revenue.**
	Underground	Approved	100% of parking spaces available and accessible for all major events. Variable labour cost ratio of 9% of revenue	100% of parking spaces available and accessible for all major events. Variable labour cost ratio of 9% of revenue.	100% of parking spaces available and accessible for all major events. Variable labour cost ratio of 8.2% of revenue.	**100% of parking spaces available and accessible for all major events. Variable labour cost ratio of 8.0% of revenue.**

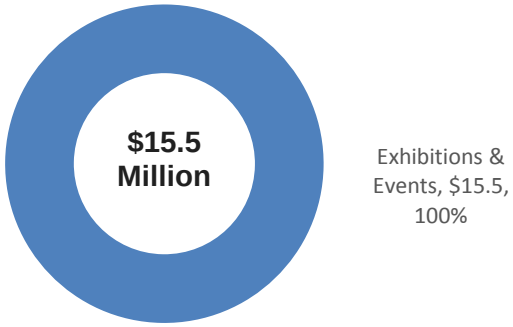
Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Exhibition Place Parking Access. The ratio between the direct labour costs and parking revenue is targeted to decrease from 8.2% in 2016 to 8.0% in 2017.

Exhibition & Events

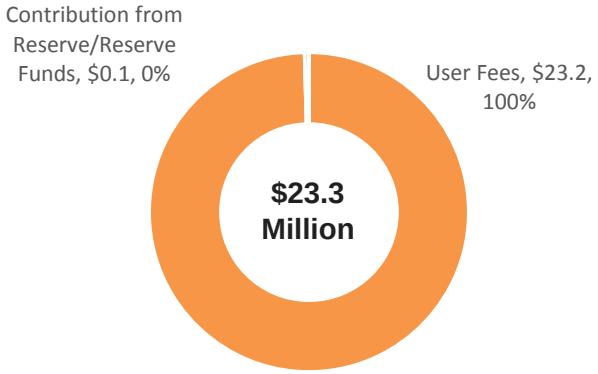
What We Do

- 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.

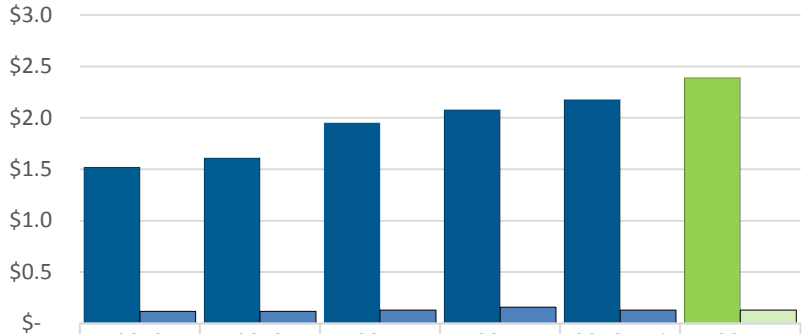
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Effectiveness Measure – Tenants Rent & Net Show Services ($ Millions)



	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Proj Actual	2017 Target
Rent	$1.5	$1.6	$2.0	$2.1	$2.2	$2.4
Show Serv.	$0.1	$0.1	$0.1	$0.2	$0.1	$0.1

- Actual experience suggests that Enercare Centre is projected to grow its occupancy rates and number of events hosted.

2017 Service Levels
Exhibition & Events

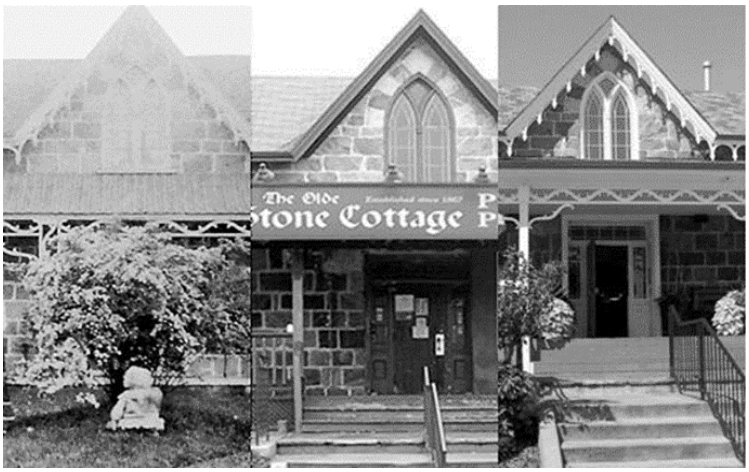
Service	Activity	Status	2014	2015	2016	2017
Exhibitions & Events	Event - Trade & Consumer	Approved	100% compliance with negotiated terms	100% compliance with negotiated terms	100% compliance with negotiated terms	100% compliance with negotiated terms
	Event - Meetings & Corporate	Approved	100% compliance with negotiated terms	100% compliance with negotiated terms	100% compliance with negotiated terms	100% compliance with negotiated terms
	Event - Community / Festivals / City of Toronto / Sporting / Photo & Film	Approved	100% compliance with negotiated terms	100% compliance with negotiated terms	100% compliance with negotiated terms	100% compliance with negotiated terms
	Event - Major Citywide celebrations & special events	Approved	100% compliance with negotiated terms	100% compliance with negotiated terms	100% compliance with negotiated terms	100% compliance with negotiated terms
	Guest Services: Food & Beverage	Approved	$4.75 food & beverage sales per attendee	$4.67 food & beverage sales per attendee	$11.33 food & beverage sales per attendee	**$4.87 food & beverage sales per attendee**
	Guest Services: Facility Support	Approved	$0.75 of Service Revenue per $1 of Rent Revenue	$0.75 of Service Revenue per $1 of Rent Revenue	$0.53 of Service Revenue per $1 of Rent Revenue	**$0.67 of Service Revenue per $1 of Rent Revenue**
	Guest Services: Facility Support	Approved			Outsourcing Electrical/Mechanical Service	
	Guest Services: Facility Support	New				**Closing Creative and Sign Service**
	Guest Services: Facility Support	New				**Outsourcing Welding Service**
	Long-term Tenant Support	Approved	$10.43 per Square foot of long term tenant space supported	$11.10 per Square foot of long term tenant space supported	$11.61 per Square foot of long term tenant space supported	**$10.29 per Square foot of long term tenant space supported**

Overall, the 2017 Service Levels are largely consistent with the approved 2016 Service Levels for Exhibition & Events with the following exceptions:

- Guest Services: Food & Beverage activity has been adjusted to a level consistent with pre-2016 levels in order to align with the actual levels achieved in 2016. Exhibition Place anticipates increased volumes for food and beverages in 2017 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 2016.

- As part of the Service's proposition to achieve the service efficiency target assigned for 2017, Exhibition Place plans to outsource its Sign Shop and Welding services.



Heritage Toronto

2017 OPERATING BUDGET OVERVIEW

Heritage Toronto raises awareness of Toronto's architectural, archaeological, natural and cultural heritage by delivering volunteer-led walks, bus and cycling tours around the City, installing heritage plaques and markers to commemorate buildings and events, and producing the annual Heritage Toronto Awards event.

2017 Operating Budget Highlights

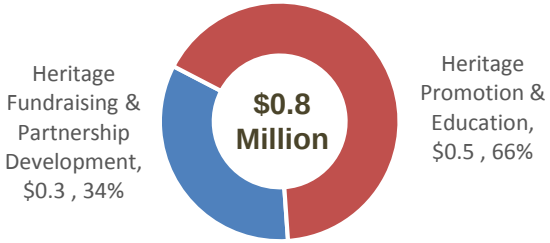
The 2017 Preliminary Operating Budget for Heritage Toronto of $0.795 million in gross expenditures provides funding for two services: Heritage Promotion & Education and Heritage Fundraising & Partnership Development. The total cost to deliver these services to Toronto residents is summarized below:

(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	765.8	794.8	29.0	3.8%
Revenues	459.5	496.5	37.0	8.1%
Net Expenditures	**306.3**	**298.3**	**(8.0)**	**(2.6%)**

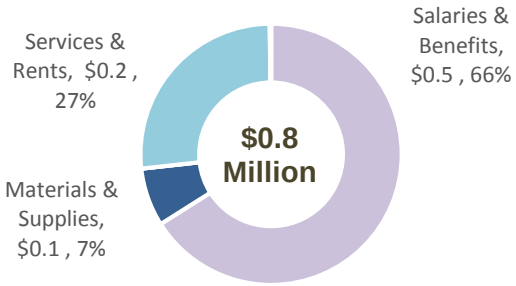
2017 Operating Budget

Where the money goes:

By Service

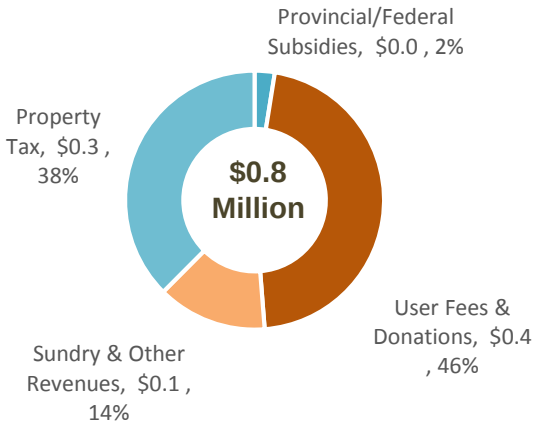


By Expenditure Category



Where the money comes from:

By Funding Source



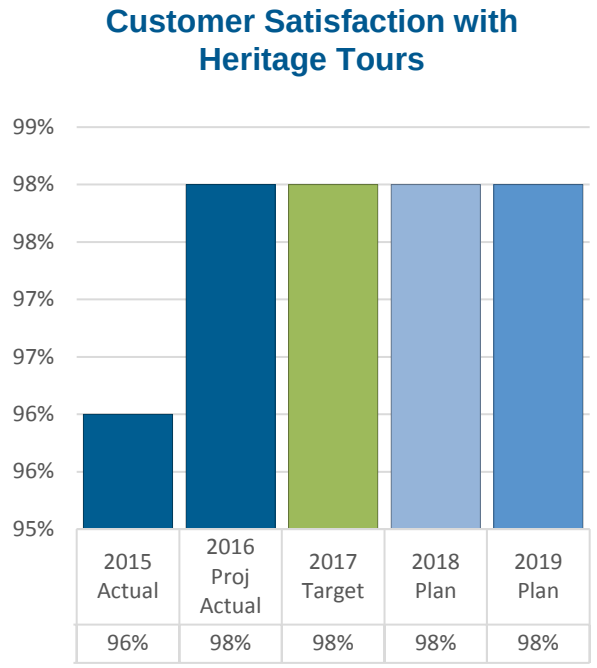
Fast Facts

Heritage Toronto will:

- Deliver 60 public Tours, including walking, bus, and bike tours across Toronto, including new Tours for newcomers and diverse cultural communities.
- Produce 50 interpretive plaques, telling the history and heritage of Toronto's key people, places, and events.
- Produce 100 Century House plaques.
- Deliver 2 "Heritage Primer" symposia and one other lecture event.200,000+ citizen recreation program registrations processed for 70,000+ courses

Trends

- Delivered 75 public tours with average attendance of 47 attendees (18% growth).
- Average tour donations increased by 50%.
- Increased participation in social media channels (added Instagram and gained 1,200 followers).
- Customer satisfaction was recorded at 98% for 2016, a level which Heritage Toronto is striving toward for 2017, 2018 and 2019.



Our Key Issues & Priority Actions

- **Reduce reliance on City funding** by generating sufficient revenues to fund 60% of Heritage Toronto's gross expenditures:
  - ✓ Heritage Toronto will raise funds through memberships, individual donations, ticket sales and corporate sponsorships to continue meeting its service objectives and reduce reliance on City funding.
- **St. Lawrence Market/St. Lawrence Hall Redevelopment:** As part of the planned facility upgrade, Heritage Toronto will be required to relocate its current office from the 3rd floor of St. Lawrence Hall to the 2nd floor in 2018.
  - ✓ Upon being notified of the redevelopment timeline, Heritage Toronto will plan the relocation and determine any associated moving costs.

Key Service Deliverables for 2017

The 2017 Operating Budget will support the following objectives:

- Maintain Heritage Tour participation at 5,000 individuals in 2017 and customer satisfaction at 98%.
- Research and produce 50 plaques and organize 12 community unveiling events.
- Heritage Awards: Deliver refreshed program, in line with core program review recommendations with an attendance goal of 500.
- Present new programs, including Parks Past, Heritage Primer, and a lecture series
- Redesign the Heritage Toronto website
- Raise 60% of Heritage Toronto's gross expenditures in self-generated funds
- Further grow the social media network to increase awareness and participation for all programs

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

Legend:
- Program
- Activity
- Service

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

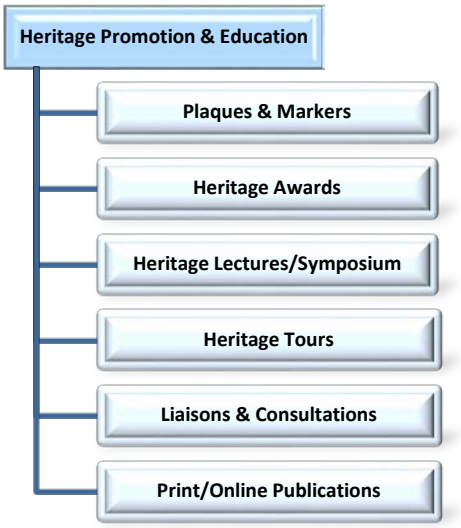
Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2016 Projected Actual	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 vs. 2016 Budget Change		Incremental Change 2018 Plan		Incremental Change 2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Heritage Fundraising & Partnership Development											
Gross Expenditures	264.0	200.2	268.1		268.1	4.1	1.6%	2.4	0.9%	2.7	1.0%
Revenue	191.0	184.9	265.0		265.0	74.0	38.7%				
Net Expenditures	73.0	15.3	3.1		3.1	(69.9)	(95.8%)	2.4	77.4%	2.7	49.1%
Heritage Promotion & Education											
Gross Expenditures	501.8	504.2	526.7		526.7	24.9	5.0%	2.9	0.6%	3.3	0.6%
Revenue	268.5	213.2	231.5		231.5	(37.0)	(13.8%)				
Net Expenditures	233.3	291.0	295.2		295.2	61.9	26.5%	2.9	1.0%	3.3	1.1%
Total Net Expenditures	306.3	306.3	298.3		298.3	(8.0)	(2.6%)	5.3	1.8%	6.0	2.0%
Approved Positions	7.0	7.0	7.0		7.0						

Heritage Toronto's 2017 Operating Budget is $0.795 million gross and $0.298 million net, representing a 2.6% decrease to the 2016 Approved Net Operating Budget and is in line with the reduction target as set out in the 2017 Operating Budget Directions approved by Council.

- Base pressures are mainly attributable to salaries and benefits and program support costs offset by program revenues and donations.
- The Agency converted a vacant Director of Marketing position to a Manager of Marketing position with no impact to service levels that result in salary and benefit savings. This has enabled Heritage Toronto to achieve its budget target of a 2.6% decrease from the 2016 Approved Net Operating Budget.
- Approval of the 2017 Operating Budget will result in Heritage Toronto maintaining its total staff complement of 7.0 positions.
- The 2018 and 2019 Plan increases are minimal and mostly attributable to wage and benefit adjustments.

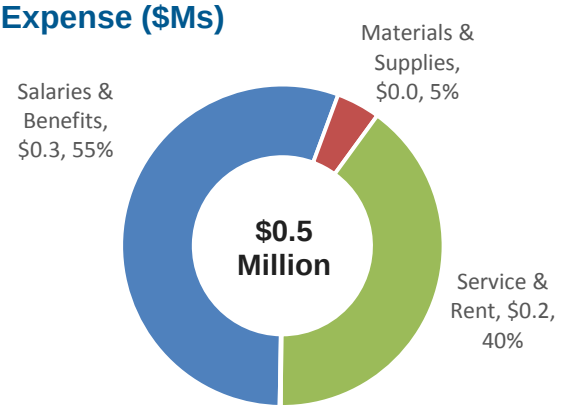
Heritage Promotion & Education



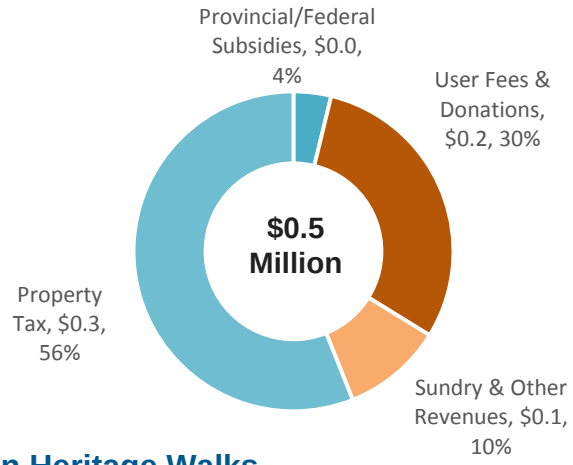
What We Do

- 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.

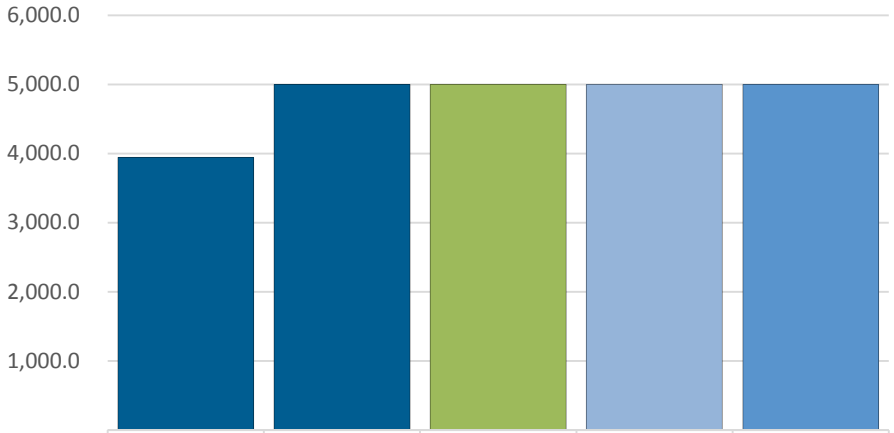
2017 Service Budget by Category of Expense ($Ms)



Service by Funding Source ($Ms)



Number of Participants in Heritage Walks



2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
3,944.0	5,000.0	5,000.0	5,000.0	5,000.0

- After a few years of growth in attendance, Heritage Toronto expects participation in Heritage Walks to remain steady at 5,000 individuals in 2017, 2018 and 2019.

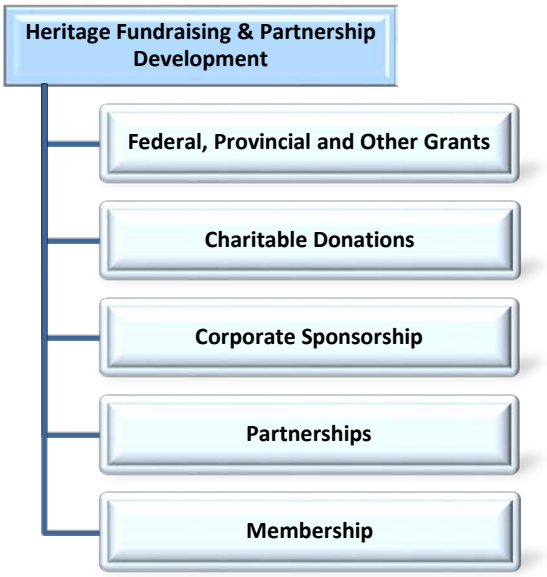
2017 Service Levels

	Status	2014	2015	2016	2017
Plaques and Markers	Approved	Install 80 plaques and markers	Install 40 plaques and markers	Install 40 plaques and markers	**Create 50 Interpretive/Property Plaques; 100 Century House Plaques; Unveil 10 Plaques**
Heritage Awards	Approved	Annual Heritage Awards presented with a focus on increasing audience to 900 people	Annual Heritage Awards presented with a focus on increasing audience to 900 people	Annual Heritage Awards presented with a focus on increasing audience to 900 people	**Maintain sold-out event at smaller venue (500); grow nominees by 10% to 67 projects.**
Heritage Lectures/Symposia	Approved	Deliver one heritage lecture every quarter	Deliver one heritage lecture every two months	Deliver one heritage lecture every quarter	**Deliver 2 "Heritage Primer" symposia and one other lecture event.**
Heritage Tours	Approved	10% growth in Bike and Bus Tours and Walk Tours	10% growth in Bike and Bus Tours and Walk Tours	5% growth in Bike and Bus Tours, 5,000 Walk Tours	**Deliver 60 public heritage tours with 5,000 participants; grow private tours program by 25%; increase average donation to $3.50 (15%)**
Liaisons & Consultations	Approved	Have 100% representation of all Heritage organizations to contribute to the performance report	Have 100% representation of all Heritage organizations to contribute to the performance report	Have 100% representation of all Heritage organizations to contribute to the performance report	Have 100% representation of all Heritage organizations to contribute to the performance report
Print/On-line Publications	Approved	Provide new monthly cultural contributions to the on-line publications	Provide new monthly cultural contributions to the on-line publications	Provide new monthly cultural contributions to the on-line publications	**Increase subscription to bi-weekly e-newsletter to 5,000**

The 2017 Service Levels have been revised compared with the approved 2016 Service Levels to align with updated targets:

- Plaque and marker service levels have been stratified based on type of plaque or marker.
- Heritage Awards event has been scaled down to a smaller venue to save on venue costs and maintain a sold out event.
- Heritage Tour service levels have been revised to include donation and private tour program growth goals.
- E-newsletter subscription service level added to reflect Heritage Toronto's desire to increase online presence.

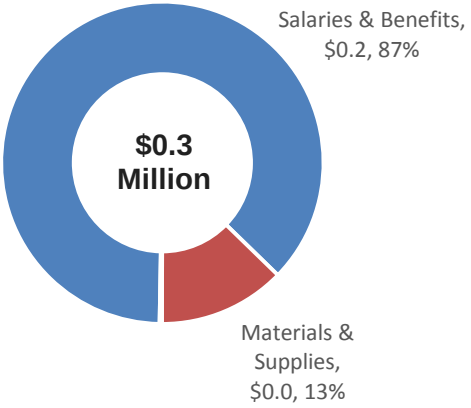
Heritage Fundraising & Partnership Development



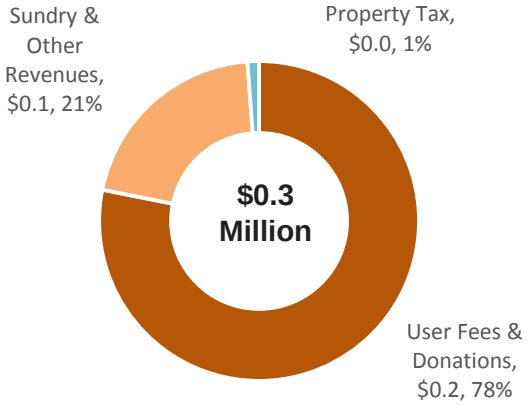
What We Do

- 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.

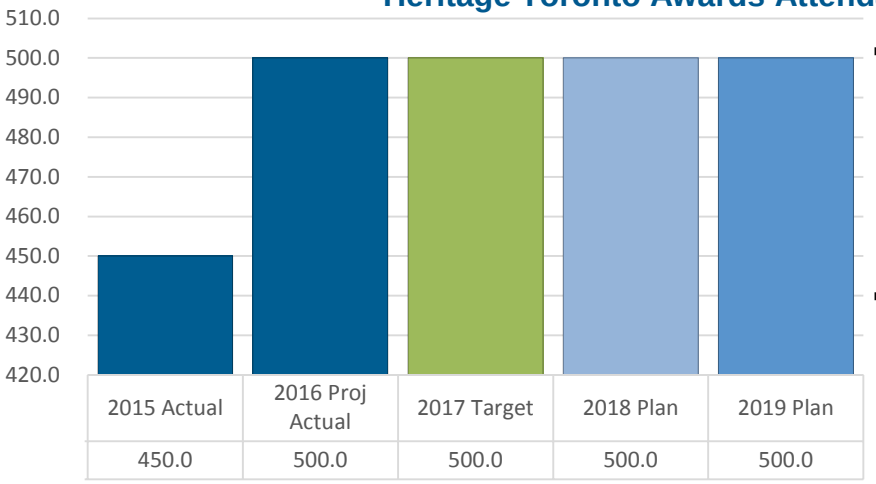
2017 Service Budget by Category of Expense ($Ms)



Service by Funding Source ($Ms)



Heritage Toronto Awards Attendance



- Heritage Toronto tracks attendance at the annual Awards & Lecture event to raise funding through increased sponsorship and awareness of Heritage Toronto's work.
- The attendance goal for 2017-2019 is 500 attendees having scaled down to a smaller venue to ensure a sold-out event.

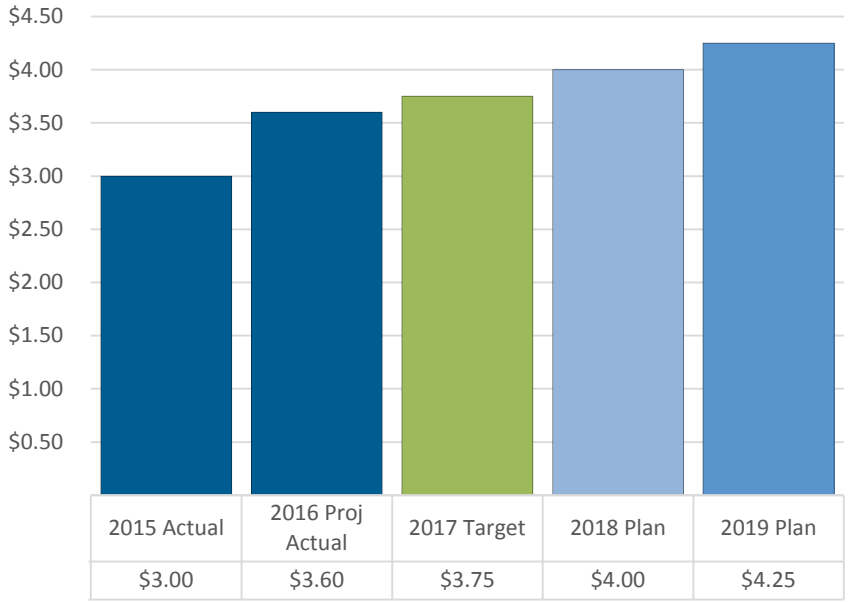
2017 Service Levels

	Status	2014	2015	2016	2017
Fedral Grants	Approved	Maintain 15% of operations funded from Federal Grants			Achieve 7% ($56,000) in grants from federal/provincial governments and private foundations
Provincial Grants	Approved	Maintain 25% of operations funded from Provincial Grants			
Other Grants	Approved	-			
Charitable Donations	Approved	Increase the number of donations to HT by 10%			Increase charitable donations to Heritage Toronto by 10%; establish one Planned Giving relationship
Corporate Sponsorship	Approved	Long-term commitments from corporate sponsors around 5%			Increase revenue from corporate sponsorship by 5%
Partnerships	Approved	Retain 25% of secured partnership value for Heritage Toronto operations			Retain 25% of secured partnership value for Heritage Toronto operations
Membership	Approved	-			Increase membership by 5% and membership revenue by 10% through new membership program

The 2017 Service Levels have been revised compared with the approved 2016 Service Levels to align with updated targets:

- Grants target has been consolidated to provide the agency with the flexibility to manage the sources from which grants are received.
- Membership service level set given the new membership program which provides members with preferred access to various Heritage sites, newsletters, early access to tour schedules and various other benefits.

Average Donation per Person to Heritage Toronto Tours



- Heritage Toronto anticipates raising 60% of its gross expenditures from self-generated fundraising activities, through memberships, individual donations, ticket sales and corporate sponsorships
- The average donation received per person at a free Heritage Walk was $3.60 in 2016 representing a 20% increase from 2015.
- Heritage Toronto anticipates average donations per person to go up to $3.75 in 2017, $4.00 in 2018 and $4.25 in 2019.

Parking Tags Enforcement and Operations

2017 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 tickets.

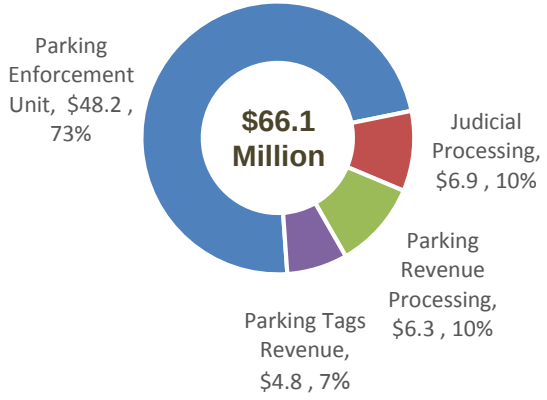
2017 Operating Budget Highlights

The 2017 Operating Budget of $66.141 million in gross expenditures and ($46.427) million net provides funding for 4 services: Police Parking Enforcement, Parking Revenue Processing, Judicial Processing and Parking Tags Revenue. The total cost to deliver these services to Toronto residents is $66.141 million gross and ($46.427) million net as shown below:

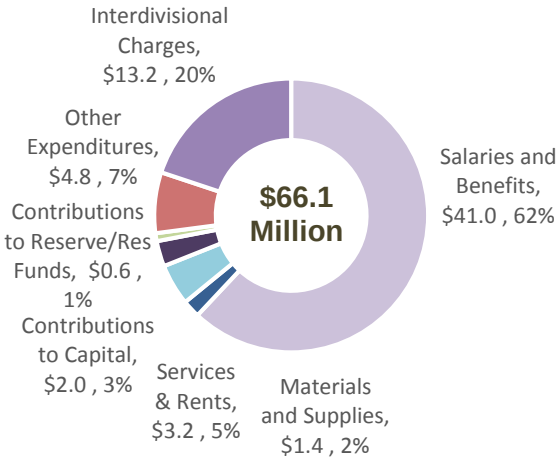
(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	65,579.6	66,140.6	561.0	0.9%
Revenues	102,413.5	112,567.3	10,153.8	9.9%
Net Expenditures	**(36,833.9)**	**(46,426.7)**	**(9,592.8)**	**26.0%**

2017 Operating Budget

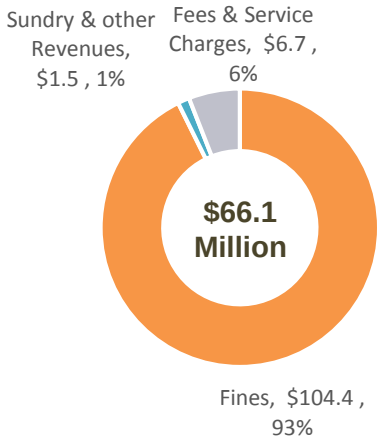
Where the money goes: By Service



By Expenditure Category



Where the money comes from: By Funding Source



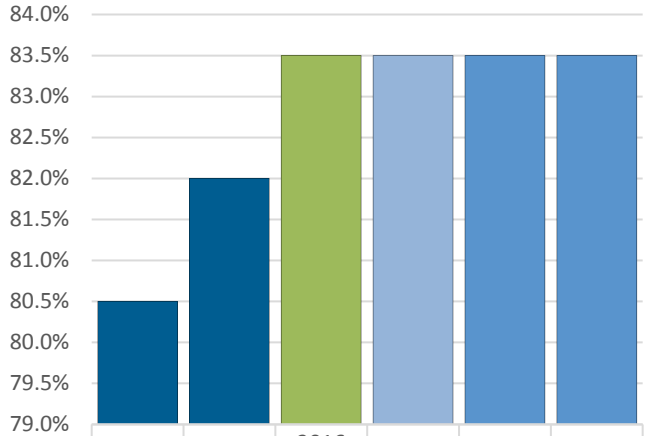
Fast Facts

- Over 40,000 vehicles in 2016 were towed in relation to parking and enforcement violations which is up significantly from an annual average of 25,000.
- Over 10,000 vehicles were towed under the Habitual Offender Program.
- Over 800 stolen vehicles were located.
- Parking Enforcement Officers are hired and trained as a class consisting of between 20 and 30 Parking Enforcement Officers.

Trends

- The number of parking tickets issued for 2017 and future years has been set at 2.350 million, which is the same as 2016.
- The upward collection rate trend observed in the past years has now stabilized and is projected at 83.5% for 2017 and future years given the continuing success of the Fixed Fine System as offenders are paying fixed fined instead of trying to go to the court in hopes of getting a reduced fine or having their tickets cancelled.

Collection Rate of Parking Tickets



2014 Actual	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
80.5%	82.0%	83.5%	83.5%	83.5%	83.5%

Our Key Issues & Priority Actions

- **Migrating to the New Administrative Penalty System** effective May 15, 2017 will improve accessibility and efficiency of the parking dispute process.
  - ✓ Greater access to dispute resolution services that are more accessible and efficient than those currently allowed under the Provincial Offenses Act (POA).
  - ✓ The 2017 Operating and Capital Budgets include the costs and revenues to implement the new system.
- **Promoting behavioural changes** and increased compliance to By-laws by:
  - ✓ Continuing the Fixed Fine System and Habitual Offender Program.
  - ✓ Continuing the increased Rush Hour Route Fines during peak City travel times.
  - ✓ Implementing 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 for parking remotely.

Key Service Deliverables for 2017

The 2017 Operating Budget will enable the Program to:

- Parking Tags Enforcement and Operations is comprised of 4 inter-related services under the current Provincial Offences Act (POA) System: Parking Tags Enforcement Unit, Revenue Services, Court Services and Parking Tags Revenue. Each of these units promotes the safe and efficient free flow of traffic.
- A new Administrative Penalty System (APS) will be implemented May 15, 2017 to replace the current POA system. This new system will allow for the faster resolutions of parking tag disputes than available with the current court system.

Program Map

Service Customer

Revenue Processing

- Illegally Parked Vehicle Owners
- Vehicle Drivers
- Private Property Owners
- Other Municipal Properties

Indirect (Beneficial)

- 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 (Beneficial)

- Residents
- Staff – City Divisions
- Staff – Agencies & Boards
- City-owned and operated Facilities

Courts Services Judicial Processing

- Illegally Parked Vehicle Owners
- Vehicle Drivers

Indirect (Beneficial)

- Residents
- Staff – City Divisions
- Staff – Agencies & Boards
- City-owned and operated Facilities
- Provincial & Federal Governments

Non Program Revenues

- Illegally Parked Vehicle Owners
- Vehicle Drivers
- Private Property Owners
- Other Municipal Properties

Indirect (Beneficial)

- Residents
- Staff – City Divisions
- Staff – Agencies & Boards
- City-owned and operated Facilities

Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2016 Projected Actual	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 vs. 2016 Budget Change		Incremental Change 2018 Plan		Incremental Change 2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Police Parking Enforcement											
Gross Expenditures	47,451.0	46,347.0	47,794.0	440.0	48,234.0	783.0	1.7%	389.1	0.8%	223.0	0.5%
Revenue	1,519.5	1,519.5	1,511.4		1,511.4	(8.1)	(0.5%)				
Net Expenditures	45,931.5	44,827.5	46,282.6	440.0	46,722.6	791.1	1.7%	389.1	0.8%	223.0	0.5%
Parking Revenue Processing											
Gross Expenditures	6,511.8	6,511.8	6,289.8		6,289.8	(222.0)	(3.4%)	(77.7)	(1.2%)	61.1	1.0%
Revenue							-				
Net Expenditures	6,511.8	6,511.8	6,289.8		6,289.8	(222.0)	(3.4%)	(77.7)	(1.2%)	61.1	1.0%
Judicial Processing											
Gross Expenditures	6,866.8	6,866.8	6,866.8		6,866.8			(6,866.8)	(100.0%)		
Revenue											
Net Expenditures	6,866.8	6,866.8	6,866.8		6,866.8			(6,866.8)	(100.0%)		
Parking Tags Revenue											
Gross Expenditures	4,750.0	4,750.0	4,750.0		4,750.0						
Revenue	100,894.0	100,894.0	104,943.9	6,112.0	111,055.9	10,161.9	10.1%	(3,874.9)			
Net Expenditures	(96,144.0)	(96,144.0)	(100,193.9)	(6,112.0)	(106,305.9)	(10,161.9)	10.6%	3,874.9	(3.6%)		
Total											
Gross Expenditures	65,579.6	64,475.6	65,700.6	440.0	66,140.6	561.0	0.9%	(6,555.4)	(9.9%)	284.1	0.5%
Revenue	102,413.5	102,413.5	106,455.3	6,112.0	112,567.3	10,153.8	9.9%	(3,874.9)	(3.4%)		
Total Net Expenditures	(36,833.9)	(37,937.9)	(40,754.7)	(5,672.0)	(46,426.7)	(9,592.8)	26.0%	(2,680.5)	5.8%	284.1	(0.6%)
Approved Positions	394.0	372.0	394.0		394.0						

The Parking Tags Enforcement & Operations' 2017 Operating Budget is $66.141 million gross and ($46.427) million net, representing a $9.593 million or 26.0% revenue increase over the 2016 Approved Net Operating Budget. The Program has exceeded the budget reduction target of -2.6% as set out in the 2017 Operating Budget Directions approved by Council.

- Base pressures are mainly attributable to the inflationary increases in salaries and benefits primarily for staff in the Toronto Police Parking Enforcement Unit. No inflationary increases for staff salaries and benefits are included for other services.
- To help mitigate the above base pressures, the Program was able to achieve savings through budget reductions in Premium Pay and other non-salary expenditures including Material & Supplies, Equipment, Services and Rent of $0.546 million based on historical spending trends.
- New and enhanced services funding of $0.440 million is provided to cover the cost of an annual contribution to the Police Parking Tags Enforcement reserve for future replacement of the handheld devices used to issuing parking tags that will incorporate digital photography. The estimated costs of the equipment is $2.200 million with a 5-year useful life.
- The 2018 and 2019 Plans reflect incremental decreases mainly attributable to the introducing new Administrative Penalty System, enabling the City to discontinue reliance on the POA court system for parking tickets.

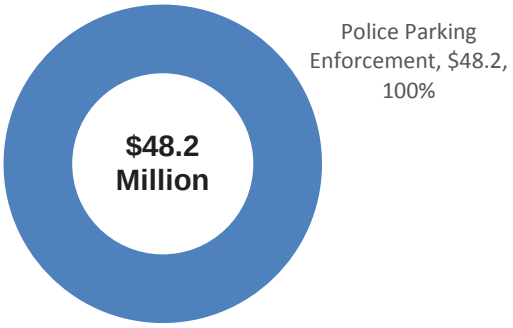
Police Parking Enforcement

Police Parking Enforcement

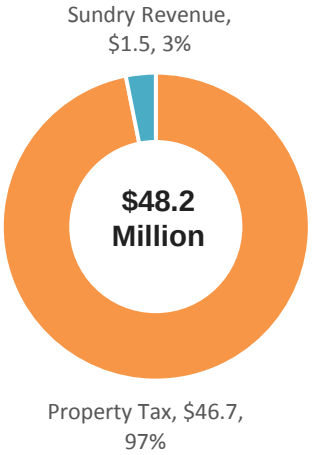
What We Do

- Enforce Parking By-laws: Issuance of parking infraction tickets;
- Parking tag inventory control;
- Handle complaints against Municipal Law Enforcement Officers; and
- Train Municipal Law Enforcement Officers as required.

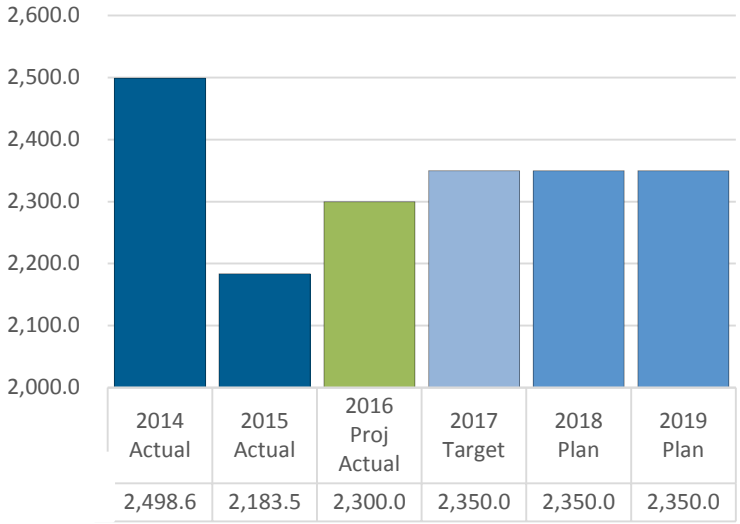
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Number of Parking Tags Issued ('000s)



- Continue to implement programs that will result in greater compliance.
- With greater compliance due to initiatives introduced in 2014, tickets issued declined from high levels in 2014 tom more stabilized levels for 2017 and beyond.
- Parking tags issued in 2017 is expected to remain the same as 2016 budget level at 2.35 million and stabilize in the future years.

2017 Service Levels

Police Parking Enforcement

Activity	Type	Status	2014	2015	2016	2017
Enforcement Parking By-laws	Number of Parking Tags Issues	Approved	2.6 million	2.6 million	2.35 million	2.35 million
		Actual	2.499 million	2.183 million	2.3 million	

The 2017 Service Level is consistent with the approved 2016 Service Levels for Police Parking Enforcement.

Table 2
2017 Service Budget by Activity

	2016	2017 Operating Budget							2017 Budget vs. 2016 Budget		Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget			2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Police Parking Enforcement	47,451.0	47,794.0		47,794.0	343.0	0.7%	440.0	**48,234.0**	783.0	1.7%	389.1	0.8%	223.0	0.5%
Total Gross Exp.	47,451.0	47,794.0		47,794.0	343.0	0.7%	440.0	**48,234.0**	783.0	1.7%	389.1	0.8%	223.0	0.5%
REVENUE														
Police Parking Enforcement	1,519.5	1,511.4		1,511.4	(8.1)	(0.5%)		**1,511.4**	(8.1)	(0.5%)				
Total Revenues	1,519.5	1,511.4		1,511.4	(8.1)	(0.5%)		**1,511.4**	(8.1)	(0.5%)				
NET EXP.														
Police Parking Enforcement	45,931.5	46,282.6		46,282.6	351.1	0.8%	440.0	**46,722.6**	791.1	1.7%	389.1	0.8%	223.0	0.5%
Total Net Exp.	45,931.5	46,282.6		46,282.6	351.1	0.8%	440.0	**46,722.6**	791.1	1.7%	389.1	0.8%	223.0	0.5%
Approved Positions	394.0	394.0		394.0				**394.0**				0.0%		

The *Police Parking Enforcement Service* provides enforcement for Parking By-laws and issuance of parking infraction tickets.

The Police Parking Enforcement's 2017 Operating Budget of $48.234 million gross and $46.723 million net is $ 0.791 million or 1.7% over the 2016 Approved Net Budget.

- Base budget pressures arising from the inflationary salary and benefit increases in this service are driving the costs for Parking Tags Enforcement and Operations.
- These pressures have been partially offset by premium pay reductions for Enforcement Offices and reductions from other non-labour related expenditures including Material & Supplies, Equipment and Services & Rents of ($.175) million.
- Funding of $0.440 million is included to increase the contribution to the Police Parking Enforcement Vehicle/Equipment Replacement Reserve for the future replacement of the digital photography enabled handheld units which have a lifecycle of 5-years.

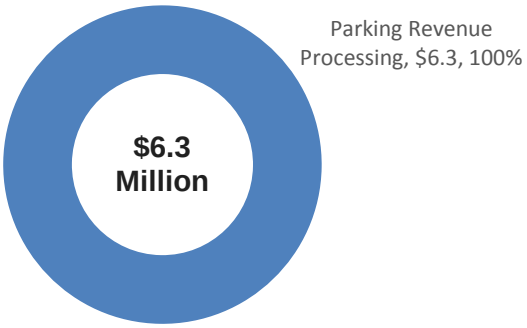
Parking Revenue Processing

Parking Revenue Processing

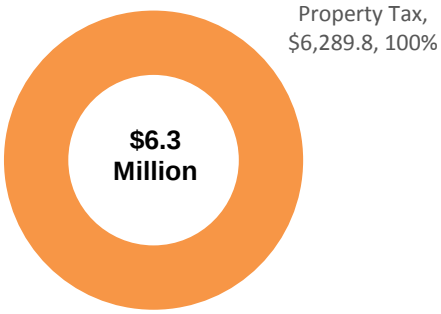
What We Do

- Process and collect fines for all parking tickets issued in the City of Toronto; and
- Provide parking ticket appellants a forum for disputing parking tickets, filing trial requests, obtaining judicial documentation and paying parking tickets through Payment Counters / First Appearance Facilities under the current POA system. This function will be eliminated upon the full implementation of the APS program.

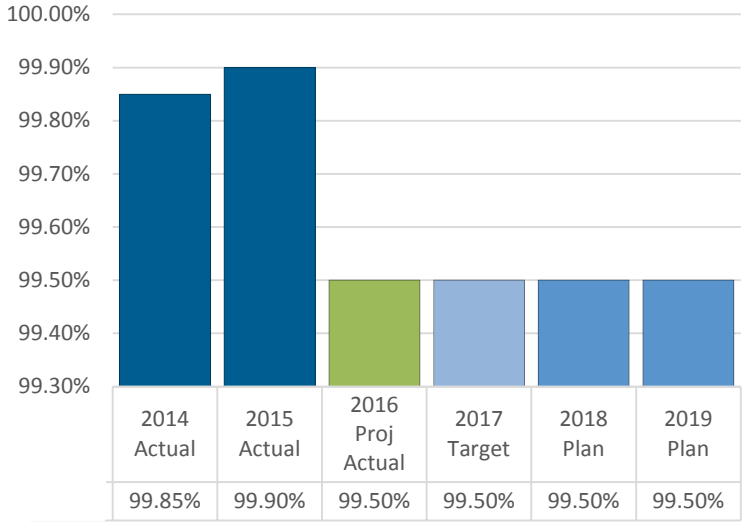
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



% of Parking Tickets Processed Within Legislated Time Frames



- The percentage of parking tickets processed within legislated time frames declined marginally to 99.5% in 2016.
- The slight declining trend is expected to continue in 2017 due to the Fixed Fine System and Habitual Offender Program requiring more tickets to be processed.

2017 Service Levels

Parking Revenue Processing

Activity	Type	Status	2014	2015	2016	2017
Process & Collection of Parking Fees	Parking Ticket	Approved	99.5% of parking tickets processed within legislative timeframes			99.5% of parking tickets processed within legislative timeframes
		Actual	99.90%	99.90%	99.90%	
	Notice of Impending Conviction	Approved	99.5% of notices sent within legislative timeframes			99.5% of notices sent within legislated timeframe
	Notice of Fine and Due Date	Approved	99.5% of parking tickets processed within legislative timeframes			99.5% of parking tickets processed within legislative timeframes
	Refunds and Adjustments	Approved	100% of refunds and adjustments processed within 14 days			100% of refunds and adjustments processed within 14 days
	Investigations	Approved	Complete all investigations within 15 days			Complete all investigations within 15 days
	Pre-Court Filing	Approved	99.5% of all court filling documents prepared within the 75 day legislated time frame from date of offence			99.5% of all court filling documents prepared within the 75 day legislated time frame from date of offence

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Parking Revenue Processing.

Table 3
2017 Service Budget by Activity

	2016	2017 Operating Budget							2017 Budget vs. 2016 Budget		Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget			2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Parking Revenue Processing	6,511.8	6,289.9		6,289.9	(221.9)	(3.4%)		**6,289.9**	(221.9)	(3.4%)	(77.7)	-1.2%	61.1	1.0%
Total Gross Exp.	6,511.8	6,289.9		6,289.9	(221.9)	(3.4%)		**6,289.9**	(221.9)	(3.4%)	(77.7)	-1.2%	61.1	1.0%
REVENUE														
Parking Revenue Processing						-				-				-
Total Revenues						-				-				-
NET EXP.														
Parking Revenue Processing	6,511.8	6,289.9		6,289.9	(221.9)	(3.4%)		**6,289.9**	(221.9)	(3.4%)	(77.7)	-1.2%	61.1	1.0%
Total Net Exp.	6,511.8	6,289.9		6,289.9	(221.9)	(3.4%)		**6,289.9**	(221.9)	(3.4%)	(77.7)	-1.2%	61.1	1.0%
Approved Positions						-				-		-		-

The *Parking Revenue Processing Service* collects fines for all parking tickets issued in the City of Toronto, and provides parking ticket appellants a forum for disputing parking tickets, filing trial requests, obtaining judicial documentation and paying parking tickets through Payment Counters / First Appearance Facilities under the current POA system.

- The Parking Revenue Processing's 2017 Operating Budget of $6.290 million gross and net is $ 0.222 million or 3.4% under the 2016 Approved Net Budget.
- 2017 Budget reflects the transfer of 5.0 positions from Revenue Services to Legal Services, which results in savings of $0.222 million in 2017 and $0.078 million in 2018.

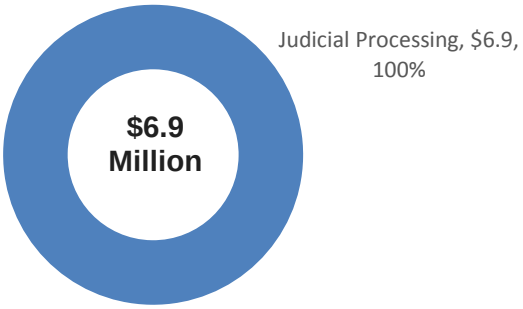
Judicial Processing

Judicial Processing

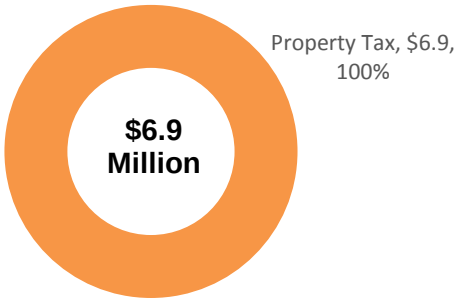
What We Do

- 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, Court Services will focus on administering the Administrative Penalty Tribunal.

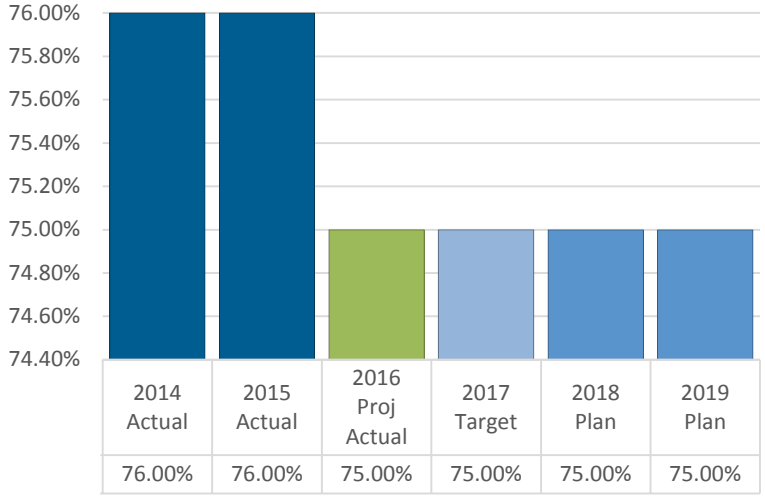
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Conviction Rate (%)



- Conviction rate for parking disputes are dependent on various factors, including changes to legislations, appearance of Police Officers at trials, technology and quality of information.
- Once the new administrative penalty system is introduced in 2017, this measure will be replaced with information reflecting Screening and Hearing Officer outcomes.

2017 Service Levels
Judicial Processing

Activity	Type	Status	2014	2015	2016	2017
Schedule and Support POA	Provincial Offences - Parking	Approved	Receive incoming charges within 60-76 days			Receive incoming charges within 60-76 days

The 2017 Service Level is consistent with the approved 2016 Service Levels for Judicial Processing.

Table 4
2017 Service Budget by Activity

	2016	2017 Operating Budget							2017 Budget vs. 2016 Budget		Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget			2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Judicial Processing	6,866.8	6,866.8		6,866.8				**6,866.8**			(6,866.8)	-100.0%		
Total Gross Exp.	6,866.8	6,866.8		6,866.8				**6,866.8**			(6,866.8)	-100.0%		
REVENUE														
Judicial Processing														
Total Revenues														
NET EXP.														
Judicial Processing	6,866.8	6,866.8		6,866.8				**6,866.8**			(6,866.8)	-100.0%		
Total Net Exp.	6,866.8	6,866.8		6,866.8				**6,866.8**			(6,866.8)	-100.0%		
Approved Positions														

The *Judicial Processing Service* schedules and provides support for Part II (Parking Ticket) Trials of the Provincial Offences Act.

The Judicial Processing Services' 2017 Operating Budget of $6.867 million gross and net remains the same as the 2016 Approved Net Budget.

- Upon the full implementation of the Administrative Penalty System program in 2018, reliance on the court-based POA system to resolve parking disputes will be discontinued which will result in savings of $6.867 million in 2018.

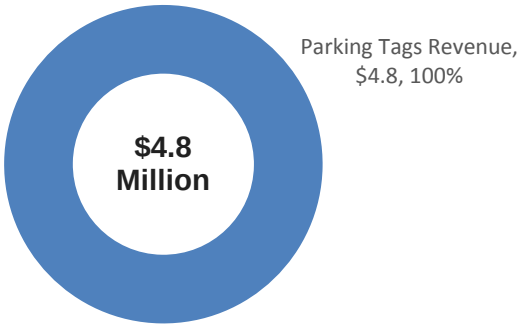
Parking Tags Revenue

Parking Tags Revenue

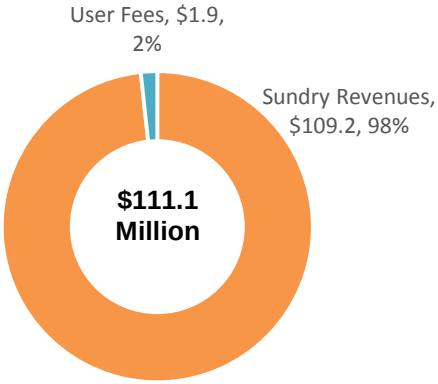
What We Do

- Parking Ticket Revenues are included in the Non-Program Revenue Budget to track revenues generated by parking tickets issued in order to support parking by-law initiatives and other related City programs.

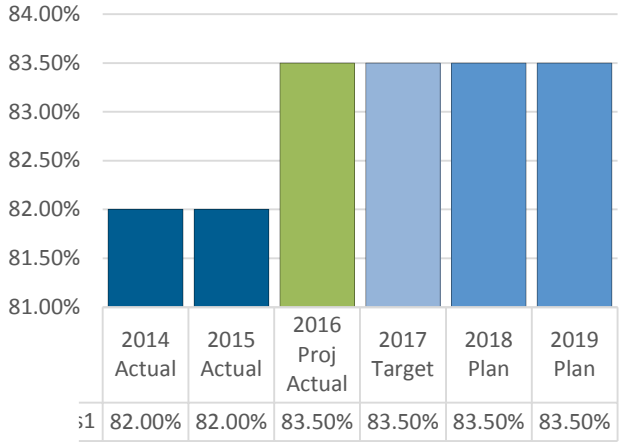
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Collection Rate (%)



- The collection rate for parking tickets 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 tickets issued increased to 83.5% in 2016, and is expected to stabilize in 2017 due to the continuation of the Fixed Fine System and Habitual Offender Program.

Table 5
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Parking Tags Revenue	4,750.0	4,750.0		4,750.0				**4,750.0**				0.0%		
Total Gross Exp.	4,750.0	4,750.0		4,750.0				**4,750.0**				0.0%		
REVENUE														
Parking Tags Revenue	100,894.0	104,943.9		104,943.9	4,049.9	4.0%	6,112.0	**111,055.9**	10,161.9	10.1%	(3,874.9)			
Total Revenues	100,894.0	104,943.9		104,943.9	4,049.9	4.0%	6,112.0	**111,055.9**	10,161.9	10.1%	(3,874.9)			
NET EXP.														
Parking Tags Revenue	(96,144.0)	(100,193.9)		(100,193.9)	(4,049.9)	4.2%	(6,112.0)	**(106,305.9)**	(10,161.9)	10.6%	3,874.9	-3.6%		
Total Net Exp.	(96,144.0)	(100,193.9)		(100,193.9)	(4,049.9)	4.2%	(6,112.0)	**(106,305.9)**	(10,161.9)	10.6%	3,874.9	-3.6%		
Approved Positions						-				-		-		-

The *Parking Tag Revenue Service's* budget tracks the revenues generated by parking tickets issued in order to support parking by-law initiatives and other related City programs.

- The Parking Tags Revenue's 2017 Operating Budget of $4.750 million gross and ($106.306) million net is ($10.162) million or 10.6% increased revenue over the 2016 Approved Net Budget.

- The 2017 Operating Budget includes additional revenue from the new APS program of $6.112 million and one-time increase in POA late payment fees of $5.210 million in 2017; which was partially offset by the elimination of the transaction fees for online payments and IVR telephone payments ($1.160) million.

Sony Centre for the Performing Arts

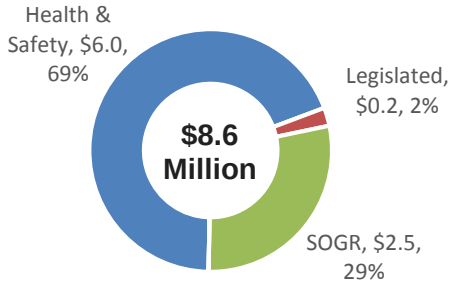
2017 – 2026 CAPITAL BUDGET AND PLAN OVERVIEW

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.

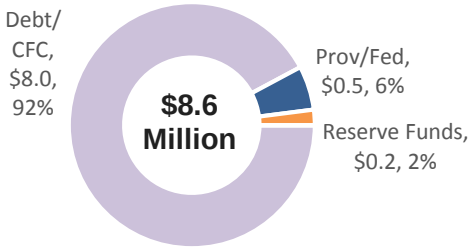
The Sony Centre underwent extensive renovations from 2008 to 2010. However, these renovations included the renewal of interior finishes instead of addressing the required structural upgrades identified in the 1997 and 2006 Building Condition Audits.
A Building Condition Assessment (BCA) was performed 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 $7.959 million over and above those already addressed in 2016, to fund the following projects: Theatre Systems and Equipment, Elevator Equipment Modernization, Roof Repairs, Exterior Wall Rehabilitation, and Accessibility for Ontarians with Disabilities Act (AODA) Audit.

2017-2026 Capital Budget and Plan

Where the money goes: By Project Category

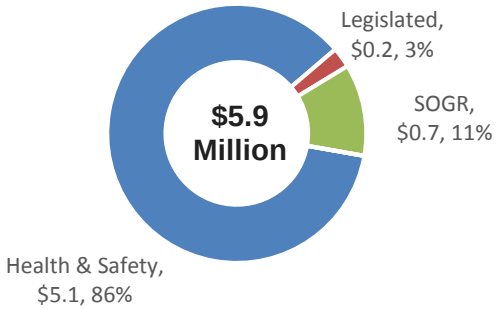


Where the money comes from: By Funding Source

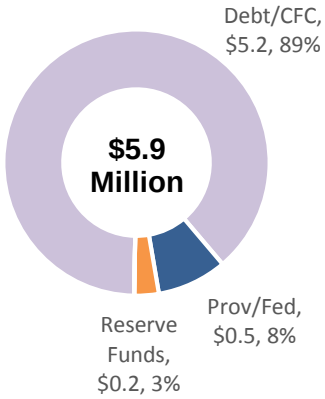


2017 Capital Budget

By Project Category



By Funding Source



Our Key issues & Priority Actions

- **Debt Affordability Target** is exceeded by $2.409 million in 2017 which includes previously unfunded capital projects. The combined total 2-year debt room of $5.550 million is insufficient to address the much needed SOGR backlog and health & safety issues.
  - ✓ The 10-Year Capital Plan includes "unmet needs" totalling $22.651 million, recommended by Sony Centre's building condition audit, which require additional debt funding to maintain the Theatre.
  - ✓ Sony Centre has been successful attracting external grants and intends to continue the effort in order to pay for future capital projects thereby reducing reliance on City debt.
- **Review of Capital Spending Rates** revealed that most capital projects are being completed on time but they are conditional on the progress of a nearby construction which may negatively affect the scheduled completion date, should that project be delayed.
  - ✓ Although the spending rates review did not affect Sony Centre's 10-Year Capital Plan, its "Unmet Needs" were revised to reflect realistic cash flow schedule based on the capacity to spend and known externalities.

Capital Deliverables for 2017

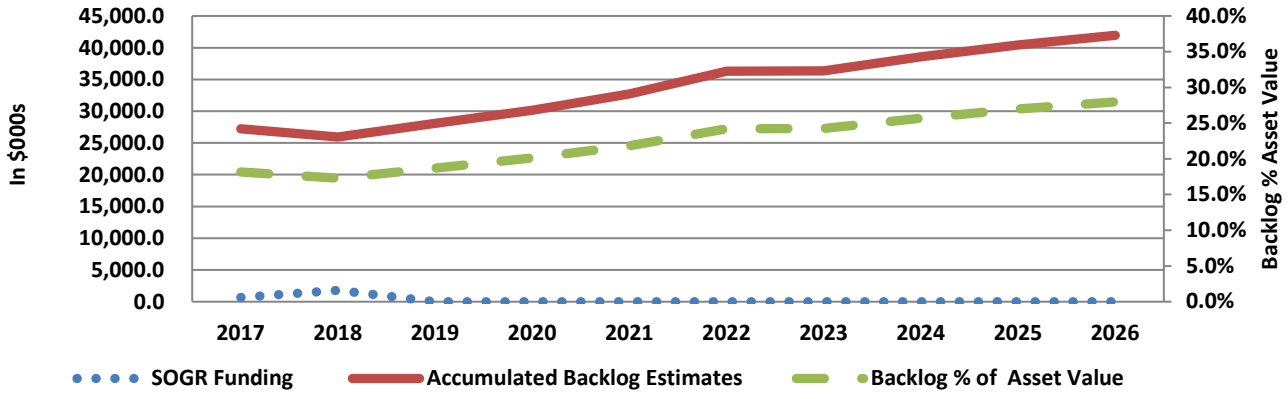
The 2017 Capital Budget for Sony Centre for the Performing Arts of $5.884 million will:

- Address immediate health and safety issues with the loading dock, fire curtain, stage floor and fall arrest system ($2.409 million).
- Continue upgrade work on the Theatrical Performance Power Infrastructure System ($1.050 million).
- Complete the building envelope work by rehabilitating the exterior wall of the Theatre ($1.600 million).
- Conduct a full complete audit of the AODA ($0.150 million).
- Continue restoration work on its Porte-Cochere roof ($0.675 million).

State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of $2.466 million for State of Good Repair to address the Theatre's backlog. The SOGR backlog as a % of asset replacement value will increase from 18.1% in 2017 to 28.0% in 2026.

Chart 1
SOGR Funding & Backlog (In $000s)

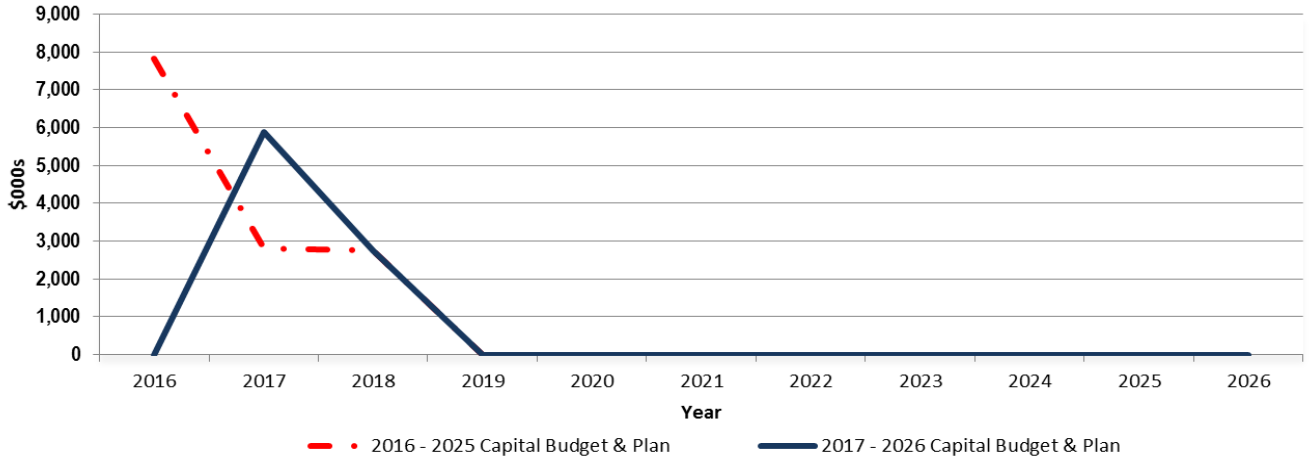


Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Capital Budget and the 2018 – 2026 Capital Plan reflects a decrease of $4.752 million in capital funding from the 2016 - 2025 Approved Capital Plan.

The chart and table below provide a breakdown of the $4.752 million or 35.5% decrease in the Capital Program on an annual basis from 2016 to 2026.

Chart 2
Changes to the 2016 - 2025 Approved Capital Plan (In $000s)



($000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025	7,836	2,800	2,750									13,386
2017 - 2026		5,884	2,750									8,634
Change %		110.1%	0.0%									(35.5%)
Change $		3,084	0									(4,752)

As made evident in the chart above, the $4.752 million decrease in the Capital Program reflects the completion of 2016 capital projects such as the stage rigging, restoration, mechanical and electrical systems upgrades, and exterior rehabilitation work totalling $6.701 million. In addition, the Sony Centre Public West Plaza project for $1.000 million has been delayed, and the Porte-Cochere project is expected to be underspent by $0.135 million.

Four new health & safety sub-projects were added in 2017, totalling $2.409 million which were originally submitted as "unmet needs" and were subsequently included as new debt-funded projects given their criticality, and the Porte-Cochere Lighting Restoration project will add $0.675 million from non-debt sources.

Changes to the 2016 – 2025 Approved Capital Plan, specifically the $3.084 million increase in funding over the nine common years of the Capital Plan, arise from the reprioritization of Sony Centre's capital projects based on the following factors:

- Addressing immediate health and safety issues with the stage equipment, fire curtain replacement, repair work on the stage floor, installing fall arrest system, enhancing the loading dock facility, lounge elevator and exterior wall of the Theatre.
- Completion of a full Accessibility for Ontarians with Disabilities Act (AODA) audit to identify, if any, issues with compliance with the Act.

The following table details the capital projects by project category within the 2017 – 2026 Capital Budget and Plan for Sony Centre for the Performing Arts:

Table 1
2017 - 2026 Capital Plan by Project Category (In $000s)

	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total	Total Project Cost
Total Expenditures by Category												
Health & Safety												
Theatre Systems and Equipment	3,459	724									**4,183**	4,183
Building Envelope	1,600										**1,600**	1,600
Vertical Transportation		175									**175**	175
Sub-Total	**5,059**	**899**									**5,958**	**5,958**
Legislated												
Theatre Systems and Equipment		60									**60**	60
AODA Audit	150										**150**	150
Sub-Total	**150**	**60**									**210**	**210**
State of Good Repair												
Theatre Systems and Equipment		467									**467**	467
Porte-Cochere Lighting Restoration	675										**675**	675
Building Envelope		1,006									**1,006**	1,006
Mechnical Systems		156									**156**	156
Structure		162									**162**	162
Sub-Total	**675**	**1,791**									**2,466**	**2,466**
Total Expenditures by Category (excluding carry forward)	**5,884**	**2,750**									**8,634**	**8,634**

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 2017 – 2026 Capital Budget and Plan.

Toronto and Region Conservation Authority

2017 – 2026 CAPITAL BUDGET AND PLAN OVERVIEW

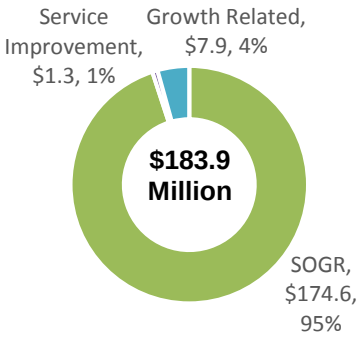
TRCA has stewardship of assets which are comprised of land, land improvements, buildings, infrastructure and capital work-in-progress in the Don, Rouge, Highland, Etobicoke, Mimico and Humber watersheds, as well as along the waterfront. On a watershed by watershed basis, the mandate of the TRCA spans 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 $174.637 million or 95.0% of funding included in the 2017 – 2026 Capital Budget and Plan is allocated to State of Good Repair projects which 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.

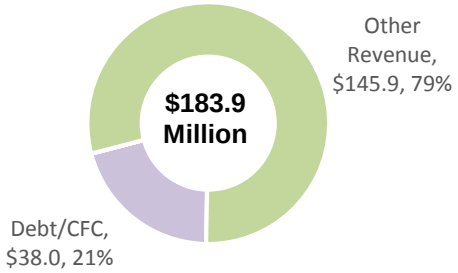
The 10-Year Capital Plan also allocates $9.260 million or 5.0% of total funding for Waterfront Planning ($1.320 million) and the Long Term Accommodation Project ($7.940 million).

2017-2026 Capital Budget and Plan

Where the money goes: By Project Category

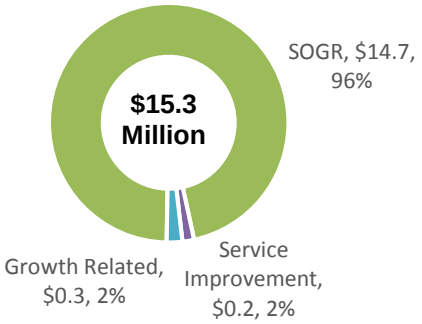


Where the money comes from: By Funding Source

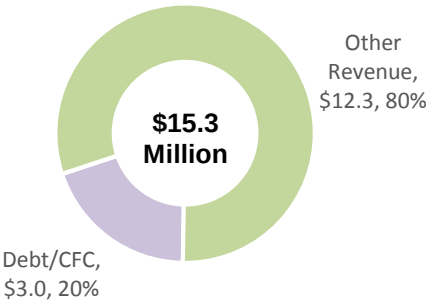


2017 Capital Budget

By Project Category



By Funding Source



Our Key issues & Priority Actions

- **Asset Management Program** – In 2017, TRCA will develop an asset management strategy, which will ensure optimal management of the physical assets to improve utilization and performance, reduce capital costs, reduce asset-related operating costs, extend asset life and subsequently improve overall performance.
- Continued **urban expansion and intensification** projects in Toronto will continue to compromise natural features, communities and processes. As **climate change** continues to progress, the number of sites requiring restoration and/or regeneration is anticipated to increase.
- Funding for **waterfront infrastructure** repair has not kept pace with emerging need. Options include significant capital investment or continued deterioration of waterfront assets.
- A **sustainable funding source** is required to support the watershed priorities and address community needs that encompass variety of initiatives, such as the restoration of the natural environment, the creation of recreation and transportation infrastructure such as visitor's centres, public access to the water, trails, and cycling paths.

Capital Deliverables for 2017

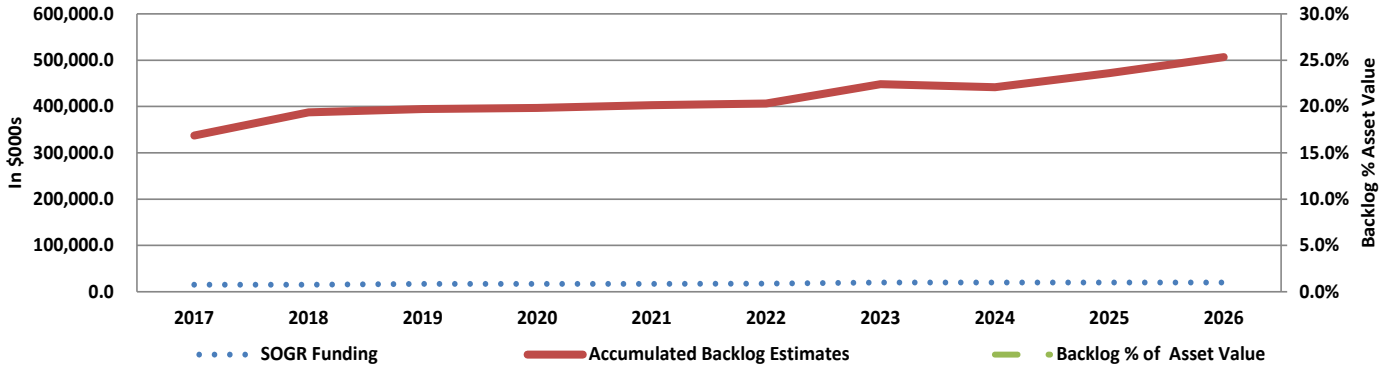
The 2017 Capital Budget for Toronto and Region Conservation Authority of $15.275 million will enable the TRCA to continue:

- 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 ($2.980 million) for monitoring and re-naturalization of watercourses, water quality and habitat improvements.
- Waterfront & Valley Erosion Control ($1.550 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 ($0.371 million) to address the backlog of restoration and major maintenance.
- TRCA Administrative Infrastructure and Information Technology Improvements ($0.801 million) for facility retrofits and to upgrade and replace TRCA's information systems.

State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of $174.637 million for State of Good Repair to address the backlog. The SOGR backlog as a % of asset replacement value will decrease from 50.4% in 2017 to 24.9% in 2026.

Chart 1
SOGR Funding & Backlog (In $000s)

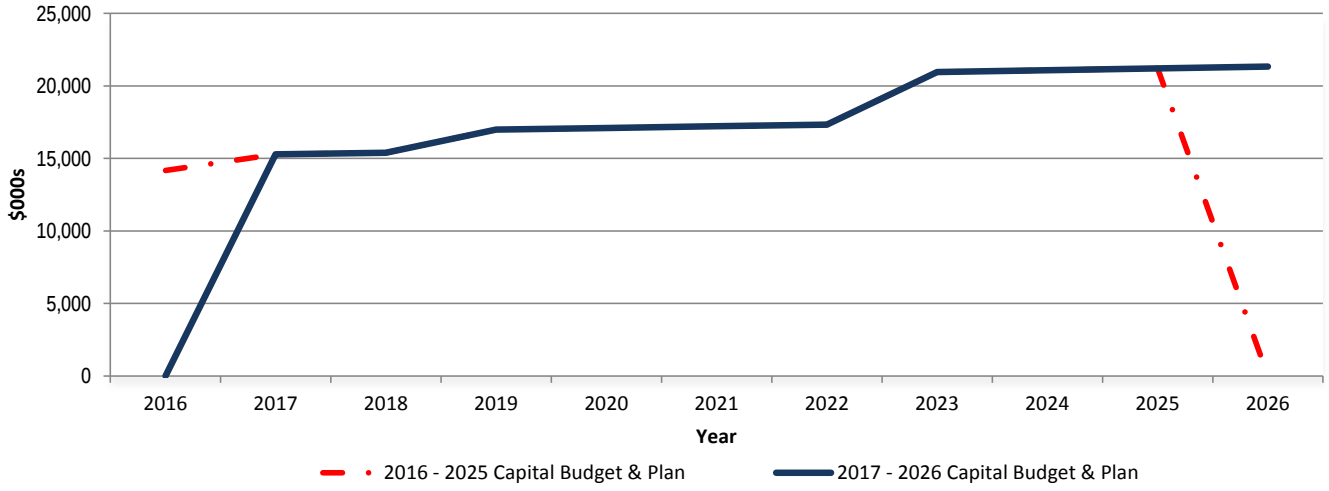


Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Capital Budget and the 2018 – 2026 Capital Plan reflects an increase of $7.168 million in capital funding from the 2016 - 2025 Approved Capital Plan.

The chart and table below provide a breakdown of the $7.168 million or 4.1% increase in the Capital Program on an annual basis from 2016 to 2026.

Chart 2
Changes to the 2016 - 2025 Approved Capital Plan (In $000s)



($000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025	14,171	15,275	15,382	16,992	17,104	17,219	17,337	20,958	21,082	21,209		176,729
2017 - 2026		15,275	15,382	16,992	17,104	17,219	17,337	20,958	21,082	21,209	21,339	183,897
Change %		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		4.1%
Change $		0	0	0	0	0	0	0	0	0		7,168

As made evident in the chart above, the $7.168 million increase in the Capital Program reflects the annual 2.5% increases from Toronto Water that has been historically applied annually to critical erosion control and floodworks capital projects.

Changes to the 2016 – 2025 Approved Capital Plan, there has been no net change in capital funding over the nine common years of the Capital Plans (2017 – 2025).

The following table provides details by project category within the 2017 – 2026 Capital Budget and Plan for Toronto and Region Conservation Authority:

Table 1
2017 - 2026 Capital Plan by Project Category (In $000s)

	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total
Total Expenditures by Category											
State of Good Repair											
Greenspace Land Acquisition	64	64	64	64	64	64	64	64	64	64	**640**
TRCA Administrative Infrastructure	322	322	322	322	322	322	322	322	322	322	**3,220**
Waterfront & Valley Erosion Control	1,550	1,600	1,600	1,600	1,600	1,600	2,420	2,420	2,420	2,420	**19,230**
Black Creek Pioneer Village Retrofit	371	371	371	371	371	371	371	371	371	371	**3,710**
Living City Action Plan	2,916	3,023	3,133	3,245	3,360	3,478	3,599	3,723	3,850	3,980	**34,307**
Waterfront Development	1,233	1,153	1,153	1,153	1,153	1,423	1,423	1,423	1,423	1,423	**12,960**
TRCA Information Technology	257	257	257	257	257	257	257	257	257	257	**2,570**
Critical Erosion & Floodworks - Enhancements	8,000	8,000	9,500	9,500	9,500	9,500	11,000	11,000	11,000	11,000	**98,000**
Sub-Total	**14,713**	**14,790**	**16,400**	**16,512**	**16,627**	**17,015**	**19,456**	**19,580**	**19,707**	**19,837**	**174,637**
Service Improvements											
Waterfront Development	240	270	270	270	270						**1,320**
Sub-Total	**240**	**270**	**270**	**270**	**270**	**-**	**-**	**-**	**-**	**-**	**1,320**
Growth Related											
Long Term Accommodation Project	322	322	322	322	322	322	1,502	1,502	1,502	1,502	**7,940**
Sub-Total	**322**	**322**	**322**	**322**	**322**	**322**	**1,502**	**1,502**	**1,502**	**1,502**	**7,940**
Total Expenditures by Category (excluding carry forward)	**15,275**	**15,382**	**16,992**	**17,104**	**17,219**	**17,337**	**20,958**	**21,082**	**21,209**	**21,339**	**183,897**

Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital projects (i.e. Civic Improvement projects)

10-Year Capital Plan: Net Operating Budget Impact

TRCA typically absorbs the operating impact of its completed capital projects, except in cases where it transfers an asset arising from a completed project to the City to manage it on an ongoing basis. For example, upon completion of TRCA's capital work on ravine parkland, TRCA transfers over the operation of the park to Parks, Forestry and Recreation (PF&R) under the existing agreement between TRCA and the City. This increased operational responsibility would impact the Operating Budget of Parks, Forestry and Recreation.

No such operating impacts have been identified for 2017. TRCA staff will work closely with City Programs that included Parks, Forestry and Recreation, Transportation Services and Toronto Water to ensure that future year budget submissions identify any operating impacts.

Toronto and Region Conservation Authority

2017 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.

2017 Operating Budget Highlights

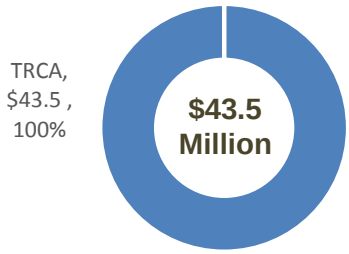
The 2017 Operating Budget for the Toronto and Region Conservation Authority of $43.532 million in gross expenditures provides funding to sustain the Toronto region as a desirable, competitive location for socially, environmentally, and economically desirable industries and enhances citizen, community, and ecosystem health The total cost to deliver these services to Toronto residents is summarized below:

(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	43,044.0	43,532.0	488.0	1.1%
Revenues	34,856.7	35,139.7	283.0	0.8%
Net Expenditures	**8,187.3**	**8,392.3**	**205.0**	**2.5%**
Less: Toronto Water Contribution	4,713.0	4,831.0	118.0	2.5%
Tax supported	**3,474.3**	**3,561.3**	**87.0**	**2.5%**

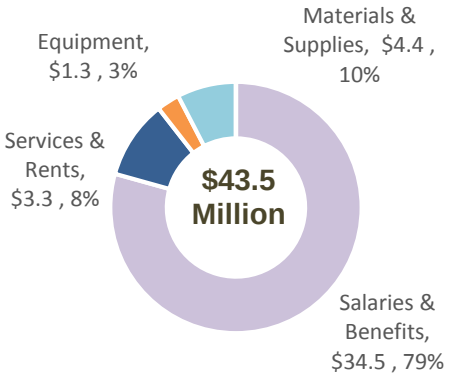
2017 Operating Budget

Where the money goes:

By Service

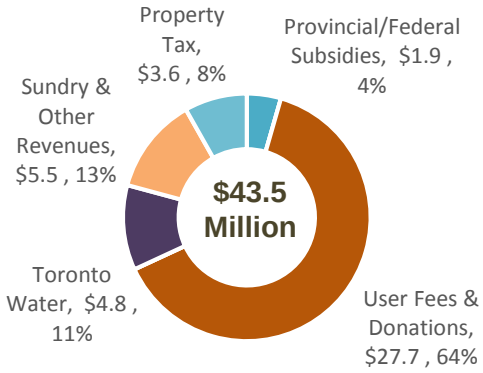


By Expenditure Category



Where the money comes from:

By Funding Source



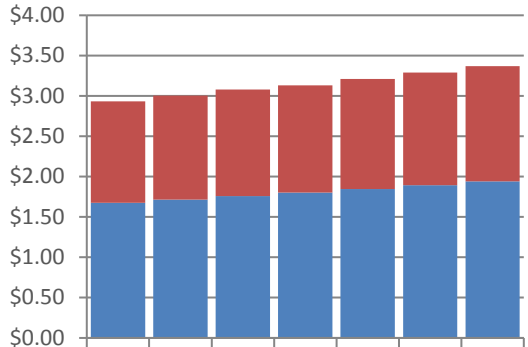
Fast Facts

- TRCA was formed in 1957 under the *Conservation Authorities Act*.
- Today, TRCA owns more than 44,000 acres of land in the Toronto region, employs more than 425 full time employees and coordinates more than 3,000 volunteers each year.
- Apart from Toronto, TRCA receives funding from Regions of York, Peel and Durham, Town of Mono and the Township of Adjala-Tosorontio.
- City of Toronto funds the TRCA Operating costs from revenue from the sale of water and property taxes.

Trends

- In 2016, TRCA issued almost 1,100 development permits and 80 violations.
- In 2017, TRCA will have 360 Environmental Assessment (EA) studies in progress.
- In 2017, TRCA will plant 300,000 native trees/shrubs.
- Attendance at the Black Creek Pioneer Village is expected to increase from 121,130 in 2015 to 141,000 in 2017.
- The combined cost per Toronto resident has been increasing moderately at a rate of 2.5% per year from $2.93 per resident in 2013, to $3.21 per resident in 2017.

Cost of TRCA Operating Funding Per Toronto Resident



	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Target	2018 Outlook	2019 Outlook
Cost of TRCA Operating funding per Toronto resident from levy (property taxes)	$1.26	$1.29	$1.32	$1.33	$1.36	$1.40	$1.43
Cost of TRCA Operating funding per Toronto resident from Water Rate	$1.67	$1.72	$1.76	$1.80	$1.85	$1.89	$1.94

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
  - ✓ Loss of water park rental revenue due to the temporary closure of Wild Water Kingdom
  - ✓ Ongoing shortfall from educational programs
- **Increase in Planning and Development Activity**
  - ✓ Additional staff in Planning and Development Section are needed to meet service level demands
  - ✓ The 2017 Operating Budget estimates $0.150 million to fund additional positions to address this workload increase
- **Asset management:**
  - ✓ Aging Infrastructure requiring additional resources to service and maintain
  - ✓ Backlog of major maintenance, particularly associated with Black Creek Pioneer Village

Key Service Deliverables for 2017

The 2017 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 44,000 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.

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

Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2016 Projected Actual	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 Budget vs. 2016 Budget Change		Incremental Change 2018 Plan		Incremental Change 2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
TRCA											
Gross Expenditures	43,044.0	43,044.0	43,532.0		43,532.0	488.0	1.1%	668.1	1.5%	684.9	1.5%
Revenue	34,856.7	34,856.7	35,139.7		35,139.7	283.0	0.8%				
Net Expenditures	8,187.3	8,187.3	8,392.3		8,392.3	205.0	2.5%	668.1	8.0%	684.9	7.6%
Total											
Gross Expenditures	43,044.0	43,044.0	43,532.0		43,532.0	488.0	1.1%	668.1	1.5%	684.9	1.5%
Revenue	34,856.7	34,856.7	35,139.7		35,139.7	283.0	0.8%	458.2	1.3%	469.8	1.3%
Total Net Expenditures	8,187.3	8,187.3	8,392.3		8,392.3	205.0	2.5%	209.9	2.5%	215.1	2.5%
Less Toronto Water Contribution	4,713.0	4,713.0	4,831.0		4,831.0	118.0	2.5%	121.0		124.0	
Tax-Supported	3,474.3	3,474.3	3,561.3		3,561.3	87.0	2.5%	89.0		108.0	
Approved Positions	426.5	426.5	426.5		426.5			426.5	100.0%	426.5	50.0%

The Toronto and Region Conservation Authority's 2017 Operating Budget is $43.532 million gross and $3.561 million net, representing a 2.5% increase from the 2016 Approved Net Operating Budget. This increase is 5.1% or $0.177 million higher than the budget reduction target of -2.6% as set out in the 2017 Operating Budget Directions approved by Council.

- Base pressures are mainly attributable to inflationary increases and salary and benefits increases of $0.992 million.
- TRCA was able to adjust revenues by $0.657 million, including an increase in the contribution from Toronto Water of $0.118 million.
- To help mitigate the residual pressure of $0.335 million, TRCA's applied inflationary increases to user fees totaling $0.153 million and realized $0.095 million in line by line savings.
- The 2018 and 2019 Plan increases are mainly attributable to inflationary increases for salaries and benefits.

The 2017 Operating Budget of $8.392 million net has two funding sources: a contribution from Toronto Water's rate-supported Operating Budget of $4.831 million and the balance of $3.561 million which is funded from property taxes.

These funding sources have been established by City Council as the TRCA's 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 & security.

Toronto Atmospheric Fund

2017 OPERATING BUDGET OVERVIEW

The Toronto Atmospheric Fund (TAF) assists in slowing global climate change and improving air quality by advancing local solutions that reduce greenhouse gas (GHG) emissions and related air pollution.

TAF collaborates with non-government organizations, governments, corporations, official committees, neighbourhood organizations, universities, public and private schools, investors to advance social, financial, policy and technological innovations that reduce air pollution and greenhouse gas emissions while also contributing to a vibrant green economy.

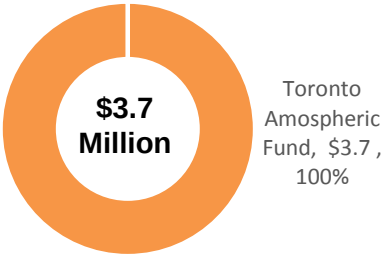
2017 Operating Budget Highlights

The 2017 Operating Budget of $3.710 million for Toronto Atmospheric Fund's Operating Budget is funded by investment income earned from its endowment fund and by attracting funding from external sources. TAF is not funded from the City's tax base. The total cost to deliver these services to Toronto residents is $3.710 million gross and $0 million net as shown below:

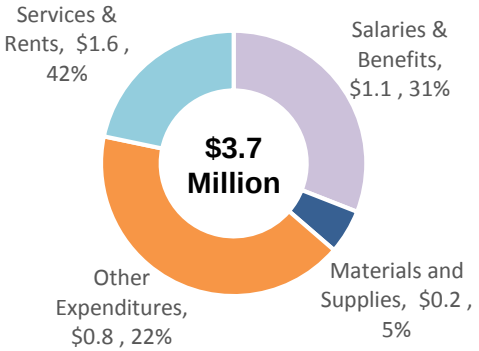
(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	2,612.0	3,710.0	1,098.0	42.0%
Revenues	2,612.0	3,710.0	1,098.0	42.0%
Net Expenditures				

2017 Operating Budget

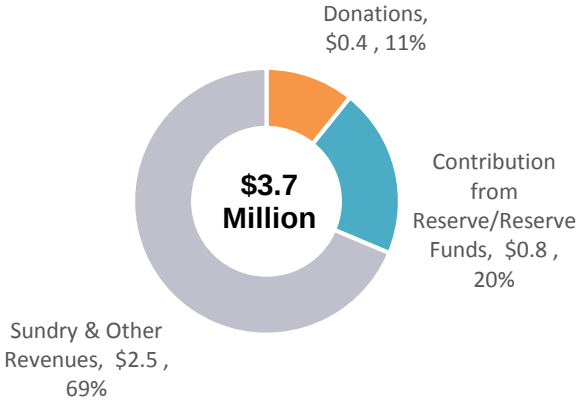
Where the money goes: By Service



By Expenditure Category



Where the money comes from: By Funding Source

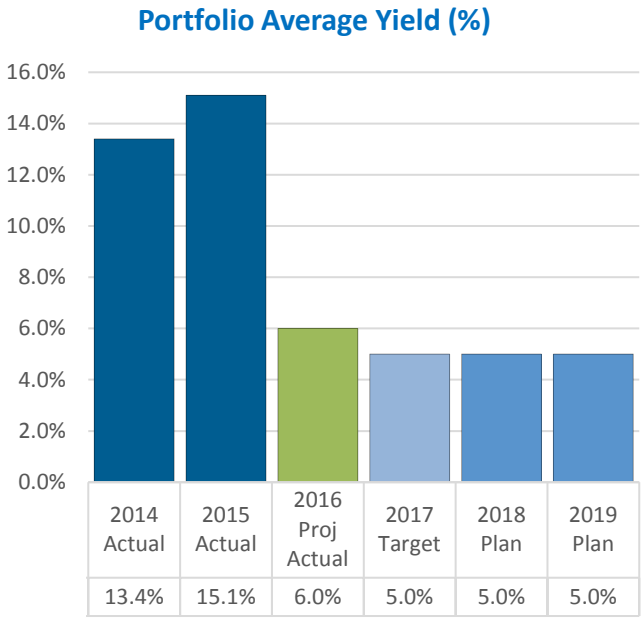


Fast Facts

- Over the past 20 years, the 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.
- In 2016, TAF initiated a new project, TransformTO, to focus on how the City can achieve its GHG reduction targets of 30% by 2020 and 80% by 2050.
- On February 25, 2016 the Province of Ontario announced a $17 million endowment contribution to TAF to expand its urban climate solutions mandate to the Greater Toronto and Hamilton Area (GHTA).

Trends

- The TAF's marketable investments portfolio has an average return of 15.6% over 2013 - 2015.
- The Toronto Atmospheric Fund attracts external revenues through fundraising activities while maintaining its investment revenues by staying within City-approved investment portfolio parameters.
- Over the long-term, TAF's Stabilization Fund smooths out variability of investment earnings from year to year.



Our Key Issues & Priority Actions

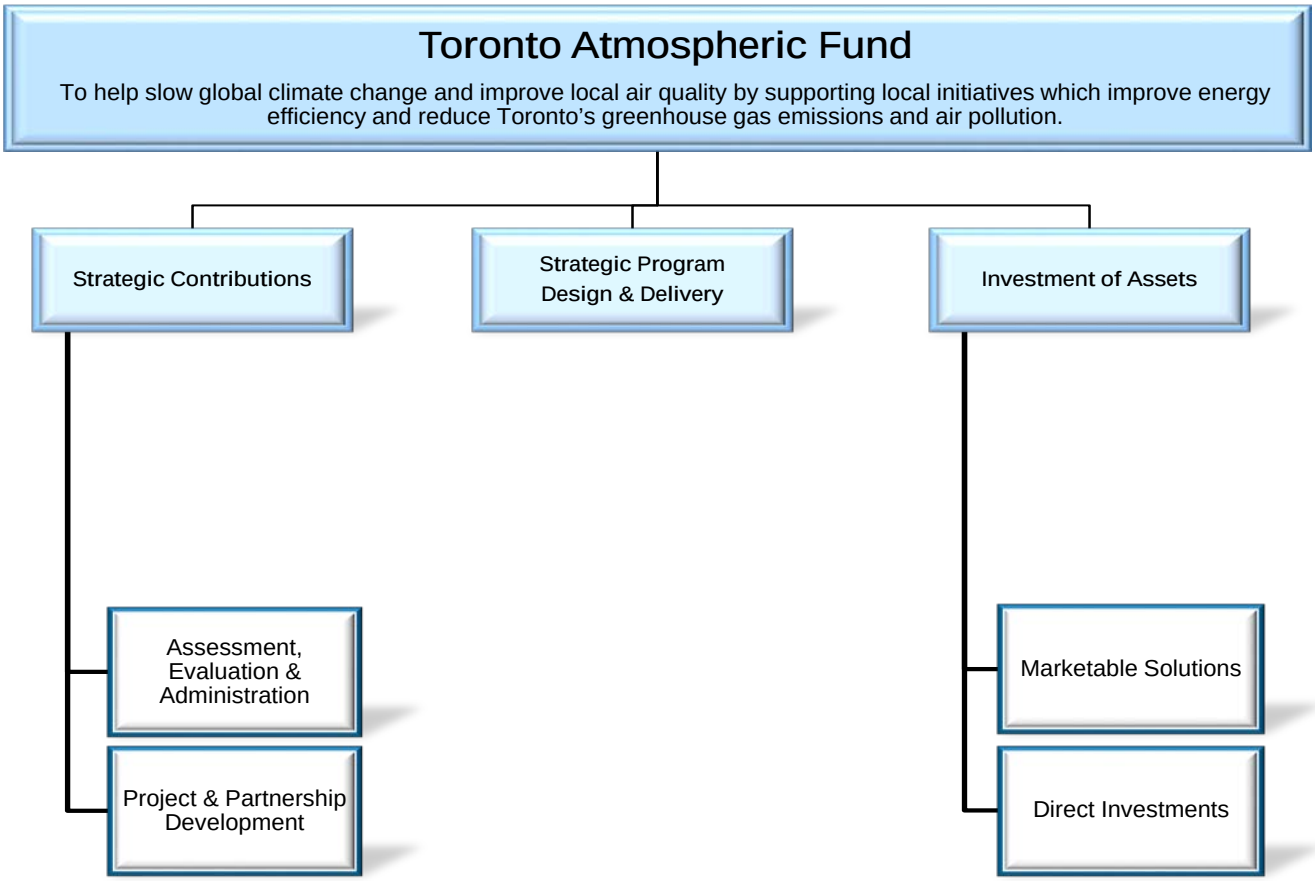
- **Adapt to deliver programming GTHA-wide following additional Provincial endowment of $17 million.**
  - Update the strategic plan for 2015-2020 to consider regional opportunities in addition to maintaining Toronto Specific Mandate.
  - The 2017 Operating Budget includes new funding of $1.064 million to enhance internal staff capacity and programming expenditures necessary to expand its mandate to GTHA.
- **Manage fundraising to expand various program deliverables. Funds will enable TAF to:**
  - Continue to develop and deliver high-quality, high-impact programs that attract partnerships and external revenues to support City and GTHA environment and energy objectives.
  - Prudently manage a diversified investment portfolio with Board and Investment Committee oversight, in addition to increasing fundraising initiatives to attract corporate investment, government and foundation investment.

Key Service Deliverables for 2017

The 2017 Operating Budget will enable the Program to:

- Expand TAF's mandate to operate throughout the Grater Toronto and Hamilton Area (GTHA) to address regional opportunities for GHF reduction.
- Design, develop and implement three core programs which include incubating Climate Solutions, Mobilizing Financial Capital and Mobilizing Social Capital.
- 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 the Toronto Atmospheric Fund Board (TAF) and the appointed Investment Committee.
- Continue the TAF Grants Program to generate ideas, stimulate collaborations, and engage more stakeholders to envision and implement low-carbon solutions in Toronto.

Program Map



Service Customer

Strategic Contributions
- Staff - City Divisions
- Staff - Agencies and Boards
- Non-Profit Organizations
- Public Sector Institutions

Indirect (Beneficial)
- Residents
- Businesses
- Visitors

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 (Beneficial)
- Residents
- Businesses
- Visitors

Investment of Assets
- Staff - City Divisions
- Staff - Agencies and Boards
- Investment Managements
- Businesses with low-Carbon projects
- Provincial & Federal Governments

Indirect (Beneficial)
- Residents
- Businesses
- Visitors

Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2016 Projected Actual	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 vs. 2016 Budget Change		Incremental Change 2018 Plan		Incremental Change 2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Toronto Atmospheric Fund											
Gross Expenditures	2,612.0	2,612.0	2,646.0	1,064.0	3,710.0	1,098.0	42.0%	22.0	0.6%	23.4	0.6%
Revenue	2,612.0	2,612.0	2,646.0	1,064.0	3,710.0	1,098.0	42.0%	22.0	0.6%	23.4	0.6%
Total Net Expenditures							-	22.0			
Approved Positions	8.0	7.8	8.0	2.0	10.0	2.0	25.0%				

The Toronto Atmospheric Fund's 2017 Operating Budget is $3.710 million gross and $0 million net, representing $1.098 million or 42.0% increase to the 2016 Approved Gross Operating Budget.

- Base pressures are mainly attributable to inflationary increases of $0.034 million in salary & benefits for cost of living allowance (COLA) and Progression Pay.
- The above pressures have been offset by the investment income (including revenues from investments in energy efficiency retrofit projects) and external fundraising.
- New and enhanced services include an increase of $0.864 million for expanded program delivery such as, external lawyers, professionals, subject matter experts and grants to non-profit organizations, as well as 2 new permanent full time positions for $0.200 million to expand TAF's mandate beyond Toronto to the GTHA. These costs will be fully offset by the additional investment income from the new provincial endowment fund.
- Approval of the 2017 Operating Budget will result in Toronto Atmospheric Fund increasing its total staff complement by 2.0 positions from 8 to 10.
- The 2018 and 2019 Plan increases are attributable to the known the salary and benefit increases for COLA and Progression Pay.

Toronto Parking Authority

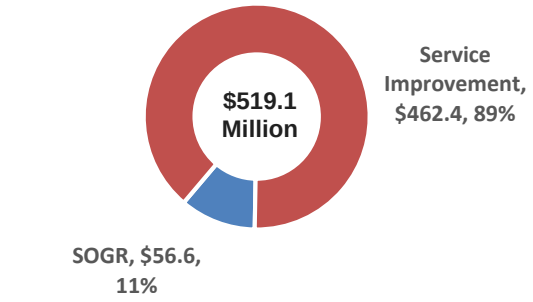
2017 – 2026 CAPITAL BUDGET AND PLAN OVERVIEW

Toronto Parking Authority has a stewardship over the City's on-street and off-street parking spaces and Bike Share Program, The Toronto Parking Authority manages an estimated 19,300 on-street parking spaces controlled by environmentally friendly pay-and-display technology or single spaced meters. It also maintains approximately 22,000 off-street spaces in 20 partially automated/attended lots, 4 fully automated garages, and 187 unattended lots, as well as the Bike Share system with a fleet of approximately 2,000 bicycles and 200 docking stations. The total estimated replacement value of the Toronto Parking Authority assets is $676.246 million.

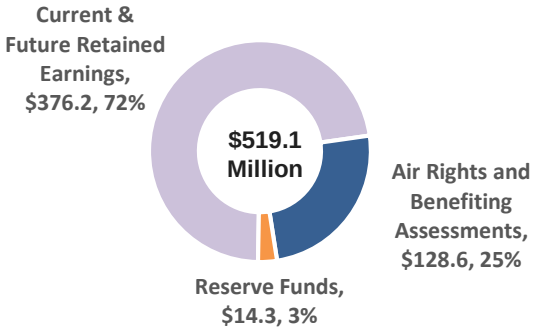
The 10-Year Capital Plan of $519.094 million balances infrastructure renewal needs and service improvement projects to meet the forecasted increase in demand for off-street parking, while minimizing service interruptions and revenue losses. The Authority's strategic priorities include continued improvements to customer service through innovative solutions, efficient expansion of services via joint partnership with the private sector, and utilization of new technologies to reduce operating costs.

2017-2026 Capital Budget and Plan

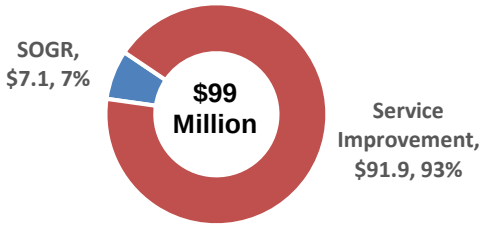
Where the money goes: By Project Category



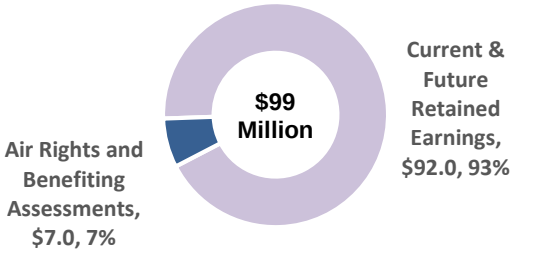
Where the money comes from: By Funding Source



2017 Capital Budget By Project Category



By Funding Source



Our Key issues & Priority Actions

- **Short-Term Parking Shortfalls** - The main challenge for the Toronto Parking Authority is to satisfy short-term parking needs while land and development costs continuously rise.
  - ✓ In order to leverage land values, Toronto Parking Authority actively pursues joint development opportunities with private sector. The 2017-2026 Capital Budget and Plan includes 14 joint venture projects intended to expand service and intensify land use.
- **Competing Demands for On-Street Curb Space and Off-Street Parking Lots -** Various City initiatives and transportation needs often result in a closure of carparks or loss of available on-street parking spaces.
  - ✓ The 10-Year Capital Plan allocates a total funding of $79.5 million for replacement of on-street and off-street parking spaces that will be lost due to implementation of the Bike Plan and other City initiatives.
- **Technology Advancements:** Keeping pace with technology advancement in order to increase customer convenience and improve customer service experience, while lowering operating costs.
  - ✓ The 10-Year Capital Plan includes funding to continue implementation of the mobile application and credit card authorization projects ($5.035 million).

Capital Deliverables for 2017

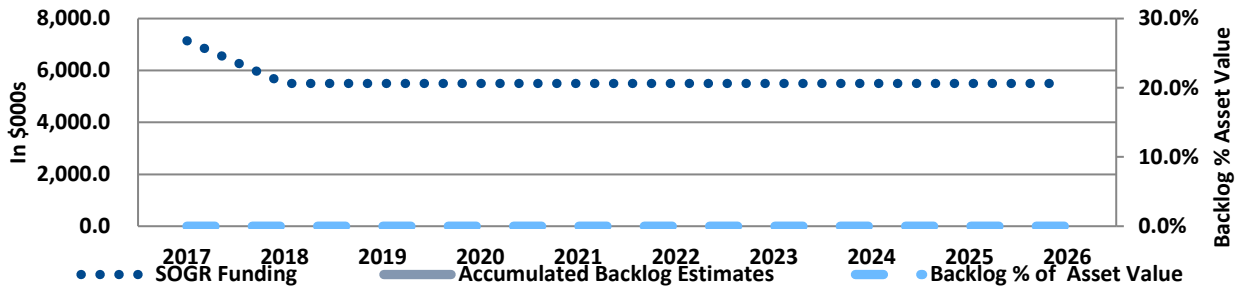
The 2017 Capital Budget for Toronto Parking Authority of $99.049 million, excluding carry forward funding, will:

- Continue to address ongoing state of good repair projects including structural maintenance and technical upgrades of on-street and off-street parking facilities ($5.445 million).
- Deliver continued greening of carparks ($1.700 million).
- Continue implementation of pay-and-display unit upgrades ($0.485 million), expansion of additional levels for Carpark 1 at 20 Charles Street ($3.112 million) and redevelopment of Carpark 655 at 935 Eglinton West ($9.8 million).
- Begin development of several new carparks including Carpark 217 at 1445 Bathurst ($10.6 million) and Carpark at Arrow/Finch Avenue ($5.0 million).
- Complete the acquisition of Carpark at 51 Dockside ($16.4 million).

State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of $55.645 million for State of Good Repair. This funding is sufficient to maintain assets in a current state of good repair and prevent any future backlog.

Chart 1
SOGR Funding & Backlog (In $000s)

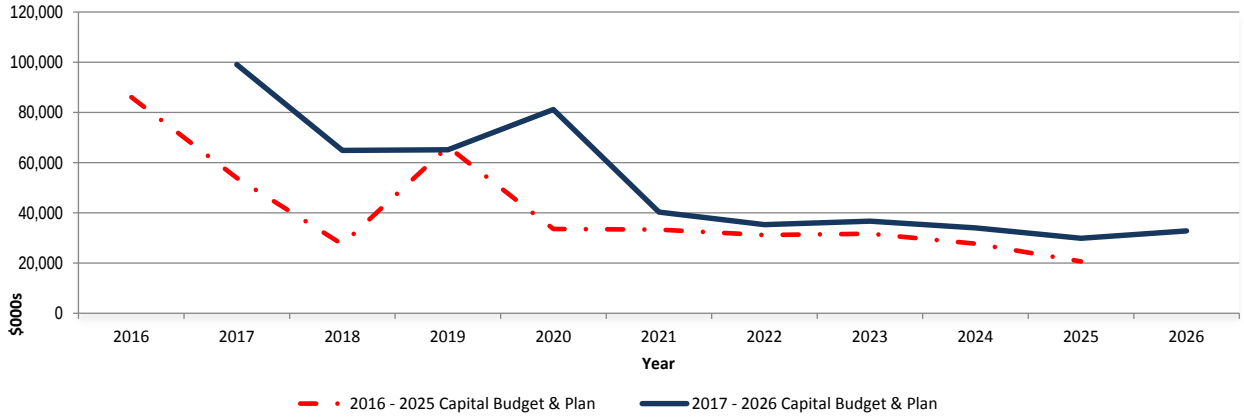


Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Capital Budget and the 2018 – 2026 Capital Plan reflects an increase of $107.421 million in capital funding from the 2016 - 2025 Approved Capital Plan.

The table and chart below provide a breakdown of the $107.421 million or 26.1% increase in the Capital Program on an annual basis from 2016 to 2026.

Chart 2
Changes to the 2016 - 2025 Approved Capital Plan (In $000s)



($000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025 Capital Budget & Plan	86,043	53,885	27,457	66,339	33,568	33,297	31,127	31,659	27,692	20,606		411,673
2017 - 2026 Capital Budget & Plan		99,049	64,857	65,139	81,118	40,297	35,327	36,659	33,992	29,856	32,800	519,094
Change %		83.8%	136.2%	-1.8%	141.7%	21.0%	13.5%	15.8%	22.8%	44.9%		26.1%
Change $		45,164	37,400	-1,200	47,550	7,000	4,200	5,000	6,300	9,250		107,421

As made evident in the chart above, the $107.421 million increase in the Capital Program reflects an increase in capital funding over the nine common years of the Capital Plans (2017 – 2025) of $160.664 million.

As reflected in Table 2 on the following page, changes to the 2016 – 2025 Approved Capital Plan, specifically the $160.664 million in increased capital funding over the nine common years of the capital Plans (2017 – 2025) arise from the reprioritization of Toronto Parking Authority's capital projects based on the following factors:

- $108.820 million in added funding for new projects in 2017 and 2018 to address increases in projected demand for off-street parking.
- $37.3 million in 2017 cash flow deferrals to future years, primarily resulting from the unavailability of appropriate sites for previously planned off-street parking facilities and delays in on-going negotiations for identified sites and complex issues surrounding joint venture agreements with third parties.

The following table provides details by project category within the 2017 – 2026 Capital Budget and Plan for Toronto Parking Authority:

Table 1
2017 - 2026 Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	Total Project Cost	Rec'd Total Project Cost
Total Expenditures by Category													
State of Good Repair													
Structural Maintenance & Technology Green Plus		7,145	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	**56,645**	56,645
Sub-Total		**7,145**	**5,500**	**5,500**	**5,500**	**5,500**	**5,500**	**5,500**	**5,500**	**5,500**	**5,500**	**56,645**	**56,645**
Service Improvements													
2300 Lakeshore - CP 533		101										**101**	101
437 Rogers Road		200										**200**	200
242 Danforth, E. of Broadview (CP 78)		300										**300**	300
Avenue, North of Lawrence (186 Caribou CP 421)		418										**418**	418
1220-1222 Wilson Ave (CP 422)		1,200										**1,200**	1,200
Pay & Display Upgrade Online Credit Card Authorization		485	512	539	568	597	627	659	692	356		**5,035**	5,035
King/ E. of Spadina - Revitalization SE Corner								6,000				**6,000**	6,000
Spadina/ Bloor (Redevelopment of CP 31)									4,000			**4,000**	4,000
Redevelopment of CP 5 (15 Wellesley)		100		3,200								**3,300**	3,300
St. Clair/ Oakwood (287 Rushton)		300										**300**	300
Arrow/Finch		5,000										**5,000**	5,000
Maintenance Facility		5,000										**5,000**	5,000
775 King Street (CP 272)												**-**	-
Redevelopment of CP 217 1445 Bathurst		10,600										**10,600**	10,600
Distillery/ West Donlands		20,000										**20,000**	20,000
Carpark Provisions 2017		10,000	10,000	10,000								**30,000**	30,000
Davisville/ Yonge (CP 280 open cut Glebe/ Imperial)		300	3,000									**3,300**	3,300
PACE Porfolios		21,000										**21,000**	21,000
Parking Guidance System Installation		500										**500**	500
Oakwood, W.of Eglinton (Redevelopment of CP 664)			445									**445**	445
CP 168 Expansion			500									**500**	500
CP 505 Cliveden Expansion			500									**500**	500
North York Centre - South (Sheppard to Finch)			4,000									**4,000**	4,000
Bessarion Commnunity Centre			4,000									**4,000**	4,000
11 Wellesley			6,500									**6,500**	6,500
Queen/ Soho			10,500									**10,500**	10,500
Queen St West (Spadina to Bellwoods)						2,250					-	**2,250**	2,250
50 Wellesley				2,400								**2,400**	2,400
Redevelopment of CP 224 (34 Hannah)				8,000								**8,000**	8,000
St. Lawrence Market North				14,500								**14,500**	14,500
CP 15 Redevelopment (JV)					39,200							**39,200**	39,200
Redevelopment of CP 412					4,000							**4,000**	4,000
1117 Dundas W /Dovercourt CP 204 (1113 Dundas W)					8,600							**8,600**	8,600
Redevelopment of Carpark 12 - JV (30 Alvin)					9,300							**9,300**	9,300
Harbourfront						4,500						**4,500**	4,500
Metropolitan/ Church (56 Queen East, 51 Bond)						15,000		10,000				**25,000**	25,000
Harbord - Spadina to Major							2,000					**2,000**	2,000
Queen East - Kippendavie to Lee							3,000					**3,000**	3,000
Little Italy							3,500					**3,500**	3,500
907 Kingston Road - West of Victoria Park (YMCA)							3,500					**3,500**	3,500
St. Clair W - CP 41 (7 Norton) Corso Italia							10,900					**10,900**	10,900
Bay/ Lakeshore (Downtown Fringe - South)								10,000				**10,000**	10,000
Redevelopment of CP 411, Roe Ave.									2,500			**2,500**	2,500
Expanded Facilities - Bloor St W (Glendonwynne to Durie)									2,500			**2,500**	2,500
Avenue Rd & Davenport									2,500			**2,500**	2,500
King/Spadina Re-investment Area (W. of Spadina, Portland to Bathurst)									12,500			**12,500**	12,500
Bathurst/ Queens Quay										5,000		**5,000**	5,000
Yonge, S. of Eglinton										7,000		**7,000**	7,000
Financial District East of University										10,000		**10,000**	10,000
College/Dovercourt											2,000	**2,000**	2,000
Roncesvalles											2,000	**2,000**	2,000
Cabbagetown											2,400	**2,400**	2,400
Bloor/ Dundas											2,900	**2,900**	2,900
St. Clair W BIA (Dufferin to Christie)											3,500	**3,500**	3,500
Leslieville (Queen E. of Carlaw/ Coxwell)											4,000	**4,000**	4,000
Bloor/ Bathurst											8,500	**8,500**	8,500
592 and 598 Gerrard East					500							**500**	500
11 Brock					1,000							**1,000**	1,000
St. Patrick CP 221				4,400								**4,400**	4,400
Replacement Plan for Bikelanes			9,400	9,400	6,450	6,450	3,800	2,000	2,000	2,000	2,000	**43,500**	43,500
CP Provisions due to City Initiatives			10,000	7,200	6,000	6,000	2,500	2,500	1,800			**36,000**	36,000
51 Dockside		16,400										**16,400**	16,400
Sub-Total	**-**	**91,904**	**59,357**	**59,639**	**75,618**	**34,797**	**29,827**	**31,159**	**28,492**	**24,356**	**27,300**	**462,449**	**462,449**
Total Expenditures by Category (excluding carry forward)	**-**	**99,049**	**64,857**	**65,139**	**81,118**	**40,297**	**35,327**	**36,659**	**33,992**	**29,856**	**32,800**	**519,094**	**519,094**

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

	2017 Budget		2018 Plan		2019 Plan		2020 Plan		2021 Plan		2017 - 2021		2017 - 2026	
Projects	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions
New Projects - 2017														
592 and 598 Gerrard East									25.0		25.0		25.0	
11 Brock									50.0		50.0		50.0	
437 Rogers Road			45.0								45.0		45.0	
Avenue, North of Lawrence (186 Caribou CP 421)			95.9								95.9		95.9	
St. Clair/ Oakwood (287 Rushton)			100.7								100.7		100.7	
2300 Lakeshore - CP 533			135.0								135.0		135.0	
242 Danforth, E. of Broadview (CP 277)			177.8								177.8		177.8	
Maintenance Facility			250.0								250.0		250.0	
1220-1222 Wilson Ave (CP 422)			252.5								252.5		252.5	
Redevelopment of CP 217 1445 Bathurst CP $2,600, retail $8m			130.0								130.0		130.0	
Arrow/Finch - approved council			950.0								950.0		950.0	
Distillery/ West Donlands			1,000.0								1,000.0		1,000.0	
PACE Porfolios			1,050.0								1,050.0		1,050.0	
Carpark Provisions 2017			500.0		500.0		500.0				1,500.0		1,500.0	
New Projects - Future Years														
CP 168 Expansion					25.0						25.0		25.0	
CP 505 Cliveden Expansion					25.0						25.0		25.0	
Davisville/ Yonge (CP 280 open cut Glebe/ Imperial)					175.0						175.0		175.0	
North York Centre - South (Sheppard to Finch)					200.0						200.0		200.0	
Bessarion Community Centre					200.0						200.0		200.0	
11 Wellesley					325.0						325.0		325.0	
Queen/ Soho					540.0						540.0		540.0	
50 Wellesley							120.0				120.0		120.0	
Redevelopment of CP 5 (15 Wellesley)							171.9				171.9		171.9	
St. Patrick							220.0				220.0		220.0	
Redevelopment of CP 224 (34 Hannah)							400.0				400.0		400.0	
St. Lawrence Market North							725.0				725.0		725.0	
Redevelopment of CP 412									200.0		200.0		200.0	
Redevelopment of Carpark 12 - JV (30 Alvin)									465.0		465.0		465.0	
1117 Dundas W /Dovercourt CP 204 (1113 Dundas W) CP $2,600; retail $6,000									185.4		185.4		185.4	
CP 15 Redevelopment (JV)									1,960.0		1,960.0		1,960.0	
Queen St West (Spadina to Bellwoods)													112.5	
Harbourfront													225.0	
Harbord - Spadina to Major													100.0	
Queen East - Kippendavie to Lee													150.0	
Little Italy													175.0	
907 Kingston Road - West of Victoria Park (YMCA)													175.0	
St. Clair W - CP 41 (7 Norton) Corso Italia CP $4,200; retail $6,700													210.0	
King/ E. of Spadina - Revitalization SE Corner													300.0	
Bay/ Lakeshore (Downtown Fringe - South)													500.0	
Metropolitan/ Church (56 Queen East, 51 Bond)													1,250.0	

Table 2
Net Operating Impact Summary (In $000s) - Continued

	2017 Budget		2018 Plan		2019 Plan		2020 Plan		2021 Plan		2017 - 2021		2017 - 2026	
Projects	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions
Redevelopment of CP 411, Roe Ave.													125.0	
Expanded Facilities - Bloor St W (Glendonwynne to Durie)													125.0	
Avenue Rd & Davenport													125.0	
Spadina/ Bloor (Redevelopment of CP 31)													200.0	
King/Spadina Re-investment Area (W. of Spadina, Portland to Bathurst)													625.0	
Bathurst/ Queens Quay													250.0	
Yonge, S. of Eglinton													350.0	
Financial District East of University													500.0	
51 Dockside			876.0								876.0		876.0	
Replacement Plan for Bikelanes					470.0		470.0		322.5		1,262.5		2,075.5	
CP Provisions due to City Initiatives					500.0		360.0		300.0		1,160.0		1,800.5	
Oakwood, E. of Eglinton (#2) CP 672 2696 Eglinton			35.0								35.0		35.0	
2204, 2212 Eglinton W. , 601 Caledonia (CP 673)			162.0								162.0		162.0	
775 King Street (CP 272)			300								300.0		635.0	
CP 1 - Addition of 2 Levels			680								680.0		680.0	
Chinahouse (CP 655) 935 Eglinton			495								495.0		495.0	
Retail Mall Revenue			400.0						300.0		700.0		700.0	
Total (Net)	**-**	**-**	**7,634.8**	**-**	**2,960.0**	**-**	**2,966.9**	**-**	**3,807.9**	**-**	**17,369.6**	**-**	**24,655.6**	**-**

The 10-Year Capital Plan will decrease future year Operating Budgets by a total of $24.656 million net over the 2016 – 2025 period, as shown in the table above.

- Incremental operating revenue from user fees is generated in the year following completion of parking facilities, assuming that construction was completed by December 31st of the respective budget year. In assessing the financial viability of new carparks and surface lots, an annual 5% net rate of return has been used, based on past net profit history.
- The Authority has not identified any new positions arising from new off-street parking facilities. New parking facilities and/or related infrastructure will not have parking attendants and will be primarily served by pay-and-display machines. Automation allows the carparks to operate on a 24 hour basis. Maintenance of new facilities will be provided by existing Toronto Parking Authority staff.

These future operating impacts will be reviewed each year as part of the annual Operating Budget process.

Toronto Parking Authority

2017 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.

2017 Operating Budget Highlights

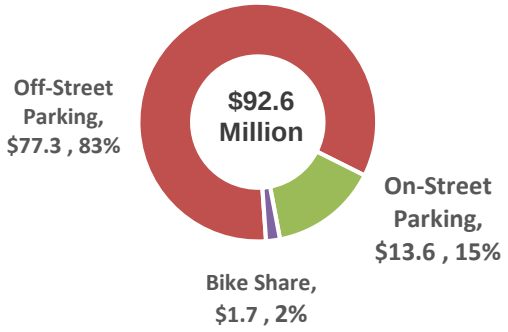
The 2017 Operating Budget for Toronto Parking Authority of $92.637 million in gross expenditures provides funding to continue to manage, operate and maintain estimated 19,300 on-street parking spaces ($13.560 million), 37,200 off street parking spaces ($77.339 million) and the Bike Share Program ($1.738 million) with a fleet of 2,000 bicycles utilizing 200 stations; maintain Payment Card Industry (PCI) compliance ($0.287 million). The total cost to deliver these services to Toronto residents is $92.637 million gross and $156.051 million net as shown below.

(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	84,742.6	92,637.0	7,894.4	9.3%
Revenues	136,988.4	156,051.3	19,062.9	13.9%
Net Expenditures	**(52,245.8)**	**(63,414.3)**	**(11,168.5)**	**21.4%**

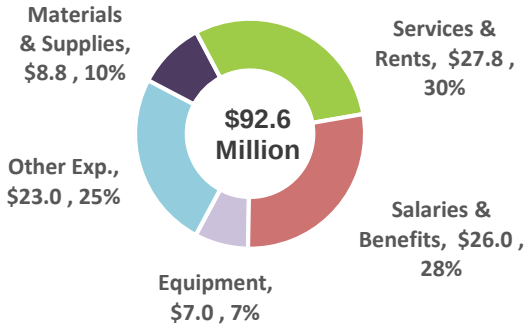
2017 Operating Budget

Where the money goes:

By Service

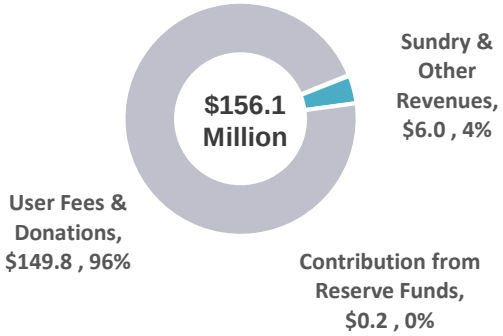


By Expenditure Category



Where the money comes from:

By Funding Source



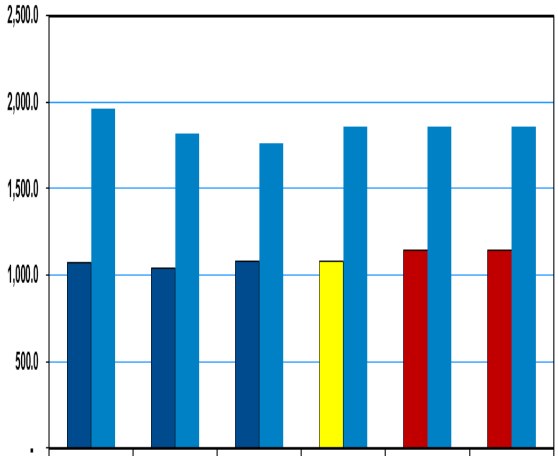
Fast Facts

- 22,000 off-street spaces in over 200 facilities.
- 19,300 on-street spaces.
- Over 15,000 spaces operated for third parties, mainly for Toronto Transit Commission (TTC), and Parks, Forestry and Recreation Program.
- The Bike Share system fleet has approximately 2,000 bicycles and 200 stations.

Trends

- 2010 through 2013 have seen increases in net income per space for both off-street and on-street parking.
- 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 future years.

Net Income Per Space



	2014 Actual	2015 Actual	2016 Projected	2017 Target	2018 Plan	2019 Plan
Off-Street Parking - Net income per space	1,072.0	1,043.0	1,082.0	1,079.0	$1,145.0	$1,145.0
On-Street Parking - Net income per space	1,965.0	1,819.0	1,766.0	1,862.0	$1,859.0	$1,859.0

Our Key Issues & Priority Actions

- Innovative and efficient expansion of Services by utilizing new technologies to increase customer convenience and lower operating costs.
  - ✓ The 2017 Budget continues to allocate funding for 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 on-going City wide road construction, various special events, loss of on-street spaces and closure of off-street carparks.
  - ✓ Toronto Parking Authority continues to collaborate with other City programs in order to minimize negative impact 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
  - ✓ Leverage land values through Joint Venture redevelopment with private and public sectors as a means of funding an increase in parking supply.

Key Service Deliverables for 2017

Toronto Parking Authority offers safe, attractive, clean, convenient, well-maintained, affordable off-street and on-street parking in support of the continued prosperity of the City's communities. TPA also provides convenient access to high quality well maintained bicycle rentals to use for urban cycling on a short term basis.

The 2017 Operating Budget will enable Toronto Parking Authority to:

- Continue to manage an estimated 19,300 on-street spaces controlled by the highly successful and profitable pay-and-display environmentally friendly technology or single spaced meters.
- Maintain approximately 22,000 off-street spaces, which include 20 partially automated/attended lots, 4 fully automated garages, and 187 unattended lots.
- Continue to operate, on behalf of the Toronto Transit Commission, roughly 12,000 spaces at their park-and-ride facilities and parking lots.
- Continue to manage an additional 3,200 spaces for the Parks, Forestry and Recreation Program, seasonal parking facilities along the waterfront and other areas in the City as well as for the Toronto Community Housing Corporation.
- Manage the Toronto Bike Share Program which has 2,000 bicycles utilizing 200 stations throughout the City.

Program Map

Toronto Parking Authority

The Toronto Parking Authority 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.

On-Street Parking

Purpose:
To provide safe, attractive, clean, convenient, well-maintained, affordable on- street parking in support of the continued prosperity of the City's communities.

The Authority manages an estimated 19,300 on-street spaces controlled by the highly successful and profitable pay-and-display environmentally friendly technology or single spaced meters.

Off-Street Parking

Purpose:
To provide safe, attractive, clean, convenient, well-maintained, affordable off - street parking in support of the continued prosperity of the City's communities.

The Authority manages:

- Approximately 22,000 off-street spaces, which include 20 partially automated/attended lots, 4 fully automated garages and 187 unattended lots.
- Roughly 12,000 spaces at the Toronto Transit Commission (TTC) park-and-ride facilities.
- Over 3,200 spaces for the Parks, Forestry and Recreation Program along the waterfront and other areas of the City.

Bike Share Program

Purpose:
To provide convenient access to high quality well maintained bicycle rentals to use for urban cycling on a short term basis.

The Authority manages:

- 2,000 bicycles
- 200 docking stations

Legend: Program, Service, Activity

Service Customer

On-Street Parking

- Local Business Customers
- People on Personal Business
- People on Business
- Short Stay Customers

Off-Street Parking

- Local Business Customers
- People on Personal Business
- People on Business
- Longer Stay Customers
- Residential

Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2016 Projected Actual	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 vs. 2016 Budget Changes		Incremental Change 2018 Plan		Incremental Change 2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Off-Street Parking											
Gross Expenditures	70,179.9	73,085.9	77,339.2		77,339.2	7,159.3	10.2%	(2,148.0)	(2.8%)	1,504.9	2.0%
Revenue	87,816.9	92,982.9	102,259.9		102,259.9	14,443.0	16.4%	(1,544.8)	(1.5%)	1,924.7	1.9%
Net Expenditures	(17,637.0)	(19,897.0)	(24,920.7)		(24,920.7)	(7,283.7)	41.3%	(603.2)	2.4%	(419.8)	1.6%
On-Street Parking											
Gross Expenditures	13,649.6	13,649.6	13,559.6		13,559.6	(90.0)	(0.7%)	170.5	1.3%	199.5	1.5%
Revenue	48,258.4	50,358.4	52,053.3		52,053.3	3,794.9	7.9%	1,041.6	2.0%	1,061.9	2.0%
Net Expenditures	(34,608.8)	(36,708.8)	(38,493.6)		(38,493.6)	(3,884.8)	11.2%	(871.0)	2.3%	(862.4)	2.2%
Bike Share											
Gross Expenditures	913.1	913.1	1,738.1		1,738.1	825.0	90.4%				
Revenue	913.1	913.1	1,738.1		1,738.1	825.0	90.4%				
Net Expenditures							-				
Total											
Gross Expenditures	84,742.6	87,648.6	92,637.0		92,637.0	7,894.4	9.3%	(1,977.5)	(2.1%)	1,704.4	1.9%
Revenue	136,988.4	144,254.4	156,051.3		156,051.3	19,062.9	13.9%	(503.3)	(0.3%)	2,986.6	1.9%
Total Net Expenditures	(52,245.8)	(56,605.8)	(63,414.3)		(63,414.3)	(11,168.5)	21.4%	(1,474.2)	2.3%	(1,282.2)	2.0%
Approved Positions	302.4	303.0	309.0		309.0	6.6	2.2%				

The Toronto Parking Authority's 2017 Operating Budget is $92.637 million gross and ($63.414) million in net revenue, representing an increase in net revenues of $11.168 million or 21.4% compared to the 2016 Approved Net Operating Budget.

- Base pressures of $7.894 million are mainly attributable to non-labour inflationary increases ($2.152 million), increases in salary and benefit costs ($0.890 million) and other costs associated with higher usage of parking spaces ($0.909 million), which are common to both *Off-Street and On-Street Parking Services,* as well as increased rent costs for managed carparks ($0.144 million) and higher property taxes ($3.591 million) in the *Off-Street Parking Service*.
- Both Services will experience loss of revenues, *Off-Street Parking Service* due to closure of carparks and construction work across the City ($2.753 million) and *On-Street Parking Service* due to peak period extension adjustment ($0.890 million).
- To more than fully offset the above pressures, the Program was able to achieve service base expenditure savings of $0.796 million mostly from lower maintenance and depreciation costs, as well as $19.063 million in additional revenues generated from parking rate and hour of operation increases, which were approved by Council in 2015, and the opening of new carparks.
- Approval of the 2017 Operating Budget will result in Toronto Parking Authority increasing its total staff complement by 6.6 positions from 302.4 to 309.0. These positions, mostly in *Off-Street Parking Service*, have been approved by the Toronto Parking Authority Board in 2016, and are now included in the 2017 Operating Budget.
- The 2018 and 2019 Plan reflect increase in costs due to non-labour inflationary cost increases and higher costs resulting from increased parking usage. Reduced expenditures are anticipated for 2018 as property tax payments for carpark 15 will not be required beyond 2017. Anticipated revenues from increased usage of parking spaces, as well as potential revenue loss due to the closure of carparks are also included in the 2018 and 2019 Plan.

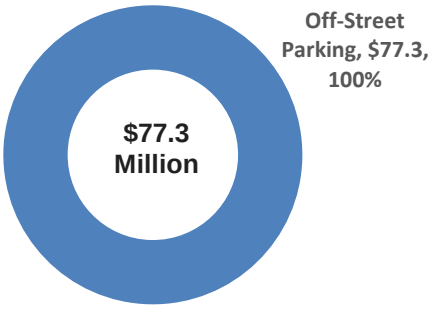
Off-Street Parking

Off-Street Parking

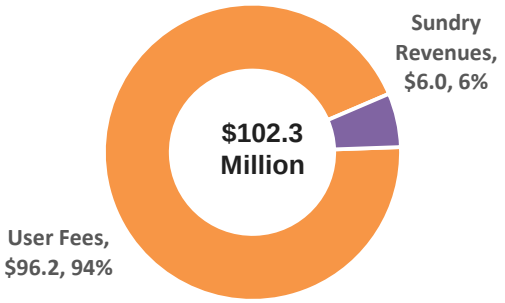
What We Do

Provide safe, attractive, clean, convenient, well-maintained, affordable off-street parking in support of the continued prosperity of the City's communities

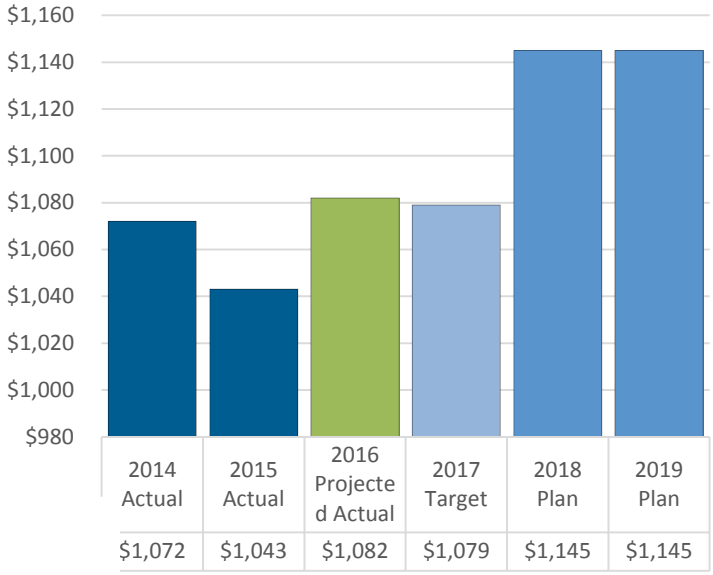
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Off-Street Parking- Net Income Per Space



- 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.
- 2016 projected actual is showing slight sign of recovery from 2015 projected actual.

2017 Service Levels

Off-Street Parking

	Sub-Activity/Type	Status	2014	2015	2016	2017
Off-Street Parking	Surface Car Parks	Approved	80% occupancy of available spaces in established areas	80% occupancy of available spaces in established areas	85% occupancy of available spaces in established areas	85% occupancy of available spaces in established areas
	Parking Garages	Approved	80% occupancy of available spaces in established areas	80% occupancy of available spaces in established areas	85% occupancy of available spaces in established areas	85% occupancy of available spaces in established areas

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Off-Street Parking

Table 2

2017 Service Budget by Activity

	2016	2017 Operating Budget								Incremental Change			
	Budget	Base Budget	Service Changes	Base Budget	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Base Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Off-Street Parking	70,179.9	77,339.2		77,339.2	7,159.3	10.2%		**77,339.2**	7,159.3	10.2%	(2,148.0)	-2.8%	1,504.9	2.0%
Total Gross Exp.	70,179.9	77,339.2		77,339.2	7,159.3	10.2%		**77,339.2**	7,159.3	10.2%	(2,148.0)	-2.8%	1,504.9	2.0%
REVENUE														
Off-Street Parking	87,816.9	94,234.2	8,025.7	102,259.9	14,443.0	16.4%		**102,259.9**	14,443.0	16.4%	(1,544.8)		1,924.7	1.9%
Total Revenues	87,816.9	94,234.2	8,025.7	102,259.9	14,443.0	16.4%		**102,259.9**	14,443.0	16.4%	(1,544.8)		1,924.7	1.9%
NET EXP.														
Off-Street Parking	(17,637.0)	(16,895.0)	(8,025.7)	(24,920.7)	(7,283.7)	41.3%		**(24,920.7)**	(7,283.7)	41.3%	(603.2)	2.4%	(419.8)	1.6%
Total Net Exp.	(17,637.0)	(16,895.0)	(8,025.7)	(24,920.7)	(7,283.7)	41.3%		**(24,920.7)**	(7,283.7)	41.3%	(603.2)	2.4%	(419.8)	1.6%
Approved Positions	267.4	274.4		274.4	7.0	2.6%		**274.4**	7.0	2.6%		0.0%		

The **Off-Street Parking Service** provides approximately 22,000 safe, attractive, clean, convenient, well-maintained, affordable off-street parking spaces in support of the continued prosperity of the City's communities. It also manages parking facilities with about 15,200 parking spaces for other City programs such as TTC, Parks, Forestry and Recreation, along waterfront and other areas of the City.

The Off-Street Parking's 2017 Operating Budget of $77.339 million gross and ($24.921) million net is $7.284 million or 41.3% million higher the 2016 Approved Net Budget.

- In addition to base budget pressures common across all services (totaling $3.020 million for Off-Street parking), pressures unique for Off-Street Parking are primarily due to increased costs for new, previously unbudgeted managed lots opened in 2016 and increase in municipal taxes for new lot purchases, as well as continued operation of carpark 15, previously planned for closure ($3.735 million). This service will also experience a loss of revenue ($2.753 million), as some carparks close due to other City initiatives.
- These gross expenditure pressures will be fully offset by additional revenues generated from increase in off-site parking usage in the downtown core areas ($7.7 million).
- To offset the pressures noted above, the 2017 service changes for the Off-Street Parking Service consist of revenue changes of $8.026 million, as detailed below:
  - Increase in rate revenue arising from previously approved changes in user rates (additional revenue of $7.244 million net).
  - The 2017 Operating Budget includes new revenue realized from new parking lots opened in 2016 (new revenue of $0.782 million net).

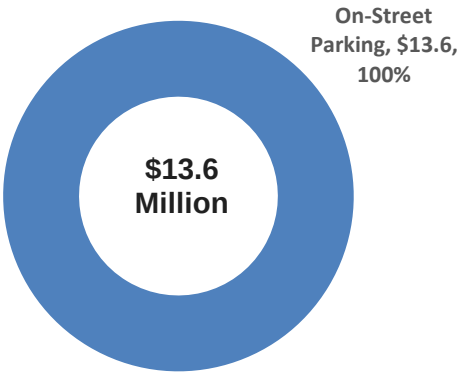
On-Street Parking

On-Street Parking

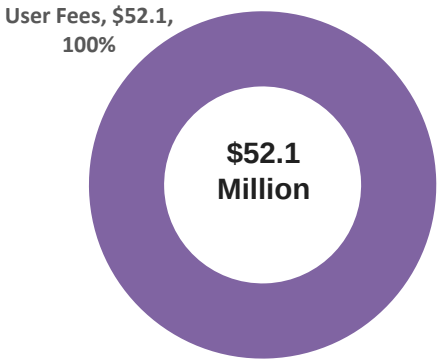
What We Do

- Provide safe, attractive, clean, convenient, well-maintained, affordable off-street parking in support of the continued prosperity of the City's communities

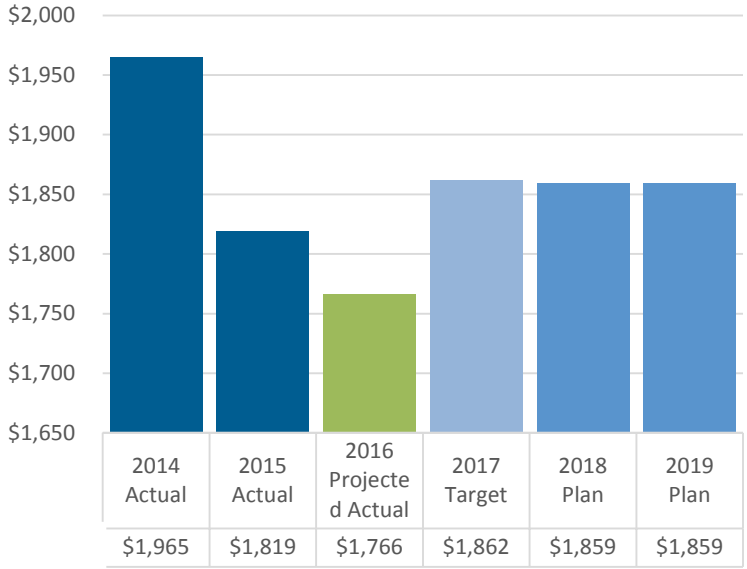
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



On-Street Parking – Net Income Per Space



- 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 is expected to return a greater income per parking space.

2017 Service Levels

On-Street Parking

	Sub-Activity/Type	Status	2014	2015	2016	2017
On-Street Parking		Approved	80% occupancy of available spaces in established areas	80% occupancy of available spaces in established areas	80% occupancy of available spaces in established areas	80% occupancy of available spaces in established areas

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for On-Street Parking.

Table 3
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base Budget	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Base Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
On-Street Parking	13,679.2	13,559.6		13,559.6	(119.6)	(0.9%)		**13,559.6**	(119.6)	(0.9%)	170.5	1.3%	199.5	1.5%
Total Gross Exp.	13,679.2	13,559.6		13,559.6	(119.6)	(0.9%)		**13,559.6**	(119.6)	(0.9%)	170.5	1.3%	199.5	1.4%
REVENUE														
On-Street Parking	48,398.3	49,973.8	2,079.5	52,053.3	3,655.0	7.6%		**52,053.3**	3,655.0	7.6%	1,041.6		1,061.9	2.0%
Total Revenues	48,398.3	49,973.8	2,079.5	52,053.3	3,655.0	7.6%		**52,053.3**	3,655.0	7.6%	1,041.6		1,061.9	2.0%
NET EXP.														
On-Street Parking	(34,719.1)	(36,414.1)	(2,079.5)	(38,493.6)	(3,774.5)	10.9%		**(38,493.6)**	(3,774.5)	10.9%	(871.0)	2.3%	(862.4)	2.2%
Total Net Exp.	(34,719.1)	(36,414.1)	(2,079.5)	(38,493.6)	(3,774.5)	10.9%		**(38,493.6)**	(3,774.5)	10.9%	(871.0)	2.3%	(862.4)	2.1%
Approved Positions	35.0	34.6		34.6	(0.4)	(1.1%)		**34.6**	(0.4)	(1.1%)		0.0%		

The **On-Street Parking Service** provides approximately 19,300 safe, attractive, clean, convenient, well-maintained, affordable on-street parking spaces in support of the continued prosperity of the City's communities.

The On-Street Parking's 2017 Operating Budget of $13.560 million gross and ($38.494) million net is $3.774 million or 10.9% higher the 2016 Approved Net Budget.

- Base budget for On-Street Parking are those common to all services and they totaling $0.848 million. Unique pressure for this service is a loss of revenue ($0.890 million), mainly due to a decrease in hours of available operation impacting the usage of on-street parking in the downtown core.

- These gross expenditure pressures will be fully offset by additional revenues generated from increase in on-site parking usage in the downtown core areas ($2.1 million).

- The 2017 service changes for the On-Street Parking Service consist of revenue changes of $2.079 million arising from approved changes in hourly rates and hours of operations approved in 2015.

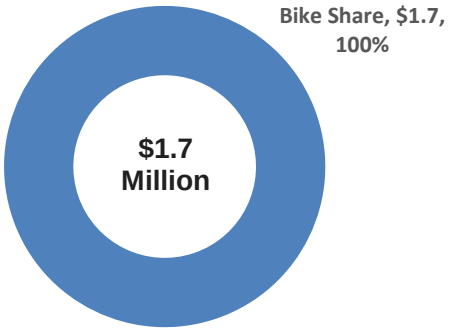
Bike Share

Bike Shared Program

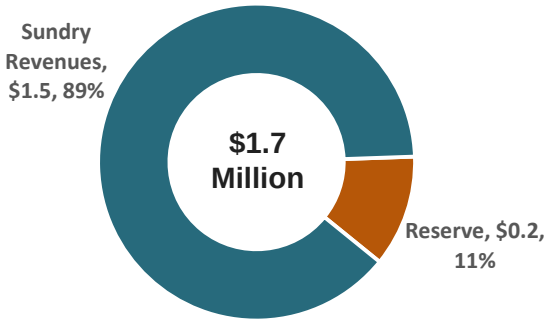
What We Do

- Provide convenient access to high quality well maintained bicycle rentals to use for urban cycling on a short term basis.

2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



2017 Service Levels

Bike Share

	Sub-Activity/Type	Status	2014	2015	2016	2017
Bike Share		Approved			70 -75% occupancy of available rental usage on the available bikes	70 -75% occupancy of available rental usage on the available bikes

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Bike Share Service.

Table 4
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base Budget	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Base Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Bike Share	913.1	1,738.1		1,738.1	825.0	90.4%		**1,738.1**	825.0	90.4%				
Total Gross Exp.	913.1	1,738.1		1,738.1	825.0	90.4%		**1,738.1**	825.0	90.4%				
REVENUE														
Bike Share	913.1	1,738.1		1,738.1	825.0	90.4%		**1,738.1**	825.0	90.4%				
Total Revenues	913.1	1,738.1		1,738.1	825.0	90.4%		**1,738.1**	825.0	90.4%				
NET EXP.														
Bike Share	0.0	0.0	0.0	0.0	0.0	-	0.0	**0.0**	0.0	-	0.0	-	0.0	-
Total Net Exp.	0.0	0.0	0.0	0.0	0.0	-	0.0	**0.0**	0.0	-	0.0	-	0.0	-
Approved Positions						-				-		-		-

The **Bike Share Service** provides convenient access to high quality, well maintained bicycle rentals to use for urban cycling on a short term basis. It has a fleet of approximately 2,000 bicycles utilizing 200 stations. This service was transferred to Toronto Parking Authority at the end of 2013. At the time, City Council also established a Bike Share Program reserve to fund the interim and transitions costs.

The Bike Share Service's 2017 Operating Budget of $1.738 million gross and $0 million net and it is the same as the 2016 Approved Net Budget. However, the gross expenditure budget is $0.825 million higher than those approved in 2016. This increase is offset by the corresponding revenue amount.

- Base budget pressures in the Bike Share Service are primarily due to the following:
  - Monthly payments to the selected third-party operator, as well as other administration and management costs incurred by the Toronto Parking Authority. In 2016, Toronto Parking Authority selected a new equipment provider and increased the bike share system to 2,000 bicycles and 200 docking stations.
  - These expenses will be fully recovered from sponsorship and other revenues resulting in a $0 net costs for this service.

The 2017 Operating Budget does not include any funding to further expand this service. Any further plans will be developed after the current Bike Share Program stabilizes and funding requirements will be identified during the 2018 and future year budget processes.

Toronto Police Service

2017 – 2026 CAPITAL BUDGET AND PLAN OVERVIEW

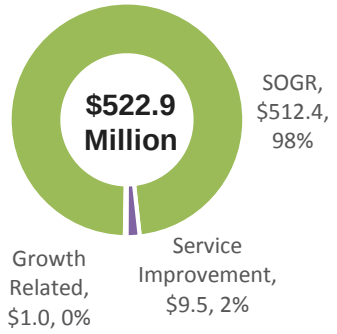
The Toronto Police Service has an asset inventory valued at over $1.153 billion based on 2015 replacement costs. Facility assets such as Police Facilities, Divisions (Stations) and Storage Facilities comprise approximately $821.948 million of the Service's total asset inventory value, while equipment, vehicles, radio infrastructure and security systems account for the remaining $297.86 million.

The 2017-2026 Capital Plan of $522.984 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.

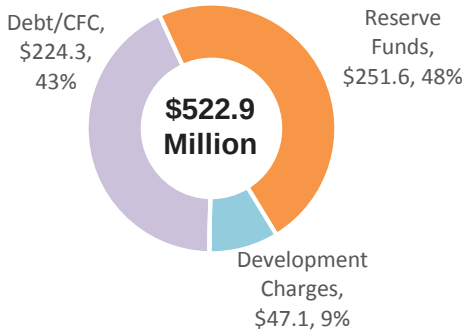
The 10-Year Capital Plan is transitional and also reflects a placeholder value for strategies to maximize the use of existing land or facilities by consolidating or relocating units where operationally feasible and to maximize technological advances pending the Transformational Task Force final report which will modernize the Toronto Police Service.

2017-2026 Capital Budget and Plan

Where the money goes: By Project Category

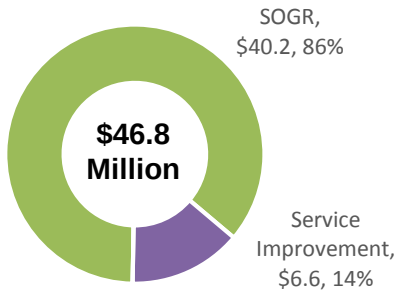


Where the money comes from: By Funding Source

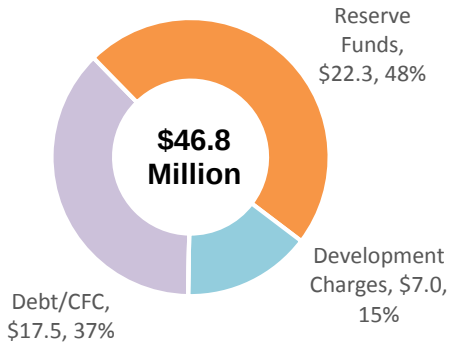


2017 Capital Budget

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.
  - ✓ Facilities Realignment project - $168.268 million includes Amalgamation of 54/55 Division, 41 Division Design and Construction and future placeholders in anticipation of the Task Force Recommendations.
- **Expanded Deployment of the Conducted Energy Weapons program** to selected uniform and front line police constables for safer resolution of violent or potentially violent encounters.
  - ✓ 2017 includes $0.750 million for the inventory increases.
- **The Connected Officer by researching best practices for transitioning** to most current operational information through latest technological smart devices such as full application suite and e-notebooks.
  - ✓ 2017-2026 Capital Plan includes $20.888 million for the replacement of Mobile Workstations.

Capital Deliverables for 2017

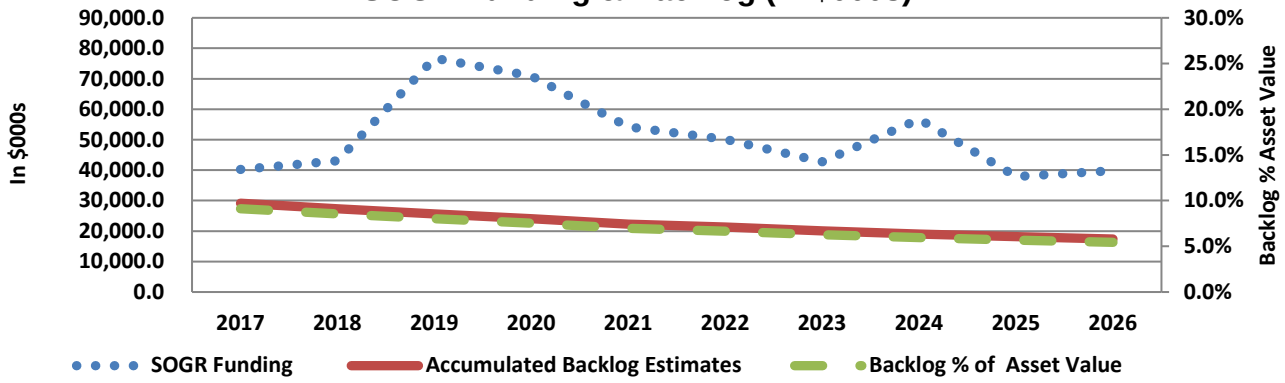
The 2017 Capital Budget for Toronto Police Service of $522.984 million will:

- Focus on the implementation of the final Transformational Task Force Recommendations to be presented to the Board in January 2017 in reducing the Facility footprint.
- Expansion of Conducted Energy Weapon Program to select uniform and front line police constables.
- Proceed with the issuance of a non-binding Request for Proposal (R.F.P) for Body Worn Camera's.
- Continue with SOGR to address critical backlog issues maintain safety and condition requirements of bricks and mortar.
- Continue with construction of the Peer to Peer Site to ensure Service members have information available at all times for ongoing operations
- Continue Transforming Corporate Support Project work for a comprehensive HR and Workforce Planning system.
- Continue with the Enterprise Business Intelligence project for $3.811 million to develop TPS's integrated business intelligence and analytical platform.

State of Good Repair Backlog

The Preliminary 10-Year Capital Plan includes cash flow funding of $512.405 million for State of Good Repair to address the backlog. The SOGR backlog as a % of asset replacement value will decrease from 9.1% in 2017 to 5.4% in 2026.

Chart 1
SOGR Funding & Backlog (In $000s)

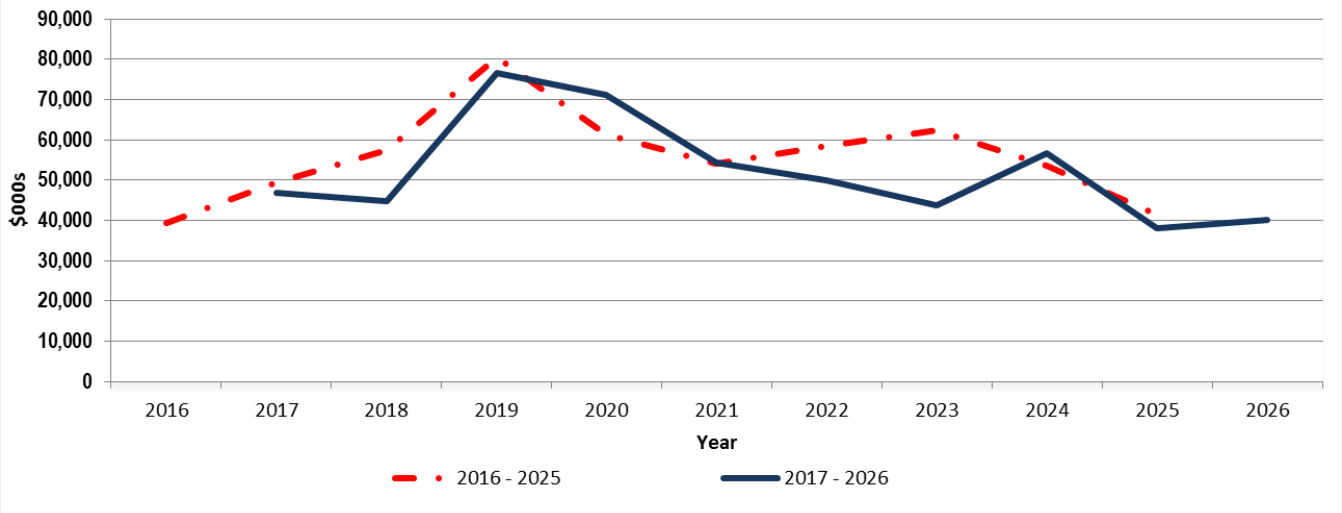


Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Capital Budget and the 2018 – 2026 Capital Plan reflects a decrease of $35.477 million in capital funding from the 2016 - 2025 Approved Capital Plan.

The chart and table below provide a breakdown of the $35.477 million or 6.4% decrease in the Capital Program on an annual basis from 2016 to 2026.

Chart 2
Changes to the 2016 - 2025 Approved Capital Plan (In $000s)



($000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025	39,320	49,560	57,401	80,414	61,445	54,235	58,492	62,511	53,699	41,384		558,461
2017 - 2026		46,811	44,764	76,738	71,261	54,435	50,117	43,820	56,726	38,206	40,106	522,984
Change %		(5.5%)	(22.0%)	(4.6%)	16.0%	0.4%	(14.3%)	(29.9%)	5.6%	(7.7%)		(6.4%)
Change $		(2,749)	(12,637)	(3,676)	9,816	200	(8,375)	(18,691)	3,027	(3,178)		(35,477)

As made evident in the chart above, the $35.477 million decrease in the Capital Program reflects best estimates in the Service's readiness to proceed as well as operational requirements pending the recommendations of the final Transformational Task Force report.

Changes to the 2016 – 2025 Approved Capital Plan, specifically the $36.263 million decrease in capital funding over the nine common years of the Capital Plans (2017 – 2025) arise from the reprioritization of Toronto Police Service's capital projects based on the following factors:

- Updated schedules for infrastructure maintenance and software upgrades;
- Updated leasing expiration dates;
- Revised operational requirements and timing of lifecycle replacement projects, (such as radios, servers, etc.) over the next 10- year period; and
- Revised land acquisition and construction timing and cost estimates for major facility projects pending the Transformational Task Force Final Report.

The following table provides details by project category the Capital projects included in the 2017 – 2026 Capital Budget and Plan for the Toronto Police Service:

Table 1
2017 - 2026 Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total	Total Project Cost
Total Expenditures by Category													
State of Good Repair													
Conducted Energy Weapon Replacement		-	-	-	1,350	750	-	-	-	1,350	750	**4,200**	4,200
DPLN Replacement		-	-	1,500	-	-	-	-	1,600	-	-	**3,100**	3,100
Voice Logging Lifecycle Replacement		-	-	350	-	-	-	-	350	-	-	**700**	700
Wireless Parking System		2,973	-	-	-	-	5,432	-	-	-	-	**8,405**	8,405
52 Division Renovation	526	-	-	-	-	-	-	-	-	-	-	**-**	
AFIS replacement		-	-	3,053	-	-	-	-	-	-	-	**3,053**	3,053
AVLS Replacement Lifecycle	108	-	-	-	1,551	-	-	-	-	1,551	-	**3,102**	3,102
Digital Photography Lifecycle Replacement		-	-	-	228	258	-	-	-	228	258	**972**	972
DVAMS I, II Lifecycle Replacement		362	362	1,613	263	262	244	244	1,507	275	362	**5,494**	5,494
Electronic Surveillance System Lifecycle Replaceme		900	200	-	-	-	500	-	-	-	-	**1,600**	1,600
Facilities Realignment		7,000	3,195	27,561	37,047	22,861	17,028	17,740	14,066	8,934	12,836	**168,268**	168,267
Furniture Lifecycle Replacement- Reserve	587		-	500	500	500	500	500	500	500	500	**4,000**	4,000
In-Car Camera Replacement	320	2,061	-	-	-	2,202	2,061	-	-	-	2,202	**8,526**	8,526
IT business resumption	1,014	624	2,482	1,955	787	2,297	660	2,716	2,163	831	2,824	**17,339**	17,339
Livescan replacement		-	540	-	-	-	-	540	-	-	-	**1,080**	1,080
Locker Replacement	322	48	48	48	-	-	-	-	-	-	-	**144**	144
Marine Vessel Electronics		485	-	-	-	-	485	-	-	-	-	**970**	970
Mobile workstation		-	300	9,144	1,000	-	-	300	9,144	1,000	-	**20,888**	20,888
Network equipment		2,900	2,800	2,400	2,900	1,750	2,250	3,750	3,750	2,900	1,750	**27,150**	27,150
Peer to Peer Site	1,000	4,000	7,759	3,500	-	-	-	-	-	-	-	**15,259**	15,259
Property and Evidence Scanners Lifecycle		-	-	40	-	-	-	-	40	-	-	**80**	80
Radar unit Repalcemernt		246	182	-	12	21	15	344	256	226	96	**1,398**	1,398
Radio Replacement (2016-2025)	14,041		4,776	3,662	4,949	6,074	4,544	42	1,026	226	-	**25,299**	25,299
Servers	526	2,200	3,903	4,241	4,441	3,634	2,325	4,113	6,512	4,678	3,825	**39,872**	39,872
Small Equipment Replacement	27	92	919	933	1,084	842	72	347	348	353	842	**5,832**	5,832
SOGR		4,400	4,400	4,400	4,530	3,925	4,400	4,400	4,400	4,400	4,400	**43,655**	43,655
Transforming Corporate Support		2,500	2,100	1,500	400	-	-	-	-	-	-	**6,500**	2,978
Vehicle & Equipment lifecycle replacement		5,693	5,354	6,254	5,370	5,370	5,370	5,372	5,372	5,372	5,373	**54,900**	54,900
Voicemail/Call Centre		500	-	-	-	-	600	-	-	-	-	**1,100**	1,100
workstation,printers and laptops		3,216	3,782	4,084	4,462	3,414	3,619	2,372	5,662	5,082	3,826	**39,519**	39,519
Sub-Total	**18,471**	**40,200**	**43,102**	**76,738**	**70,874**	**54,160**	**50,105**	**42,780**	**56,696**	**37,906**	**39,844**	**512,405**	**508,882**
Service Improvements													
APS - Digital Photography for Parking Enforcement		2,550	-	-	-	-	-	-	-	-	-	**2,550**	2,550
AED's		-	12	-	112	-	12	-	30	-	12	**178**	178
Body Worm Camera - Initial Phase		500	-	-	-	-	-	-	-	-	-	**500**	500
Enterprise Business Intelligence	2,093	2,811	1,000	-	-	-	-	-	-	-	-	**3,811**	
CCTV		-	-	-	275	275	-	-	-	300	250	**1,100**	1,100
Conducted Energy Weapons - CEW		750	-	-	-	-	-	-	-	-	-	**750**	750
TPS Archiving		-	650	-	-	-	-	-	-	-	-	**650**	650
Sub-Total	**2,093**	**6,611**	**1,662**	**-**	**387**	**275**	**12**	**-**	**30**	**300**	**262**	**9,539**	**5,728**
Growth Related													
Property and Evidence Racking		-	-	-	-	-	-	1,040	-	-	-	**1,040**	1,040
Sub-Total		**-**	**-**	**-**	**-**	**-**	**-**	**1,040**	**-**	**-**	**-**	**1,040**	**1,040**
Total Expenditures by Category (excluding carry forward)	**20,564**	**46,811**	**44,764**	**76,738**	**71,261**	**54,435**	**50,117**	**43,820**	**56,726**	**38,206**	**40,106**	**522,984**	**515,650**

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

	2017 Budget		2018 Plan		2019 Plan		2020 Plan		2021 Plan		2017 - 2021		2017 - 2026	
Projects	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**
Previously Approved														
Enterprise Business Intelligence			500.0		538.0	5.0					1,038.0	5.0	1,038.0	5.0
New Projects - 2017														
Peer to Peer Site			175.0		175.0		4.0		4.0		358.0	-	378.0	
New Projects - Future Years														
Facilities Realignment									72.0		72.0	-	381.0	
Total (Net)	**-**	**-**	**675.0**	**-**	**713.0**	**5.0**	**4.0**	**-**	**76.0**	**-**	**1,468.0**	**5.0**	**1,797.0**	**5.0**

The 10-Year Capital Plan will increase future year Operating Budgets by a total of $1.797 million net over the 2017 – 2026 period, as shown in the table above.

This is comprised of funding to sustain the following capital projects:

- *Enterprise Business Intelligence* – additional funding represents operating impacts as a result of anticipated maintenance fees an additional 5 positions in 2019.
- *Peer to Peer Site* – increased operating costs are forecast for the new Peer to Peer facility which is expected to be operational in 2018.
- *Facilities Realignment* – additional funding represents increased facility operating costs for the new 54/55 Division once complete in 2021.

Toronto Police Service

2017 OPERATING BUDGET OVERVIEW

The Toronto Police Service 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.

2017 Operating Budget Highlights

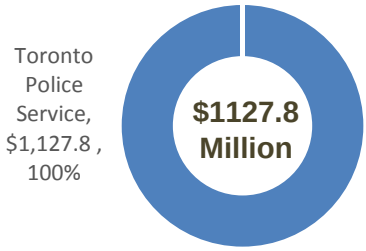
The 2017 Operating Budget for Toronto Police Service of $1,127.817 million in gross expenditures and $1,004.465 million net provides funding for the Toronto Police Service that enables adequate and effective policing. The total cost to deliver these services to Toronto residents is summarized below:

(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	1,132,208.4	1,127,817.0	(4,391.4)	(0.4%)
Revenues	127,463.9	123,352.4	(4,111.5)	(3.2%)
Net Expenditures	**1,004,744.5**	**1,004,464.6**	**(279.9)**	**(0.0%)**

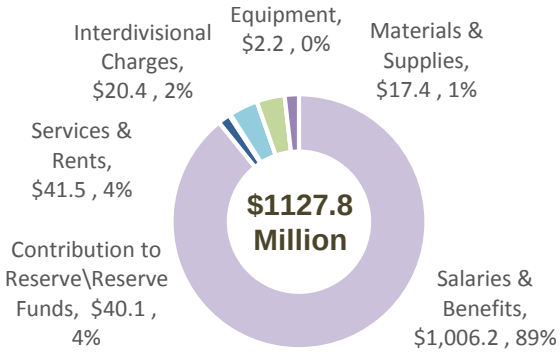
2017 Operating Budget

Where the money goes:

By Service

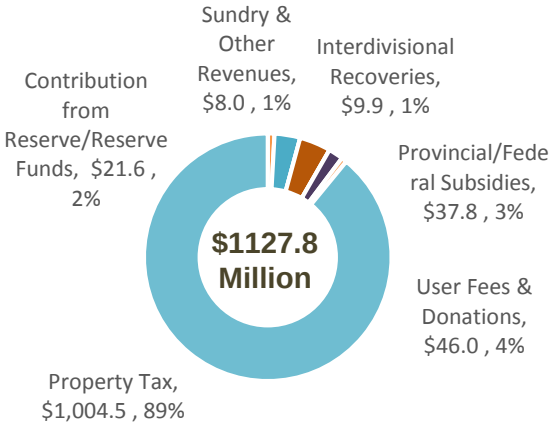


By Expenditure Category



Where the money comes from:

By Funding Source



Fast Facts

- Average deployed uniform officer strength of 5,072 as compared to an establishment officer strength of 5,440 for 2017.
- Calls to Communications – approximately 1.9 million annually.
- Calls for service – approximately 1.4 million annually.
- Total officer hours spent on calls for service – approximately 1.2 million hours annually.
- Average officer time on each event – 140.8 minutes (ranging from 15 minutes on a parking issue to over 100 hours on a shooting.

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.
- While overall crime rates have decreased over the past 20 years, reported violent crimes such as gang related crimes, shootings and homicides have increased.
- The Service has seen an overall 3% increase in, major crime based on August 2016 year-to-date statistics as compared to 2015.
- Shooting events have also increased in 2016 with 278 shootings up to August 31, 2016 compared to 189 at the same time last year.

Major Crime Indicators – Year to Date Results

(Aug 31, 2016)

Offence	YTD - 2016-08-31		
	2015	2016	% Chg
Murder	35	48	37%
Sex Assault	1,589	1,528	-4%
Assault	11,769	12,420	6%
Robbery	2,303	2,537	10%
Break and Enter	4,431	4,241	-4%
Auto Theft	2,029	2,095	3%
Theft Over	682	692	1%
Shooting Events	189	278	47%

Our Key Issues & Priority Actions

- Transformational Task force and Modernizing Community Safety in Toronto
  - ✓ Focussing on safe communities and neighbourhoods;
  - ✓ Transition from Primary to Priority response;
  - ✓ Be Affordable and Sustainable
  - ✓ Foster Culture Change.
- Crime Evolution and the Changing Face of Policing.
  - ✓ As new crimes and threats continue to emerge, TPS will to deal with broader range of crime
  - ✓ Both proactive and investigative activities are required to address cybercrimes and terrorism.
  - ✓ Ensure operational plans and processes are in place to address safety and security risks.

Key Service Deliverables for 2017

The 2017 Operating Budget will begin transforming toward the delivery of:

Business Modernization and Transformation Initiatives:

- Improved public safety response
- A risk-based response to special events
- More efficient retail response
- Disband the Transit Patrol Unit
- Alternative delivery of the Lifeguard Program
- Alternative delivery the School Crossing Guard Program
- Overhauling Paid Duty
- City-wide Divisional boundary and facilities realignment
- More accessible and transparent information and services

Sustainability and Affordability:

- Moratorium on hiring and promotions
- Assessing Information Technology requirements
- Explore alternative or shared service delivery of Court Services
- Explore alternative or shared service delivery of Parking Enforcement
- Explore alternative or shared service delivery of background screenings
- Investment in 9-1-1

Culture Change:

- Comprehensive culture change and human resources strategy.

Program Map

Toronto Police Service

Dedicated to delivering police services, in partnership with our communities and to keep Toronto, the best and safest place to live.

Community-Based Crime Prevention

Purpose:
To provide community-based crime prevention initiatives aimed at reducing crime and increasing public awareness of safety concerns

Law Enforcement

Purpose:
To provide law enforcement relating to all applicable laws in the City of Toronto including Provincial Offenses, the Highway Traffic Act and the City of Toronto Bylaws

Response / Public Order Maintenance

Purpose:
To ensure safe and secure communities within the City of Toronto while allowing people to exercise their civil liberties through effective Public Order Maintenance and to provide emergency police response to major threats and public safety risks

Legend:
- Program
- Activity
- Service

Service Customer

Community-Based Crime Prevention

- Community Groups
- Local School Boards

Indirect (Beneficial)
- Residents
- Businesses
- Staff - City Divisions
- Staff - Agencies and Boards
- Visitors

Law Enforcement

- Incident Victim
- Alleged Offender

Indirect (Beneficial)
- Residents
- Businesses
- Staff - City Divisions
- Staff - Agencies and Boards
- Visitors

Response / Public Order Maintenance

- Incident Victim
- Event / Demonstration Attendee

Indirect (Beneficial)
- Residents
- Businesses
- Staff - City Divisions
- Staff - Agencies and Boards
- Visitors

Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2016 Projected Actual	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 vs. 2016 Budget Change		Incremental Change 2018 Plan		Incremental Change 2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Toronto Police Service											
Gross Expenditures	1,132,208.4	1,134,917.3	1,127,817.0		1,127,817.0	(4,391.4)	(0.4%)	14,795.2	1.3%	11,468.8	1.0%
Revenue	127,463.9	139,086.7	123,352.4		123,352.4	(4,111.5)	(3.2%)	6,292.3	5.1%		
Net Expenditures	1,004,744.5	995,830.6	1,004,464.6		1,004,464.6	(279.9)	(0.0%)	8,502.9	0.8%	11,468.8	1.1%
Total											
Gross Expenditures	1,132,208.4	1,134,917.3	1,127,817.0		1,127,817.0	(4,391.4)	(0.4%)	14,795.2	1.3%	11,468.8	1.0%
Revenue	127,463.9	139,086.7	123,352.4		123,352.4	(4,111.5)	(3.2%)	6,292.3	5.1%		
Total Net Expenditures	1,004,744.5	995,830.6	1,004,464.6		1,004,464.6	(279.9)	(0.0%)	8,502.9	0.8%	11,468.8	1.1%
Approved Positions	7,881.0		7,881.0		7,881.0						

The Toronto Police Service's 2017 Operating Budget is $1,127.217 million gross and $1,004.465 million net, representing a 0.2% increase over the 2016 Approved Net Operating Budget is not in line with the reduction target as set out in the 2017 Operating Budget Directions approved by Council. TPS was able to substantially offset $36.690 million in base pressures with $34.950 million in service adjustments for a net increase of 0.2% above the 2016 Approved Net Operating Budget. TPS would require an additional $27.9 million in savings or -2.8% in order to achieve the reduction target.

- Base pressures are mainly attributable to increases of $18.315 million in Salaries and benefits, impacts of the 2017 Salary settlement and the impacts of grant funding tied to staffing levels.
- To help mitigate the above pressures, the TPS was able to achieve service efficiency savings through cost a hiring moratorium of both Civilian and Uniform positions, premium pay reductions as well as a line by line review of expenditures in order to reduce discretionary and non-core costs and to better align the budget with past experience.
- The 2017 Council Approved Operating Budget results in Toronto Police Service maintaining its total staff complement of 5,440 uniform, 2,230 civilian positions and 205 permanent part time and 6 temporary positions for a total of 7,881 positions, with an average deployed uniform officer strength of 5,072.
- The 2018 and 2019 Plan increases are attributable to salary and benefit increases pertaining to salary settlements, inflationary increases, contract increases and reserve contribution increases

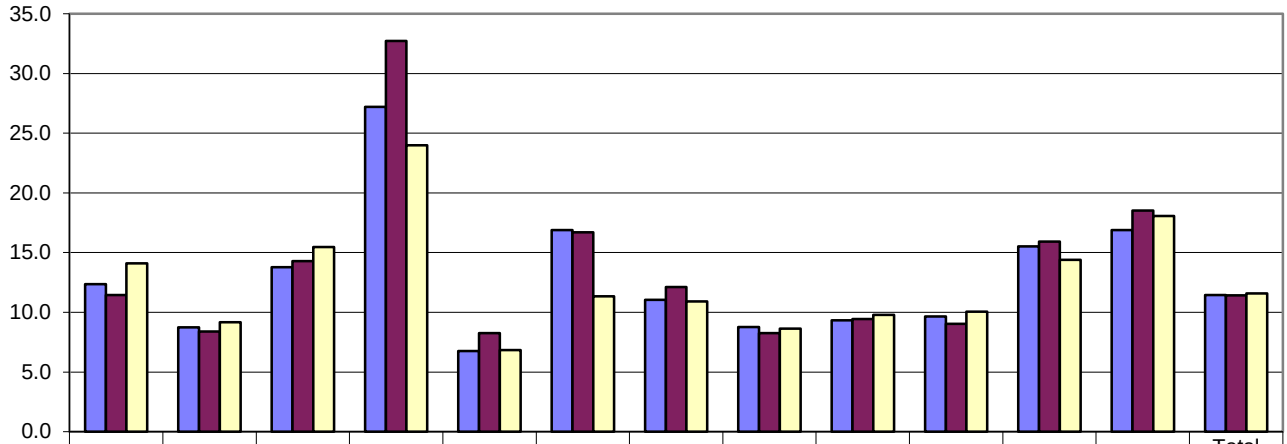
Toronto Police Service

Toronto Police Service

What We Do

- The Ontario Police Services Act (PSA) outlines the principles by which policing services are provided in Ontario.
- As a result, in order to ensure the safety and security of all persons and property in Ontario, municipalities are responsible for providing funds to enable adequate and effective policing, which must include, at a minimum, the following core services:
  - ✓ Crime prevention;
  - ✓ Law enforcement;
  - ✓ Assistance to victims of crime;
  - ✓ Public order maintenance; and
  - ✓ Emergency response.

Response Times to Selected Emergency Events by Type of Crime

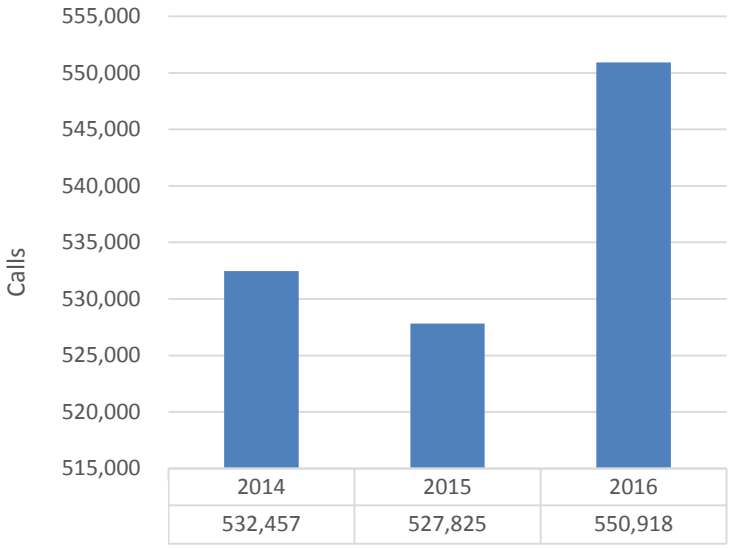


	Assault in Progress	B&E in Progress	Damage in Progress	Fraud in Progress	Hold Up	Indecent Exposure	Person Berserk	Person with a Gun	Person with a Knife	Prowler on Location	Robbery	Theft in Progress	Total Average Response
2014 YTD	12.4	8.7	13.8	27.2	6.8	16.9	11.0	8.8	9.3	9.7	15.5	16.9	11.5
2015 YTD	11.4	8.4	14.3	32.7	8.3	16.7	12.1	8.3	9.4	9.0	15.9	18.5	11.4
2016 YTD	14.1	9.2	15.5	24.0	6.8	11.4	10.9	8.6	9.8	10.0	14.4	18.1	11.6

Average response times for emergency events including robbery, hold-up and fraud in progress were down based on year-to-date October 2016 statistics as compared to year-to-date October 2015 statistics.

Service Performance Measures

Calls for Service



Crime is changing, new challenges facing the Service:

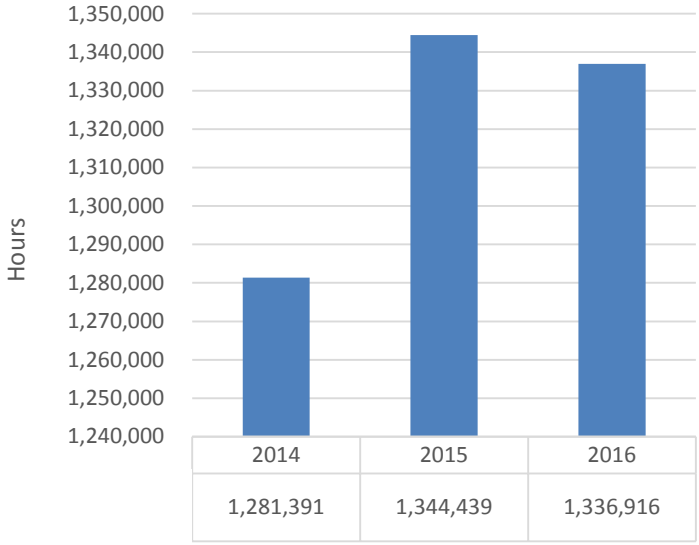
- Cybercrime, National Security and Domestic Violence are examples of the increasing complexity of crime

  These crime types are sensitive in nature and require a level of specialized investigative support increasingly complex

- The public expects this specialization of officers and customer service

- As the complexity of crimes increase, the time officers spend on each call increases respectively

Total Hours Spent on Calls for Service



- Investigations are more time and resource intensive due to legislative requirements and evidentiary standards and processes.

- Toronto Police Service officers have attended 20,000 Domestic Assaults/Incidents per year over the past 10 years

- Although we have had to attend the same volume of incidents, the time spent on each call has increased from an average of 4 hours per call to 5 hours.

Toronto Police Services Board

2017 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.

2017 Operating Budget Highlights

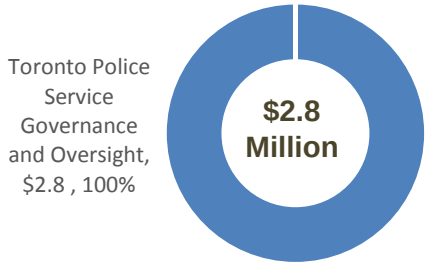
The 2017 Council Approved Operating Budget for Toronto Police Services Board of $2.809 million in gross expenditures provides funding for continued governance and civilian oversight and to monitor achievements of the Toronto Police Service. The total cost to deliver these services to Toronto residents is summarized below:

(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	3,051.9	2,809.1	(242.8)	(8.0%)
Gross Revenues	750.0	500.0	(250.0)	(33.3%)
Net Expenditures	**2,301.9**	**2,309.1**	**7.2**	**0.3%**

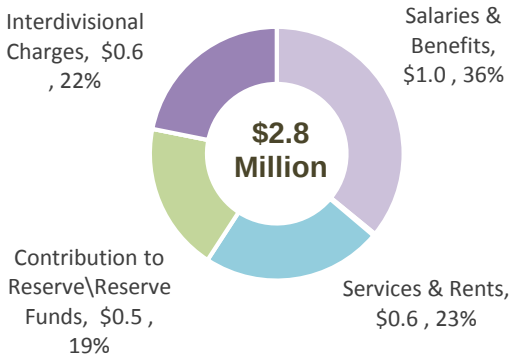
2017 Operating Budget

Where the money goes:

By Service

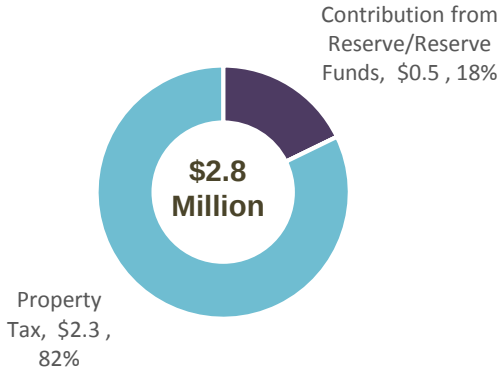


By Expenditure Category



Where the money comes from:

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

- **Anticipated amendments to the Police Services Act** could result in changes in 2017 affecting the Board's governance and oversight priorities. A move toward an expanded monitoring and independent research role is anticipated

- **Transformation of the Toronto Police Service and the Modernization of Community Safety -** The Transformation Task Force Final Report was presented to the Toronto Police Services Board on January 26th, 2017. The recommendations identify the actions required by the Board and the TPS to achieve the recommendations. It is expected that the recommendations will result in strategic investments and quarterly reports to the Board to demonstrate progress.

Key Service Deliverables for 2017

The 2017 Council Approved Operating Budget of $2,309.1 million net will enable the Police Services Board to:

- Respond to anticipated changes to the Police Services Act
- Monitor implementation of the Transformational Task Force Final Report.
- Conduct a street check study.
- Begin implementation of minutes of settlement arising from an Ontario Human Rights tribunal matter.
- Continue to provide governance and civilian oversight and to monitor achievements of the Toronto Police Service.

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

Legend:

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

Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2016 Projected Actual	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 vs. 2016 Budget Change		Incremental Change 2018 Plan		Incremental Change 2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Toronto Police Service Governance and Oversight											
Gross Expenditures	3,051.9	3,026.5	2,809.1		2,809.1	(242.8)	(8.0%)	17.9	0.6%		
Revenue	750.0	750.0	500.0		500.0	(250.0)	(33.3%)				
Net Expenditures	2,301.9	2,276.5	2,309.1		2,309.1	7.2	0.3%	17.9	0.8%		
Total											
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Total Net Expenditures	2,301.9	2,276.5	2,309.1		2,309.1	7.2	0.3%	17.9	0.8%		
Approved Positions	7.0		7.0		7.0						

The Toronto Police Services Board's 2017 Operating Budget is $2.809 million gross and $2.309 million net, representing a 0.3% increase or $0.007 million above the 2016 Approved Net Operating Budget. It is not in line with the reduction target as set out in the 2017 Operating Budget Directions approved by Council. The Toronto Police Services Board's 2017 Operating Budget is 2.9% or $0.067 million above target.

- Base pressures are mainly attributable to an increase in salaries of $0.056 million and $0.067 million for one-time consulting costs.
- To help mitigate the above pressures, the Program was able to achieve line by line base budget reductions savings through the reduction of services and rents including a reduction to reserve contributions $0.082 million, a decrease in Audit Services Budget of $0.035 million and a decrease in Consulting Services $0.183 million.
- Approval of the 2017 Operating Budget will result in Toronto Police Services Board maintaining a current staff complement of 7.
- The 2018 Plan forecasts an increase of $0.018 million in salaries as a result of the Toronto Police Senior Officers' Organization (S.O.O.) collective agreement. The S.O.O. Agreement will expire December 2018 and therefore, impacts to the 2019 Plan are not known at this time.

Toronto Public Health

2017 – 2026 CAPITAL BUDGET AND PLAN OVERVIEW

Toronto Public Health (TPH), under the provincial Health Protection and Promotion Act, is committed to reduce health inequalities and improve the health of Toronto's diverse communities by delivering services that meet their health needs and anticipate and respond to emerging public health threats.

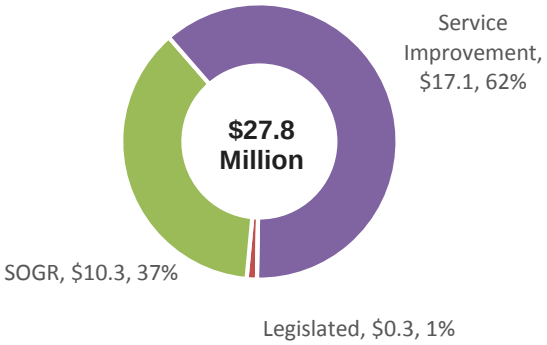
Toronto Public Health's (TPH) 2017-2026 Capital Plan has been established to support its strategic direction to invest in information technology (IT) to support improvements in service delivery, which continues to be a priority.

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.

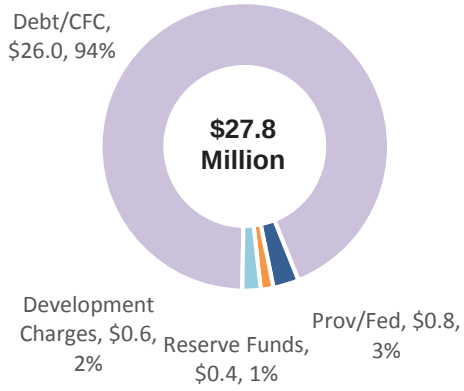
The 10-Year Capital Plan addresses changes in legislation and is established to leverage provincial resources, as well as other City of Toronto initiatives, to reduce project development costs.

2017-2026 Capital Budget and Plan

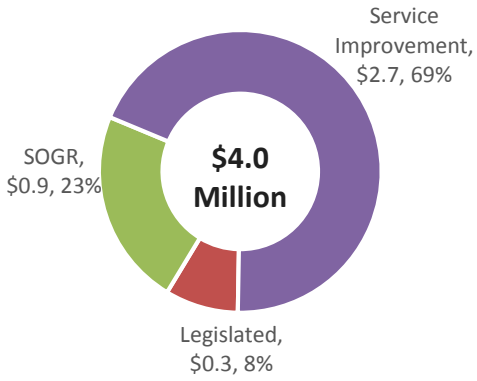
Where the money comes from: By Funding Source



By Funding Source



Where the money goes: By Project Category



Our Key issues & Priority Actions

Online Access to Government Services and Information is one of TPH's service funding priorities. Several projects are included in the 10-Year Budget and Plan to meet these objectives:

- ✓ *Public Health Multi-lingual Web Site* to create a website that is translated into numerous languages.
- ✓ *Public eLearning* to enhance public health education and learning for Toronto citizens electronically.
- ✓ *Public Notification & Advisories* to enable public access via mobile devices and receive automatic information alerts.

Remote Access to Information is critical for efficient service delivery as the majority of Public Health staff works 50% of their time in the communities. In support of TPH's commitment to excellence by ensuring continuous improvement in organizational performance, TPH strives to provide tools and systems that staff need to enhance performance and provide high quality service to clients.

- ✓ *Mobile Enablement* project will provide staff access to business applications and information while working in the field.

Capital Deliverables for 2017

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- ✓ *Mobile Enablement* project will provide staff access to business applications and information while working in the field.

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 in 2006 to ensure consistency in maintenance standards across the City facilities.

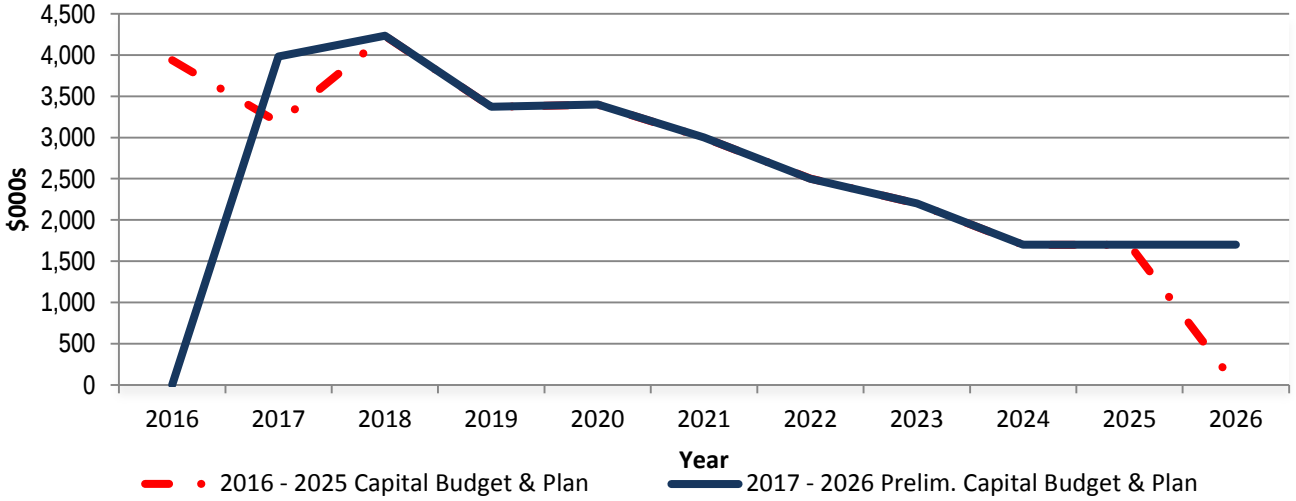
The 2017-2026 Capital Budget and Plan includes funding of $10.317 million for several State of Good Repair projects aimed at life cycle replacement or enhancement of various software systems/ applications managed by Toronto Public Health

Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Capital Budget and the 2018 – 2026 Capital Plan reflects a decrease of $1.438 million in capital funding from the 2016 - 2025 Approved Capital Plan.

The table and chart below provide a breakdown of the $1.438 million or 4.9% decrease in the Capital Program on an annual basis from 2016 to 2026.

Chart 2
Changes to the 2016 - 2025 Approved Capital Plan (In $000s)



($000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025	3,937	3,182	4,233	3,373	3,400	3,000	2,500	2,200	1,700	1,700		29,225
2017 - 2026		3,981	4,233	3,373	3,400	3,000	2,500	2,200	1,700	1,700	1,700	27,787
Change %		25.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		(4.9%)
Change $		799	0	0	0	0	0	0	0	0		(1,438)

As made evident in the chart above, the $1.438 million decrease in the Capital Program reflects fewer capital projects planned for 2026 compared to 2016.

As reflected in Table 2 on the following page, changes to the 2016 – 2025 Approved Capital Plan, specifically the $0.799 million increase in capital funding over the nine common years of the Capital Plans (2016 – 2025) arise from the following change:

- Increased funding of $0.334 million in 2017 for the *Infectious Disease Control System* project, which is 100% funded by the Province.
- Increased funding of $0.465 million in 2017 for the *Supervised Injection Service* project also 100% funded by the Province.

Changes were also made to the planned capital projects to better align cash flow estimates with project readiness to proceed and to accommodate cost escalations and reductions.

Table 1
2017 - 2026 Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total	Total Project Cost
Total Expenditures by Category													
Legislated													
Infectious Disease Control System	3,099	334										**334**	334
Sub-Total	**3,099**	**334**	-	-	-	-	-	-	-	-	-	**334**	**334**
State of Good Repair													
Inspection Management					1,595	1,498	1,490	254				**4,837**	4,837
Reporting Environment Enhancement							267	349				**616**	616
Early abilities Information System										329	774	**1,103**	1,103
Chemical Tracking Information system			303	604								**907**	907
Community Health Information System		900	1,199	755								**2,854**	2,854
Sub-Total	-	**900**	**1,502**	**1,359**	**1,595**	**1,498**	**1,757**	**603**	-	**329**	**774**	**10,317**	**10,317**
Service Improvements													
Datamart Data Warehouse - Phase 2	1,214	815										**815**	2,032
Datamart Data Warehouse - Phase 3			911	700								**1,611**	1,611
Multilingual Website								270	268			**538**	538
Electronic Medical Record		418	1,306									**1,724**	1,724
Public eLearning							365	610	617			**1,592**	1,592
Geographic Information Enablement								190	265	286		**741**	741
Socio-Demographic Data collection and Reporting			348	721	779	811						**2,659**	2,659
Common Geographical Interface					700	300						**1,000**	1,000
Mobile Enablement						391	378	527	550	528		**2,374**	2,374
Dental & Oral Health Information Systems Project		84	166	154								**404**	404
Correspondence and Communications Tracking System				439	326							**765**	765
Call Centre Revitalization											452	**452**	452
Public Notifications & Advisories										557	474	**1,031**	1,031
Expansion of Scarborough Dental Clinic	102	965										**965**	1,067
Supervised Injection Service		465										**465**	465
Sub-Total	**1,316**	**2,747**	**2,731**	**2,014**	**1,805**	**1,502**						**17,136**	**18,455**
Total Expenditures by Category (excluding carry forward)	**4,415**	**3,981**	**4,233**	**3,373**	**3,400**	**3,000**	**1,757**	**603**	-	**329**	**774**	**27,787**	**29,106**

Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital projects (i.e. Civic Improvement projects)

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

- The 10-Year Capital Plan is comprised entirely of Information Technology projects to streamline business process, provide efficiencies and improve service delivery.
- The 2017 Operating Budget includes efficiency savings of $1.030 million gross and $0.258 million net that will be realized in 2017, and $0.024 million net in 2018 from the partial completion of 3 capital projects.

	2017 Budget		2018 Plan		2019 Plan		2020 Plan		2021 Plan		2017 - 2021		2017 - 2026	
Projects	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**
Previously Approved														
Operating Impacts														
Operating Efficiencies from partial completion of 3 Projects	(257.2)	(11.6)	(24.4)								(281.6)	(11.6)	(281.6)	(11.6)
Total (Net)	**(257.2)**	**(11.6)**	**(24.4)**	-	-	-	-	-	-	-	**(281.6)**	**(11.6)**	**(281.6)**	**(11.6)**

- No additional savings or on-going system maintenance costs resulting from the completion of capital projects have been identified in 2018 and 2019.
- It is recommended that TPH identify and capture all operating savings and ongoing system maintenance costs separately for each budget year of the 10 Year Capital Budget and Plan for inclusion in future years Operating Budget submissions.

Toronto Public Health

2017 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.

2017 Operating Budget Highlights

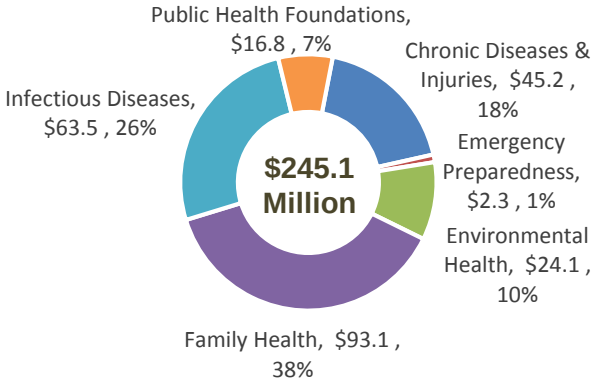
The 2017 Operating Budget for Toronto Public Health of $245.071 million in gross expenditures and $60.797 million net provides funding for Chronic Diseases & Injuries, Emergency Preparedness, Environmental Health, Family Health, Infectious Diseases and Public Health Foundation services. The total cost to deliver these services to Toronto residents is summarized below:

(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	244,078.5	245,071.4	992.8	0.4%
Revenues	185,155.7	184,274.5	(881.3)	(0.5%)
Net Expenditures	**58,922.8**	**60,796.9**	**1,874.1**	**3.2%**

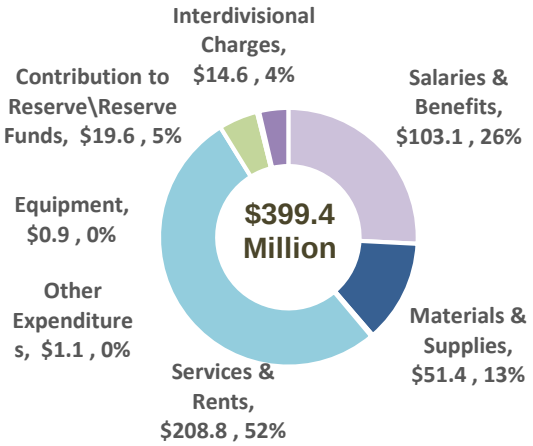
2017 Operating Budget

Where the money goes:

2017 Budget by Service

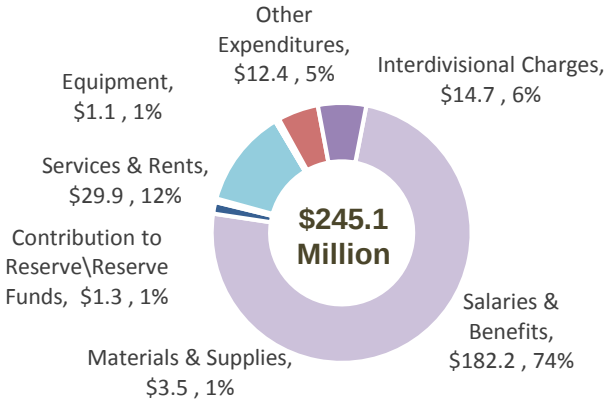


By Expenditure Category



Where the money comes from:

By Funding Source



Fast Facts

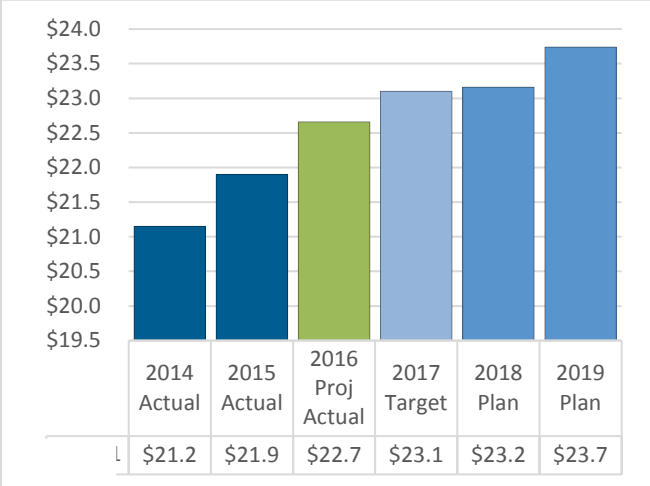
- Toronto Public Health is one of 36 public health units funded by the Ministry of Health and Long Term Care (MOHLTC).
- The majority of the Public Health budget is cost-shared with the MOHLTC on a 75% provincial/25% municipal basis. Therefore, every $1 of City funds invested in cost shared program is matched by $3 of provincial funding for public health services for Torontonians.

Trends

- Over the past twelve years, the amount of funding for 100% provincially funded programs has increased by over 75% from $28.3 million in 2004 to $49.7 million in 2016. The increase is due to the addition of new programs like Smoke Free Ontario and Healthy Smiles Ontario.
- Beginning in 2005, the provincial contribution increased from 50% to 75% for various cost

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 $21.9 in 2015 to $22.7 in 2016 and is projected to increase in 2017, 2018 and 2009.

Municipal Cost per Person for Public Health Services (net)



Our Key Issues & Priority Actions

- **Meeting health related demands** due to population growth continues to be a challenge for Toronto Public Health.
  - ✓ Continue to collaborate with Toronto Central Local Health Integration Network (TC LHIN) on Health System Reform and the implementation of a Toronto Indigenous Health Strategy.
  - ✓ Implement expansion of the Provincial Healthy Smiles Ontario program.
  - ✓ Continue the provision of Public Health Sevices for refugees and newcomers.
  - ✓ Participate and respond to provincial Healthy Babies Healthy Children review to promote health equalities.
  - ✓ Continue to improve access for eligible families such as extending Service hours for dental clinics.

Key Service Deliverables for 2017

Toronto public health programs and services to Torontonians as per its legislated mandate. The 2017 Operating Budget will allow TPH to:

- Inspect 3,800 critical and semi-critical personal services settings (PSS) and 1,000 licensed child care facilities.
- Provide infection prevention and control liaison services to 20 hospital sites, 16 complex continuing care/rehab centers, 87 Long-Term Care Homes, 150 retirement homes, 2 correctional facilities, 4 major school boards and 65 shelters.
- Investigate and provide follow up for over 16,000 confirmed cases of Chlamydia, gonorrhea, syphilis and HIV.
- Promote safety of food and beverages through inspection of over 17,000 food premises to ensure compliance with provincial Food Safety Standards.
- Provide education and skill building training to 150 service providers from 30 agencies to build capacity in fall prevention for older adults; reach 30,000 children, youth and post-secondary students to promote substance misuse prevention and mental health promotion.
- Provide 62,000 educational sessions on pregnancy, positive parenting, healthy eating and breastfeeding.
- Provide dental care to 19,322 children and youth, 4,684 adults and 8,500 seniors.

Program Map

Toronto Public Health

Toronto Public Health reduces health inequities and improves the health of the whole population

Public Health Foundations

Purpose:
To ensure effective public health programs responding to the health needs of the population.

Chronic Diseases & Injuries

Purpose:
To reduce the burden of preventable chronic diseases and injuries of public health importance and to reduce the frequency and severity of preventable injury and of substance misuse.

Family Health

Purpose:
To enable individuals and families to achieve optimal preconception health, experience a healthy pregnancy, have the healthiest newborn(s) possible, and be prepared for parenthood and all children to attain and sustain optimal health and development potential.

Infectious Diseases

Purpose:
To prevent and reduce the burden of infectious diseases of public health importance.

Environmental Health

Purpose:
To prevent and reduce the burden of illness from health hazards in the physical environment

Emergency Preparedness

Purpose:
To ensure a consistent and effective response to public health emergencies and emergencies with public health impacts

Legend:
- Program
- Service
- Activity

Service Customer

Public Health Foundations

- Residents (Children, Youth, Adults & Seniors)
- Employers
- Community Agencies & Organizations
- Educational Institutes

Indirect (Beneficial)
- Residents & Families
- City and Agency Staff
- Neighbourhoods

Chronic Diseases & Injuries

- Residents (Children, Youth, Adults & Seniors)
- Employers
- Community Agencies & Organizations
- Educational Institutes

Indirect (Beneficial)
- Residents & Families
- City and Agency Staff
- Neighbourhoods

Family Health

- Children ages 0 to 6
- Pregnant women
- Parents and Guardians
- Community Agencies & Organizations
- Caregivers
- Youth and adults in their childbearing years

Indirect (Beneficial)
- Residents & Families
- Partners of Pregnant women
- Neighbourhoods
- Health Care Providers

Environmental Health

- Residents
- Food & Water consumers
- Health Hazard Violators
- Drinking and Recreational Water Operators
- Recreational Water Users

Indirect (Beneficial)
- General Public
- Neighbourhoods
- Health Care Providers

Emergency Preparedness

- Emergency Victims
- Residents
- Emergency Response Agencies
- Community Partners

Indirect (Beneficial)
- General Public
- TPH Staff
- Staff – City Divisions and Agencies
- Health Care Providers

Infectious Diseases

- 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
- Licenced Day Nursery Operators
- Funeral Home Operators
- Local Public Health Agencies (across Ontario)
- Toronto Police, Toronto Paramedic Services and Toronto Fire
- Youth and adults in their childbearing years
- Operators of Personal Services (tattoo parlours, barber shops/salons, acupuncturists, etc.)

Indirect (Beneficial)
- General Public
- Youth
- Parents and Guardians
- Health Care Providers
- School Boards
- Ministry of Health & Long-Term Care
- Media

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By Service	$	$	$	$	$	$	%	$	%	$	%
Chronic Diseases & Injuries											
Gross Expenditures	38,748.7	37,927.7	44,431.0	769.2	45,200.2	6,451.5	16.6%	1,840.3	4.1%	1,105.6	2.4%
Revenue	27,618.4	26,842.7	32,123.0	56.3	32,179.3	4,560.8	16.5%	580.5	1.8%	698.8	2.1%
Net Expenditures	11,130.3	11,085.0	12,308.0	713.0	13,020.9	1,890.7	17.0%	1,259.8	9.7%	406.8	2.8%
Emergency Preparedness											
Gross Expenditures	3,132.1	2,370.5	2,326.7	15.3	2,342.0	(790.1)	(25.2%)	32.9	1.4%	61.5	2.6%
Revenue	2,352.7	1,789.5	1,757.1	13.2	1,770.3	(582.3)	(24.8%)	11.5	0.6%	50.2	2.8%
Net Expenditures	779.4	581.0	569.6	2.1	571.6	(207.8)	(26.7%)	21.4	3.7%	11.3	1.9%
Environmental Health											
Gross Expenditures	24,186.4	23,704.8	23,880.4	190.9	24,071.3	(115.0)	(0.5%)	540.9	2.2%	591.6	2.4%
Revenue	18,660.9	17,895.1	18,405.8	158.9	18,564.7	(96.2)	(0.5%)	341.5	1.8%	534.6	2.8%
Net Expenditures	5,525.4	5,809.7	5,474.7	32.0	5,506.6	(18.8)	(0.3%)	199.3	3.6%	56.9	1.0%
Family Health											
Gross Expenditures	87,397.4	85,337.2	92,394.1	731.7	93,125.9	5,728.4	6.6%	2,809.0	3.0%	1,938.7	2.0%
Revenue	71,142.5	69,791.0	72,352.7	28.1	72,380.8	1,238.3	1.7%	1,292.8	1.8%	1,278.3	1.7%
Net Expenditures	16,255.0	15,546.2	20,041.5	703.6	20,745.1	4,490.1	27.6%	1,516.2	7.3%	660.5	3.0%
Infectious Diseases											
Gross Expenditures	64,362.6	61,632.4	62,905.8	631.7	63,537.5	(825.1)	(1.3%)	1,435.9	2.3%	842.4	1.3%
Revenue	50,505.5	48,316.8	49,247.5	473.8	49,721.3	(784.2)	(1.6%)	993.6	2.0%	539.9	1.1%
Net Expenditures	13,857.1	13,315.6	13,658.3	157.9	13,816.2	(40.8)	(0.3%)	442.3	3.2%	302.4	2.1%
Public Health Foundations											
Gross Expenditures	26,251.3	26,075.3	16,079.2	715.3	16,794.5	(9,456.9)	(36.0%)	1,293.1	7.7%	477.1	2.8%
Revenue	14,875.7	14,316.1	9,658.1		9,658.1	(5,217.6)	(35.1%)	261.2	2.7%	255.5	2.6%
Net Expenditures	11,375.6	11,759.2	6,421.1	715.3	7,136.4	(4,239.3)	(37.3%)	1,032.0	14.5%	221.6	2.7%
Total											
Gross Expenditures	244,078.5	237,047.8	242,017.2	3,054.2	245,071.4	992.8	0.4%	7,952.0	3.2%	5,016.8	2.0%
Revenue	185,155.7	178,951.2	183,544.1	730.3	184,274.5	(881.3)	(0.5%)	3,481.1	1.9%	3,357.3	1.8%
Total Net Expenditures	58,922.8	58,096.6	58,473.1	2,323.8	60,796.9	1,874.1	3.2%	4,470.9	7.4%	1,659.5	2.5%
Approved Positions	1,864.6	1,769.4	1,825.5	12.5	1,838.0	(26.6)	(1.4%)	(1.7)	(0.1%)	(2.0)	(0.1%)

The Toronto Public Health's 2017 Operating Budget is $245.071 million gross and $60.797 million net, representing a 3.2% increase to the 2016 Approved Net Operating Budget and above the reduction target as set out in the 2017 Operating Budget Directions approved by Council by $3.406 million net or 5.8%.

- Base pressures are due primarily to inflationary cost increases in salary and benefits and non-salary accounts including a 1.4% inflationary cost of food increase for the Student Nutrition Program.
- To help mitigate the above pressures, the Program was able to achieve expenditure savings from line-by-line review based on actual experience and service efficiency savings from the implementation of capital projects and streamlining business processes with minimal impact on service levels.
- New and enhanced funding of $3.054 million gross and $2.324 million net is included for several service priorities as noted on page 13 and 14.
- Approval of the 2017 Operating Budget will result in Toronto Public Health reducing its total staff complement by 26.6 positions from 1,864.6 to 1,838.0.
- The 2018 and 2019 Plan increases are attributable to salary and benefit increases.

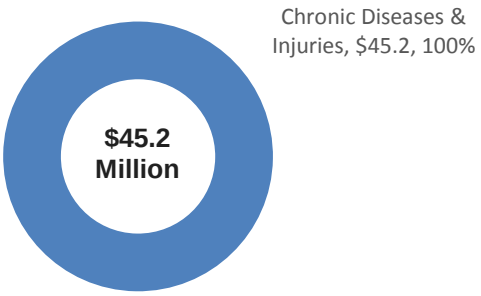
Chronic Diseases & Injuries

Chronic Diseases & Injuries

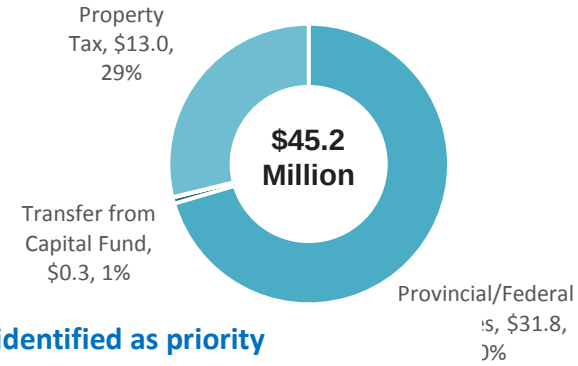
What We Do

- Promote behaviours that reduce the risk of chronic disease.
- Provide support to low income Torontonians to eat sufficient and nutritious food given income inadequacies.
- Deliver promotion and prevention campaigns and services focusing on Cancer Prevention and Early Detection, Nutrition Promotion, Physical Activity Promotion, Tobacco Use Prevention and Cessation, and Injury/Substance Misuse prevention.

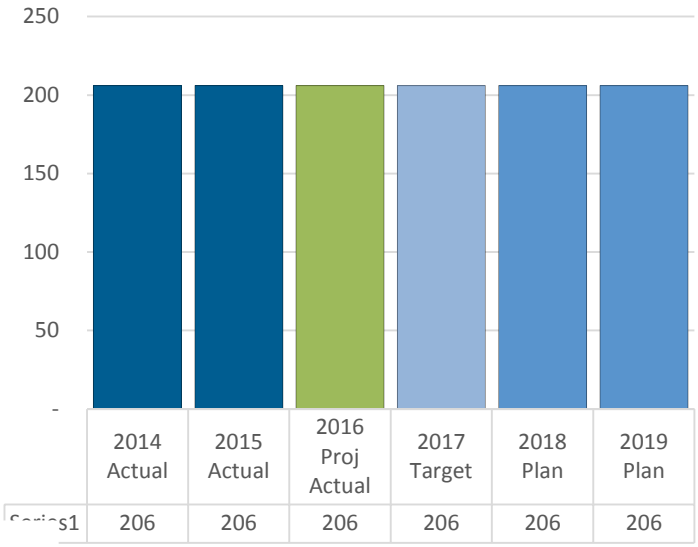
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Number of Elementary/ Middle schools identified as priority by Toronto School Boards receiving CDIP services



- Schools are the ideal setting to reach children with chronic disease and injury prevention initiatives.
- 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 # of services within each school reached. More CDIP services in schools supports increased awareness of and adoption of healthy behaviours
- A PHN can effectively support 6-7 priority elementary schools. CDIP staff provide service on as needed basis in non-priority schools.

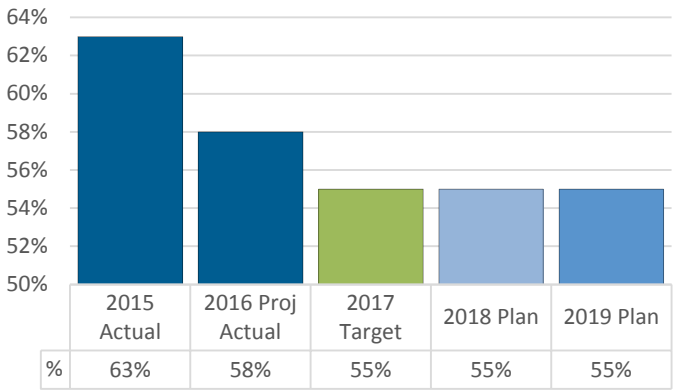
2017 Service Levels
Chronic Disease & Injuries

			Service Levels			
Type	Sub-Type	Status	2014	2015	2016	2017
Assessment and Surveillance		Approved	1. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement. 2. Nutritious food basket measure and survey tool completed annually (Spring/Summer). Assessment on the cost and accessibility of nutritious food used to inform annual program planning and policy.	-Conduct systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement. -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	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.**
		Approved	Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement.	-Conduct systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement.	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.***
Health Promotion and Policy Development	**Priority elementary schools outreach** **Youth peer leader training/ outreach** **Diabetes prevention education**	Approved	Reach 60% (~217,000) of children/youth in Toronto schools with CDIP initiatives building positive health behaviours (healthy eating, active living, tobacco use prevention, UVR/sun safety. Reach 2000 peer leaders in 100 elementary schools participating in Playground Activity Leaders in Schools (PALS) programs, including 50% of participating schools in their second year or more of participation. Provide menu analysis, nutrition education, food skills/literacy training and community referral services to 60% of municipally funded Student Nutrition Programs. Train 600 Youth Leaders and 200 of their Adult Allies from youth-serving agencies in diverse communities in the areas of youth engagement, healthy eating, active living, tobacco use prevention, self-esteem and resiliency. Partner with at least 100 youth-serving agencies to reach over 15,000 youth (through established projects such as the Youth Health Action Network, TPH Youth Grants, Be Your Best Self social media platforms). Engage and educate 24,800 people through Cancer Prevention/Screening interventions (including community presentations/displays to underscreened populations, agency training and support, peer leader training, specific promotion of mammograms in ethnic and community newspapers). Train 140 peer leaders in diabetes education; reach 3,000 people at risk of developing type 2 diabetes directly by trained peer leaders and reach 240,000 people at risk with awareness raising through social marketing. Refer workplaces participating in Health Options at Work to at least 50 TPH services.	-Reach 60% (~217,000) of children/youth in Toronto schools with CDIP initiatives. Reach 100 schools and 2000 peer leaders in elementary schools with Playground Activity Leaders in Schools (PALS) w/ 40% of participating schools in their second year or more of participation. -Provide CDI Services to youth such that 20% of identified youth-serving agencies receive a CDI consultation, 10% of which will receive an additional CDI service, and 50% of which will reach a prioritized youth population. Train 100 peer leaders in diabetes prevention, screening and education; reach 2,000 people at risk of developing type 2 diabetes through trained peer leaders; screen 900 people who may be at risk of type 2 diabetes; work with 80 community agencies and workplaces on diabetes prevention activities. -Provide at least 85 TPH services to workplaces participating in Health Options at 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).	Approximately 200,000 students reached in 865 student nutrition 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).** **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 1, 450 participants.**
	Substance misuse prevention & mental health promotion outreach **Public Health Nurse liaison services**	Approved	1. Maintained and fostered over 200 substance misuse prevention partnerships. 2. Delivered peer leader training to youth to enable them to effectively deliver injury and substance misuse prevention messaging to their peers. Approximately, a total of 800 peer leaders were trained from elementary, middle, secondary and post secondary institutions and the community to reach approximately 41,000 children and youth. 3. Ongoing injury prevention campaign focussing on parents of 5-9 year olds (including newsletters serving different ethnic communities)	-Collaborate with 300 partners (including schools, libraries, community agencies, 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	100% of approximately 815 Toronto Publically Funded Schools offered Public Health Nurse liaison services	**Reach 25, 000 children, youth, and 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.**
Health Protection		Approved	1. Respond to all (100 %) tobacco enforcement related complaints (enclosed public and workplace - hospitals/schools/youth access/display& promotion/bars& restaurants etc.) 2. 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) 3. Maintain compliance checks of schools. 4. Maintain compliance checks of high risk workplaces. Refer complaints about contraband to the Ministry of Revenue. 5. All (100%) of documented infractions will result in a written warning, an offence notice or summons depending/based on the frequency and severity of non-compliance.	-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.***
	Agency education for older adult fall prevention	Approved	1. Provided car seat safety training at licensed child care centres, libraries, children aid societies, reaching 2000 people (projection). 2. Provided bike helmet use education sessions at schools, community centres, libraries, workplaces reaching 2269 people 3. Worked with libraries to host parenting programs and youth programs focussed on substance misuse.	-Provide injury prevention education (including wheel safety and concussion prevention) to 3500 elementary-aged children. -Provide 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.**
Partnership Funding	**Student Nutrition Program**	Approved	465 school communities (representing 685 student nutrition programs) received grant funding through the municipal subsidy administered by the two public school board foundations reaching 132,246 children and youth (105,624 children and 26,622 youth).	-Provide menu analysis, nutrition education and/or food skills/literacy training to 60% of municipally funded Student Nutrition Programs in the 2014/2015 school year.	Service Level Reviewed and Discontinued	**Provide nutrition consultation and support to 55% of municipally funded Student Nutrition Programs in the 2016/17 school year.** **Support 565 school communities to provide 33,746,000 meals/year to 179,500 children and youth, with municipal funding for student nutrition programs (Sept 2016 - June 2017 school year).**
	Drug Prevention Community Investment Program	Approved	Funded 26 community drug prevention projects.	-Fund 16 community drug prevention projects.	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.***
Assessment and Surveillance		Approved	Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement.	-Conduct systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement.	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.***

- As part of annual service level inventory clean up, the 2016 Service Levels were reorganized or merged with other Service Levels to reflect a better view of services provided but reported out incorrectly as "discontinued". This has been corrected for the 2017 Budget.
- Service Levels from prior years have been reorganized and new language, target changes and sub-types have been added for clarity and better reflection of high level view of services provided.
- The changes do not reflect the deletion of any services provided by TPH.

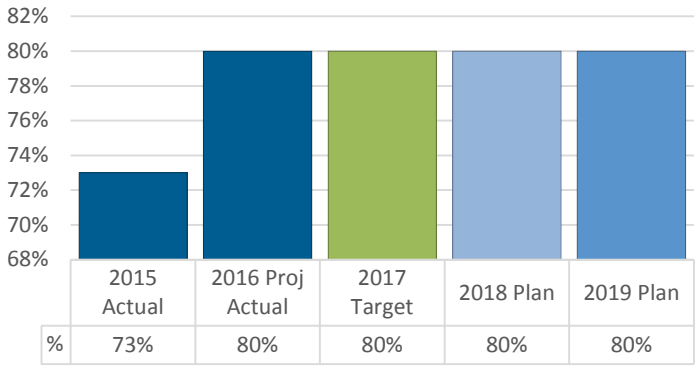
Service Performance Measures

% of Municipality funded Student Nutrition Programs (SNPs) receiving nutrition consultation and support in the school year



- In 2016/2017, 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.
- With enhanced funding for SNP, the number of municipally funded programs will increase from 717 in 2015 to 764 in 2016; RD staffing level remains unchanged.
- TPH focuses efforts on program start-ups and those that have had challenges in meeting nutrition standards in the past.

% of Service Providers who receive Training from TPH



- The chart shows the percentage of service providers who receive training from TPH that indicate they have used falls prevention (Step Ahead) information for older adults with their clients in the 3-mnth follow-up survey.
- Service providers are educated on the basics of healthy aging as well as 10 progressive best practice exercises.
- Service providers actively demonstrate the skills acquired during the training to increase their confidence and intent to use.

Table 2
2017 Service Budget by Activity

($000s)	2016 Budget $	2017 Operating Budget: Base Budget $	Service Changes $	Base $	Base Budget vs. 2016 Budget $	% Change %	New/ Enhanced $	Budget $	2017 Budget vs. 2016 Budget $	%	Incremental Change: 2018 Plan $	%	2019 Plan $	%
GROSS EXP.														
Chronic Diseases & Injuries	38,748.7	45,151.4	(720.4)	44,431.0	5,682.3	14.7%	769.2	**45,200.2**	6,451.5	16.6%	1,840.3	4.1%	1,105.6	2.4%
Total Gross Exp.	38,748.7	45,151.4	(720.4)	44,431.0	5,682.3	14.7%	769.2	**45,200.2**	6,451.5	16.6%	1,840.3	4.1%	1,105.6	2.3%
REVENUE														
Chronic Diseases & Injuries	27,618.4	32,643.3	(520.3)	32,123.0	4,504.6	16.3%	56.3	**32,179.3**	4,560.8	16.5%	580.5	1.8%	698.8	2.1%
Total Revenues	27,618.4	32,643.3	(520.3)	32,123.0	4,504.6	16.3%	56.3	**32,179.3**	4,560.8	16.5%	580.5	1.8%	698.8	2.1%
NET EXP.														
Chronic Diseases & Injuries	11,130.3	12,508.1	(200.1)	12,308.0	1,177.7	10.6%	713.0	**13,020.9**	1,890.7	17.0%	1,259.8	9.7%	406.8	2.8%
Total Net Exp.	11,130.3	12,508.1	(200.1)	12,308.0	1,177.7	10.6%	713.0	**13,020.9**	1,890.7	17.0%	1,259.8	9.7%	406.8	2.8%
Approved Positions	289.9	321.6	(8.2)	313.4	23.5	8.1%		**313.4**	23.5	8.1%	1.1	0.3%	0.6	0.2%

The ***Chronic Disease and Injuries*** *service* promotes behaviours that reduce the risk of chronic disease and provides support to low income Torontonians to eat sufficient and nutritious food given income inadequacies. This service primarily delivers promotion and prevention campaigns and services focusing on Cancer Prevention and Early Detection, Nutrition Promotion, Physical Activity Promotion, Tobacco Use Prevention and Cessation, and Injury/Substance Misuse Prevention***.**

The Chronic Disease and Injuries service's 2017 Operating Budget of $45.200 million gross and $13.021 million net is $1.891 million or 17.0% over the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service is experiencing increased cost of food for the Student Nutrition Program totaling $0.046 million and the reversal of one-time funding from reserve used to fund this initiative in 2016, adding a pressure of $0.036 million in 2017, and a realignment of expenditures between services with no net impact on the Program.

- In order to offset these pressures, the 2017 Operating Budget includes savings of $0.090 million from the provincial upload of the claims processing functions for dental programs, withdraw of $0.020 million from the Tax Stabilization Reserve to fund 1-on-1 Mentoring Program and efficiency savings from various initiatives totaling $0.200 million.

- The 2017 Operating Budget for Chronic Disease & Injuries service includes new funding of $0.713 million net to fund the following:

  - The 100% City-funded Student Nutrition Program of $0.694 million gross and net
  - The cost-shared Toronto Urban Health Fund program of $0.075 million gross and $0.019 million net.

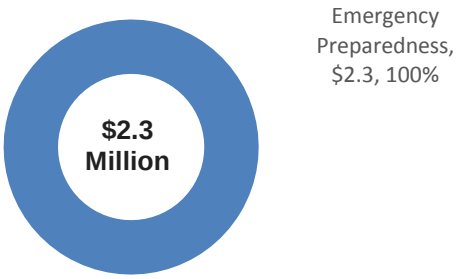
Emergency Preparedness

Emergency Preparedness

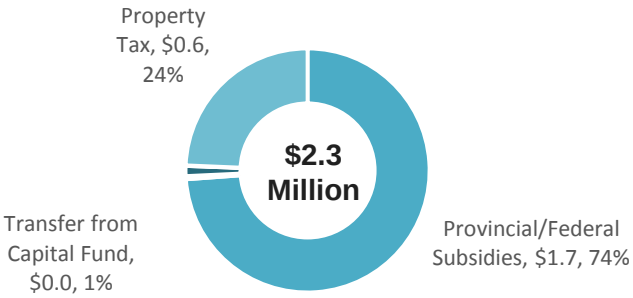
What We Do

- 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).

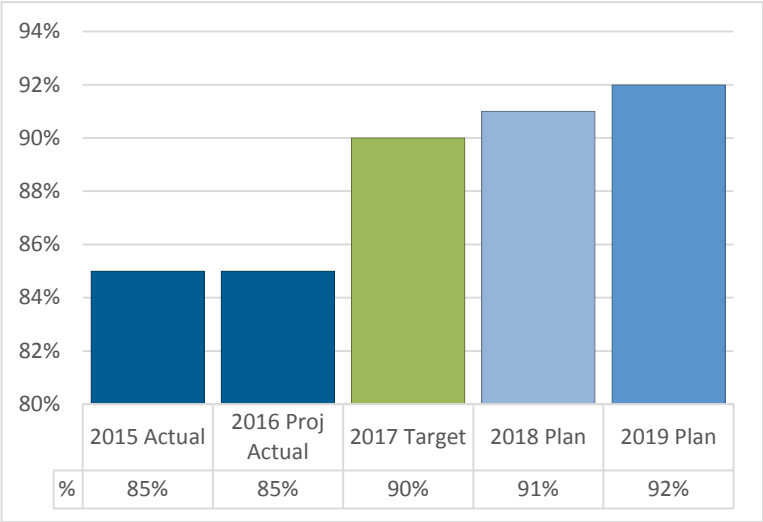
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



% of non-union staff completed Incident Management System (IMS) instructor led training within the last 5 years



	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
%	85%	85%	90%	91%	92%

- 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.
- To maintain a state of preparedness a 95% completion rate is maintained.

2017 Service Levels
Emergency Preparedness

			Service Levels			
Type	Sub-Type	Status	2014	2015	2016	2017
Assessment and Surveillance		Approved	Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement.	-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	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.*

- As part of annual service level inventory clean up, the 2016 Service Levels were reorganized or merged with other Service Levels to reflect a better view of services provided but reported out incorrectly as "discontinued". This has been corrected for the 2017 Budget.
- Service Levels from prior years have been reorganized and new language, target changes and sub-types have been added for clarity and better reflection of high level view of services provided.
- The changes do not reflect the deletion of any services provided by TPH.

Table 3

2017 Service Budget by Activity

	2016	2017 Operating Budget								Incremental Change					
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Emergency Preparedness	3,132.1	2,377.7	(51.0)	2,326.7	(805.4)	(25.7%)	15.3	**2,342.0**	(790.1)	(25.2%)	32.9	1.4%	61.5	2.6%
Total Gross Exp.	3,132.1	2,377.7	(51.0)	2,326.7	(805.4)	(25.7%)	15.3	**2,342.0**	(790.1)	(25.2%)	32.9	1.4%	61.5	2.5%
REVENUE														
Emergency Preparedness	2,352.7	1,795.4	(38.2)	1,757.1	(595.6)	(25.3%)	13.2	**1,770.3**	(582.3)	(24.8%)	11.5	0.6%	50.2	2.8%
Total Revenues	2,352.7	1,795.4	(38.2)	1,757.1	(595.6)	(25.3%)	13.2	**1,770.3**	(582.3)	(24.8%)	11.5	0.6%	50.2	2.7%
NET EXP.														
Emergency Preparedness	779.4	582.3	(12.7)	569.6	(209.9)	(26.9%)	2.1	**571.6**	(207.8)	(26.7%)	21.4	3.7%	11.3	1.9%
Total Net Exp.	779.4	582.3	(12.7)	569.6	(209.9)	(26.9%)	2.1	**571.6**	(207.8)	(26.7%)	21.4	3.7%	11.3	1.9%
Approved Positions	25.3	19.8	(0.5)	19.3	(6.0)	(23.8%)	0.1	**19.4**	(5.9)	(23.4%)	(0.2)	-1.0%	0.1	0.5%

The ***Emergency Preparedness*** service aims to ensure TPH is prepared for a public health emergency as the successful resolution of an emergency depends on the readiness of an organization at the beginning of the crisis***.*** This service develops and maintains emergency response plans and conducts exercises and training courses on emergency preparedness.

The Emergency Preparedness Service's 2017 Operating Budget of $2.342 million gross and $0.572 million net is $0.208 million or 26.7% under the 2016 Approved Net Budget.

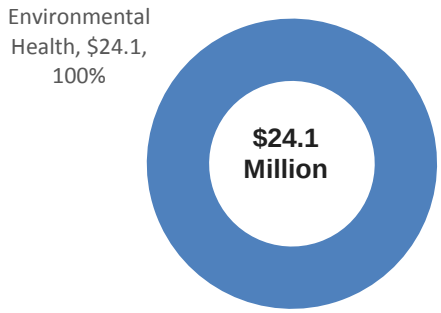
- Base budget pressures arising from inflationary cost increases were offset by savings from the provincial upload of claims processing functions for dental program of $0.011 million and service efficiencies of $0.013 million and a realignment of expenditures between services.
- The 2017 Operating Budget for Emergency Preparedness service includes new funding of $0.002 million net to fund the following:
  - Cooling Centres Pilot project of $0.0.007 million gross and $0 million net; and,
  - The cost-shared Health Hazard and Food Safety Inspection program of $0.008 million gross and $0.002 million net.

Environmental Health

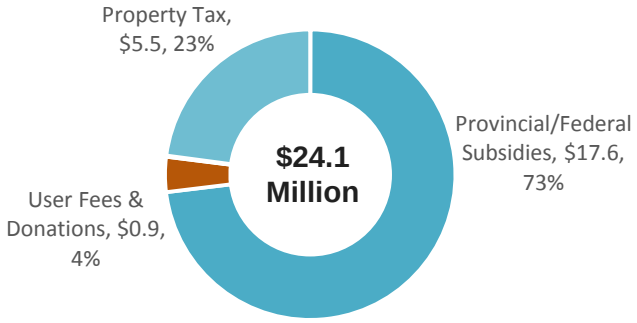
What We Do

- Promote safety of food and beverages in restaurants and processing plants including inspection of over 17,000 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.

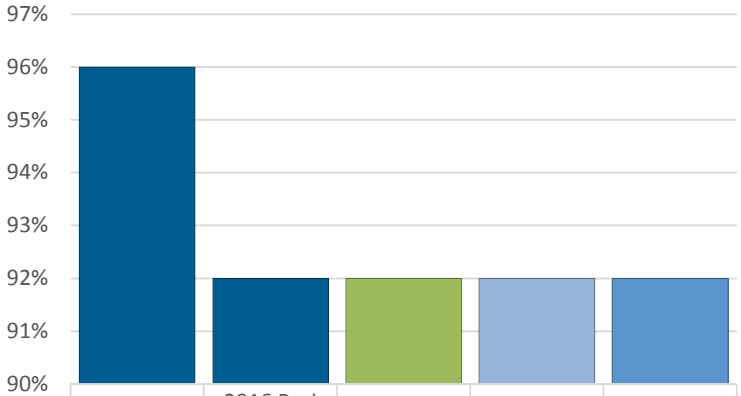
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



% of High Risk food premises in compliance with Food Premises regulations



	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
%	96%	92%	92%	92%	92%

- 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.
- 'High risk' is a designation set by the Province of Ontario. There are three categories 'High', 'Moderate', and 'Low''. Health Units are mandated to inspect 'High-risk' premises three times per year (once every 4 months) as they are more likely to contribute to food-borne illness. The compliance rates within high risk establishments are tracked to determine the need for any additional food safety strategy
- TPH has been able to exceed the industry standard of 90% compliance and the trend is expected to continue.

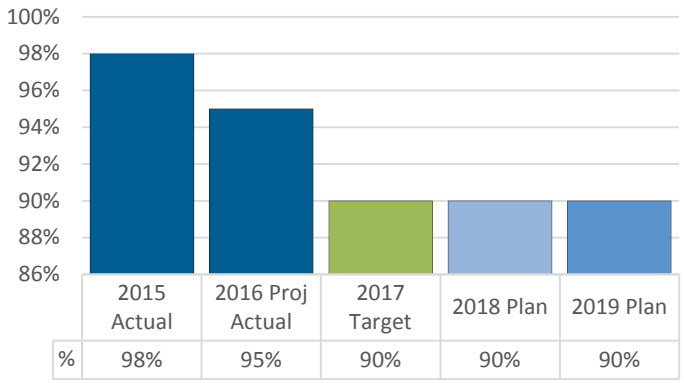
2017 Service Levels
Environmental Health

			Service Levels			
Type	Sub-Type	Status	2014	2015	2016	2017
Assessment and Surveillance	Public swimming pools and spas assessment/ surveillance	Approved	1. Receive up to 1,000 adverse water reports from Toronto Water annually; assesses, respond and provide appropriate direction as required. 2. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement.	- 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.
Health Promotion and Policy Development		Approved	1. Maintain and update Toronto's public website on Toronto's beach water conditions (includes notices of beach closures, locations and swimming conditions). 2. Revise Pool and SPA Operator informations. 3. Implement a process for disclosing inspection results for swimming pools and spas.	-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.*
Disease Prevention / Health Protection		Approved	1. System in place to receive and respond to adverse events. Up to 1,000 adverse drinking water events reported and investigated. 2. All 11 public beaches monitored daily (from June to September); with 61 beach water samples taken and assessed/analyzed daily and reported on the public web site. 3. Inspect all 138 (100%) Class A Indoor Pools 4 times (once every three months). 4. Issue Section 13 (HPPA) Closure Orders for swimming pools, spas, and wading pools where conditions are found to cause a health hazard. 5. Maintain compliance rate at no less than 85%.	-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 24/7 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.*
Assessment and Surveillance		Approved	1. Report in accordance with HPPA and regulations and respond to suspected cases within 24 hours. 2. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement.	-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.*
		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.*
Health Promotion and Policy Development	Home food safety outreach	Approved	1. Offer food safety training and certification to 9,000 food handlers working in licensed food premises. 2. Conduct major Home Food Safety Health Promotion campaign aimed at 2.6 million Toronto residents.	-offer food safety training and certification to 9,000 food handlers working in licensed food premises - conduct major Home Food Safety Health Promotion campaign aimed at 2.6 million Toronto residents	Service Level Reviewed and Discontinued	Conduct outreach at 10 community markets serving vulnerable clients with home food safety resources.
Disease Prevention / Health Protection	Food premises inspection	Approved	1. Report in accordance with HPPA and regulations and respond to reports of suspected cases within 24 hours. 2. Inspected all 17,617 (approximately) food premises. 3. Conduct 16,626 Inspections of the 5,542 High Risk premises (each inspected once every four months). 4. Maintain compliance rate at no less than 90%. 5. Conduct 15,800 Risk Assessments.	- 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 (3778) at least 2 times per year. Inspect all moderate risk food premises (7923) at least once per year. Complete 3000 re-inspections or achieve a compliance rate of 90% or higher.
Health Promotion and Policy Development		Approved	1.Provide Hot Weather Protection Packages to 675 (100%) Rooming and Houses and other facilities	-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.*
Disease Prevention / Health Protection	Health hazard response West Nile prevention Bed bug response	Approved	1. Respond to 5500 complaints alleging a health hazard within 24 hours or by the next business day. 2. Inspect 407 (100%) High Risk Rooming/Boarding Houses during an extended Extreme Heat event. 3. Respond to 100% of Critical Incidents from EMS within 24 hours. 4. Respond to 695 (100%) After hours calls through On Call system.	- 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 cases -maintain 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	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.

- As part of annual service level inventory clean up, the 2016 Service Levels were reorganized or merged with other Service Levels to reflect a better view of services provided but reported out incorrectly as "discontinued". This has been corrected for the 2017 Budget.
- Service Levels from prior years have been reorganized and new language, target changes and sub-types have been added for clarity and better reflection of high level view of services provided.
- The changes do not reflect the deletion of any services provided by TPH.

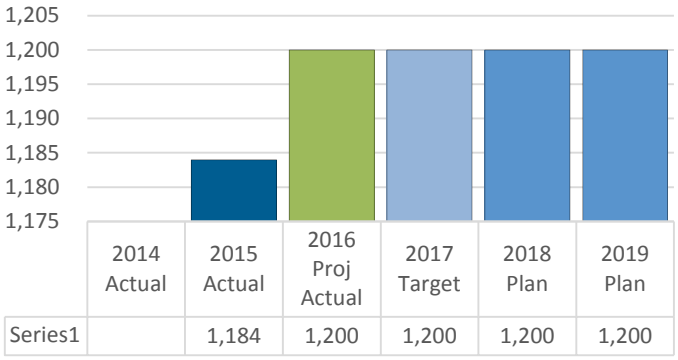
Service Performance Measures

% 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.

Number of Health Hazard Complaints investigated



- The number of hazard complaints is expected to remain stable at the 2016 levels.
- All the complaints received are investigated but response time can be affected by resources. Priority will be given to complaints relating to a potential health hazard.
- Numbers reflect Health Hazard complaints only (does not include Rabies prevention or Bed Bug complaints).

Table 4
2017 Service Budget by Activity

($000s)	2016 Budget	2017 Operating Budget: Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		Incremental Change: 2018 Plan		2019 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Environmental Health	24,186.4	24,329.0	(448.6)	23,880.4	(305.9)	(1.3%)	190.9	**24,071.3**	(115.0)	(0.5%)	540.9	2.2%	591.6	2.4%
Total Gross Exp.	24,186.4	24,329.0	(448.6)	23,880.4	(305.9)	(1.3%)	190.9	**24,071.3**	(115.0)	(0.5%)	540.9	2.2%	591.6	2.3%
REVENUE														
Environmental Health	18,660.9	18,727.9	(322.2)	18,405.8	(255.2)	(1.4%)	158.9	**18,564.7**	(96.2)	(0.5%)	341.5	1.8%	534.6	2.8%
Total Revenues	18,660.9	18,727.9	(322.2)	18,405.8	(255.2)	(1.4%)	158.9	**18,564.7**	(96.2)	(0.5%)	341.5	1.8%	534.6	2.8%
NET EXP.														
Environmental Health	5,525.4	5,601.1	(126.5)	5,474.7	(50.8)	(0.9%)	32.0	**5,506.6**	(18.8)	(0.3%)	199.3	3.6%	56.9	1.0%
Total Net Exp.	5,525.4	5,601.1	(126.5)	5,474.7	(50.8)	(0.9%)	32.0	**5,506.6**	(18.8)	(0.3%)	199.3	3.6%	56.9	1.0%
Approved Positions	198.5	198.9	(5.8)	193.1	(5.3)	(2.7%)	1.9	**195.0**	(3.4)	(1.7%)	(0.6)	-0.3%	0.9	0.4%

The ***Environmental Health*** service promotes safety of food and beverages through inspection of over 17,000 food premises to ensure compliance with provincial Food Safety Standards and monitors drinking water and recreational water quality to ensure compliance with provincial standards. Other services include education, training and certification on safe food preparation, handling and processing for food premise operators as well food safety education for the general public.

The Environmental Health Service's 2017 Operating Budget of $24.071 million gross and $5.507 million net is $0.019 million or 0.3% under the 2016 Approved Net Budget.

- Base budget pressures arising from inflationary cost increases and a realignment of expenditures between services have been offset by provincial upload of claims processing functions for dental programs of $0.069 million and efficiency savings from various initiatives totaling $0.129 million net.

- The 2017 Operating Budget for Environmental Health service includes new funding of $0.032 million net to fund the following:

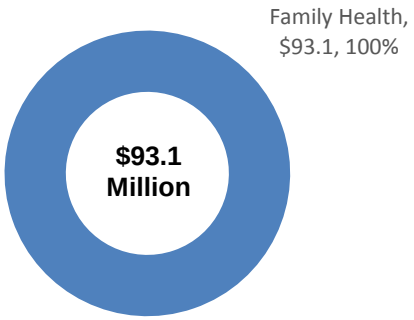
  - Cooling Centres Pilot project of $0.0.063 million gross and $0 million net; and,
  - The cost-shared Health Hazard and Food Safety Inspection program of $0.128 million gross and $0.032 million net.

Family Health

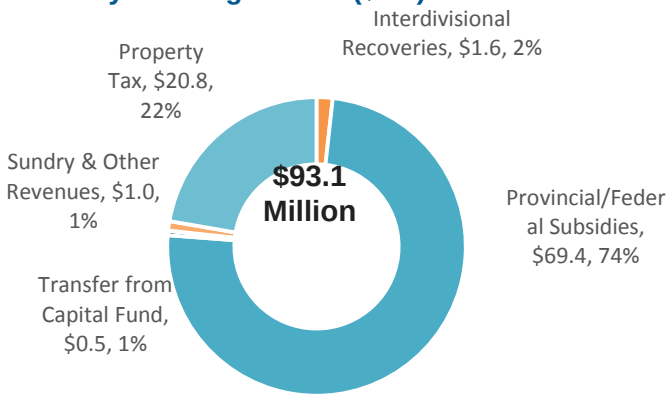
What We Do

- 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.

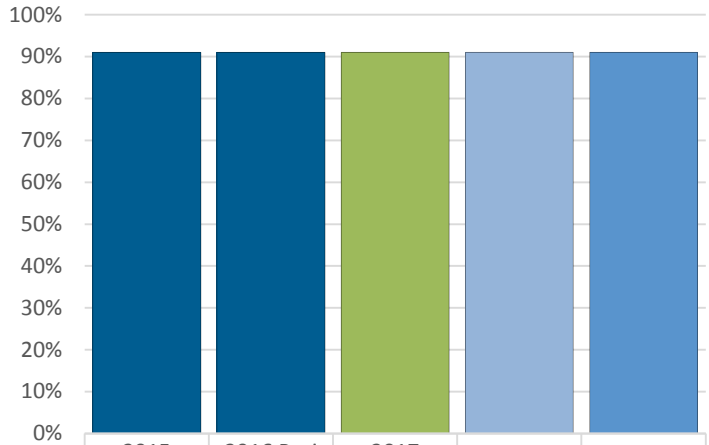
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



% of JK-Grade 8 students enrolled in Public Schools receiving Dental Screening



	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
Series1	91%	91%	91%	91%	91%

- The number of children screened by dental staff in elementary schools is expected to remain stable at the 2016 levels as the number of schools is not expected to increase.

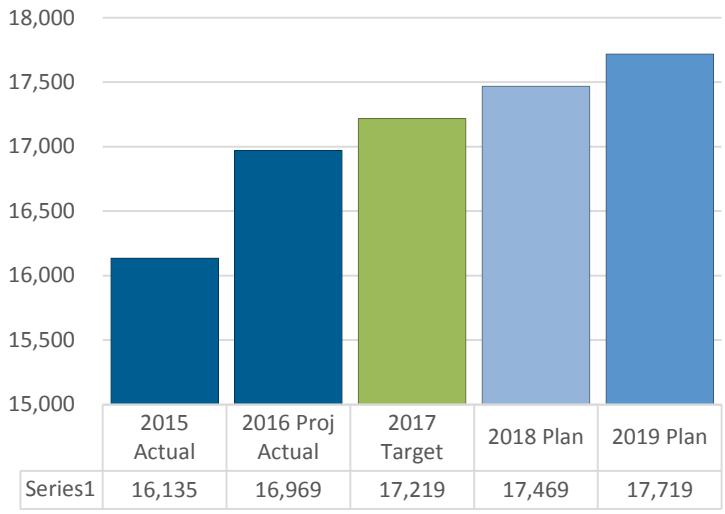
2017 Service Levels
Family Health

			Service Levels			
Type	Sub-Type	Status	2014	2015	2016	2017
Assessment and Surveillance		Approved	Systematic and routing assessment, surveillance, monitoring and report to inform program and policy development, access and analysis of Early Development Index (EDI) data and collaboration with Public Health Ontario on identification and collection of child health indicators	-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.*
		Approved	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	-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.*
Health Promotion and Policy Development	Child health educational sessions Child health individual interventions	Approved	Promotion and support of breastfeeding initiation and duration through hospital liaison with 12 birth hospitals, provision of individual counselling to 25,000 women through telephone counselling, home visits and clinics. Establish sustainability plan for Baby Friendly Initiative (BFI) designation (through Breastfeeding Committee of Canada). Provision of culturally-appropriate nutrition education to 2,500 families through Peer Nutrition Program and group parenting education to 2,750 parents. Develop physician outreach strategy to advance early identification screening and referral.	-promote and support of breastfeeding 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 parents. -continue 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 support groups) (20,000 TCs, 8200 Clinic visits, 500 at breastfeeding support groups)	Deliver 5085 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).
	Reproductive health educational sessions Reproductive health individual interventions	Approved	Transition group prenatal education program to upgraded web page and prenatal e-learning module with first year target of 750 women participants, provide group nutrition education to 2,500 prenatal women at 39 Canada Prenatal Nutrition Program sites, provide 750 at risk prenatal women with individual nutrition counselling, develop and implement preconception health promotion strategy	-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 referral (700 HBHC, 150 HARP, 200 CPNP individual, 800 HBP)	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 8,495 individual interventions delivered to families to sustain and optimize healthy pregnancy, support having the healthiest newborns possible and be prepared for parenthood.
Disease Prevention	Child health screening	Approved	Implement provincial changes to Healthy Babies Healthy Children program; including introduction of new postpartum screening too and work with 12 birth hospitals to increase screening rate to 85% of all newborns. Provide 35,000 home visits to high risk families.	-implement provincial changes to Healthy Babies Healthy 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	80% of approximately 31,500 Newborns screened for healthy babies, healthy children (HBHC) program	62,372 screens completed (including hearing, developmental, communications, nutrition, postpartum depression and parenting screens) to identify children at risk for adverse/or decreased child development outcomes.
Health Protection		Approved	Reviewed and assessed 100% of monthly reports generated by Toronto Water on the concentration of fluoride.	-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.*
Dental Treatment for Children and Youth - Healthy Smiles Ontario (HSO)		Approved	Based on current staffing levels, project 10,300 enrolment in HSO, 10069 claims from private dentists and 2163 claims for City dental clinic (3 percent increase)	-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.*
Dental Treatment for Eligible Clients	Senior, children & youth dental treatment Emergency dental treatment Mobile Dental Clinic	Approved	Based on current staffing levels, project 3% increase in dental services; 13,390 seniors and caregivers in long-term care homes and treatment to 7,379. Treated 7,762 children and youth; and 623 perinatal clients.	-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. 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.
Toronto Preschool Speech and Language System		Approved	Coordinate delivery of speech and language intervention services to 8,000 pre-school children, including 4,500 new referrals through 340 community service delivery sites. Achieve average age of referral at 24 months and reduce average waitlist times to 3 months. Train 500 care providers on early identification and speech therapy support. Screen 38,00 (95%) of newborns born in Toronto hospitals for hearing loss and provide counselling, referral and support to 125 families who have an infant or child with a diagnosed hearing or vision loss. Complete the review of the TPSLS service delivery model.	-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 to100-155 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.*
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 850 families who receive social assistance and deliver 35 Let's Talk support groups.	-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	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.*
Disease Prevention	Reproductive health screening	Approved	Provide through the Healthy Babies Healthy Children Program: Implement provincial changes to program including roll out of new screening tool, increase outreach to physicians regarding prenatal screening to increase prenatal screening by 50% over 2012 levels (1,500 women), provide assessment, counselling education and referral to 500 high risk prenatal women, deliver Homeless At Risk Pregnant (HARP) program to 100 clients.	-deliver Healthy Babies Healthy Children Program including implementing provincial program changes, increasing outreach to physicians regarding prenatal screening, providing assessment, counselling, education and referral to1,614 high risk prenatal women -deliver Homeless At Risk Pregnant (HARP) program to 125 clients	Service Level Reviewed and Discontinued	1664 screens completed to identify individuals and families at risk for adverse birth outcomes in pregnancy.

- As part of annual service level inventory clean up, the 2016 Service Levels were reorganized or merged with other Service Levels to reflect a better view of services provided but reported out incorrectly as "discontinued". This has been corrected for the 2017 Budget.
- Service Levels from prior years have been reorganized and new language, target changes and sub-types have been added for clarity and better reflection of high level view of services provided.
- The changes do not reflect the deletion of any services provided by TPH.

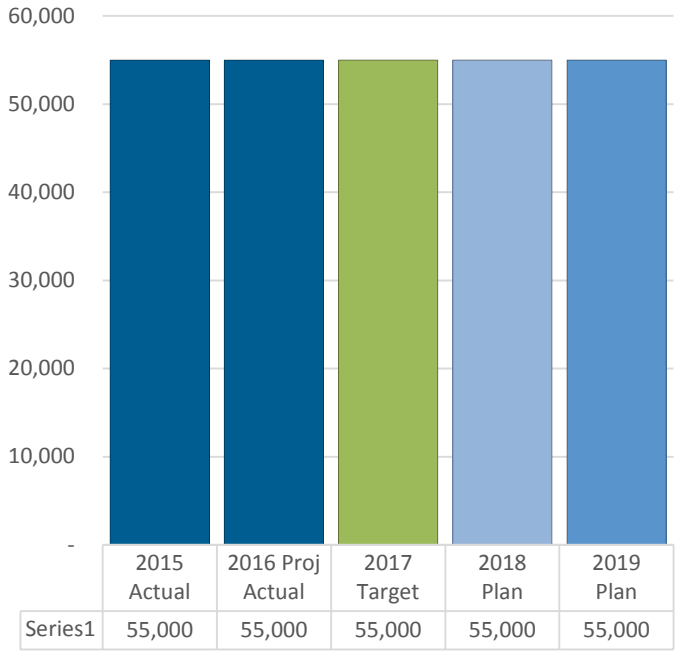
Service Performance Measures

Number of low income Children < 17 years of age receiving Dental Care



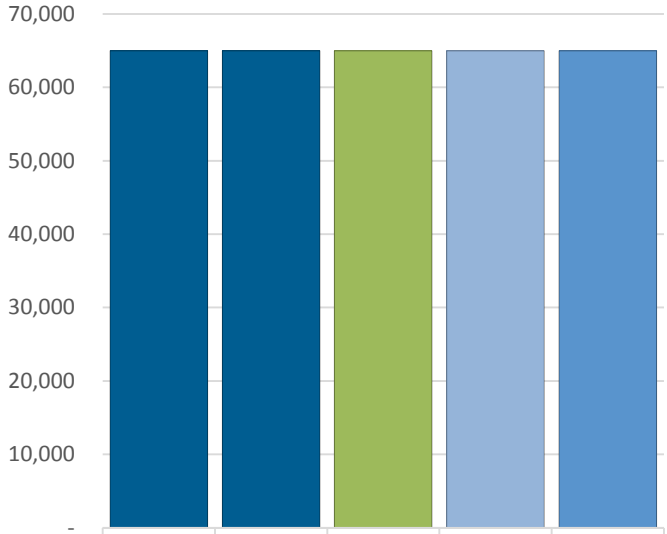
- The chart shows the number of children 17 years or younger from low income families receiving dental care in TPH operated dental clinics.
- Poor oral health affects general health, self-esteem, social interaction, academic performance and quality of life.
- Disadvantaged populations carry the burden of disease concentration.
- Children 17 years of age and younger from low income families report improved oral health after receiving dental treatment in TPH dental clinics

Number of Educational Sessions Delivered



- 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.
- 48,895 online prenatal education sessions
- 1,307 prenatal education sessions at Canada Prenatal Nutrition Programs (CPNP)
- 4,850 parenting sessions
- 46 education sessions to support preschool speech and language
- Provincial Accountability Agreements:
  - Baby Friendly Initiative (BFI)

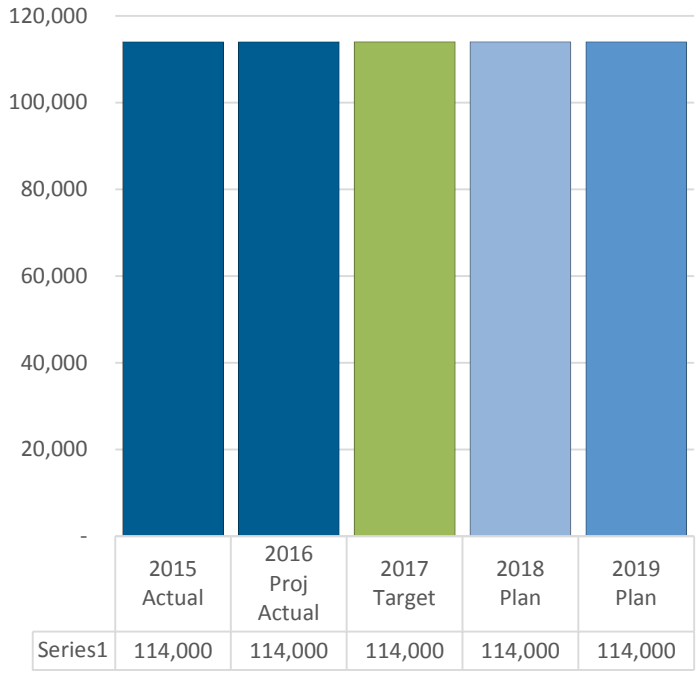
Number of Screens Completed



	2015 Actual	2016 Proj Actual	2017 Target	2018 Plan	2019 Plan
Series1	65,000	65,000	65,000	65,000	65,000

- The chart shows number of screens completed to identify individuals at risk for adverse birth outcomes and/ or to identify children a risk for adverse/ or decreased child development.
- 736 women screened in for Healthy Babies Healthy Children (HBHC)
- 928 women screened in for Healthiest Babies Possible (HBP)
- 37,777 hearing screens
- 2,446 Early ID screens
- 595 NutriSTEP screens
- 22,035 postpartum and parenting screens for HBHC
- 114 Screens for postpartum depression

Number of Interventions delivered to families



- This chart shows number of interventions delivered to families to improve child development outcomes and increase parenting capacity to sustain and optimize child health and development.
- 4,630 individual interventions with high risk pregnant women in HBHC.
- 3,712 individual visits in HBP with high risk pregnant women
- 136 high risk women identified at CPNP
- 42,179 individual services to high risk children to support speech, language, blind low vision and hearing impaired
- 40,975 individual services to high risk families in HBHC
- 20,185 interactions/interventions to support breastfeeding
- 1,766 individual interactions with parents to support healthy growth and development
- 230 nutritional counselling interactions
- Provincial Accountability Agreements:
  - MCYS-HBHC provide HV
  - Baby Friendly Initiative (BFI)

Table 5
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Family Health	87,397.4	92,982.0	(587.8)	92,394.1	4,996.7	5.7%	731.7	**93,125.9**	5,728.4	6.6%	2,809.0	3.0%	1,938.7	2.0%
Total Gross Exp.	87,397.4	92,982.0	(587.8)	92,394.1	4,996.7	5.7%	731.7	**93,125.9**	5,728.4	6.6%	2,809.0	3.0%	1,938.7	2.0%
REVENUE														
Family Health	71,142.5	72,730.0	(377.3)	72,352.7	1,210.2	1.7%	28.1	**72,380.8**	1,238.3	1.7%	1,292.8	1.8%	1,278.3	1.7%
Total Revenues	71,142.5	72,730.0	(377.3)	72,352.7	1,210.2	1.7%	28.1	**72,380.8**	1,238.3	1.7%	1,292.8	1.8%	1,278.3	1.7%
NET EXP.														
Family Health	16,255.0	20,252.0	(210.5)	20,041.5	3,786.5	23.3%	703.6	**20,745.1**	4,490.1	27.6%	1,516.2	7.3%	660.5	3.0%
Total Net Exp.	16,255.0	20,252.0	(210.5)	20,041.5	3,786.5	23.3%	703.6	**20,745.1**	4,490.1	27.6%	1,516.2	7.3%	660.5	2.9%
Approved Positions	651.3	715.3	(6.4)	708.9	57.6	8.8%		**708.9**	57.6	8.8%	0.8	0.1%	(0.0)	(0.0%)

The *Family Health* service promotes and supports healthy behaviours and environments for people in their childbearing years, pregnant women, their partners and infants and children. The Service also supports proper oral health. This service primarily:

- Provides education, counselling and population health promotion related to reproductive and child health matters from public health professionals; and

- Provides screening of school aged children, preventive dental services; dental treatment for children under the provincial Healthy Smiles Ontario (HSO) program; basic dental treatment for low income children / youth not eligible for HSO and adults enrolled in public health programs / Ontario Works / Ontario Disabilities Support Program / Interim Federal Health program and low-income seniors; and dental services for seniors in collective living centers.

The Family Health's 2017 Operating Budget of $93.126 million gross and $20.745 million net is $4.490 million or 27.6% over the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service is experiencing inflationary cost of food increases for the Student Nutrition Program totaling $0.046 million, reversal of one-time reserve funding used to fund this Program in 2016 of $0.036, and a realignment of expenditures between services with no net impact on the Program.
- In order to partially offset these pressures, the 2017 Operating Budget includes provincial upload of claims processing functions for dental programs totaling $0.244 million and efficiency savings from various initiatives of $0.205 million.
- The 2017 Operating Budget for Family Health service includes new funding of $0.704 million net to fund the the following:
  - The 100% City-funded Student Nutrition Program of $0.694 million gross and net
  - The cost-shared Toronto Urban Health Fund program of $0.038 million gross and $0.009 million net.

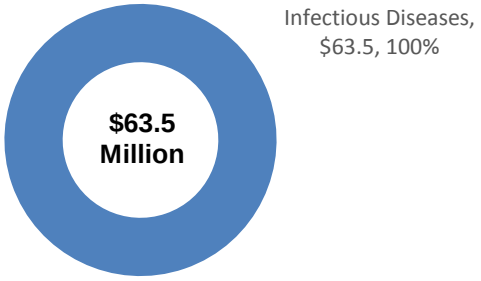
Infectious Diseases

Infectious Deseases

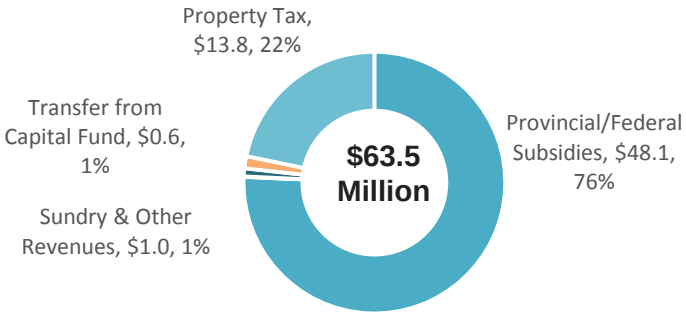
What We Do

- Provide services that reduce the occurrence and transmission of infectious diseases through public education, surveillance, case and contact management, immunization and outbreak response

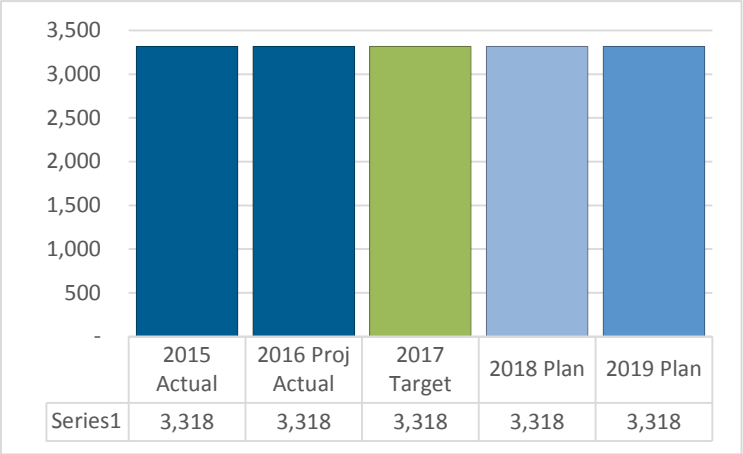
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Number of known critical and semi-critical Personal Services Setting Premises inspected annually



- Personal service settings (PSS) premises are inspected to reduce the risk of transmission of blood borne and other types of infection for both clients and workers during the delivery of personal services.
- TPH strives to inspect 100% of all critical and semi-critical PSS every year as per the Ministry of Health and Long Term Care (MOHLTC) Accountability Agreement Target.
- The Program has consistently achieved 99% inspection rates (some inspections initiated in December of one year. cannot

2017 Service Levels
Infectious Diseases

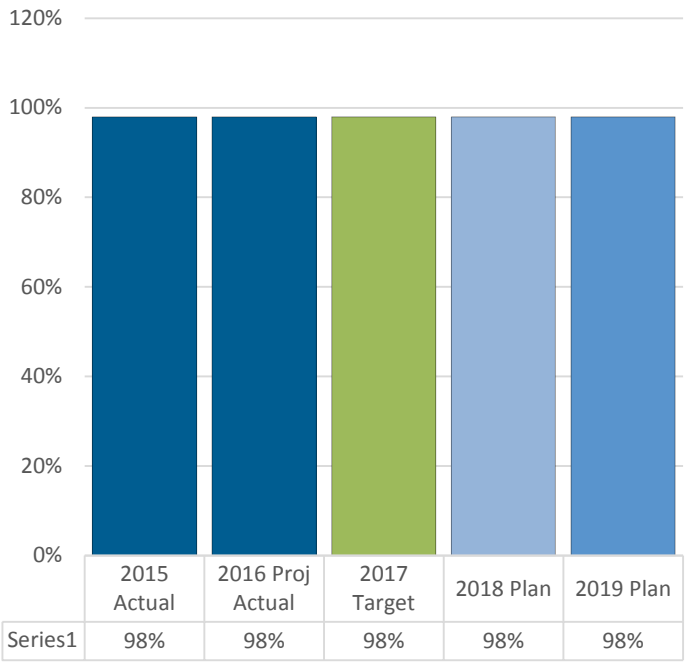
			Service Levels			
Type	Sub-Type	Status	2014	2015	2016	2017
Assessment and Surveillance	**Suspect/ confirmed Infectious diseases investigation/ management**	Approved	1. Receive, assess and review 89,000 notifications of infectious diseases annually. 2. Infectious disease surveillance information reported to the Ministry of Health and Long-Term Care daily using the Integrated Public Health Information System (iPHIS) within designated timelines.	-Receive, assess and review 76,000 (100%) notifications of infectious diseases received annually -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.	Approximately 77,000 notifications of infectious diseases received, assessed and reviewed annually	**Investigate and manage 100% (41,000) of reported suspect/confirmed cases and contacts of infectious diseases.** **Work with 87 (100%) long-term care homes and 150 (100%) retirement homes to develop their infectious disease surveillance systems.**
		Approved	1. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement.	- conduct systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment(s) - Liaise with Canadian Food Inspection Agency, neighbouring health units, Ministry of Municipal and Agricultural Affairs and Ministry of Natural Resources to keep informed about potential rabies threats - Report surveillance information and rabies post exposure prophylaxis administration to the MOHLTC within designated timelines	Approximately 2,500 animal bite reports responded 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.***
		Approved	1. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement. 2. Infectious disease surveillance information reported to the Ministry of Health and Long-Term Care daily using the Integrated Public Health Information System (iPHIS) within designated timelines.	-Conduct systematic and routine assessment, surveillance, monitoring 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.		
	Tuberculosis identification	Approved	1. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement. 2. Infectious disease surveillance information reported to the Ministry of Health and Long-Term Care daily using the Integrated Public Health Information System (iPHIS) within designated timelines.	-Conduct systematic and routine assessment, surveillance, monitoring 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.	100% (~280) of new TB cases provided comprehensive case management services	**Track and follow up on 100% of identified clusters involving Toronto residents to identify local transmission of TB and to identify secondary cases.**
	Immunization record assessment	Approved	1. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement. 2. Assessed 85,000 student immunization records in high schools to ensure up to date school immunization, and receive approximately 65,000 calls on the vaccine preventable diseases call centre.	-Conduct systematic and routine assessment, surveillance, monitoring, and reporting to inform program and policy development, service adjustment and performance measurement. -Assess immunization records of all high school students as per the amended changes to the ISPA. -Review immunization records all students born in 2010 to ensure they are up to date with the varicella vaccine.	100% (48,000) of public grade 7/8 students offered Hepatitis B, meningococcal and HPV immunization services.	**Assess 100% of immunization records for 7 and 17 year old children.**
Health Promotion and Policy Development	**Infection prevention & control liaison services**	Approved	1. Provide annual education for all 87 Long-Term Care Homes and shelters/housing sector staff. Provide education sessions and offer consultation resources on infection prevention and control to all community partners upon request. 2. Sit on infection prevention and control committees of 20 hospital sites, 17 complex continuing care / rehab sites and 87 Long-Term Care Homes. 3. Provide infection prevention and control liaison services (outbreak management/consultation, requests for presentations and contact for questions) to 20 hospital sites, 17 complex continuing care / rehab sites and 87 Long-Term Care Homes, 1,065 licensed child care centers, 4 correctional facilities, 4 school boards and 65 shelters. ; 4. Work with 87 Long-Term Care Homes and 150 retirement homes to develop their infectious disease surveillance systems.	-Host an annual education event for all 87 (100%) Long-Term Care Homes. Provide education sessions and offer consultation resources on infection prevention and control to all community partners upon request. -Sit on infection prevention and control committees of 20 (100%) hospital sites , 17 (100%) complex continuing care / rehab sites and 87 (100%) Long-Term Care Homes. -Provide infection prevention and control liaison services (outbreak management/consultation, requests for presentations and contact for questions) to 20 (100%) hospital sites, 17 (100%) complex continuing care / rehab sites and 87 (100%) Long-Term Care Homes, 1,065 (100%) licensed child care centers, 4 (100%) correctional facilities, 4 (100%) school boards and 65 (100%) shelters. -Work with 87 (100%) Long-Term Care Homes and 150 (100%) retirement homes to develop their infectious disease surveillance systems.	Approximately 77,000 notifications of infectious diseases received, assessed and reviewed annually	**Provide infection prevention and control liaison services (outbreak 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 care Homes, 150 (100%) retirement homes, 1000 (100%) licensed child care centers, 2 (100%) correctional facilities, 4 (100%) major school boards and 65 (100%) shelters.**
		Approved	1. Develop and distribute Rabies resource materials for seniors and youths	- develop and distribute rabies resource materials for seniors and youths to supplement national and provincial communication strategies	Approximately 2,500 animal bite reports responded 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.***
	Harm reduction & education **AIDS/Sexual Health Hotline**	Approved	1. & 2. Partnered with approximately 40 community agencies to deliver harm reduction education and training to drug users and community agencies, including Toronto Police and EMS. Approximately 300 training sessions offered annually. Responded to 9,000 calls to the AIDS hotline as a result of the training sessions.. 3. 90 priority schools reached, 100 grade 4-8 teachers trained in puberty education, and 65 partnerships established in high priority areas. Fostered and maintained 52 partnerships with AIDS community groups. 4. 40,000 community clients reached through sexual health promotion.; 5. 25,6000 Ontario callers assisted through the AIDS and Sexual Health InfoLine.; 6. 360 high risk opiate users provided with Naloxone, resulting in 25 administrations.	-Partner with approximately 42 community agencies to deliver harm reduction education and training to drug users and community agencies, including Toronto Police and EMS. Approximately 300 training sessions offered annually. -Reach 40,000 community clients reached through sexual health promotion activities; -Assist 25,600 Ontario callers through the AIDS and Sexual Health InfoLine.; -Provide 360 high risk opiate users with Naloxone, resulting in 25 administrations. -Distribute 3,900,000 male condoms and 37,600 female condoms. Distribute 900,000 units of lubricant	Approximately 55,000 client visits to TPH sexual health clinics annually	**Partner with 45 community agencies to deliver harm reduction education and training to drug users and community agencies, including Toronto Police and EMS; 300 training sessions will be offered.** **Assist 33,000 Ontario callers through the AIDS and Sexual Health Info Line.**
Disease Prevention		Approved	1. 24/7 availability. Respond to approximately 40,000 confirmed cases of reportable/communicable diseases. 2. 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 2,700 health care providers and institutions. 3. Approximately 15 surveillance alerts issued by TPH annually to approximately 7,000 physicians. 30 Early Aberrant reporting System (EARS) alerts followed up by TPH epidemiology team and 6 EARs alerts requiring follow up by communicable disease programs.	-Maintain 24/7 availability. Respond to approximately 34,000 cases (100%) of reportable, communicable 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.	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.***
		Approved	4. Inspected 3,000 critical and semi-critical personal services settings. Responded to all infection prevention and control complaints in settings where services are provided by regulated health professionals. 5. Investigate and manage approximately 300 disease outbreaks annually. 6. Policy documents reviewed and revised to reflect disease epidemiology and best practices through regular review process. Policy and procedures completed for all 76 reportable diseases and reviewed every 5 years at a minimum and more frequently when required. ; 7. Maintain daily outbreak list, distributed to over 350 recipients daily.	-Inspect 3,000 (100%) critical and semi-critical personal services 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 -Maintain daily outbreak list, distribute to over 460 recipients daily.		
	Tuberculosis Education	Approved	TB education sessions provided to approximately: 500 newcomers; 300 health care professionals; and 500 persons at their school/university/college or workplace.; Provide PHN liaison to work directly with 4 TB Clinics, 4 Correctional Facilities and designated homeless shelters to collaboratively work on TB prevention and control.	-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 persons. -Provide 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.**
		Approved	1. Periodic campaigns to promote immunization, including targeted campaigns to school aged children who receive vaccines through TPH and National Immunization week each year. Supported public information and increased knowledge through periodic media releases and response to media inquiries. 2. Received and responded to approximately 90 reports of adverse events. 3. Educated and worked with 1,500 physician offices. 4. Provided mandated recommendations (required to be followed under the Day Nurseries Act) to day nurseries on employee immunization. Worked with 87 Long-Term Care Homes to ensure influenza immunization of residents and staff.	-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 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.***

Type	Sub-Type	Status	2014	2015	2016	2017 Preliminary
Health Protection	**Personal service settings inspections**	Approved	1. Inspected over 3,000 critical and semi-critical personal services settings.; 2. Conducted one annual infection prevention and control inspection in all 1,065 licensed child care facilities. ; 3. Maintain TPH PSS inspection disclosure website.	-Inspect over 90% of 3,000 critical and semi-critical personal services settings.; -Conduct one annual infection prevention and control inspection in all 1,065 licensed child care facilities. ; -Maintain TPH PSS inspection disclosure website.	Service Level Reviewed and Discontinued	**Inspect 3,600 critical and semi-critical personal services settings.**
	Vaccine storage inspection	Approved	1. Inspect 1,450 physician offices annually to assess for cold-chain compliance; and investigate approximately 200 cold-chain failures annually. 2. Received and responded to 90 reports of adverse events.	-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	Approximately 80,000 vaccinations provided for Hepatitis B, Meningococcal and HPV to grades 7&8	**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 and effective.**
Disease Prevention / Health Protection	**Animal bite response**	Approved	1. Investigated 1,950 animal bites to humans, 58 specimens submitted for testing, and approximately 309 vaccine delivered. 2. Liaised with CFIA as required with respect to animal to animal bites. 3. Rabies Contingency Plan in place. Liaise with GTA health units when surveillance reveals an increase in animal rabies. 4. Issued routine notifications on the requirements of reporting and where to obtain further information.	- 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	Approximately 2,500 animal bite reports responded to	**Respond to 100% (2,500) of animal bite reports.**
	Sexual Health Clinics	Approved	1. Over 60,000 client visits to sexual health clinics annually; wait times for new clients for clinic services 2-3 weeks. 2. Tracked and investigated over 13,000 confirmed cases of Chlamydia, gonorrhea, syphilis and HIV. 3. Provincially funded medication for treatment for reportable STI treatment provided to all requesting community physicians. 4. TOHealth web & text messaging (iPhone application) over 99,000 visitors to website, 733 instant messaging sessions and 304 anonymous notifications of STI and blood-borne illness to partners. 5.&6. Over 60,000 client visits.	-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	Approximately 55,000 client visits to TPH sexual health clinics annually	**Serve 60,000 clients at sexual health clinics.**
	Tuberculosis treatment & follow up	Approved	1.,4.&6. Identify, assess and monitor approximately 310 new TB cases annually, and ensure adequate treatment and follow up (with 98% of active TB cases completing adequate treatment each year). 2.&6. Provide follow-up approximately to 2,000 persons/year identified as contacts of active TB cases. 2&5. Assess and follow-up on approximately 1,400 newcomers (annually) to Toronto who are placed on TB Medical Surveillance by Citizenship and Immigration Canada. 3.&6. Processed drug orders for approximately 1,500 clients (annually) who are reported to TPH with latent TB infection.; 7. 85% of eligible clients placed on direct observed therapy (DOT).; 8. 95% of all cases completed appropriate and adequate treatment according to Canadian TB Standards.; 9. Place eligible clients on video-DOT.	-Investigate 100% of suspect TB cases and provide comprehensive TB case management for 100% of active TB cases (approximately 280 new cases annually) until treatment completion (approximately 6 months to 2 years). Greater than 95% of active TB cases will annually complete appropriate and adequate treatment according to the Canadian TB Standards. A minimum of 85% of eligible clients will be placed on directly observed therapy (DOT).; -Provide follow-up of approximately 2,000 persons/year identified as contacts of active TB cases. -Assess and follow-up approximately 1,200 newcomers (annually) to Toronto who are placed on TB Medical Surveillance by Citizenship and Immigration Canada. -Provide free TB medications to 100% of clients with active TB disease (approximately 280 per year) and 100% of clients with latent TB infection who are referred for TB preventative treatment by their community health care provider (approximately 1200 clients per year).	Approximately 280 new TB new cases provided comprehensive case management services	**Greater than 95% of Active TB cases will complete adequate treatment according to the Canadian TB Standards.** **Provide follow-up for 1500 Torontonians identified as contacts of infectious TB cases to identify secondary cases early and identify individuals who have been infected with TB in order to offer preventative medications.** **Assess and follow up on 1,200 newcomers to Toronto who are placed on TB Medical Surveillance by Citizenship and Immigration Canada.**
Partnership Funding	**Toronto Urban Health Fund**	Approved	Funded 39 AIDS prevention projects.	-With 1.9 million dollars, fund 48 community organizations (AIDS and substance abuse programs) and assist 32 agencies with evaluation skills.	Approximately 55,000 client visits to TPH sexual health clinics annually	**Fund 30 community organizations to prevent transmission of HIV and assist 30 agencies with evaluation skills.**
Health Promotion and Policy Development		Approved	1. Periodic campaigns to promote immunization, including targeted campaigns to school aged children who receive vaccines through TPH and National Immunization week each year. Supported public information and increased knowledge through periodic media releases and response to media inquiries. 2. Received and responded to approximately 90 reports of adverse events. 3. Educated and worked with 1,500 physician offices. 4. Provided mandated recommendations (required to be followed under the Day Nurseries Act) to day nurseries on employee immunization. Worked with 87 Long-Term Care Homes to ensure influenza immunization of residents and staff.	-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 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.***
Disease Prevention	**Immunization clinics** **Immunization information centre**	Approved	1. Provided approximately 80,000 vaccinations for Hepatitis B, Meningococcal, and HPV to grade 7&8; provided approximately 35,000 vaccination for the seasonal flu program, and organize and deliver 1,500 immunization clinics (flu, school immunizations, homeless shelters, and school-aged children who are under vaccinated) annually. 2. Outbreak contingency plan in place. Outbreak response policy and procedure utilized to guide deployment of staff. Developing additional guiding documents on mass immunization clinic response.	-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 Hepatitis 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.**

- As part of annual service level inventory clean up, the 2016 Service Levels were reorganized or merged with other Service Levels to reflect a better view of services provided but reported out incorrectly as "discontinued". This has been corrected for the 2017 Budget.
- Service Levels from prior years have been reorganized and new language, target changes and sub-types have been added for clarity and better reflection of high level view of services provided.
- The changes do not reflect the deletion of any services provided by TPH.

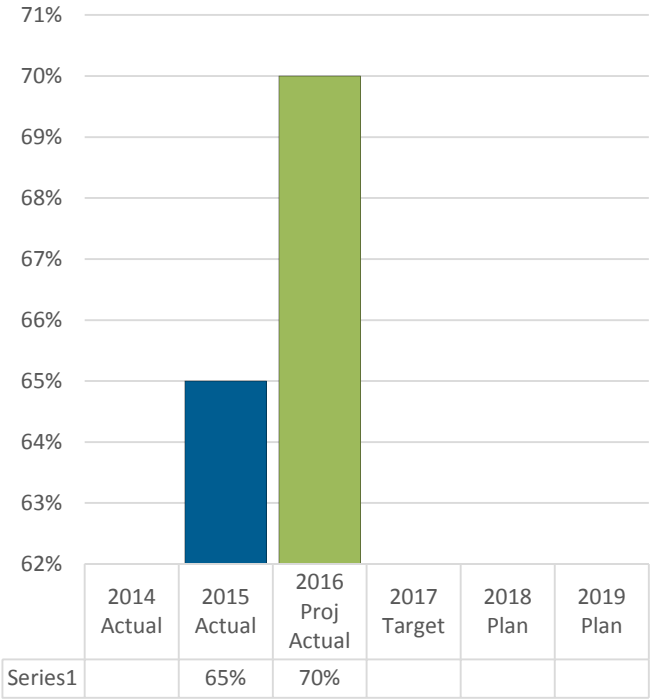
Service Performance Measures

Percentage of all TB cases Managed and Treated



- This chart shows percentage of all TB cases managed and treated for the 6-24 months required for cure, to prevent further spread and development of drug resistance.
- Program will aim for 100%, however in a small number of cases TB Specialists decide to shorten the TB treatment and monitor the client due to other health conditions.

Percentage of confirmed gonorrhea cases who received 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
- A new Accountability Agreement indicator was introduced by the MOHLTC in 2016. This indicator is the proportion of confirmed gonorrhea cases treated according to recommended Ontario treatment guidelines. Targets have not yet been communicated by the MOHLTC.
- The target for 2017-2019 is pending. MOHLTC confirmation is required.

Table 6
2017 Service Budget by Activity

($000s)	2016 Budget $	2017 Operating Budget: Base Budget $	Service Changes $	Base $	Base Budget vs. 2016 Budget $	% Change %	New/ Enhanced $	Budget $	2017 Budget vs. 2016 Budget $	%	Incremental Change: 2018 Plan $	%	2019 Plan $	%
GROSS EXP.														
Infectious Diseases	64,362.6	63,489.1	(583.3)	62,905.8	(1,456.8)	(2.3%)	631.7	**63,537.5**	(825.1)	(1.3%)	1,435.9	2.3%	842.4	1.3%
Total Gross Exp.	64,362.6	63,489.1	(583.3)	62,905.8	(1,456.8)	(2.3%)	631.7	**63,537.5**	(825.1)	(1.3%)	1,435.9	2.3%	842.4	1.3%
REVENUE														
Infectious Diseases	50,505.5	49,685.0	(437.5)	49,247.5	(1,258.0)	(2.5%)	473.8	**49,721.3**	(784.2)	(1.6%)	993.6	2.0%	539.9	1.1%
Total Revenues	50,505.5	49,685.0	(437.5)	49,247.5	(1,258.0)	(2.5%)	473.8	**49,721.3**	(784.2)	(1.6%)	993.6	2.0%	539.9	1.1%
NET EXP.														
Infectious Diseases	13,857.1	13,804.2	(145.8)	13,658.3	(198.7)	(1.4%)	157.9	**13,816.2**	(40.8)	(0.3%)	442.3	3.2%	302.4	2.1%
Total Net Exp.	13,857.1	13,804.2	(145.8)	13,658.3	(198.7)	(1.4%)	157.9	**13,816.2**	(40.8)	(0.3%)	442.3	3.2%	302.4	2.1%
Approved Positions	509.9	506.7	(5.9)	500.8	(9.1)	(1.8%)	10.5	**511.3**	1.3	0.3%	(2.6)	-0.5%	(4.0)	(0.8%)

The ***Infectious Diseases*** service prevents and controls the spread of communicable disease in the City of Toronto. The program conducts disease surveillance, provides immunizations, health education and counselling, clinical services, inspection services and responds to reports of communicable diseases and outbreaks in the community and institutions.

The Infectious Diseases Service's 2017 Operating Budget of $63.538 million gross and $13.816 million net is $0.041 million or 0.3% under the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service has been specifically impacted with the added pressure of $0.040 million from the conversion of 100% one-time provincially funded Vaccine Preventable Disease (VPD) Universal Influenza Implementation Program to cost shared (72/25) program effective January, 2017.

- In order to offset these pressures, the 2017 Operating Budget includes savings of $0.159 million from the provincial upload of claims processing functions for dental programs and efficiency savings from various initiatives totaling $0.149 million net.

- The 2017 Operating Budget for Infectious Diseases service includes new funding of $0.158 million net to fund the following:

  - The cost-shared Health Hazard and Food Safety Inspection program of $0.030 million gross and $0.007 million net,
  - Overdose Response Enhancement of $0.297 million gross and $0.074 million net to implement urgent steps to begin response training and prevention of opioid overdoses in the City of Toronto; and,
  - Immunization of School Pupils Act (ISPA) of $0.268 million gross and $0.067 million net to allow TPH to assess and maintain records of the immunization status of every pupil attending school required under ISPA.

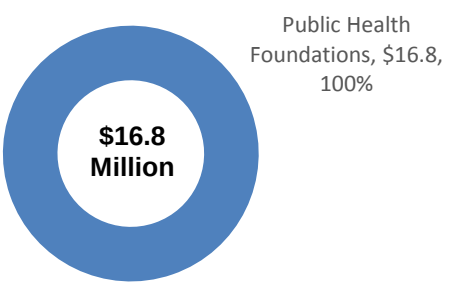
Public Health Foundations

Public Health Foundations

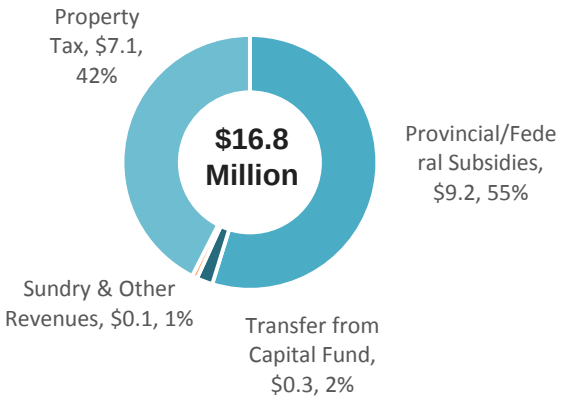
What We Do

- 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.

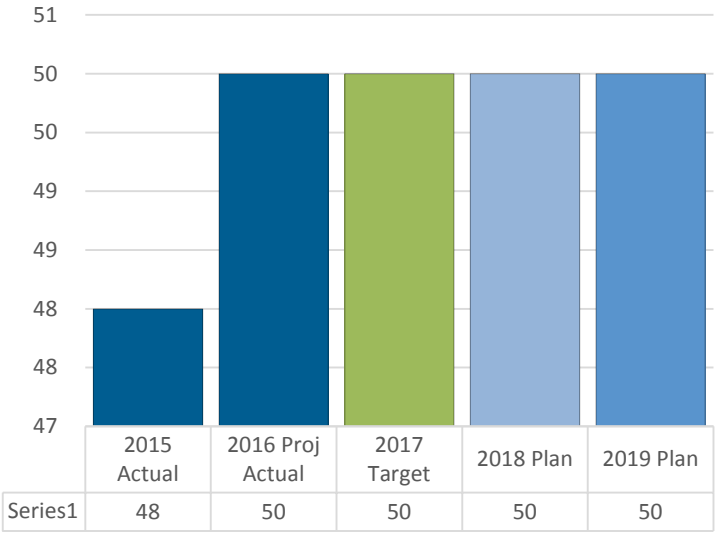
2017 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



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

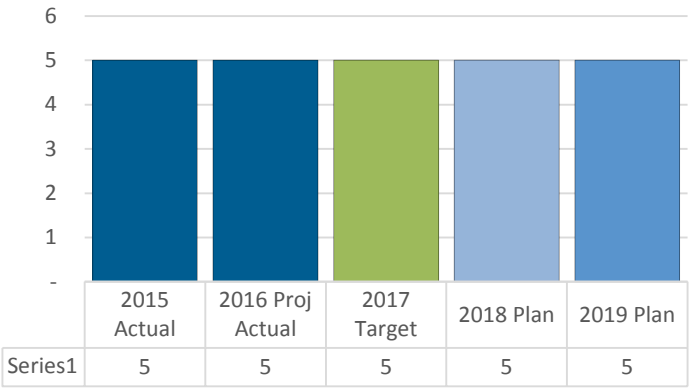
2017 Service Levels
Public Health Foundations

			Service Levels			
Type	Sub-Type	Status	2014	2015	2016	2017
Population Health Assessment	Surveillance indicators		New in 2016		Approximately 48 surveillance indicators monitored and posted on web	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.

- Service Levels from prior years have been reorganized and new language, target changes and sub-types have been added for clarity and better reflection of high level view of services provided.

Service Performance Measures

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 five municipal policies to ensure that they support healthy social, built and natural environments.

Table 7
2017 Service Budget by Activity

	2016	2017 Operating Budget							Incremental Change					
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Public Health Foundations	26,251.3	16,276.6	(197.4)	16,079.2	(10,172.1)	(38.7%)	715.3	**16,794.5**	(9,456.9)	(36.0%)	1,293.1	7.7%	477.1	2.6%
Total Gross Exp.	26,251.3	16,276.6	(197.4)	16,079.2	(10,172.1)	(38.7%)	715.3	**16,794.5**	(9,456.9)	(36.0%)	1,293.1	7.7%	477.1	2.6%
REVENUE														
Public Health Foundations	14,875.7	9,806.1	(148.0)	9,658.1	(5,217.6)	(35.1%)		**9,658.1**	(5,217.6)	(35.1%)	278.7	2.9%	255.5	2.6%
Total Revenues	14,875.7	9,806.1	(148.0)	9,658.1	(5,217.6)	(35.1%)		**9,658.1**	(5,217.6)	(35.1%)	278.7	2.9%	255.5	2.5%
NET EXP.														
Public Health Foundations	11,375.6	6,470.5	(49.3)	6,421.1	(4,954.5)	(43.6%)	715.3	**7,136.4**	(4,239.3)	(37.3%)	1,014.4	14.2%	221.6	2.7%
Total Net Exp.	11,375.6	6,470.5	(49.3)	6,421.1	(4,954.5)	(43.6%)	715.3	**7,136.4**	(4,239.3)	(37.3%)	1,014.4	14.2%	221.6	2.6%
Approved Positions	189.6	92.2	(2.2)	90.0	(99.6)	(52.5%)		**90.0**	(99.6)	(52.5%)	(0.1)	-0.1%	0.5	0.5%

The ***Public Health Foundations*** service provides population health assessment, surveillance, research and knowledge exchange, and program evaluation activities to inform public health programs, Board of Health decision making and stakeholder relationships, and provincial reporting.

The Public Health Foundations Service's 2017 Operating Budget of $16.795 million gross and $7.136 million net is $4.239 million or 37.3% under the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service is experiencing inflationary cost of food increases for the Student Nutrition Program totaling $0.048 million and reversal of one-time funding from reserve to fund this Program in 2016 of $0.037 million, which have been more than offset by a realignment of expenditures between services, provincial upload of claims processing functions for dental programs totaling $0.053 million and efficiency savings from various initiatives of $0.050 million.
- The 2017 Operating Budget for Public Health Foundation service includes new funding of $0.715 million gross and net to fund the 100% City-funded Student Nutrition Program.

Toronto Public Library

2017 – 2026 CAPITAL BUDGET AND PLAN OVERVIEW

The Toronto Public Library (TPL) provides free and equitable access to library services through a network of 100 branches, including 2 service buildings as well as on-line services, to meet the changing needs of Torontonians.

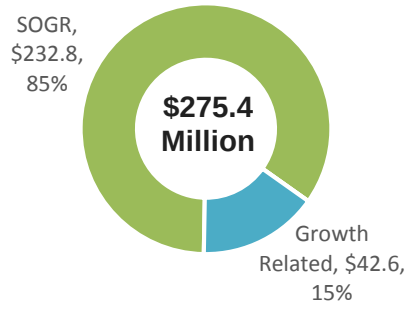
TPL's building assets, valued at $932 million, is comprised of 81 neighbourhood libraries, 17 district libraries, 2 research and reference libraries and 2 service buildings.

The primary focus of the 2017-2026 Capital Plan totalling $275.367 million is to maintain the existing assets in a state of good repair while continuing to address 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 Program.

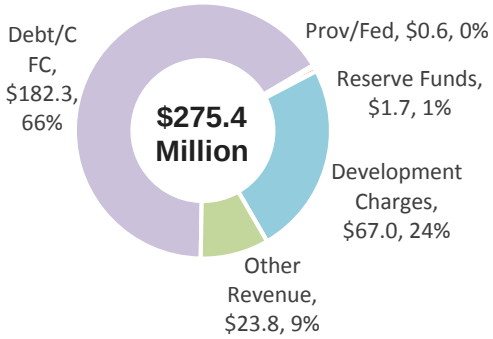
The 2017-2026 Capital Plan also includes added funding of $20.880 million to address the SOGR backlog and technology projects that allow TPL to achieve service efficiency savings included in its 2017 Operating Budget.

2017-2026 Capital Budget and Plan

Where the money goes: By Project Category

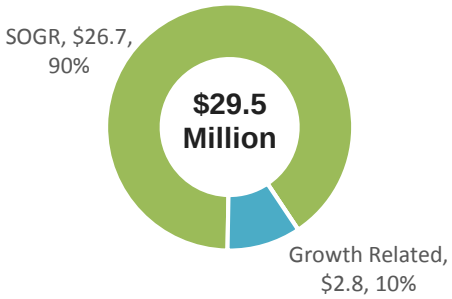


Where the money comes from: By Funding Source

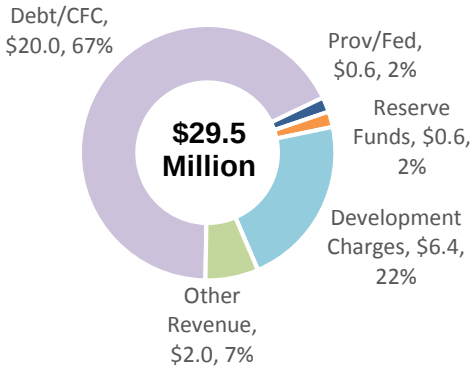


2017 Capital Budget

By Project Category



By Funding Source



Our Key issues & Priority Actions

- **Growing State of Good Repair (SOGR) Backlog-** Investment in SOGR is essential for TPL to continue to maintain and upgrade existing branch and technology infrastructure.
  - ✓ Reconfiguration of buildings for flexible, multi-purpose space to accommodate growth.
  - ✓ 10 Year Capital plan includes an additional $20.880 million to make progress on addressing TPL's SOGR backlog.
- **Demand for E-Services and In-branch technology -** The library's website supports tens of thousands of self-service transactions and e-material loans daily while branches offer wireless access, public computers and in some places 3D printing. Public demand is rapidly growing for new electronic services and content as technology advances and the library needs to be responsive in order to accommodate changes and ensure broad access.
  - ✓ 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.
  - ✓ Capital investments in new technologies to support service improvements and efficienciesexperienced significant growth over recent years.
  - ✓ 10 year Capital Plan adds funding of $3.879 million for 2 projects that will realize efficiency savings of $0.933 million in 2017 and $0.100million in 2018.

Capital Deliverables for 2017

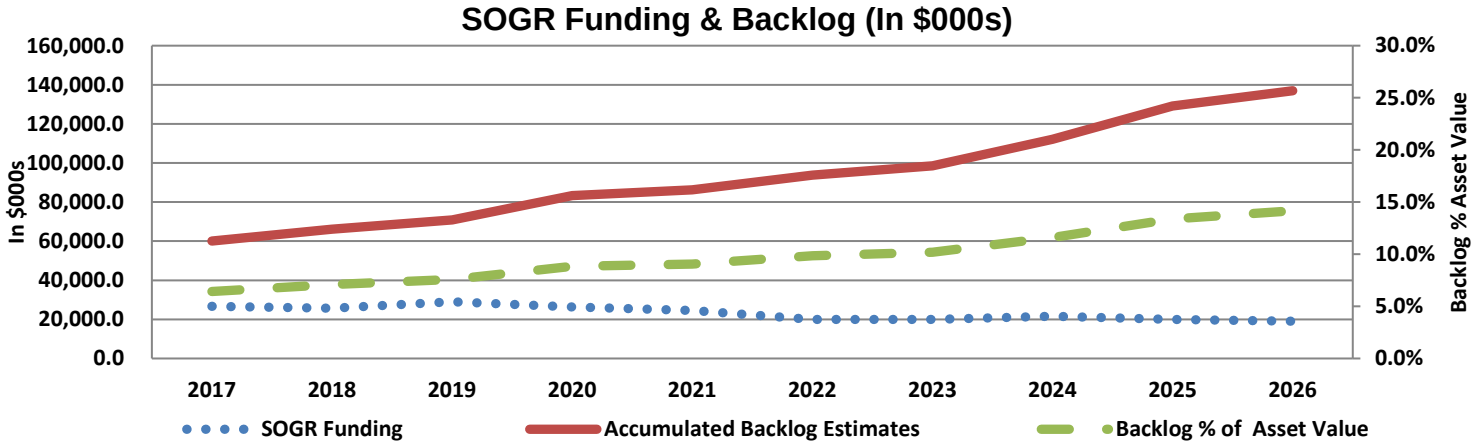
The 2017 Capital Budget for Toronto Public Library of $29.525 million will:

- Continue construction at Albion and North York Central Library.
- Continue development of the Information and Technology infrastructure (Technology Asset Management Program) and Virtual Branch Services.
- Commence construction at St Clair/Silverthorn and Wychwood.
- Continue the Multi-Branch Renovation Program to address TPL's growing state of good repair backlog.
- Commence work to advance technological innovations that will create operational saving in 2017 and 2018.
- Commence work to advance technological innovations that will create operational savings in 2017 of $0.933 million and savings of $0.100 million in 2018.

State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of $232.756 million for State of Good Repair to address the backlog. The SOGR backlog as a % of asset replacement value will increase from 6.4% in 2017 to 14.2% in 2026 based on updated condition audits of TPL's buildings.

Chart 1
SOGR Funding & Backlog (In $000s)

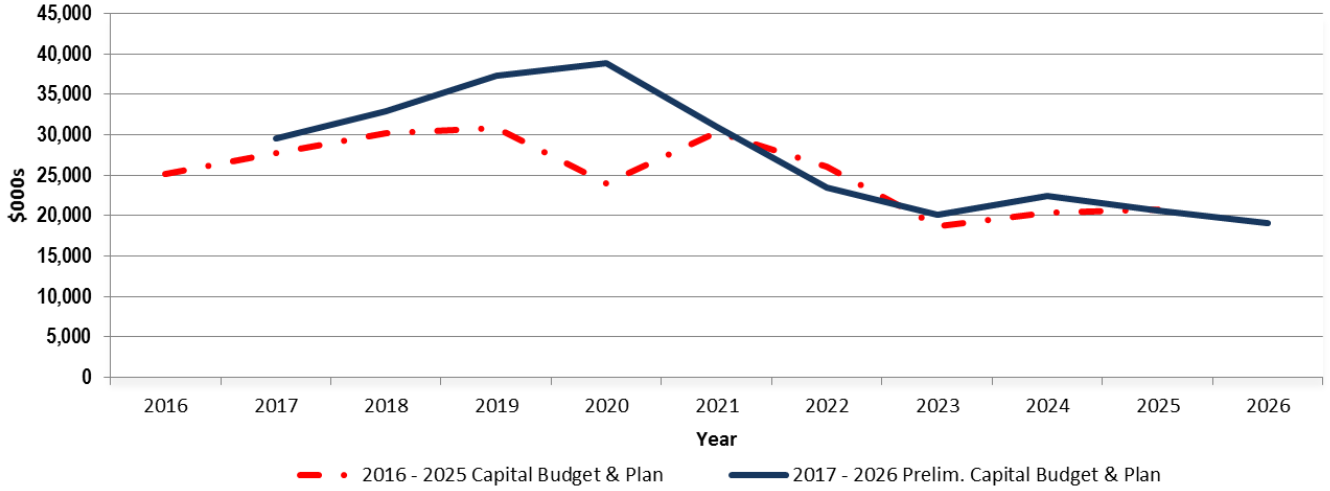


Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Capital Budget and the 2018 – 2026 Capital Plan reflects an increase of $21.132 million in capital funding from the 2016 - 2025 Approved Capital Plan.

The chart and table below provide a breakdown of the $21.132 million or 8.3% increase in the Capital Program on an annual basis from 2016 to 2026.

Chart 2
Changes to the 2016 - 2025 Approved Capital Plan (In $000s)



($000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025	25,155	27,754	30,203	30,914	23,988	30,371	26,119	18,669	20,350	20,712		254,235
2017 - 2026		29,525	32,913	37,282	38,870	30,993	23,463	20,152	22,488	20,614	19,067	275,367
Change %		6.4%	9.0%	20.6%	62.0%	2.0%	(10.2%)	7.9%	10.5%	(0.5%)		8.3%
Change $		1,771	2,710	6,368	14,882	622	(2,656)	1,483	2,138	(98)		21,132

As made evident in the chart above, the $21.132 million increase in the Capital Program reflects cash flows that have been adjusted based on a readiness to proceed and the increase in the Capital Program reflects additional funding for accessibility through the Multi Branch Renovation Program Accessibility retrofit as well as additional funding provided to begin addressing the backlog of SOGR projects that were originally identified as unmet needs.

Changes to the 2016 – 2025 Approved Capital Plan, specifically the $27.220 million increase in capital funding over the nine common years of the Capital Plans (2017 – 2025) arise from the reprioritization of Toronto Public Library's capital projects based on the following factors:

- Accelerating or deferring capital projects based on construction schedules with subsequent changes to project costs if required.
- Balancing capital projects to accommodate urgent SOGR requirements, including additional funding for the Multi-branch Renovation Program to address accessibility requirements, with investments in technological innovation to achieve operational efficiencies.
- Maximizing alternative non-debt funding sources such as Development Charges and Section 37 funding which free up additional debt to be reinvested in other capital projects.

The following table details by project category, the capital projects included in the within the 2017 – 2026 Capital Budget and Plan for Toronto Public Library:

Table 1
2017 - 2026 Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total	Total Project Cost
Total Expenditures by Category													
State of Good Repair													
Sanderson Neighbourhood Library Renovation	2,297							458		1,638	3,479	**5,575**	5,575
Agincourt Building Elements				1,125								**1,125**	
Albert Campbell Renovation			1,429	3,809	3,542	3,120						**11,900**	11,900
Parliament Street Renovation			123		2,148	2,858	1,828					**6,957**	6,957
Albion District Library Renovation	9,471	4,836	700									**5,536**	-
Weston Renovation					161		2,636	3,700	2,723			**9,220**	9,220
Bayview - Bessarion Relocation		1,012	1,722	1,074	983							**4,791**	
St. Clair/Silverthorn Reconstruction		1,235	500									**1,735**	
North York Central Library Renovation	3,415	5,236	3,595	2,728								**11,559**	
North York Central Library Renovation- Phase 2			1,892	3,186	3,734	2,068						**10,880**	10,880
Virtual Branch Services	2,392	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	**15,000**	14,100
Technology Asset Management Program	5,652	3,600	4,100	4,100	4,100	4,100	4,100	4,100	4,100	4,100	4,100	**40,500**	37,100
St. Lawrence Neighbourhood Library Relocation				1,273	300	600	768					**2,941**	2,941
Guildwood Leasehold Improvement			400									**400**	400
Dawes Road Neighbourhood Library	807		1,001	2,400	621							**4,022**	3,115
Northern District Renovation					359		2,271	3,265	3,186	1,934		**11,015**	11,015
Wychwood Renovation and Expansion		1,019	2,036	1,515								**4,570**	
Bridlewood Renovation				817	432							**1,249**	1,249
Brookbanks Renovation								981	2,405	1,607		**4,993**	4,993
Perth Dupont Relocation				385	991							**1,376**	1,376
Centennial Renovation						1,602	1,557					**3,159**	3,159
MB Renovation Pgm Accessibility Retrofit	2,137	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	**10,000**	8,050
TAMP Automated Sorter Replacement Program								800	1,010	840	1,731	**4,381**	4,381
High Park Renovation			156		2,421	3,567						**6,144**	6,144
Mimico Renovation							158		1,548	3,267	3,164	**8,137**	8,137
Intergrated Payment Solutions		1,150	1,100									**2,250**	2,250
Equipment for Operational Efficiencies		1,456	350									**1,806**	1,806
MB Renovation Pgm Accessibility Retrofit 2017 - 2026		500	500	500	500	500	500	500	500	500	500	**5,000**	5,000
Multi-Branch Renovation 2018 - 2026			150	3,093	3,093	3,093	3,093	3,093	3,093	3,093	3,093	**24,894**	24,894
Multi-Branch Renovation 2017- 2026		500	500	500	500	500	500	500	500	500	500	**5,000**	5,000
Multi-Branch Renovation 2016 - 2018		3,633	3,008									**6,641**	2,815
Sub-Total	**26,171**	**26,677**	**25,762**	**29,005**	**26,385**	**24,508**	**19,911**	**19,897**	**21,565**	**19,979**	**19,067**	**232,756**	**192,457**
Growth Related													
Bayview - Bessarion Relocation		541	1,973	2,515	2,611							**7,640**	
St. Clair/Silverthorn Reconstruction		144										**144**	
St. Lawrence Neighbourhood Library Relocation		100		875	5,696	5,564	2,839					**15,074**	15,074
Guildwood Leasehold Improvement			400									**400**	400
Dawes Road Neighbourhood Library		1,082	2,286	2,475	1,688							**7,531**	6,519
Wychwood Renovation and Expansion		981	2,342	1,351								**4,674**	665
Bridlewood Renovation				283	368							**651**	651
Brookbanks Renovation						192		255	923	485		**1,855**	1,855
Perth Dupont Relocation			150	664	2,122							**2,936**	2,936
Centennial Renovation				114		729	713					**1,556**	1,556
Queen Saulter (Port Lands) Relocation & Expansion										150		**150**	150
Sub-Total		**2,848**	**7,151**	**8,277**	**12,485**	**6,485**	**3,552**	**255**	**923**	**635**	**-**	**42,611**	**29,806**
Total Expenditures by Category (excluding carry forward)	**26,171**	**29,525**	**32,913**	**37,282**	**38,870**	**30,993**	**23,463**	**20,152**	**22,488**	**20,614**	**19,067**	**275,367**	**222,263**

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

	2017 Budget		2018 Plan		2019 Plan		2020 Plan		2021 Plan		2018 - 2021		2022 - 2026	
Projects	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**
Previously Approved														
Albion District Library Renovation			18.0		18.0						36.0	-	-	-
Bridlewood Renovation							11.0		11.0		22.0	-	-	-
Bayview - Bessarion Relocation							38.0	2.7	38.0		76.0	2.7	-	-
St. Clair/Silverthorn Reconstruction			8.0								8.0	-	-	-
Wychwood Renovation and Expansion					40.0		40.0				80.0	-	-	-
North York Central Library Renovation					22.0		22.0		-		44.0	-	-	-
Dawes Road Neighbourhood Library							103.0	1.0	93.0		196.0	1.0	-	-
Albert Campbell Renovation									18.0		18.0	-	18.0	-
Eglinton Square Expansion	53.0										-	-	-	-
New Projects - 2017											-	-	-	-
St. Lawrence Neighbourhood Library Relocation											-	-	1,652.0	14.0
Integrated Payment Solutions	(526.0)	(6.8)									-	(6.8)	-	-
Equipment for Operational Efficiencies	(407.0)	(1.9)	(100.0)								(100.0)	(1.9)	-	-
New Projects - Future Years											-	-	-	-
Perth Dupont Renovation							13.0		13.0		26.0	-	-	-
Parliament Street Renovation											-	-	26.0	-
Lilian H Smith Renovation											-	-	-	-
Jones Reconstruction											-	-	-	-
Richview Renovation											-	-	-	-
Deer Park Renovation											-	-	-	-
Guildwood Leasehold Improvement			12.0		12.0						24.0	-	-	-
High Park Renovation									7.0		7.0	-	7.0	-
Centennial Renovation											-	-	36.0	-
Northern District Renovation											-	-	24.0	-
Brookbanks Renovation											-	-	68.0	-
North York Central Renovation Phase 2							(75.0)		(75.0)		(150.0)		-	
Weston Neighbourhood Library Renovation											-	-	30.0	-
Total (Net)	**(880.0)**	**(8.7)**	**(62.0)**	**-**	**92.0**	**-**	**152.0**	**3.7**	**105.0**	**-**	**287.0**	**(5.0)**	**1,861.0**	**14.0**

The 10-Year Capital Plan will increase future year Operating Budgets by a total of $1.268 million net over the 2017 – 2026 period, as shown in the table above.

This is comprised of funding to sustain the following capital projects when completed:

- *Eglinton Square Expansion* – A new lease was signed in 2015 to renovate and expand the current square footage of the branch by 5,284 sq feet. The new square footage of the branch will increase the lease cost an additional cost of $0.053 million in 2017, once the renovation is complete in 2016.
- Operating savings of $1.033 million over 2 years for Capital investment in technological innovations and a reduction in staff of 8.7 positions.
- Additional Operating Budget impacts will come on stream as renovation projects are completed in 2018 – 2021 totalling $0.287 million and 3.7 new positions.
- The years 2022-2026 of the Capital Plan, additional operating impacts will be incurred totalling $1.861 million and adding an additional 14 positions for various library renovations with $1.652 million and all 14 positions required to operate relocated St Lawrence District Library.

Toronto Public Library

2017 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.

2017 Operating Budget Highlights

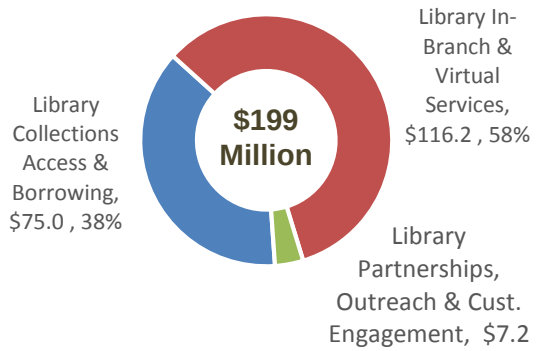
The 2017 Operating Budget for Toronto Public Library of $199.047 million in gross expenditures provides funding for three services: Collections and Borrowing, Branch and E-Services and Partnerships, Outreach and Customer Engagement. The total cost to deliver these services to Toronto residents is summarized below:

(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	194,767.4	199,047.2	4,279.8	2.2%
Revenues	17,592.9	19,995.4	2,402.5	13.7%
Net Expenditures	**177,174.5**	**179,051.8**	**1,877.3**	**1.1%**

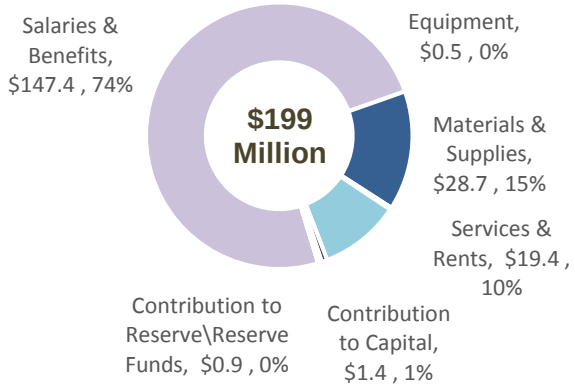
2017 Operating Budget

Where the money goes:

By Service

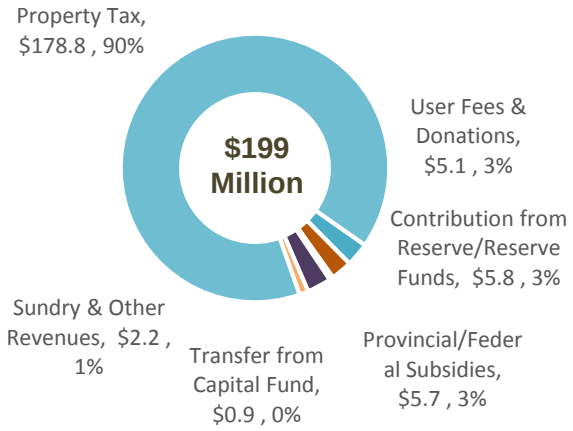


By Expenditure Category:



Where the money comes from:

By Funding Source

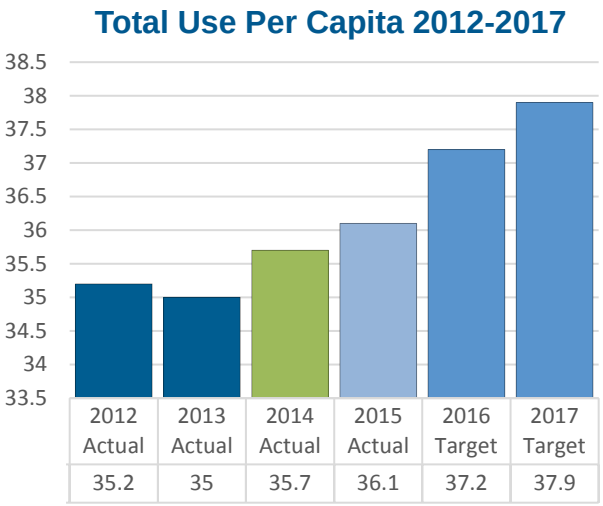


Fast Facts

- Toronto Public Library has higher per capita visits and circulation than any other large urban public library 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 2015, there were over 31 million visits to torontopubliclibrary.ca and more than 925,000 participants attended 37,000 library programs.

Trends

- Over the past 10 years (2006-15), total library usage has increased by 12.6% from 90.7 million to 102.1 million uses. The total use includes both branch based activities and virtual access.
- Usage is projected at 105 million in 2016 or 37.2 uses per capita which represents a 2.9% increase over 2015. The large growth in 2016 was due to additional branch open hours, and the growing use of wireless service in branches.
- In 2017 total use is expected to further increase to 107 million or 37.9 uses per capita.



Our Key Issues & Priority Actions

- **Expanding access to emerging technologies** through the development and delivery of online and in-branch services, targeted digital communication and engagement strategies.
  - ✓ Leverage strategic partnerships to support and enhance service delivery.
- **Increasing Demand for Library Service** – In-person visits to library branches have increased as well as online usage of the Library's virtual branch. Customers are looking for new material in multiple formats and increasing on-line services, self-service and mobile technology.
  - ✓ TPL will investigate opportunities for increased access to materials as via kiosks and after hours branch access.
- **Cost of E-collection Services** - Increased demand and use of e-collections.
  - ✓ TPL will continue to lead the e-book advocacy campaigns around fair pricing terms to promote reasonable pricing models for libraries that are sustainable in the longer term.

Key Service Deliverables for 2017

The 2017 Operating Budget will:

- Provide 272,619 open hours per year at 100 branches to support 18.7 million in-person visits, 6.8 million workstation users and 5.4 million wireless sessions with expanded access to technology in library branches.
- Provide virtual library services to support over 32.4 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.
- Develop and maintain a physical collection of 10.1 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 33.1 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 at all library branches.

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 & E-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

Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2016 Projected Actual	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 Budget vs. 2016 Budget Change		Incremental Change 2018 Plan		Incremental Change 2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Library Collections Access & Borrowing											
Gross Expenditures	73,811.2	73,271.4	74,963.7	159.9	75,123.6	1,312.4	1.8%	1,576.8	2.1%	2,750.1	3.6%
Revenue	6,109.1	3,665.9	6,462.5	75.2	6,537.7	428.6	7.0%	(324.7)	(5.0%)	(105.8)	(1.7%)
Net Expenditures	67,702.1	69,605.5	68,501.2	84.7	68,585.9	883.8	1.3%	1,901.5	2.8%	2,855.9	4.1%
Library In-Branch & Virtual Services											
Gross Expenditures	113,853.6	116,509.0	116,054.5	640.5	116,695.0	2,841.4	2.5%	2,608.6	2.2%	1,552.2	1.3%
Revenue	11,215.7	16,169.0	13,224.1	299.7	13,523.8	2,308.1	20.6%	(1,400.2)	(10.4%)	(466.9)	(3.9%)
Net Expenditures	102,637.9	100,340.0	102,830.4	340.8	103,171.2	533.3	0.5%	4,008.8	3.9%	2,019.1	1.9%
Library Partnerships, Outreach & Cust. Engagement											
Gross Expenditures	7,102.6	7,196.4	7,202.7	25.9	7,228.6	126.0	1.8%	151.2	2.1%	314.7	4.3%
Revenue	268.1	373.9	308.9	12.1	321.0	52.9	19.7%	(37.6)	(11.7%)	(10.8)	(3.8%)
Net Expenditures	6,834.5	6,822.5	6,893.8	13.8	6,907.6	73.1	1.1%	188.8	2.7%	325.5	4.6%
Total											
Gross Expenditures	194,767.4	196,976.8	198,220.9	826.3	199,047.2	4,279.8	2.2%	4,336.6	2.2%	4,617.0	2.3%
Revenue	17,592.9	20,208.8	19,608.4	387.0	19,995.4	2,402.5	13.7%	(1,762.5)	(8.8%)	(583.5)	(3.2%)
Total Net Expenditures	177,174.5	176,768.0	178,612.4	439.3	179,051.7	1,877.2	1.1%	6,099.1	3.4%	5,200.5	2.8%
Approved Positions	1,741.0		1,732.3	2.0	1,734.3	(6.7)	(0.4%)				

The Toronto Public Library's 2017 Operating Budget is $199.047 million gross and $179.051 million net, representing a 1.1% increase to the 2016 Approved Net Operating Budget and does not meet the reduction target as set out in the 2017 Operating Budget Directions approved by Council.

- In order to meet City Council's Budget reduction target of -2.6%, a reduction of services totalling in $6.195 million gross and net savings would have been required. The Toronto Library Board did not meet that target.
- Base pressures of $5.117 million net are common to all 3 services and are mainly attributable to salary and benefit adjustments, inflation on utilities and service contracts, a stronger U.S. dollar, the high cost of e-materials and limited grant funding.
- To help mitigate the above base pressures, TPL was able to achieve service efficiency savings through technological innovations improving self-services to customers.
- New revenue is expected to be generated from changes to room auditorium and premium rentals, as well as new tenant leases. Base revenue will be increased from an additional withdrawal from the Development Charge Reserve Fund for growth related library materials to account for previous growth plus a further one time withdrawal, within the parameters of the Development Charges By-law, and one-time reserve withdrawal to fund temporary increased sick leave payments due to retirements as well as a one-time reserve withdrawal for Youth Hubs expansion.
- The 2017 Operating Budget will result in TPL reducing its total staff complement by 6.7 positions from 1,741.0 to 1,734.3.
- The 2018 and 2019 Plan increases are attributable to salary and benefit adjustments, contracted service cost increases, utility economic increases, and Library collection economic increases. These are partially offset by increased revenues in tenant leases, room rental fee adjustments and reversal of one-time 2017 revenue bridging strategies.

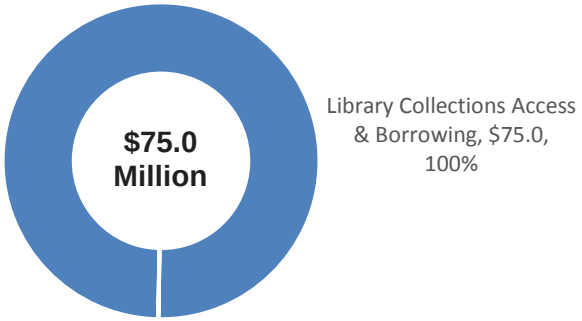
Library Collections & Borrowing

Library Collections & Borrowing

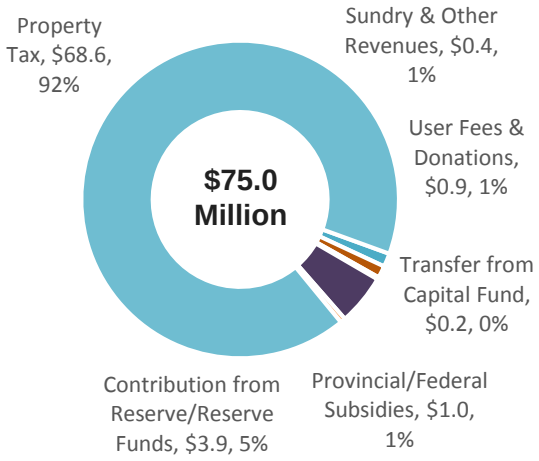
What We Do

- 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

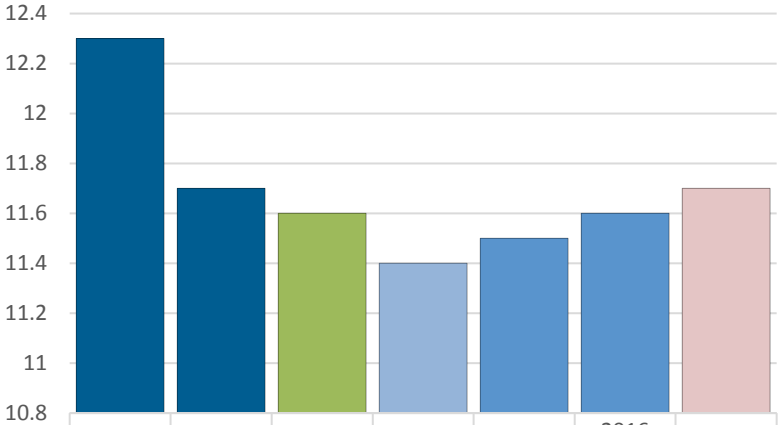
2017 Service Budget by Category of Expense ($Ms)



Service by Funding Source ($Ms)



Circulation Per Capita 2011 to 2017



2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Proj Actual	2017 Target
12.3	11.7	11.6	11.4	11.5	11.6	11.7

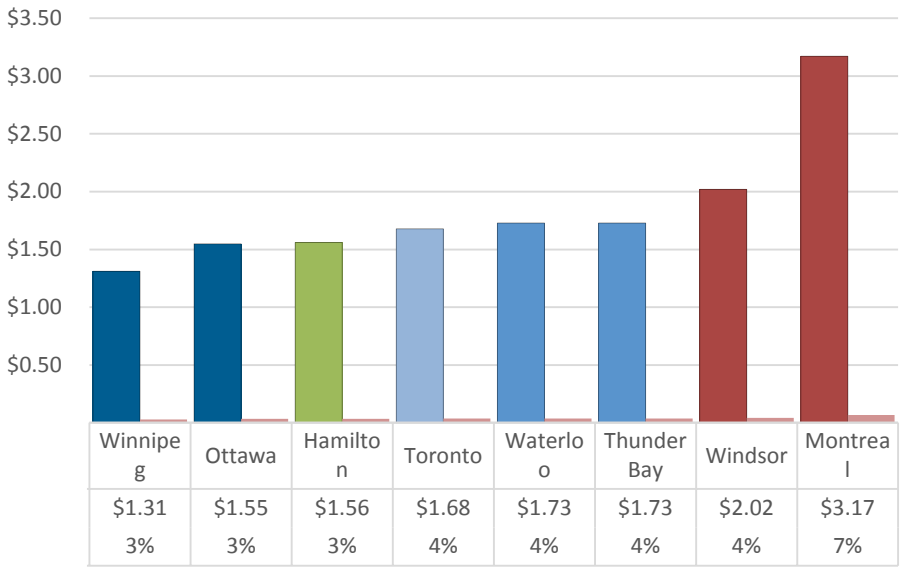
- 2017 circulation is projected to increase to 33.1 million or 11.7 per capital
- Electronic circulation increasingly accounts for a larger proportion of overall circulation and is expected to increase by 6.0% over 2016, while physical circulation is expected to stabilize.

2017 Service Levels

Activity	2016 Service Level	Proposed 2017 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. Physical collection size: 10,200,000 Physical collection size per capita: 3.6 Reference collection per capita: 1.3 New acquisitions per capita: 0.26 E-collection size: 77 electronic products including periodical databases with 100 million articles from general, special and technical periodicals and streamed e-books and e-magazines E-books and e-audio books: Access to 390,000 downloadable and streamed copies for adults, youth and children E-music and E-videos: Access to 300,000 downloadable and streamed music titles and 18,000 downloadable and streamed videos Lead the Canadian Public Libraries for Fair E-book Pricing Campaign to increase service levels efficiently. As a result, Penguin Random House introduced a more flexible pricing model: lower prices and permanent licenses.	Collections are developed and maintained in accordance with the Public Libraries Act R.S.O. 1990 and TPL's Materials Selection Policy. Physical collection size: 10,100,000 Physical collection size per capita: 3.6 Reference collection per capita: 1.3 New acquisitions per capita: 0.26 E-collection size: 77 electronic products including periodical databases with 100 million articles from general, special and technical periodicals and streamed e-books and e-magazines E-books and E-audio books: Access to 430,000 downloadable and streamed copies for adults, youth and children E-music and E-videos: Access to 300,000 downloadable and streamed music titles and 18,000 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.
Collection Access	A comprehensive, current inventory of physical and virtual materials supports discovery, access and use by residents. Collection management development and activity support collection access. 0.26 items added to the catalogue per capita	A comprehensive, current inventory of physical and virtual materials is available to promote discovery, access and use by residents and collection development, and management activity. 0.26 items added to the catalogue per capita
Public Access to Collections through borrowing	Public access and borrowing in accordance with the Public Libraries Act and TPL's Circulation and Collection Use Policy. Circulation per capita: 11.6 Holds/versus copies Books 6/1 (3 week loan) DVDs 18/1 (1 week loan) Turnover rate of circulating collection: 5.2 Completed the Fine Forgiveness program in Neighbourhood Improvement Areas to increase access to service and to encourage children and youth to return to the library	Public access and borrowing in accordance with the Public Libraries Act and TPL's Circulation and Collection Use Policy. Circulation per capita: 11.7 Holds/versus copies Books 6/1 (3 week loan) DVDs 18/1 (1 week loan) Turnover rate of circulating collection: 5.3
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 1.3 reference items per capita 2.1 in-library- use transactions per capita	Access to collections provided free of charge in accordance with the Public Libraries Act and TPL Circulation and Collection Use Policy 1.3 reference items per capita 2.1 in-library- use transactions per capita

Service Performance Measures

Library Operating Cost per Use 2014



- Toronto Public Library offers a comprehensive range of services in a large urban setting yet ranks third in cost per use when compared to other Ontario public libraries
- Despite a reduction in staff, Toronto Public Library has managed to open 2 new branches, increase the total number of open hours, and manage the increase in demand for services and the increase in use.
- TPL's 2014 Operating cost per use is $1.68 which is slightly below the median of $1.71.

Table 2
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Library Collections & Borrowing	73,811.2	75,393.8	(270.2)	75,123.6	1,312.4	1.8%		**75,123.6**	1,312.4	1.8%	1,449.8	1.9%	2,717.1	3.5%
Total Gross Exp.	73,811.2	75,393.8	(270.2)	75,123.6	1,312.4	1.8%		**75,123.6**	1,312.4	1.8%	1,449.8	1.9%	2,717.1	3.4%
REVENUE														
Library Collections & Borrowing	6,109.1	6,387.3		6,387.3	278.2	4.6%		**6,387.3**	278.2	4.6%	(249.5)		(105.8)	(1.7%)
Total Gross Exp.	6,109.1	6,387.3		6,387.3	278.2	4.6%		**6,387.3**	278.2	4.6%	(249.5)		(105.8)	(1.8%)
NET EXP.														
Library Collections & Borrowing	67,702.1	68,865.3	(270.2)	68,595.1	893.0	1.3%		**68,595.1**	1,034.2	1.5%	1,699.3	2.5%	2,822.9	4.0%
Total Net Exp.	67,702.1	68,865.3	(270.2)	68,595.1	893.0	1.3%		**68,595.1**	1,034.2	1.5%	1,699.3	2.5%	2,822.9	3.9%
Approved Positions	679.0	679.0	(3.2)	675.8	(3.2)	(0.5%)		**675.8**	(3.2)	(0.5%)	0.8	0.1%	0.8	0.1%

The ***Library Collections & Borrowing Service*** collects, preserves 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.

The Library Collections & Borrowing's service 2017 Operating Budget of $75.123 million gross and $68.595 million net is $1.034 million or 1.5% above the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service is experiencing increasing costs to maintain Library Collections due to inflation, the impact of US dollar exchange as well as loss in Federal e-content subsidy totaling $0.319 million.
- In order to offset the pressures, the 2017 Operating Budget includes an increased contribution from the Development Charge Reserve to fund growth related purchases of library materials of $0.087 million.
- Service efficiencies to be achieved from the automation as well as technological streamlining of library material equipment will result in a savings of $0.270 million.
- The 2017 and 2018 Plan increases are attributable to escalating cost of library collections resulting from inflation and exchange rate fluctuations as well as salary and benefit adjustments.

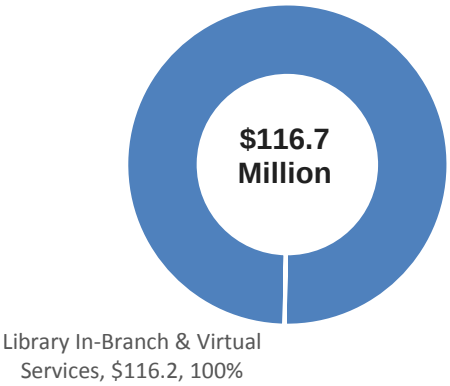
Branch & E-Services

Branch & E-Services

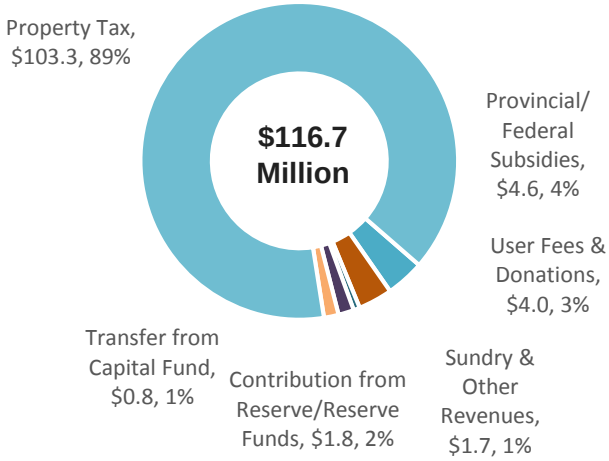
What We Do

- 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 self-service options that help residents manage their accounts,

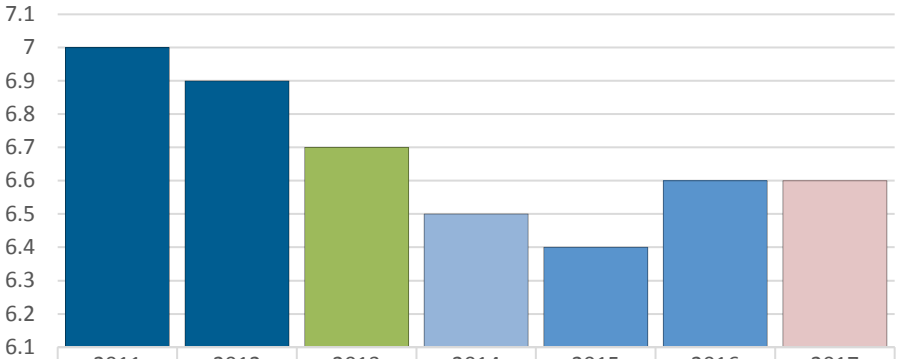
2017 Service Budget by Category of Expense ($Ms)



Service by Funding Source ($Ms)



Toronto Public Library Visits Per Capita 2011 to 2017



2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Target	2017 Target
7	6.9	6.7	6.5	6.4	6.6	6.6

2017 Service Levels

Activity	2016 Service Level	Proposed 2017 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	81 Neighbourhood Branches 17 District Libraries 2 Research and Reference Libraries 2 Bookmobiles 1 library branch per minimum 25,000 population 63,324 square feet of library space per 100,000 population Seating Capacity: 8,934 316 per seats per 100,000 population	81 Neighbourhood Branches 17 District Libraries 2 Research and Reference Libraries 2 Bookmobiles 1 library branch per minimum 25,000 population 63,324 square feet of library space per 100,000 population Seating Capacity: 8,934 316 per seats per 100,000 population
Open Hours	Open hours to reflect TPL's Vision for Library Open Hours as funded in the 2016 operating budget. 9,708 open hours per 100,000 population 0.10 open hours per capita Increase geographic access to Sunday service through expanded Sunday open hours: • Year-round Sunday service at these 8 branches that currently have Sunday service: Toronto Reference Library, North York Central Library, Albion, Cedarbrae, Lilian H. Smith, Malvern, Northern District and Richview. • Sunday service (Sept. to June) at 6 additional branches: Bridlewood, Centennial, Fort York, Mount Dennis, Runnymede and Scarborough Civic Centre, bringing the number of branches with Sunday service up from 27 to 33.	Open hours to reflect TPL's Vision for Library Open Hours as funded in the 2017 operating budget. **9,645 open hours per 100,000 population** 0.10 open hours per capita **Increase geographic access to Sunday service through expanded Sunday open hours pending approval of funding:**

2017 Service Levels

Activity	2016 Service Level	Proposed 2017 Service Levels
Study and Community Use	Safe and welcoming environment and maintained through TPL's Rules of Conduct Policy. Security provided to address community needs. 6 Youth Hubs to address the goals of the Toronto Poverty Strategy.	Safe and welcoming environment and maintained through TPL's Rules of Conduct Policy. Security provided to address community needs.
Access to Technology	Provision of access to public technology in accordance with TPL's Internet Use Policy. 67 internet access workstations per 100,000 population Wireless internet access at all locations 1.61 wireless connections per capita 4 Digital Innovation Hubs plus 4 portable pop-up learning labs to increase access to technology Wi-Fi Hotspots Lending at 6 branches with a total of 200 devices Develop a digital and technology strategy that addresses mobile, self-service and personalized options	Provision of access to public technology in accordance with TPL's Internet Use Policy. **68 internet access workstations per 100,000 population.** **Wireless Internet access 24/7 at all locations.** **1.94 wireless connections per capita.** **7 Digital Innovation Hubs plus 8 portable pop-up learning labs to increase access to technology**
Information Services	Information services available in all branches to support access to information, collections and services based on the Service Delivery Model. 7,377,636 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.	Information services available in all branches to support access to information, collections and services based on the Service Delivery Model. **7,393,860 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.

2017 Service Levels

Activity	2016 Service Level	Proposed 2017 Service Levels
Programs	Programs provided in accordance with TPL's Programming Policy and are available city-wide to address strategic priorities: literacy, literary, information, lifelong learning, cultural experience, and training to support access and use of information in all its forms, including electronic format. 1,413 programs offered per 100,000 population	Programs provided in accordance with TPL's Programming Policy and are available city - wide to address strategic priorities: literacy, literary, information, lifelong learning, cultural experience, and training to support access and use of information in all its forms, including electronic format. **1,455 programs offered per 100,000 population**
Room Rentals for Community Groups	Public space rental in accordance with TPL's Auditorium, Meeting Room and Theatre 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	**Public space rental in accordance with TPL's Community and Event Space Rental Policy, which balances community use of library space with revenue objectives.** • **Provision of premier rental spaces to generate further revenue.** • 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.
Facility Maintenance	Space well maintained to promote public safety and use with repair issues addressed 70% waste diversion Capital program to address state-of-good-repair backlog Nightly cleaning of facilities Pedestrian and vehicle routes kept free of snow and ice; snow removal 4 hours after snowfall Landscaping every 7 days including grass cutting and litter abatement Carpet cleaning four times per year	Space well maintained to promote public safety and use with repair issues addressed. 70% waste diversion Capital program to address state-of-good-repair backlog Nightly cleaning of facilities Pedestrian and vehicle routes kept free of snow and ice; snow removal 4 hours after snowfall Landscaping every 7 days including grass cutting and litter abatement Carpet cleaning four times per year

2017 Service Levels

Activity	2016 Service Level	Proposed 2017 Service Levels
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. New content regularly added and currency of content regularly checked. E-mail information requests responded to within 24 hours depending on the type of the request. New web content created is in compliance with the AODA's web accessibility requirements.	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. New content regularly added and currency of content regularly checked. E-mail information requests responded to within 24 hours depending on the type of the request. New web content created is in compliance with the AODA's web accessibility requirements.
Digitization	Digitization program to provide access to materials including special and archival collections including materials focusing on Toronto and its neighbourhoods. 12,796 books digitized 29,596 images and ephemera digitized	Digitization program to provide access to materials including special and archival collections including materials focusing on Toronto and its neighbourhoods. **13,996 books digitized** **34,596 images and ephemera digitized**

Table 3

2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Branch & E-Services	113,853.6	117,324.9	(629.9)	116,695.0	2,841.4	2.5%		**116,695.0**	2,841.4	2.5%	2,383.7	2.0%	1,327.2	1.1%
Total Gross Exp.	113,853.6	117,324.9	(629.9)	116,695.0	2,841.4	2.5%		**116,695.0**	2,841.4	2.5%	2,383.7	2.0%	1,327.2	1.1%
REVENUE														
Branch & E-Services	11,215.7	12,924.4		12,924.4	1,708.7	15.2%		**12,924.4**	1,708.7	15.2%	(1,100.5)		(466.9)	(3.9%)
Total Revenues	11,215.7	12,924.4		12,924.4	1,708.7	15.2%		**12,924.4**	1,708.7	15.2%	(1,100.5)		(466.9)	(4.1%)
NET EXP.														
Branch & E-Services	102,637.9	103,887.1	(629.9)	103,257.2	619.3	0.6%		**103,257.2**	1,132.7	1.1%	3,484.2	3.4%	1,794.1	1.7%
Total Net Exp.	102,637.9	103,887.1	(629.9)	103,257.2	619.3	0.6%		**103,257.2**	1,132.7	1.1%	3,484.2	3.4%	1,794.1	1.7%
Approved Positions	992.4	992.4	(5.0)	987.4	(5.0)	(0.5%)		**987.4**	(5.0)	(0.5%)	1.1	0.1%	1.1	0.1%

The ***Branch & E- Services*** provide space for collaboration, study, networking and access to information and technology and is achieved through a number of ways including the introduction of digital innovation hubs in branches. 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 self-service options.

The Branch & E-Services' 2017 Operating Budget of $116.695 million gross and $103.257 million net is $1.132 million or 1.1% above the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service is experiencing increasing costs in facility maintenance relating to contracted services $0.535 million increase, supplies $0.397 million and utility costs $0.368 million for the 100 branches across the City.

- The above pressures have been partially offset through additional revenues generated from room rentals, savings from contract negotiations as well as service efficiencies achieved from the automation as well as technological streamlining of library material equipment.

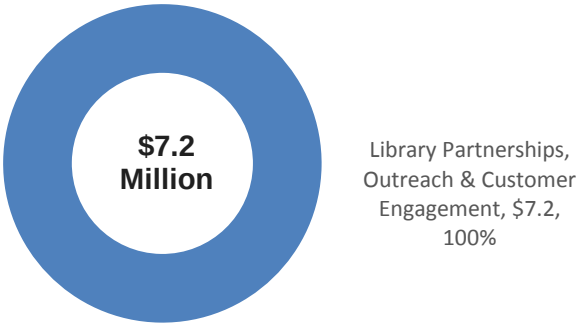
Library Partnerships, Outreach & Customer Engagement

Library Partnerships, Outreach & Customer Engagement

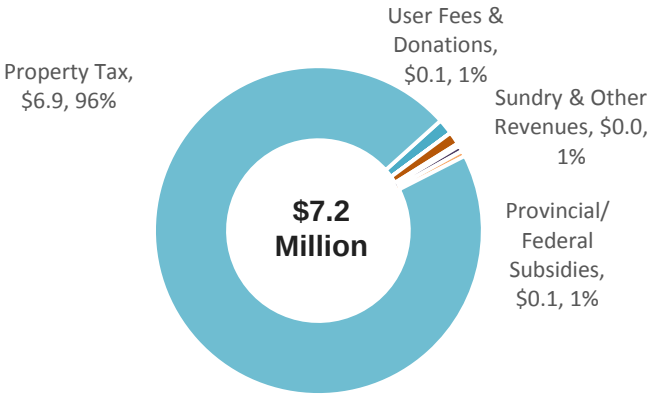
What We Do

- 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.

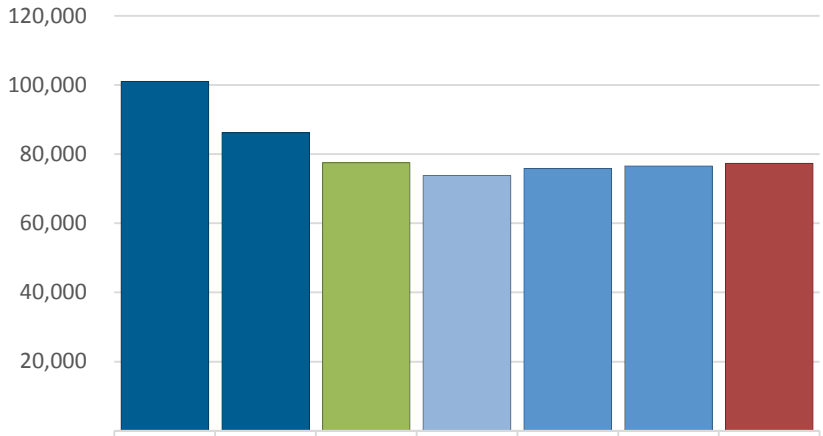
2017 Service Budget by Category of Expense ($Ms)



Service by Funding Source ($Ms)



Toronto Public Library Volunteer Services



2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Target	2017 Target
101,031	86,200	77,545	73,850	75,840	76,600	77,360

- Volunteers support six programs focusing on literacy and technology, including programs for children in the middle years
- The number of volunteer hours is expected to increase in 2017 by 1%. This is consistent with prior year's growth in volunteer hours.

2017 Service Levels

Activity	2016 Service Level	Proposed 2017 Service Levels
Partnerships	Integrating with city services to improve access through public and private partnerships Sample partnerships: **City**: Public Health to deliver health promotion with health zones in 10 branches serving NIAs, Business Inc, **Cultural**: Sun Life Museum and Arts Pass to provide access to cultural venues and to musical instruments through the musical instrument lending library program, TD Summer Reading Club **Government**: Library Settlement Partnership with Citizenship and Immigration Canada, community agencies and TPL **Learning**: CISCO, Hacker Lab and Repair Café, OCAD **Technology:** Google Canada	Integrating with city services to improve access through public and private partnerships Sample partnerships: **City**: Public Health to deliver health promotion with health zones in 10 branches serving NIAs, Business Inc, **Cultural**: Sun Life Museum and Arts Pass to provide access to cultural venues and to musical instruments through the musical instrument lending library program, TD Summer Reading Club **Government**: Library Settlement Partnership with Citizenship and Immigration Canada, community agencies and TPL **Learning**: CISCO, Hacker Lab and Repair Café, OCAD **Technology:** Google Canada
Outreach	Online and social media to support service objectives • Engaging in promotion, outreach and awareness raising • Delivering information service • Improving and supporting customer service excellence • Supporting media and public relations • Promoting accessibility for all by participating on popular social media channels Online and social media tools reflect community usage and include: • blogs and wikis • You Tube • Twitter • Facebook • Pinterest • Instagram • Flickr • E-newsletter	Online and social media to support service objectives • Engaging in promotion, outreach and awareness raising • Delivering information service • Improving and supporting customer service excellence • Supporting media and public relations • Promoting accessibility for all by participating on popular social media channels Online and social media tools reflect community usage and include: • blogs and wikis • You Tube • Twitter • Facebook • Pinterest • Instagram • Flickr • E-newsletter
Programs	Programs delivered in schools and community locations to facilitate outreach • 100% of schools in Toronto Strong Neighbourhoods 2020 areas reached through Kindergarten, Grade 4 and High School Outreach. • Outreach in community settings to promote e-content • Pop-up programs in community settings • Establish embedded librarian positions at Toronto Employment and Social Services (TESS) • Innovators in Residence Program	Programs delivered in schools and community locations to facilitate outreach • 100% of schools in Toronto Strong Neighbourhoods 2020 areas reached through Kindergarten, Grade 4 and High School Outreach. • Outreach in community settings to promote e-content • Pop-up programs in community settings • Embedded librarians at Toronto Employment and Social Services (TESS) • Innovators in Residence Program

2017 Service Levels

Activity	2016 Service Level	Proposed 2017 Service Levels
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. 14,088 home visits to deliver materials	Bookmobile and Home Library Service provided in accordance with Service Delivery Model to address geographically isolated communities or the needs of homebound users. 14,500 home visits to deliver materials New Bookmobiles will have access to Wi-Fi and technology
Volunteer Services	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 3,420 volunteers 121 active volunteers per 100,000 population 76,600 volunteer hours 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	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 3,590 volunteers 127 active volunteers per 100,000 population 77,360 volunteer hours 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
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. 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 Telephone calls returned within one business day. Voicemails cleared daily or appropriate absence messaged. Callers not transferred to voicemail. Emails acknowledged within two business days.	Residents and communities consulted as per TPL's Public Consultation Policy on service development including 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. 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. Voicemails cleared daily or appropriate absence messaged. Callers not transferred to voicemail. Emails acknowledged within two business days.

Table 4
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Library Partnerships, Outreach & Cust. En	7,102.6	7,261.8	(33.2)	7,228.6	126.0	1.8%		**7,228.6**	126.0	1.8%	137.2	1.9%	307.2	4.2%
Total Gross Exp.	7,102.6	7,261.8	(33.2)	7,228.6	126.0	1.8%		**7,228.6**	126.0	1.8%	137.2	1.9%	307.2	4.0%
REVENUE														
Library Partnerships, Outreach & Cust. En	268.1	296.7		296.7	28.6	10.7%		**296.7**	28.6	10.7%	(25.4)		(10.8)	(4.0%)
Total Revenues	268.1	296.7		296.7	28.6	10.7%		**296.7**	28.6	10.7%	(25.4)		(10.8)	(4.1%)
NET EXP.														
Library Partnerships, Outreach & Cust. En	6,834.5	6,943.4	(33.2)	6,910.2	75.7	1.1%		**6,910.2**	97.4	1.4%	162.6	2.4%	318.0	4.5%
Total Net Exp.	6,834.5	6,943.4	(33.2)	6,910.2	75.7	1.1%		**6,910.2**	97.4	1.4%	162.6	2.4%	318.0	4.3%
Approved Positions	69.6	69.6	(0.5)	69.1	(0.5)	(0.7%)		**69.1**	(0.5)	(0.7%)	0.1	0.1%	(0.1)	(0.1%)

The ***Partnerships, Outreach and Customer Engagement*** service provide access to library services to residents and communities throughout the city, and help to increase awareness and use of library services. includes activities that ensure programs and services are integrated, inclusive and responsive to residents' needs and support equity of access including outreach, engagement, strategic public and private partnerships.

Library Partnerships, Outreach & Customer Engagement's 2017 Operating Budget of $7.228 million gross and $6.910 million net is $0.094 million or 1.4% above the 2016 Approved Net Budget.

- Base budget pressures are primarily due to salary and benefits adjustments of $0.068 million which have been partially offset by service efficiencies and revenue adjustments common amongst all three services.

- The 2018 and 2019 Plan increases are attributable to cost increases for progression pay, step and fringe benefits.

Toronto Transit Commission

2017 – 2026 CAPITAL BUDGET AND PLAN OVERVIEW

The Toronto Transit Commission delivers transit services to an estimated 544 million riders in 2017, 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 $15.4 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 that totals $6.842 billion 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 Capital Plan funds projects focused on transit expansion including the Toronto-York Spadina Subway Extension and the Scarborough Subway Extension.

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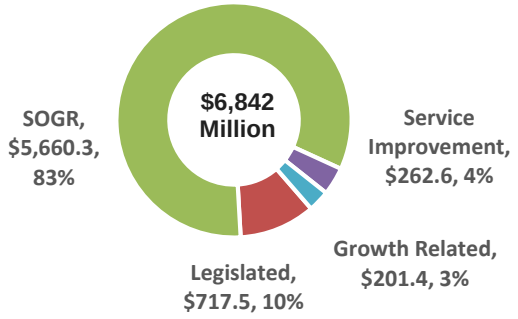
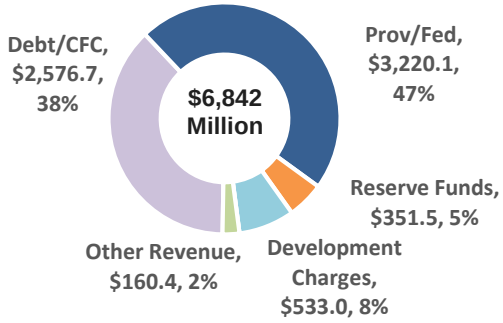
2017-2026 Capital Budget and Plan

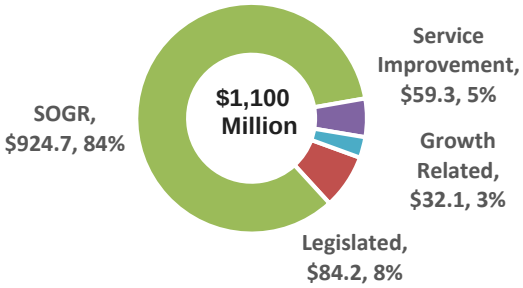
Where the money goes: By Project Category



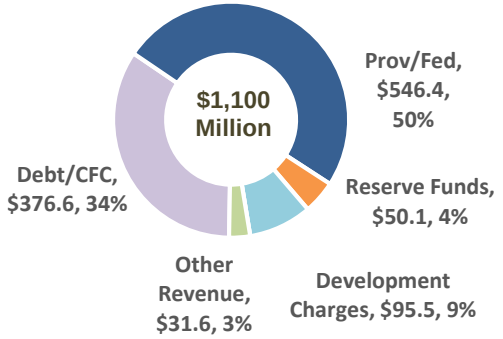
Where the money comes from: By Funding Source



2017 Capital Budget By Project Category



By Funding Source



Our Key issues & Priority Actions

- **Capital Plan Affordability –** The TTC identified 10-Year Capital Plan needs that total $9.276 billion. This would require additional debt funding of $2.435 billion over the TTC's established debt target for the 10-year capital planning period.

  TTC's 10-Year Capital Plan of $6.842 billion is funding by:

  - ✓ Debt of $2.577 billion, which includes an added City investment of $434.387 million above the TTC's debt target.
  - ✓ Provincial and Federal funding of $3.220 billion (Including $580.247 million in new funding from the Federal Public Transit Infrastructure Fund)
  - ✓ The level of Unfunded TTC Capital Projects has been reduced from $2.7 billion to $2.4 billion through added capital investments included in the 10-Year Capital Plan.

- **Federal Public Transit Infrastructure Fund (PTIF) program**, federal funding of up to $856 million has been made available to the City of Toronto for transit upgrades and improvements for projects that if not for this funding would not have been completed by March 31, 2018. (Note that the City has requested that the timeline for a portion of funding be extended to March 31, 2019).

  - ✓ $1.363 billion in TTC capital projects have been included in Phase 1 of the PTIF program from 2016 to 2019, which includes matching City funding.

Capital Deliverables for 2017

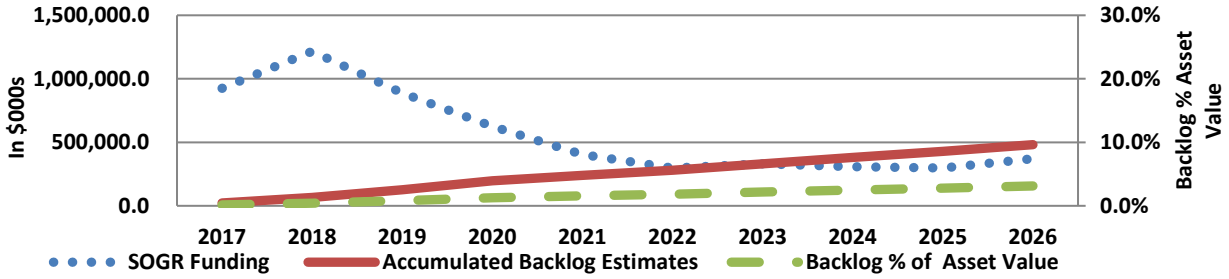
The 2017 Capital Budget for Toronto Transit Commission of $1.1 billion, excluding carry forward funding, will:

- Fund the purchase of buses ($230.0 million) of which $227.4 million or 98.9% are related to state of good repair. McNicoll Bus Garage Facility ($14.780 million) construction of an indoor storage and maintenance facility for 250 buses to accommodate ridership growth and expanding bus fleet.
- Continue to address SOGR maintenance work on:
  - ➢ Subway Track ($30.809 million);
  - ➢ Surface Track ($53.093 million);
  - ➢ Bridges & Tunnels ($39.937 million);
  - ➢ Subway Car Overhaul ($39.946 million);
  - ➢ Support building and structure initiatives ($55.345 million); and
  - ➢ Maintaining the information and technology infrastructure in state of good repair ($82.300 million).

State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of $5.660 million for State of Good Repair to address the backlog. The SOGR backlog as a % of asset replacement value will increase from 0.1% in 2017 to 3.1% in 2026.

Chart 1
SOGR Funding & Backlog (In $000s)

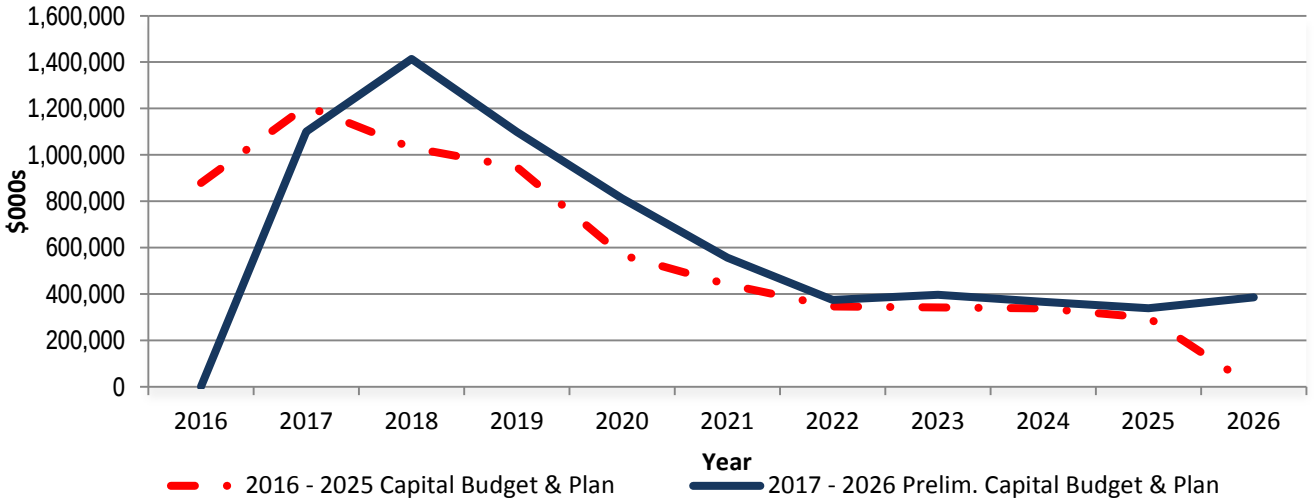


Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Capital Budget and the 2018 – 2026 Capital Plan reflects an increase of $440.00 million in capital funding from the 2016 - 2025 Approved Capital Plan.

The chart and table below provide a breakdown of the $440.00 million or 6.9% increase in the Capital Program on an annual basis from 2016 to 2026.

Chart 2
Changes to the 2016 - 2025 Approved Capital Plan (In $000s)



($000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025	879,475	1,210,511	1,030,701	947,593	569,032	440,880	346,002	342,090	337,977	297,475		6,401,736
2017 - 2026		1,100,258	1,413,290	1,098,985	812,067	556,117	374,396	396,414	366,586	338,725	384,903	6,841,741
Change %		(9.1%)	37.1%	16.0%	42.7%	26.1%	8.2%	15.9%	8.5%	13.9%		6.9%
Change $		(110,253)	382,589	151,392	243,035	115,237	28,394	54,324	28,609	41,250		440,005

As made evident in the chart above, the $440.005 million increase in the Capital Program is attributed to increased investments of $934.577 million between 2017 – 2025, that is somewhat offset by the difference in capital spending approved in 2016 as compared to planned capital funding in the year 2026.

As reflected in Table 2 on the following page, changes to the 2016 – 2025 Approved Capital Plan, specifically the $934.577 million increase in capital funding over the nine common years of the Capital Plans (2017 – 2025) arise from the following:

- The reprioritization of TTC capital projects based on a capacity to spend and project readiness to proceed review to more realistically match cash flow spending to project activities and timing; and
- Capital Program adjustments arising from investments of $1.160 billion in new or accelerated PTIF funded TTC capital projects that includes $580.247 million in matching City funding.

The following table details, by project category, the capital projects included in the 2017 – 2026 Capital Budget and Plan for TTC:

Table 1
2017 - 2026 Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total	Total Project Cost
Total Expenditures by Category													
Legislated													
Communications - Various		1,983	3,052	750							551	**6,336**	
Easier Access Phase II & III	467,953	42,772	54,584	66,094	76,332	74,489	66,364	56,664	44,702	30,917		**512,918**	655,217
Environmental Programs		6,482	9,015	4,765	8,601	15,972	3,905	3,315	3,400	3,485	3,570	**62,510**	
Equipment - Various		2,344	2,218	920	1,000	435	219	89				**7,225**	
Other Bldgs & Structures Projects		9,454	14,650	19,889	12,306	8,344	687	715	499	663	2,785	**69,992**	
Other Service Planning		16,000	4,200	200	200	200	170	170	170			**21,310**	
Streetcar Overhaul Program		1,000										**1,000**	
Subway Car Overhaul Program		1,647										**1,647**	
Yards and Roads - Various		2,133	9,308	10,553	12,229							**34,223**	
Bus Overhaul Program		335										**335**	
Sub-Total		**84,150**	**97,027**	**103,171**	**110,668**	**99,440**	**71,345**	**60,953**	**48,771**	**35,065**	**6,906**	**717,496**	
State of Good Repair													
ATC Resignalling	861,884	60,309	66,334	73,346	58,881	33,499	39,441	38,791	40,066	42,017	44,142	**496,826**	863,523
Automotive Non-Revenue Vehicles		2,800	2,800	2,960	2,480	2,635	2,805	2,890	1,785	1,785	1,785	**24,725**	
Birchmount Bus Garage Repair Bay Modifications													
Bridges and Tunnels - Various		39,937	33,846	29,701	29,421	32,896	34,955	36,013	37,216	39,473	40,059	**353,517**	
Communications - Various		23,633	22,595	15,312	8,067	7,942	7,410	7,184	6,306	6,253	9,303	**114,005**	
Equipment - Various		32,099	40,091	26,498	24,244	20,826	14,462	10,213	9,566	9,233	13,848	**201,080**	
Fare Handling Equipment	22,973	8,000	185	175	250	250	250	250	300	300	300	**10,260**	61,153
Fare System	3,557	175	125									**300**	3,557
Finishes - Various		17,990	17,606	14,169	14,190	18,649	22,284	9,265	7,515	6,504	7,926	**136,098**	
Fire Ventilation Upgrade		10,918	14,708	30,966	38,019	3,299						**97,910**	
Furniture & Office Equipment		393	288	210	546	361	201	418	200	432	222	**3,271**	
Information Technology System-Infrastructure		82,269	85,966	30,857	43,975	13,433	14,936	14,689	11,801	8,948	36,119	**342,993**	
Leslie Barns Streetcar Maint.& Storage Facility	506,622	20,411	4,500	1,350								**26,261**	515,989
Mount Dennis Bus Facility												-	
On-Grade Paving Rehabilitation		9,069	10,521	10,792	14,037	15,731	16,036	10,200	10,353	10,509	10,666	**117,914**	
Other Bldgs & Structures Projects		55,345	124,820	84,970	51,690	26,231	5,866	6,905	5,279	5,153	3,635	**369,894**	
Other Maintenance Equipment		2,090	5,730	1,048	902	960	1,010	963	965	1,090	1,110	**15,868**	
Other Service Planning		16,750	4,000									**20,750**	
Power Dist./Electric Systems - Various		8,897	9,170	7,265	4,620	5,264	5,261	5,332	5,385	5,595	6,217	**63,006**	
Purchase of Rail Non-Revenue Vehicle		7,982	8,016	3,214	5,453	9,595	4,804	1,992				**41,056**	
Queensway Bus Garage Renovations		189										**189**	
Rail Non-Revenue Vehicle Overhaul		3,421	3,346	3,357	3,509	4,428	1,718	1,152	454	467	484	**22,336**	
Replacement of Wheel-Trans Vehicles		6,920	6,920	7,629	6,408	7,149	7,506	7,882	8,276	8,690	9,125	**76,505**	
Signal Systems - Various		17,189	17,074	12,799	11,602	6,500	4,189	3,738	3,580	2,231	2,324	**81,226**	
Streetcar Overhaul Program		11,515	1,801		633	649	422	1,578	2,358	6,198	11,853	**37,007**	
Subway Car Overhaul Program		39,946	31,807	29,158	17,437	15,494	13,574	18,426	18,480	24,415	25,896	**234,633**	
Subway Car Purchases		16,698	4,076									**20,774**	
Subway Track		30,809	47,701	34,992	35,337	38,129	31,865	32,400	33,027	33,653	34,229	**352,142**	
Surface Track		53,093	37,323	23,846	23,642	27,546	26,892	27,565	23,820	27,248	32,561	**303,536**	
Tools and Shop Equipment		2,784	3,111	1,504	1,824	1,828	2,025	1,700	1,708	1,655	1,828	**19,967**	
Toronto Rocket Yard & Storage Track Accommodation		47,754	71,703	86,252	90,674	43,685		250	250			**340,568**	
Traction Power - Various		22,465	16,095	14,444	14,401	12,622	12,592	13,374	13,567	15,604	17,190	**152,354**	
Transit Shelters & Loops		160	206	211	217	236	243	251	258	263	268	**2,313**	
Wilson Complex - Modifications for the Toronto Roc													
Purchases of Buses	1,090,177	227,351	211,839	115,051	80,837	23,369	11,626	9,300				**679,373**	946,103
Bus Overhaul Program	222,929	32,487	43,892	33,593	29,698	29,734	15,158	67,320	64,392	41,044	60,998	**418,316**	312,482
Purchase of Streetcars	1,186,503	12,878	267,999	190,693	11,743							**483,313**	1,186,503
Sub-Total	**3,894,645**	**924,726**	**1,216,194**	**886,362**	**624,737**	**402,940**	**297,531**	**330,041**	**306,907**	**298,760**	**372,088**	**5,660,286**	**3,889,310**
Service Improvements													
Finishes - Various		200										**200**	
Other Bldgs & Structures Projects		25,105	11,404	5,230	5,225	5,305	3,530	3,430	3,260	2,900	3,185	**68,574**	
Other Service Planning		27,882	12,868	4,502	4,628	4,130	1,760	1,760	1,760	1,760	1,760	**62,810**	
Power Dist./Electric Systems - Various		201	210	210	220	220	230	230	240	240	299	**2,300**	
Purchase of Rail Non-Revenue Vehicle		91	6,633	13,002	6,237							**25,963**	
Subway Track		3,211	169	110								**3,490**	
Surface Track			4,000	4,310								**8,310**	
Transit Shelters & Loops											665	**665**	
Purchases of Buses	27,534	2,630	17,186	22,247	27,946	14,631			5,648			**90,288**	30,522
Sub-Total	**27,534**	**59,320**	**52,470**	**49,611**	**44,256**	**24,286**	**5,520**	**5,420**	**10,908**	**4,900**	**5,909**	**262,600**	**30,522**
Growth Related													
Fare Handling Equipment	800		1,060									**1,060**	800
Fare System	48,141	6,642	2,159									**8,801**	48,141
McNicoll Bus Garage Facility	181,000	14,780	39,810	55,590	32,209	29,451						**171,840**	181,000
Other Bldgs & Structures Projects		9,240	3,970	3,650	197							**17,057**	
Other Service Planning		600	600	601								**1,801**	
Yards and Roads - Various		800										**800**	
Sub-Total		**32,062**	**47,599**	**59,841**	**32,406**	**29,451**						**201,359**	**229,941**
Total Expenditures by Category (excluding carry forward)	**3,922,179**	**1,100,258**	**1,413,290**	**1,098,985**	**812,067**	**556,117**	**374,396**	**396,414**	**366,586**	**338,725**	**384,903**	**6,841,741**	**4,149,773**

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

	2017 Budget		2018 Plan		2019 Plan		2020 Plan		2021 Plan		2017 - 2021		2017 - 2026	
Projects	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**
Previously Approved														
McNicoll Bus Garage Facility - Growth	-	-	-	-	-	-	9,764.9	68.8	-	-	9,764.9	68.8	9,764.9	68.8
Communications - SOGR	(13,115.0)	(131.0)	(18,510.0)	(163.0)	(632.0)	-	(647.0)	-	(657.0)	-	(33,561.0)	(294.0)	(37,054.0)	(294.0)
Easier Access Phase III - Legislated	52.0		42.0		31.0		146.0		63.0		334.0	-	691.0	-
Fare Handling Equipment - SOGR	-		4,000.0		-		-		-		4,000.0	-	4,000.0	-
Fare System - SOGR	(1,075.5)	4.0	6.1	(11.0)	(204.7)	-	-	(2.0)	-	-	(1,274.1)	(9.0)	(1,274.1)	(9.0)
Fire Ventilation Upgrade - SOGR	-	-	-	-	-	0.1	8.0	-	8.0	0.1	16.0	0.2	24.0	0.3
Information Tech. System-Infrastructure - SOGR	2,979.0	7.8	4,949.7	8.5	4,354.2	-	1,005.0	4.5	272.6	0.5	13,560.5	21.3	16,189.1	21.8
Leslie Barns Streetcar Main. & Storage Facility	544.6		-		-		-		-		544.6	-	544.6	-
Other Buildings & Structure - Improvement	(383.0)	-	(5,277.0)	(51.0)	383.0	-	277.0	-	-	-	(5,000.0)	(51.0)	(5,000.0)	(51.0)
Other Buildings and Structures - Legislated	968.0	8.0	738.0	6.0	170.0	2.0	290.0	3.0	232.0	2.0	2,398.0	21.0	4,266.0	34.0
Other Service Planning - Improvement	(42.0)	0.3	(40.0)	-	70.0	-	70.0	-	70.0	-	128.0	0.3	338.0	0.3
Purchase of Rail Non-Revenue Vehicle - SOGR	-		-		(420.0)		-		(800.0)		(1,220.0)	-	(1,220.0)	-
Signal Systems - SOGR	67.0	1.1	65.0	0.6	65.0	0.6	69.0	0.6	43.0	-	309.0	2.9	514.0	3.5
Bus Overhaul Program - Leg	561.0	7.0	-	-	-	-	-	-	-	-	561.0	7.0	561.0	7.0
Total (Net)	**(9,443.9)**	**(102.8)**	**(14,026.2)**	**(209.9)**	**3,816.5**	**2.7**	**10,982.9**	**74.9**	**(768.4)**	**2.6**	**(9,439.1)**	**(232.5)**	**(7,655.5)**	**(218.3)**

The 10-Year Capital Plan will reduce future year Operating Budgets by a total of ($7.656 million) net over the 2017 – 2026 period, as shown in the table above.

This is comprised of expenditure increases / decreases for the following capital projects:

- *McNicoll Bus Garage Facility* – This projects additional funding represents an increase that will be required for increased costs to operate the new bus garage.
- *Communications* – Cost savings will result from 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 savings. When OPTO is rolled out to Line 1, savings in the order of $18 million annually are anticipated.
- *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.

Toronto Transit Commission

2017 OPERATING BUDGET OVERVIEW

TTC will provide Conventional Transit service to up to 544 million riders with service that spans 247 million kilometres and 9.5 million hours in 2017. Wheel-Trans provides door-to-door accessible transit service on 4.7 million rides for riders with physical disabilities.

2017 Operating Budget Highlights

The 2017 Operating Budget for the TTC Conventional Service of $1.803 billion in gross expenditures provides funding for TTC Conventional Services. The 2017 Operating of $151.169 million in gross expenditures provides funding for TTC's Wheel-Trans Services, The total cost to deliver Conventional and Wheel-Trans transit to Toronto residents is $1.954 billion gross and $687.7 million net as shown below:

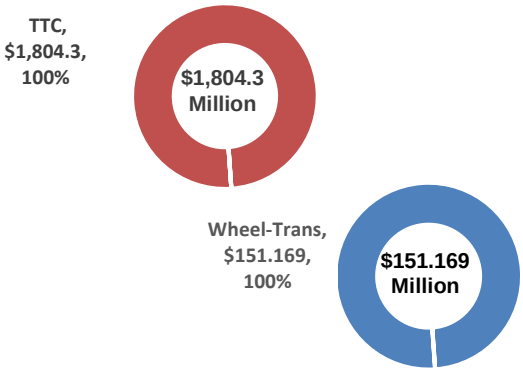
TTC-Conventional (in $000's)	2016 Budget	2017 Budget	Change $	Change %
Gross Expenditures	1,736,756.4	1,804,282.3	67,525.9	3.9%
Revenues	1,243,129.7	1,257,436.4	14,306.7	1.2%
Net Expenditures	**493,626.7**	**546,845.9**	**53,219.2**	**10.8%**

TTC-Wheel Trans (in $000's)	2016 Budget	2017 Budget	Change $	Change %
Gross Expenditures	123,665.9	151,169.3	27,503.4	22.2%
Revenues	6,953.5	8,491.5	1,538.0	22.1%
Net Expenditures	**116,712.4**	**142,677.8**	**25,965.4**	**22.2%**

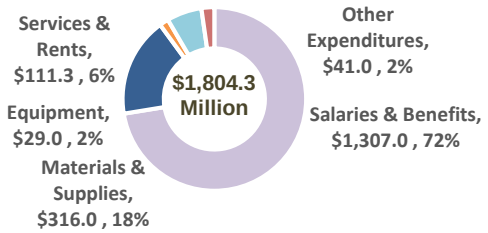
2017 Operating Budget

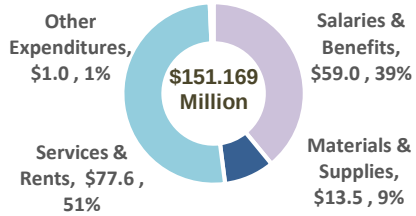
Where the money goes:

By Service



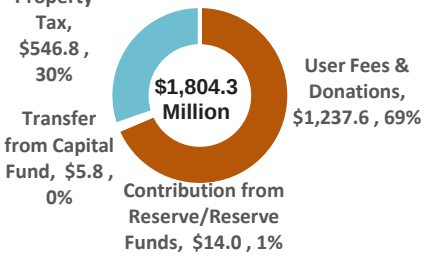
By Expenditure Category

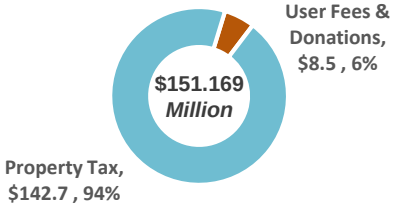




Where the money comes from:

By Funding Source



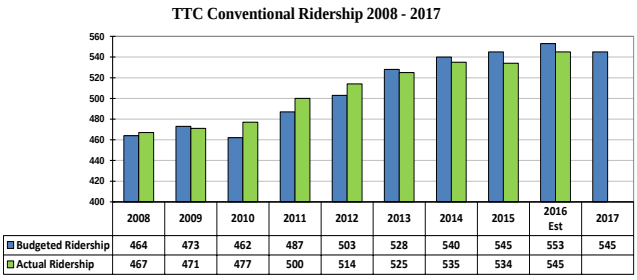


Fast Facts

- 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 544 million riders with a staff of 5,816 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 3.7 million riders in 2016 with a staff of 351 operators.

Trends

- TTC ridership has increased by 46.2% since 1996 with 372 million riders, to 544 million anticipated riders in 2017.
- Overall customer satisfaction dropped in Q3 2016 (70%), a significant decrease from results observed in the previous quarter (80%) and a significant decrease from the same time period last year (81%). However, the average score year-to-date for 2016 is 76% (consistent with 77% in 2015).
- The significant decrease can be linked predominantly to the 'hot subway car' issue that affected around 20% of subway cars this summer on Line 2, which affected overall perceptions of trip duration and wait time, the top two key drivers of satisfaction.
- Wheel-Trans ridership demand is consistent with identified trends that forecasted ridership demand will continue to outpace expectations. This is attributable to improvements in on-time performance, reduced call abandonment rates (now at 25%) and the fact that new customers (who are joining at the rate of about 800 – 900 per month) are utilizing the Wheel-Trans service at a higher rate than existing customers.



Our Key Issues & Priority Actions

- **Maintaining service levels and accommodating ridership changes.**
  - ✓ Budgeting for an anticipated 544 million riders in 2017.
  - ✓ The 2017 Budget add $51 Million or 10.4% in City funding to maintain service levels.
  - ✓ A $6.9 million reduction in fare box revenue is due to 8 million decrease in ridership.
- **Identifying Opportunities for Expenditure Reductions**

  TTC had an initial pressure of $215 million or a 35% increase from the 2016 Approved Net Budget.

  Net reductions of $137.7 million from the opening pressure are included in the 2017 Budget through expenditure reductions and fare revenue changes, including:
  - ✓ Reduced employee benefits cost;
  - ✓ Reduced energy costs based on current diesel futures pricing;
  - ✓ Utilizing the TTC Stabilization Reserve Fund; and
  - ✓ 10 cent fare increase on all fare media

Wheel- Trans Service

- **Accommodate the growing demand for Wheel-Trans service –** as a result of an aging population and AODA legislation**.**
  - ✓ Budgeting for an anticipated 4.7 million rides in 2017.
- **Support increasing service costs** with farebox revenues and City funding.
  - ✓ City funding has increase in Tax Levy funding by $25.965 million or 22.2% in 2017.
- **Address Ongoing Wheel-Trans Priority Actions.**
  - ✓ Achieve and exceed targets of each key performance indicator.
  - ✓ Transform and modernize Wheel-Trans.
  - ✓ Redefine eligibility in accordance with AODA legislation and business/technology changes.
  - ✓ Improve the Wheel-Trans experience through various customer service initiatives.
  - ✓ Secure funding from the Province towards Wheel-Trans' operation needs.

Key Service Deliverables for 2017

TTC and Wheel-Trans are responsible for providing transit service to the people of Toronto.

The 2017 Operating Budget will:

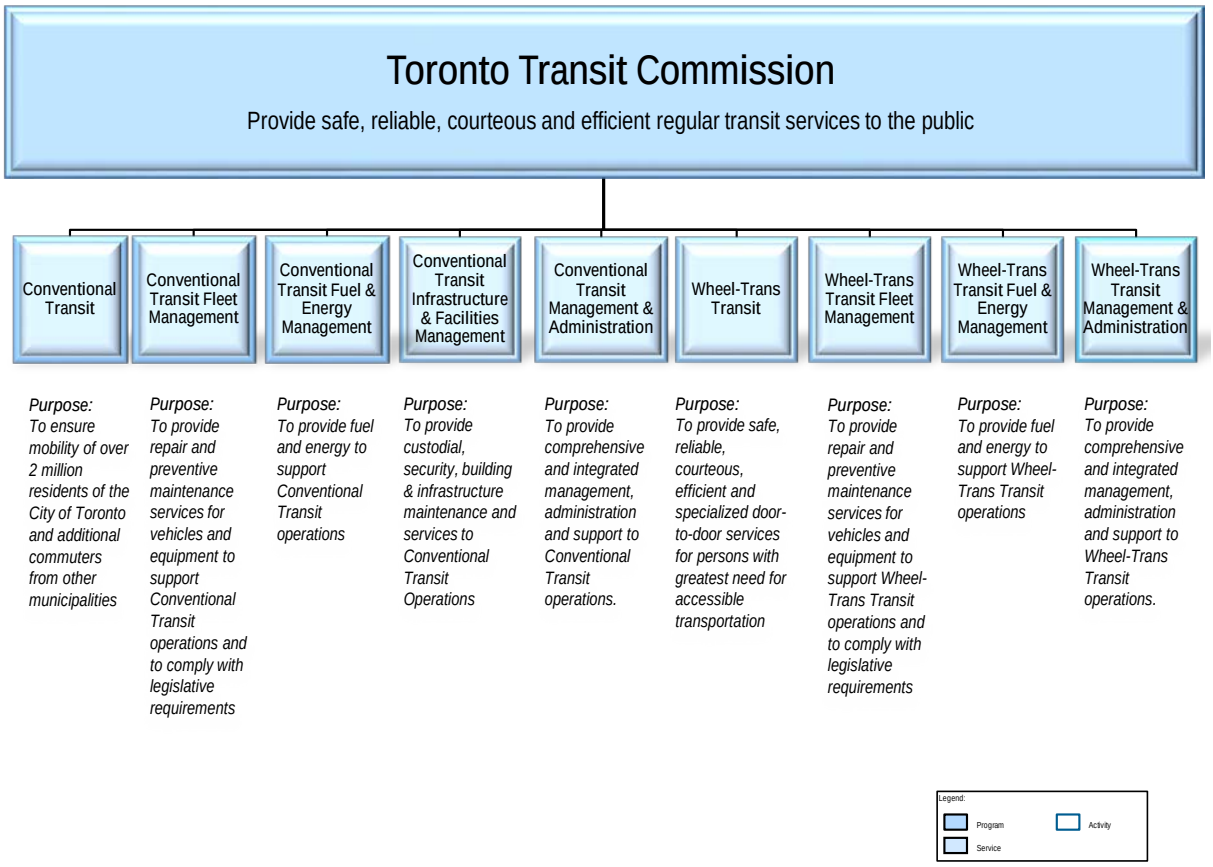
TTC Conventional Service:

- Provide transit service to an anticipated 544 million riders, representing an 8 million, or 1.6% decrease over the 2016 ridership "stretch target" of 553 million rides.
- Provide rail, streetcar and bus service spanning 247 million kilometers and 9.5 million hours of service.

Wheel-Trans Service:

- Carry 1.033 million more passengers, increasing from 3.690 million in 2016 to 4.7 million in 2017.
- Improve customer service telephone performance by reducing wait times and call abandonment rates to industry standards.
- The 2017 Operating Budget includes the impact of expanded service capability to include redefined eligibility in accordance with Accessibility for Ontarians with Disabilities Act (AODA) legislation and business/technology changes required to meet future needs and *transform the customer experience.*

Program Map



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

Table 1
2017 Operating Budget and Plan by Service

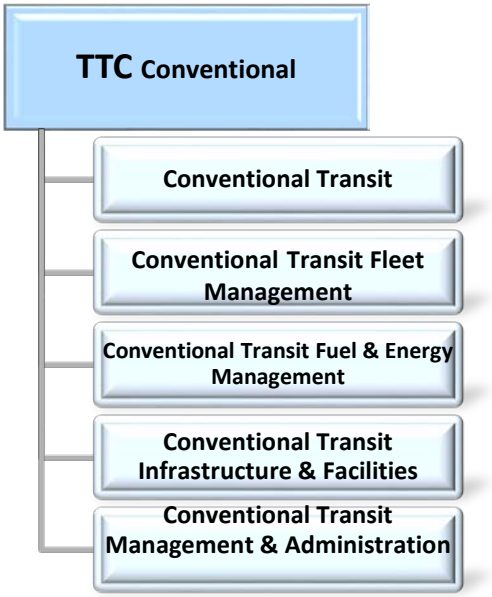
TTC - Conventional	2016		2017 Operating Budget					Incremental Change			
(In $000s)	Budget	Projected Actual	Base	New/ Enhanced	Total Budget	2017 Budget vs. 2016 Budget Change		2018 Plan		2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
TTC - Conventional											
Gross Expenditures	1,736,756.4	1,703,089.4	1,802,884.7	1,397.6	1,804,282.3	67,525.9	3.9%	159,179.0	8.8%	58,600.3	3.0%
Revenue	1,243,129.7	1,204,329.7	1,257,436.4		1,257,436.4	14,306.7	1.2%	(6,615.3)	(0.5%)	41,978.9	3.4%
Total											
Gross Expenditures	1,736,756.4	1,703,089.4	1,802,884.7	1,397.6	1,804,282.3	67,525.9	3.9%	159,179.0	8.8%	58,600.3	3.0%
Revenue	1,243,129.7	1,204,329.7	1,257,436.4		1,257,436.4	14,306.7	1.2%	(6,615.3)	(0.5%)	41,978.9	3.4%
Total Net Expenditures	493,626.7	498,759.7	545,448.3	1,397.6	546,845.9	53,219.2	10.8%	165,794.3	30.3%	16,621.4	2.3%
Approved Positions	13,975.0	14,122.0	14,005.0	5.0	14,010.0	35.0	0.3%	388.0	2.8%		

Wheel-Trans	2016		2017 Operating Budget					Incremental Change			
(In $000s)	Budget	Projected Actual	Base	New/ Enhanced	Total Budget	2017 Budget vs. 2016 Budget Change		2018 Plan		2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Gross Expenditures	123,665.9	125,756.0	151,169.3		151,169.3	27,503.4	22.2%	20,730.0	13.7%	17,403.0	10.1%
Revenue	6,953.5	7,060.0	8,491.5		8,491.5	1,538.0	22.1%	1,205.8	14.2%	1,674.8	17.3%
Net Expenditures	116,712.4	118,696.0	142,677.8		142,677.8	25,965.4	22.2%	19,524.2	13.7%	15,728.2	9.7%
Total											
Gross Expenditures	123,665.9	125,756.0	151,169.3		151,169.3	27,503.4	22.2%	20,730.0	13.7%	17,403.0	10.1%
Revenue	6,953.5	7,060.0	8,491.5		8,491.5	1,538.0	22.1%	1,205.8	14.2%	1,674.8	17.3%
Total Net Expenditures	116,712.4	118,696.0	142,677.8		142,677.8	25,965.4	22.2%	19,524.2	13.7%	15,728.2	9.7%
Approved Positions	565.0	565.0	571.0		571.0	6.0	1.1%				

The TTC (Conventional & Wheel-Trans) 2017 Operating Budget is $1.954 billion gross and $1.266 million net, representing a 12.7% increase to the 2016 Approved Net Operating Budget.

- Base pressures are mainly attributable to the annualized cost of 2016 approved service priorities, inflationary related employee cost, implementation of PRESTO, the opening of the TYSSE (Toronto-Yonge Spadina Subway), maintenance costs partly due to vehicles coming off warranty, energy costs (including an estimated $5 million plus increase due to the Provincial Cap and Trade regime, escalating accident claims cost and the impact of AODA mandated eligibility implementation.
- To help mitigate the above opening pressures, the Program identified $20.400 million in expenditure reductions, and $43.100 million in revenue increases.
- Approval of the 2017 Operating Budget will result in Toronto Transit (Conventional & Wheel-Trans) increasing its total staff complement by 41.0 positions net from 14,540 to 14,581.
- The 2018 and 2019 Plan increases of $284.708 million and $32.350 million respectively are mainly attributable to the annualized cost of implementing of Stations Transformation, specifically in 2018 should and the annualization cost of TYSSE. Inflationary employee cost also continue to increase within the outlook.

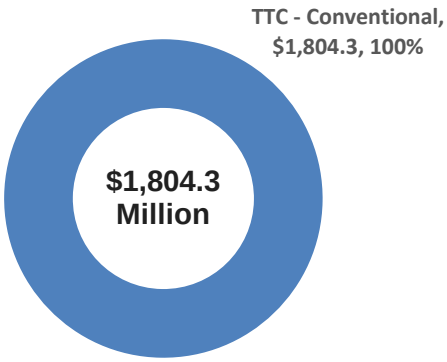
TTC Conventional



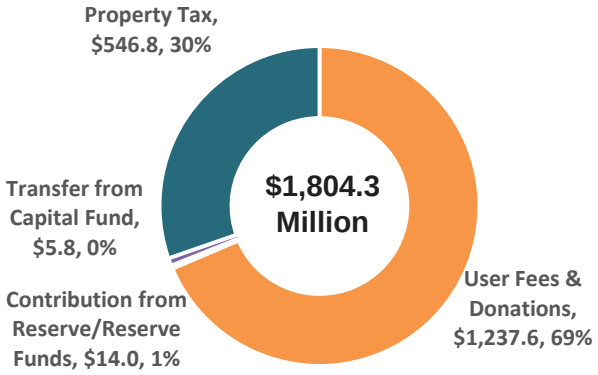
What We Do

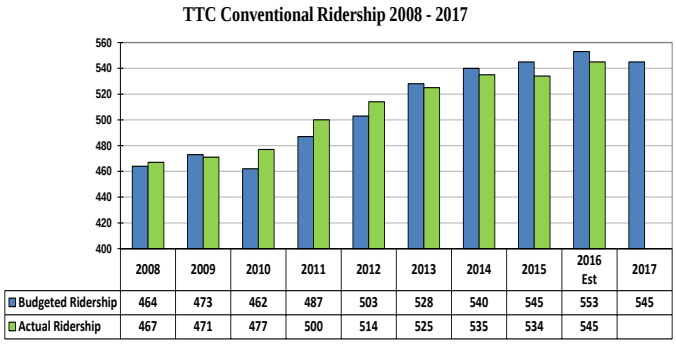
- TTC Conventional Service provides transit bus, streetcar, subway and rapid transit to 544 million riders with service that spans 248 million kilometers and 9.5 million hours.
- Ensures mobility of approximately 2.8 million residents of the City of Toronto and additional commuters from other municipalities.
- 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.

2017 Service Budget By Activity ($M)s



Service by Funding Source ($Millions)





	2008	2009	2010	2011	2012	2013	2014	2015	2016 Est	2017
Budgeted Ridership	464	473	462	487	503	528	540	545	553	545
Actual Ridership	467	471	477	500	514	525	535	534	545	

- Ridership is 10.6 million or 2.6% less than budgeted in 2016 due to severe cold temperatures experienced in January through March 2015, and the impact of planned system closures
- The TTC's 2017 Operating Budget forecasts ridership being flat year over year, 544 million riders is the projected actual in 2016.

2017 Service Levels

TTC Conventional

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.

Service	Activity	Type	Sub-Type	Service Level 2017
Conventional Transit		Bus Service		TBD
		Rail Service	Subway	TBD
			Streetcar	TBD
			Scarborough Rapid Transit (SRT)	TBD
		Streetcar Charter		TBD
Conventional Transit Fleet Management	Conventional Fleet Acquisition	Buses		TBD
		Streetcars		TBD
		Subway Cars		TBD
		Light Rail		TBD
		Railyard Equipment		TBD
		Non-Revenue Light Duty Vehicles		TBD
	Conventional Fleet Maintenance	Buses		TBD
		Streetcars		TBD
		Subway Cars		TBD
		Light Rail		TBD
		Railyard Equipment		TBD
		Non-Revenue Light Duty Vehicles		TBD
	Conventional Fleet Disposal	Buses		TBD
		Streetcars		TBD
		Subway Cars		TBD
		Light Rail		TBD
		Railyard Equipment		TBD
		Non-Revenue Light Duty Vehicles		TBD
	TTC Driver & Operator Safety			TBD
Conventional Transit Fuel & Energy Management	Conventional Fuel & Energy Acquisition	Natural Gas		TBD
		Bio-Diesel		TBD
		Gasoline		TBD
		Hydro		TBD
	Conventional Fuel & Energy Distribution	Natural Gas		TBD
		Bio-Diesel		TBD
		Gasoline		TBD
		Hydro		TBD
Conventional Transit Infrastructure & Facilities Management	Track & Structure Management	Tunnels		TBD
		Bridges		TBD
		Rail		TBD
		Right-of way		TBD
	Stations & Buildings Management	Custodial Care		TBD
		Safety & Security		TBD
		Facilities Maintenance		TBD
	Signals/Electrical/Communications Management	Signals		TBD
		Switches		TBD
Conventional Transit Management & Administration		CEO		TBD
		Corporate Communications		TBD
		Human Resources		TBD
		Human Rights & Internal Audit		TBD
		Finance		TBD
		ITS		TBD
		Marketing & Customer Service		TBD
		Materials & Procurement		TBD
		Legal & Claims		TBD
		Pension Fund Society		TBD
		Property Development		TBD
		Revenue Operations		TBD
		Safety and Non-Departmental		TBD

Table 2
2017 Service Budget by Activity

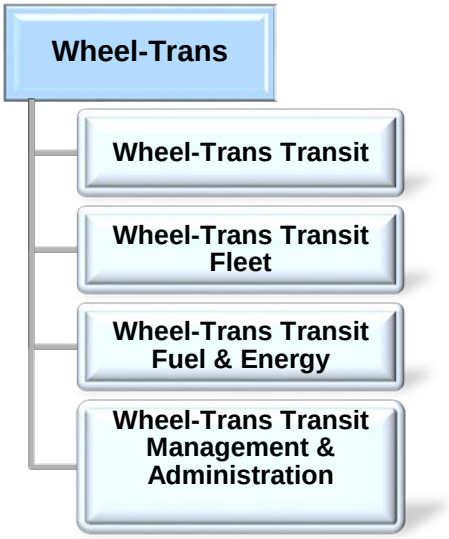
TTC - Conventional	2016		2017 Operating Budget									Incremental Change			
	Budget	Projected Actual	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.															
TTC - Conventional Service	1,736,756.4	1,703,089.4	1,802,884.7		1,802,884.7	66,128.3	3.8%	1,397.6	**1,804,282.3**	67,525.9	3.9%	159,179.0	8.8%	58,600.3	3.0%
Total Gross Exp.	1,736,756.4	1,703,089.4	1,802,884.7		1,802,884.7	66,128.3	3.8%	1,397.6	**1,804,282.3**	67,525.9	3.9%	159,179.0	8.8%	58,600.3	2.9%
REVENUE															
TTC - Conventional Service	1,243,129.7	1,204,329.7	1,214,721.9	42,714.5	1,257,436.4	14,306.7	1.2%		**1,257,436.4**	14,306.7	1.2%	(6,615.3)	-0.5%	41,978.9	3.4%
Total Revenues	1,243,129.7	1,204,329.7	1,214,721.9	42,714.5	1,257,436.4	14,306.7	1.2%		**1,257,436.4**	14,306.7	1.2%	(6,615.3)	-0.5%	41,978.9	3.2%
NET EXP.															
TTC - Conventional Service	493,626.7	498,759.7	588,162.8	(42,714.5)	545,448.3	51,821.6	10.5%	1,397.6	**546,845.9**	53,219.2	10.8%	165,794.3	30.3%	16,621.4	2.3%
Total Net Exp.	493,626.7	498,759.7	588,162.8	(42,714.5)	545,448.3	51,821.6	10.5%	1,397.6	**546,845.9**	53,219.2	10.8%	165,794.3	30.3%	16,621.4	2.3%
Approved Positions	13,975.0	14,687.0	14,005.0		14,005.0	30.0	0.2%	5.0	**14,010.0**	35.0	0.3%	383.0	2.7%		

The **TTC Conventional Service** provides transit bus, streetcar, subway, and rapid transit to 544 million riders and provides repair and preventative maintenance services for vehicles and equipment to support Conventional transit operations and complies with legislative requirements.

The 2017 Operating Budget for *TTC Conventional Service* of $1.804 billion gross and $546.845.9 million net is $53.219 million or 10.8% above the 2016 Approved Net budget due to the following:

- The base budget pressure of $114.934 million net is primarily attributable to inflationary increases in labour costs ($35.6 million) and increased costs associated with anticipated ridership change in average fare ($34.207 million).
- The above pressures have been partially offset through expenditure reductions of $20.400 million and $42.7 million in additional revenue generated through Board approved 2017 10 cent fare increases and a one-time draw from the TTC-Stabilization Reserve.
- Anticipated future year incremental costs of $164.594 million in 2018 and $16.624 million in 2019 are primarily attributable to inflationary increases to both labour and non-labour costs, PRESTO fees, Station Transformation, service increases to accommodate increased ridership and the annualized effect of the Toronto-York Spadina Subway Extension.

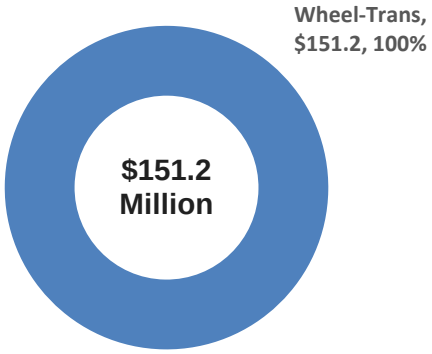
Wheel-Trans



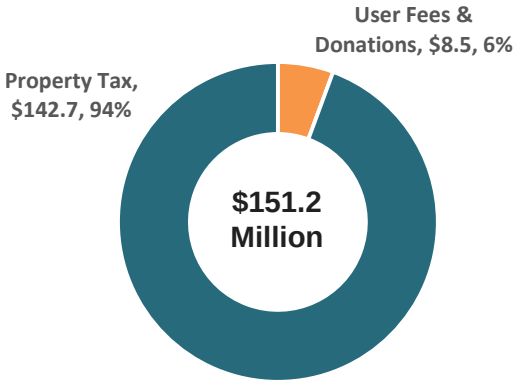
What We Do

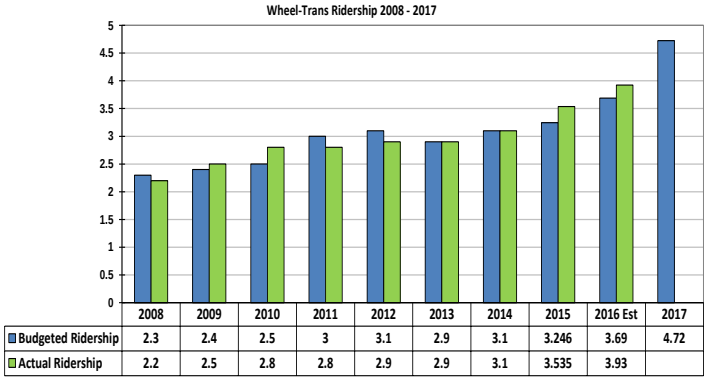
- TTC Wheel-Trans Service provides door-to-door accessible transit service for 4.72 million rides for riders with physical disabilities using accessible buses, contracted accessible and sedan taxis.
- Provides repair and preventative maintenance services for vehicles and equipment to support Wheel-Trans transit operations and comply with legislative requirements.
- Provides fuel and energy to support Wheel-Trans transit operations.

2017 Service Budget By Activity ($M)s



Service by Funding Source ($Millions)





	2008	2009	2010	2011	2012	2013	2014	2015	2016 Est	2017
Budgeted Ridership	2.3	2.4	2.5	3	3.1	2.9	3.1	3.246	3.69	4.72
Actual Ridership	2.2	2.5	2.8	2.8	2.9	2.9	3.1	3.535	3.93	

- 2016 ridership results to date are consistent with the trend identified in 2015 where ridership demand continues to outpace expectations. To date, demand for service is more than 5% higher than anticipated and 11% above the comparable 2015 results.
- Wheel-Trans ridership is steadily increasing (28% increase over 2016 Budget, following on from a 14% increase over the 2015 Budget)

Table 3
2017 Service Budget by Activity

TTC-Wheel Trans	2016		2017 Operating Budget									Incremental Change			
	Budget	Projected Actual	Base Budget	Service Changes	Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.															
Wheel-Trans Service	123,665.9	125,756.0	151,169.3		151,169.3	27,503.4	22.2%		**151,169.3**	27,503.4	22.2%	20,730.0	13.7%	17,403.0	10.1%
Total Gross Exp.	123,665.9	125,756.0	151,169.3		151,169.3	27,503.4	22.2%		**151,169.3**	27,503.4	22.2%	20,730.0	13.7%	17,403.0	9.2%
REVENUE															
Wheel-Trans Service	6,953.5	7,060.0	8,491.5		8,491.5	1,538.0	22.1%		**8,491.5**	1,538.0	22.1%	1,205.8		1,674.8	17.3%
Total Revenues	6,953.5	7,060.0	8,491.5		8,491.5	1,538.0	22.1%		**8,491.5**	1,538.0	22.1%	1,205.8		1,674.8	14.7%
NET EXP.															
Wheel-Trans Service	116,712.4	118,696.0	142,677.8		142,677.8	25,965.4	22.2%		**142,677.8**	25,965.4	22.2%	19,524.2	13.7%	15,728.2	9.7%
Total Net Exp.	116,712.4	118,696.0	142,677.8		142,677.8	25,965.4	22.2%		**142,677.8**	25,965.4	22.2%	19,524.2	13.7%	15,728.2	8.8%
Approved Positions	565.0		571.0		571.0	6.0	1.1%		**571.0**	6.0	1.1%		0.0%		

The **Wheel-Trans Service** provides door-to-door accessible transit service for 4.72 million rides for riders with physical disabilities using accessible buses, contracted accessible and sedan taxis. The service provides repair and preventative maintenance services for vehicles and equipment to support Wheel-Trans transit operations and complies with legislative requirements.

The 2017 Wheel-Trans Operating Budget has been developed to address an increasing demand for service, respond to current demand, and prepare for evolving service delivery methods. The Budget also includes the impact of expanded service capability to include redefined eligibility in accordance with Accessibility for Ontarians with Disabilities Act (AODA) legislation and business/technology changes required to meet future needs and transform the customer experience.

The 2016 Operating Budget for ***Wheel-Trans Service*** is $151.169 million gross and $142.678 million net. The net budget increase of $25.965 million or 22.3% is due to the following:

- Base budget pressures of $27.903 million primarily resulting from a 28% increase in ridership due in part to new AODA combined requiring that has expanded the Eligibility definition to include any disability (including cognitive) that prevents a person from travelling on the conventional system and as such, is anticipated to significantly increase demand for Wheel-Trans service from the last quarter of 2016 and beyond, when the new eligibility assessment process is fully implemented based upon the new expanded eligibility criteria with the addition of more resources to book trips in the Reservations call centre and improvements in on-time performance.
- The base budget pressures has been partially offset through the ability to accommodate increased ridership predominately through the use of Taxi contracts.

Toronto Zoo

2017 – 2026 CAPITAL BUDGET AND PLAN OVERVIEW

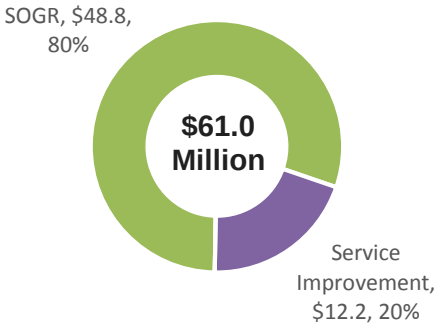
The Toronto Zoo is one of the largest zoos in the world, housing and caring for 5,000 animals over 710 acres (41,000 square meters) with an asset value of $330 million. The Zoo offers full year access to 7 zoogeographic regions with over 10 km of walking trails as well as gift shops, exhibits, rides, food services and guest services.

The Toronto Zoo's 10-Year Capital Plan focuses on improvements which will enhance visitor experiences and ensures continued compliance with zoological accreditation standards. To achieve this, the Zoo's 2017-2026 Capital Budget and Plan of $61.000 million include both state of good repair (SOGR) and service improvement projects such as the Orangutan Indoor & Outdoor Exhibits, and Education Centre.

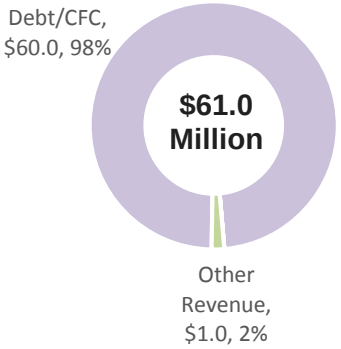
A new Master Plan is being developed and will be presented to the Board in December 2016, which will inform future Capital Plan priorities and requirements to support ongoing animal care and visitor service enhancements.

2017-2026 Capital Budget and Plan

Where the money goes: By Project Category



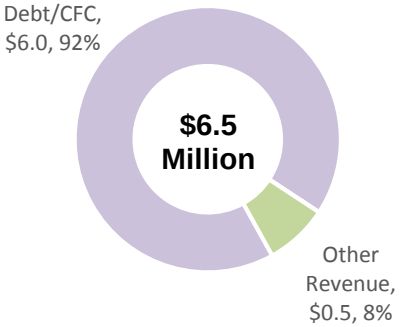
Where the money comes from: By Funding Source



2017 Capital Budget

By Project Category

By Funding Source



Our Key issues & Priority Actions

- **Finalizing the New Master Plan** in late 2016 will guide the Zoo's priorities and SOGR needs for Toronto Zoo in 2018 and beyond.
  - ✓ The new Master Plan will inform Toronto Zoo's 10-Year Capital Plan starting with the 2018 cycle on its capital improvement priorities and revised SOGR needs with an implementation plan to commence the capital work over 10 years.
- **Collaboration Agreement with the Rouge Urban National Park** may present opportunities for efficiencies and service expansions for both Toronto Zoo and Parks Canada.
  - ✓ Discussions are underway focusing on a shared Visitor Orientation Centre and Education Facility which would be cost shared between the City and Parks Canada. Feasibility studies are proceeding and are expected to provide input into the Toronto Zoo's new Master Plan.
- **Maximizing Fundraising Efforts for Capital Projects** will significantly improve visitor experiences at the Zoo and lessen the future debt pressures for the City.
  - ✓ As part of the Toronto Zoo's Strategic Plan (2015 – 2020), 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.

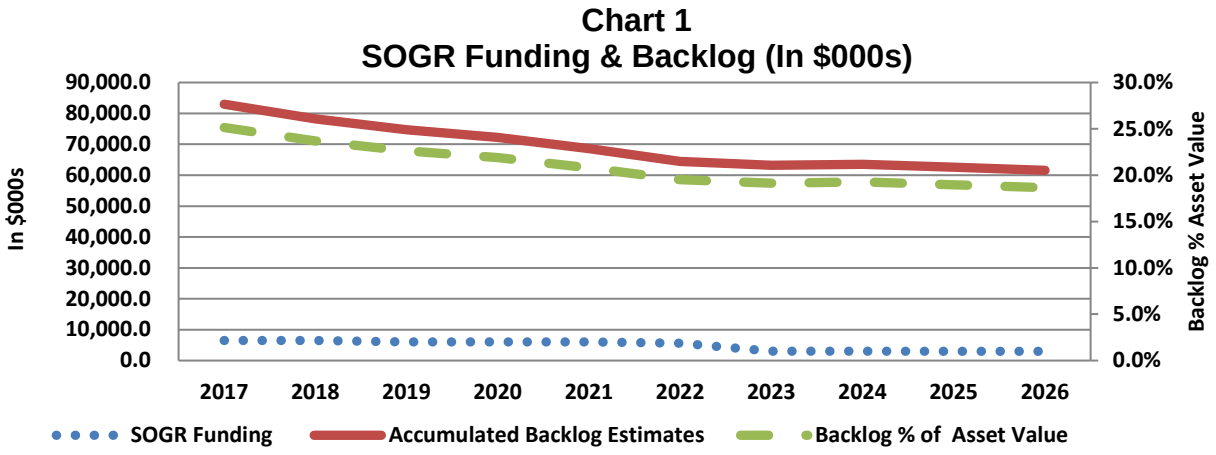
Capital Deliverables for 2017

The 2017 Capital Budget for Toronto Zoo of $6.500 million will:

- Complete the construction of the Wildlife Health Centre ($2.500 million) by the first quarter of 2017.
- Continue the state of good repair work on exhibit refurbishments, building & services refurbishment, and information systems ($2.450 million).
- Improve the Zoo's grounds and visitor experience through enhancements to irrigation, pavilion lighting, visitor amenities and site circulation ($0.550 million).
- Continue work on the design phase of the Orangutan Outdoor Exhibit capital project ($1.000 million).

State of Good Repair Backlog

The Toronto Zoo's 10-Year Capital Plan includes cash flow funding of $48.436 million for State of Good Repair project to address the backlog. The SOGR backlog as a % of asset replacement value will decrease from 25.1% in 2017 to 18.7% in 2026.

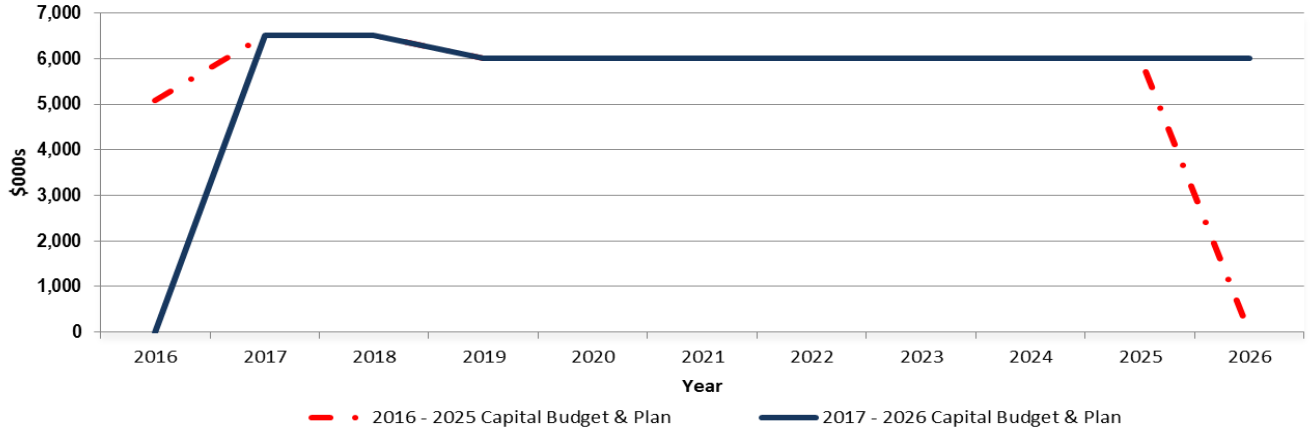


Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Capital Budget and the 2018 – 2026 Capital Plan reflects an increase of $0.920 million to its capital funding from the 2016 - 2025 Approved Capital Plan.

The chart and table below provide a breakdown of the $0.920 million or 1.5% increase in the Capital Program on an annual basis from 2016 to 2026.

Chart 2
Changes to the 2016 - 2025 Approved Capital Plan (In $000s)



($000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025	5,080	6,500	6,500	6,000	6,000	6,000	6,000	6,000	6,000	6,000		60,080
2017 - 2026		6,500	6,500	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	61,000
Change %		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		1.5%
Change $		0	0	0	0	0	0	0	0	0		920

As made evident in the chart above, the $0.920 million increase in the Capital Program is primarily driven by exhibit refurbishment, information systems, and grounds and visitor improvement work to be undertaken in 2017.

There are no changes to the nine common years (2017 – 2025) of Toronto Zoo's 2016-2025 Approved Capital Plan. Toronto Zoo's new Master Plan is being finalized, and preliminary information on future capital work requirements are identified as "Unmet Needs" which are discussed in the Issues section on page 17. Further updates are anticipated to inform the 10-Year Plan by early 2017.

The following table details by category, the capital projects funded in the 2017 – 2026 Capital Budget and Plan for Toronto Zoo:

Table 1
2017 - 2026 Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total	Total Project Cost
Total Expenditures by Category													
State of Good Repair													
Exhibit Refurbishment	5,000	550	850	400	600	350	450	600	600	600	600	**5,600**	5,600
Orangutan II & III: Indoor & Outdoor Exhibits	6,100	1,000	3,180	2,900	2,200							**9,280**	6,100
Wildlife Health Centre	15,500	2,500										**2,500**	15,500
Information Systems	2,850	350	350	300	350	250	350	300	300	300	300	**3,150**	3,150
Grounds and Visitor Improvements	5,000	550	850	400	600	350	450	600	600	600	600	**5,600**	5,600
Building & Services Refurbishment	12,156	1,550	1,270	1,300	1,000	900	1,500	1,571	1,565	1,500	1,500	**13,656**	13,656
Hippo House and Exhibit Refurbishment	9,000			700	1,250	4,150	2,900					**9,000**	9,000
Sub-Total	**55,606**	**6,500**	**6,500**	**6,000**	**6,000**	**6,000**	**5,650**	**3,071**	**3,065**	**3,000**	**3,000**	**48,786**	**58,606**
Service Improvements													
Gorilla II: Outdoor Display	3,000						350	1,929	721			**3,000**	3,000
Breeding/Holding Facility	3,214							1,000	2,214			**3,214**	3,214
Educational Development	3,000									3,000	3,000	**6,000**	6,000
Sub-Total	**9,214**						**350**	**2,929**	**2,935**	**3,000**	**3,000**	**12,214**	**12,214**
Total Expenditures by Category (excluding carry forward)	**64,820**	**6,500**	**6,500**	**6,000**	**6,000**	**6,000**	**6,000**	**6,000**	**6,000**	**6,000**	**6,000**	**61,000**	**70,820**

Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital projects (i.e. Civic Improvement projects)

10-Year Capital Plan: Net Operating Budget Impact

There are no net operating budget impacts or temporary capital project delivery positions arising from the Toronto Zoo's 2017 – 2026 Capital Budget and Plan.

Toronto Zoo currently accommodates delivery of minor capital projects, as per the Zoo's policy, funded through the annual operating budgets.

Toronto Zoo

2017 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.

2017 Operating Budget Highlights

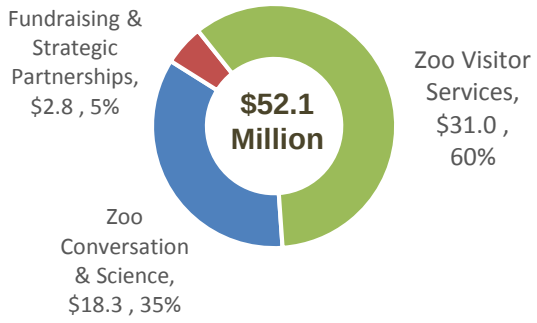
The 2017 Operating Budget for Toronto Zoo of $52.086 million in gross expenditures provides funding for three services: Zoo Conservation & Science, Zoo Fundraising & Strategic Partnerships and Zoo Visitor Services. The total cost to deliver these services to Toronto residents is summarized below:

(in $000's)	2016 Budget	2017 Preliminary Budget	Change	
			$	%
Gross Expenditures	51,065.0	52,086.1	1,021.1	2.0%
Revenues	39,180.0	40,512.0	1,332.0	3.4%
Net Expenditures	**11,885.0**	**11,574.1**	**(310.9)**	**(2.6%)**

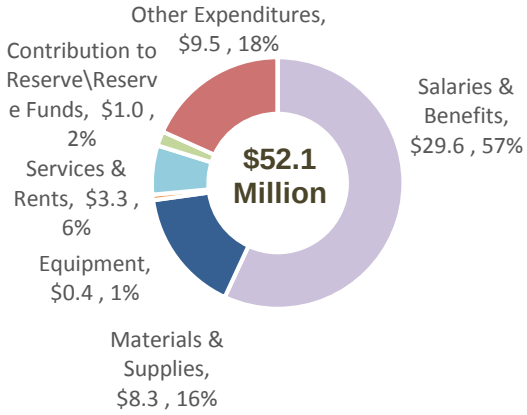
2017 Operating Budget

Where the money goes:

By Service

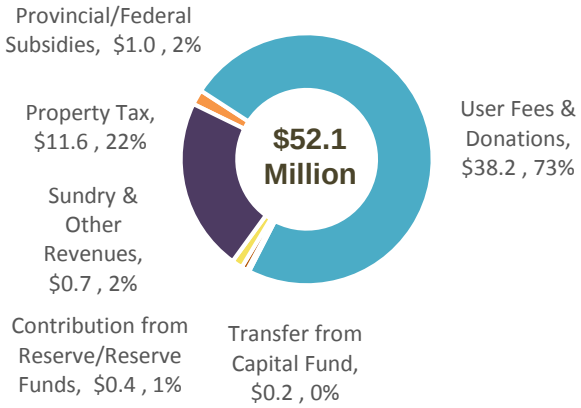


By Expenditure Category



Where the money comes from:

By Funding Source



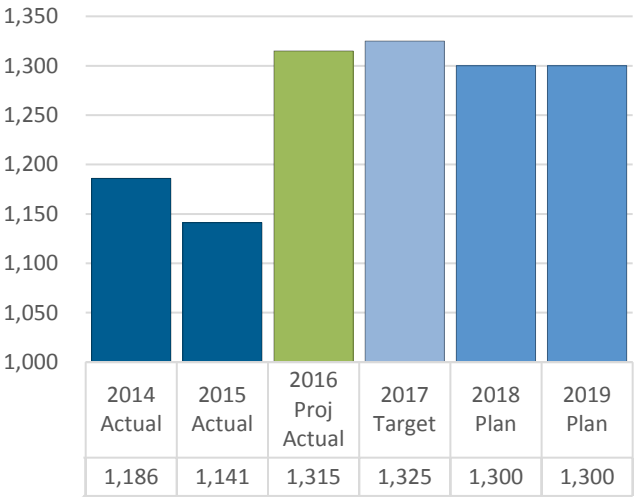
Fast Facts

- Toronto Zoo has gained significant knowledge from the panda exhibit. Great advances have been made in the research of Reproductive Physiology and Artificial Insemination of the species. This resulted in the birth of twin panda cubs in late 2015, a Canadian first, and generated heightened interest in the Zoo throughout 2016.
- Collaborative efforts with Parks Canada are moving forward to maximize potential benefits associated with the location of the Toronto Zoo adjacent to the Rouge National Urban Park.
- The Zoo has over 5,000 animals representing over 500 species.

Trends

- In 2016, Toronto Zoo will meet its attendance target as a result of the popular panda cubs, lion cubs, polar bear cubs, and baby rhino.
- The Zoo will increase its attendance target by 10,000 in 2017 in anticipation of the higher number of visitors and public interest in the last full calendar year of the Panda exhibit.
- The Zoo expects that visitor traffic in 2018 will return to pre-Panda levels in the range of 1.3 million visitors.

Output Measure - Attendance (000's)



Our Key Issues & Priority Actions

- **Support the Establishment of a New Independent Fundraising Entity** to focus on Zoo campaigns and raise funds for exhibit improvements, and conservation and education programs.
  - ✓ Toronto Zoo will seek to increase sponsorship and donations to support the capital and operating costs thereby reducing the future property tax pressures on the City.
- **Review of 2016 Revenue Estimates** showed that the Zoo recently experienced a higher attendance and higher adult admissions than planned which resulted in higher admission revenues and merchandise sales.
  - ✓ Toronto Zoo will continue to explore opportunities to maximize revenue in the peak season of the Panda Exhibit in 2017, through focused seasonal programming and guest amenities and services.
  - ✓ The 2017 Operating Budget is based on 10,000 higher attendance for 2017.

Key Service Deliverables for 2017

The 2017 Operating Budget will enable Toronto Zoo to:

- Continue implementing the five (5) year Strategic Plan.
- Finalize the new 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.
- Finalize various land use and relationship agreements with the City and TRCA.
- 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.

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 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.

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 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.

Legend:
- Program
- Activity
- Service

Service Customer

Zoo Visitor Services

- Visitors
- Schools and School Boards
- Community Groups
- Tour Groups

Indirect (Beneficial)
- 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 (Beneficial)
- 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 (Beneficial)
- Residents
- Environmental Organizations
- Staff - City Divisions
- Staff - Agencies and Boards
- Provincial & Federal Government

Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2016 Actual*	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 vs. 2016 Budget Change		Incremental Change 2018 Plan		Incremental Change 2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Zoo Conservation & Science											
Gross Expenditures	17,968.5	18,384.5	18,253.9		18,253.9	285.4	1.6%	(822.0)	(4.5%)	(145.0)	(0.8%)
Revenue	2,006.7	1,723.0	2,006.7		2,006.7	(0.0)	(0.0%)				
Net Expenditures	15,961.7	16,661.5	16,247.1		16,247.1	285.4	1.8%	(822.0)	(5.1%)	(145.0)	(0.9%)
Zoo Fundraising & Strategic Partnerships											
Gross Expenditures	2,915.8	1,432.4	2,788.2		2,788.2	(127.5)	(4.4%)				
Revenue	2,467.6	1,610.0	2,467.5		2,467.5	(0.0)	(0.0%)				
Net Expenditures	448.2	(177.6)	320.7		320.7	(127.5)	(28.5%)				
Zoo Visitor Services											
Gross Expenditures	30,180.7	31,037.9	31,044.0		31,044.0	863.3	2.9%	(603.0)	(1.9%)		
Revenue	34,705.7	36,338.1	36,037.7		36,037.7	1,332.0	3.8%	(607.7)	(1.7%)		
Net Expenditures	(4,525.0)	(5,300.2)	(4,993.7)		(4,993.7)	(468.7)	10.4%	4.7	(0.1%)		
Total											
Gross Expenditures	51,065.0	50,854.8	52,086.1		52,086.1	1,021.1	2.0%	(1,425.0)	(2.7%)	(145.0)	(0.3%)
Revenue	39,180.0	39,671.1	40,512.0		40,512.0	1,332.0	3.4%	(607.7)	(1.5%)		
Total Net Expenditures	11,885.0	11,183.7	11,574.1		11,574.1	(310.9)	(2.6%)	(817.3)	(7.1%)	(145.0)	(1.3%)
Approved Positions	394.0	386.0	394.0		394.0						

**Based on 2016 Q3 Operating Variance*

Toronto Zoo's 2017 Operating Budget is $52.086 million gross and $11.574 million net, representing a 2.6% decrease to the 2016 Approved Net Operating Budget and meets the reduction target as set out in the 2017 Operating Budget Directions approved by Council.

- Base pressures are mainly attributable to right sizing benefit OMERS Contribution costs of $0.375 million, and inflationary adjustments to wildlife nutrition, gasoline and utilities of $0.647 million.
- To help mitigate the above pressures, the Zoo was able to achieve the budget reduction target through a $1 peak season fee increase in admission prices and the assumption of growing Zoo attendance driven by the final summer and full calendar year of the Giant Panda Exhibit.
- The 2017 Operating Budget will not result in any changes to its total staff complement for Toronto Zoo, remaining unchanged at 394.0 positions.
- The 2018 and 2019 Plan decreases are primarily attributable to the departure of the Pandas resulting in decreased pressures on the maintenance and research expenses partially offset by reduced revenues

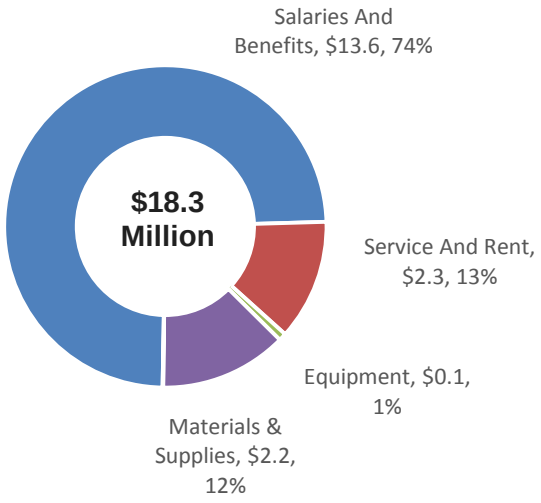
Zoo Conservation & Science

Zoo Conservation & Science

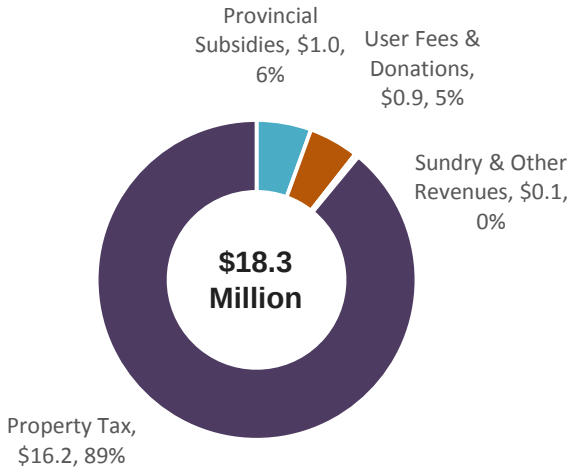
What We Do

- 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.

2017 Service Budget by Expenditure Category ($Ms)



Service by Funding Source ($Ms)



2017 Service Levels
Zoo Conservation & Science

Sub-Activity/Type	Status	2014	2015	2016	2017
Zoo Day and Overnight Camps	Approved	4,450	4,450	4,450	4,450
	Actual	4,932	4,677	4,846	
Zoo School (Grade 11 Credit Program)	Approved	36	36	36	36
	Actual	36	36	36	
Volunteer Engagement With Visitors / Public	Approved	850,000	750,000	750,000	750,000
	Actual	778,400	762,300	846,350	
Volunteer Hours Contributed	Approved	35,000	35,000	35,000	35,000
	Actual	31,937	30,963	31,435	
Great Lakes Conservation Student Outreach	Approved	20,000	20,000	20,000	20,000
	Actual	21,150	16,950	25,317	

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Toronto Zoo.
Zoo Conservation & Science Service's performance measures are based on volume, customer service quality, and community input.

Table 2
2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	2017 Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	2017 Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
Zoo Conservation & Science														
Gross Expenditures	17,968.5	18,253.9		18,253.9	285.4	1.6%		**18,253.9**	285.4	1.6%	(822.0)	(4.5%)	(145.0)	(0.8%)
Revenue	2,006.7	2,006.7		2,006.7	(0.0)	(0.0%)		**2,006.7**	(0.0)	(0.0%)		0.0%		
Total Net Exp.	15,961.7	16,247.1		16,247.1	285.4	1.8%		**16,247.1**	285.4	1.8%	(822.0)	(5.1%)	(145.0)	(0.9%)
Approved Positions	162.1	162.1		162.1				**162.1**				0.0%		

The ***Zoo Conservation & Science*** 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 inspire care for the world's natural heritage.

The Zoo Conservation & Science's 2017 Operating Budget of $18.254 million gross and $16.247 million net is $0.285 million or 1.8% over the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service is experiencing increased costs for providing animal feed at the Zoo.
- The attendance revenue will partially offset the above mentioned pressures.
- Decreased costs in 2018 and 2019 arise from the departure of the Pandas.

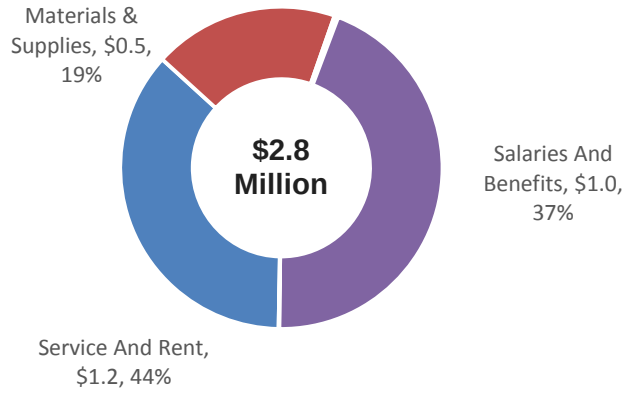
Zoo Fundraising & Strategic Partnerships

Zoo Fundraising & Strategic Partnerships

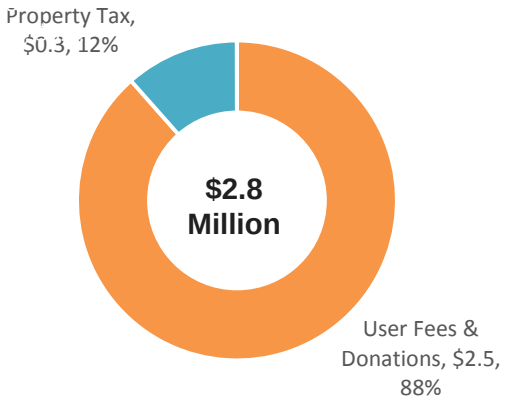
What We Do

- 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.

2017 Service Budget by Expenditure Category ($Ms)



Service by Funding Source ($Ms)



2017 Service Levels
Zoo Fundraising & Strategic Partnerships

Sub-Activity/Type	Status	2014	2015	2016	2017
Sponsorships	Approved	675,000	675,000	675,000	675,000
	Actual	321,000	447,000	545,000	
Cost Per $ Raised	Approved	0.74	0.73	0.73	0.73
	Actual	0.20	0.67	0.73	

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Toronto Zoo. Toronto Zoo's Strategic Plan (2015 – 2020) anticipates that an independent charitable foundation to be created which will improve and enhance fundraising, sponsorship and strategic partnerships initiatives in the next several years.

Table 3
2017 Service Budget by Activity

	2016	2017 Operating Budget							2017 Budget vs. 2016 Budget		Incremental Change			
	Budget	Base Budget	Service Changes	2017 Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	2017 Budget			2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
Zoo Fundraising & Strategic Partnerships														
Gross Expenditures	2,915.8	2,788.2		2,788.2	(127.5)	(4.4%)		**2,788.2**	(127.5)	(4.4%)				
Revenue	2,467.6	2,467.5		2,467.5	(0.0)	(0.0%)		**2,467.5**	(0.0)	(0.0%)				
Total Gross Exp.	448.2	320.7		320.7	(127.5)	(28.5%)		**320.7**	(127.5)	(28.5%)				
Approved Positions	10.2	10.2		10.2				**10.2**						

The ***Zoo Fundraising & Strategic Partnerships*** build an organization that is fiscally and environmentally sustainable for the long term in supporting the Toronto Zoo's overall objectives and goals.

The Zoo Fundraising & Strategic Partnerships' 2017 Operating Budget of $2.788 million gross and $0.321 million net is $0.128 million or 28.5% below the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service is experiencing increased OMERS contribution costs.
- This service will adjust the expenditures to align with actual experience which will result in a reduction of $0.128 million.

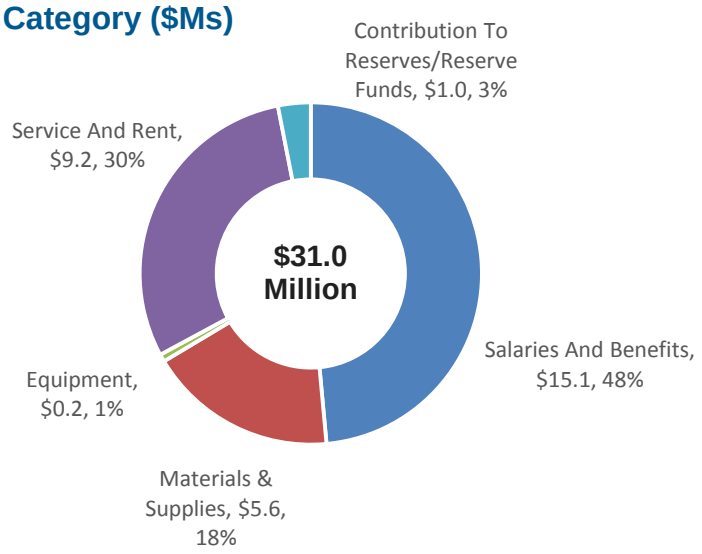
Zoo Visitor Services

Zoo Visitor Services

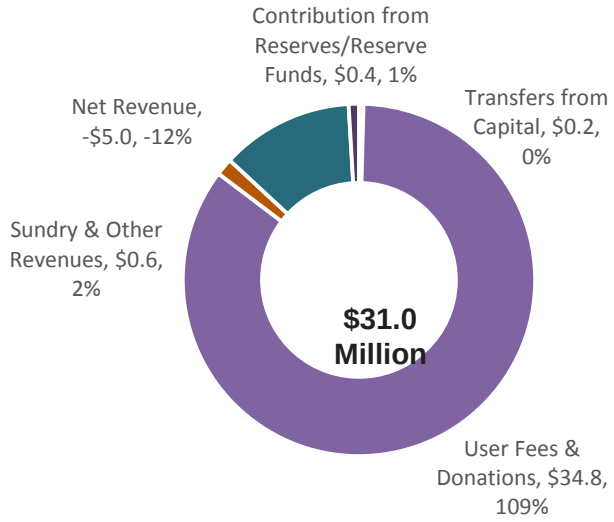
What We Do

- 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.

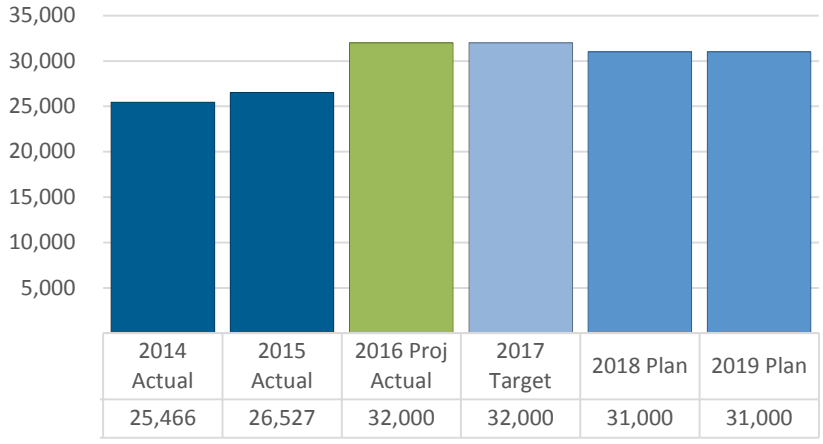
2017 Service Budget by Expenditure Category ($Ms)



Service by Funding Source ($Ms)



Output Measure – Memberships (000's)



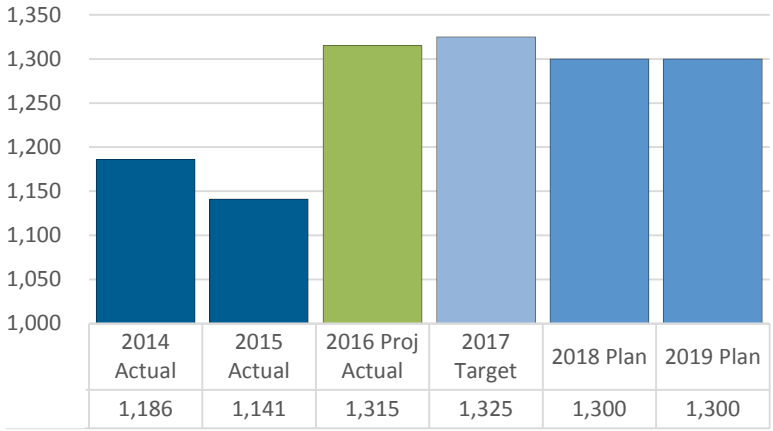
- Number of memberships are positively correlated with attendance levels.
- Appropriate future capital investments will allow Toronto Zoo attract more memberships through new or enhanced services (i.e., collaboration efforts with Parks Canada on the Rouge Urban National Park)

2017 Service Levels
Zoo Visitor Services

Sub-Activity/Type	Status	2014	2015	2016	2017
Attendance	Approved	1,500,000	1,400,000	1,315,000	1,325,000
	Actual	1,186,019	1,141,162	1,315,000	
Memberships	Approved	33,000	32,000	32,000	32,000
	Actual	25,466	26,527	31,250	
Retail Sales per Visitor	Approved	2.16	2.25	2.20	2.35
	Actual	2.36	2.21	2.75	
Food Sales Per Visitor	Approved	4.35	4.36	5.57	5.57
	Actual	5.12	5.38	5.77	

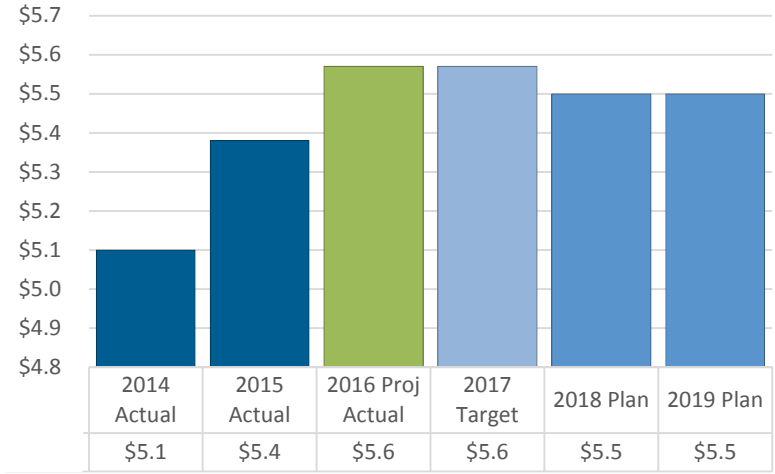
Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Toronto Zoo.
Zoo Visitor Services' service level will improve in 2017 attributable to the actual experience of visitor attendance and the anticipated attraction of the Giant Pandas' last year at the Toronto Zoo.

Output Measure – Attendance (000's)



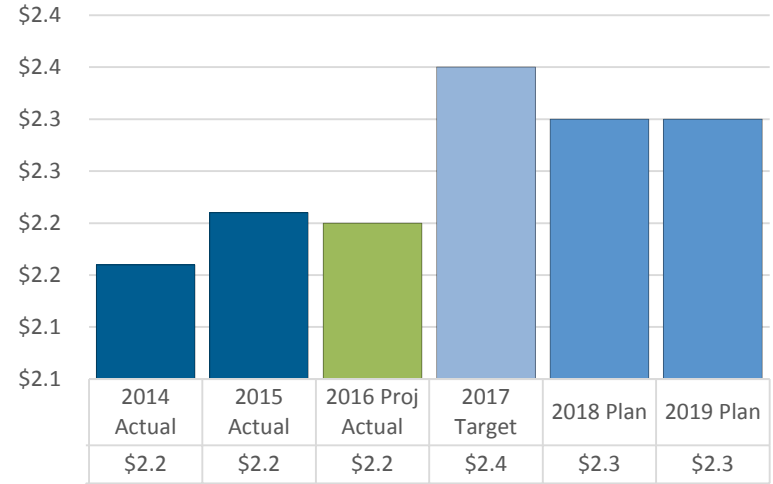
- In 2016, Toronto Zoo anticipates achieving the attendance target, partially due to the popularity of the panda cubs, lion cubs, polar bear cubs, baby zebra, and baby rhino.
- The Zoo increased its attendance target by 10,000 in 2017 in anticipation of the Panda Exhibit's attraction.
- The Zoo will experience lower visitor traffic in 2018 with the departure of the Panda Cubs.

Efficiency Measure – Food Sales per Visitor



- Toronto Zoo experienced favourable visitor mix in the recent years, especially in 2016. Compared to that of previously forecasted levels, the Zoo reported higher adult admissions which generates higher revenue overall.
- Reviews have revealed that there is a strong positive correlation between higher adult admissions and the total food sales.

Efficiency Measure – Retail Sales per Visitor



- In 2016, Toronto Zoo experienced higher than planned retail sales mainly driven by increased merchandising revenues and sundry revenues associated with the "Zoo babies".
- Retail sales are positively correlated with the number of attendance at the Zoo.

Table 4

2017 Service Budget by Activity

	2016	2017 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	2017 Base	Base Budget vs. 2016 Budget	% Change	New/ Enhanced	2017 Budget	2017 Budget vs. 2016 Budget		2018 Plan		2019 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
Zoo Visitor Services														
Gross Expenditures	30,180.7	31,044.0		31,044.0	863.3	2.9%		**31,044.0**	863.3	2.9%	(603.0)	(1.9%)		
Revenue	34,705.7	35,461.2	576.5	36,037.7	1,332.0	3.8%		**36,037.7**	1,332.0	3.8%	(607.7)	(1.7%)		
Total Gross Exp.	(4,525.0)	(4,417.2)	576.5	(4,993.7)	(468.7)	10.4%		**(4,993.7)**	(468.7)	10.4%	(1,210.6)	24.2%		
Approved Positions	221.7	221.7		221.7				**221.7**				0.0%		

The ***Zoo Visitor Services*** 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.

The Zoo Visitor Services' 2017 Operating Budget of $31.044 million gross and $4.417 million net revenue is $0.469 million or 10.4% under the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service is experiencing higher demands for the "Zoo babies" exhibits including the giant panda cubs, baby rhino, polar bear cubs and the lion cubs.
- The Zoo Visitor Services' 2017 Operating Budget includes a $1 increase to all peak season admission fees which will generate additional revenue of $0.577 million. The peak season is defined by the months of May to October in any given year.

Yonge-Dundas Square

2017 – 2026 CAPITAL BUDGET AND PLAN OVERVIEW

The Yonge-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.

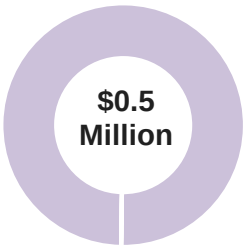
The Board of Management of Yonge-Dundas Square has determined that no capital projects are necessary for the 2017 year. The 10-Year Capital Plan for Yonge-Dundas Square provides future year planned estimates to ensure the facility is maintained in a state of good repair through 2026.

2017-2026 Capital Budget and Plan

Where the money goes: By Project Category

SOGR, $0.5, 100%

Where the money comes from: By Funding Source



Debt/CFC, $0.5, 100%

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 provisions made in the operating budget for maintenance.

Capital Deliverables for 2017

There are no capital projects for 2017. The 2018-2026 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.

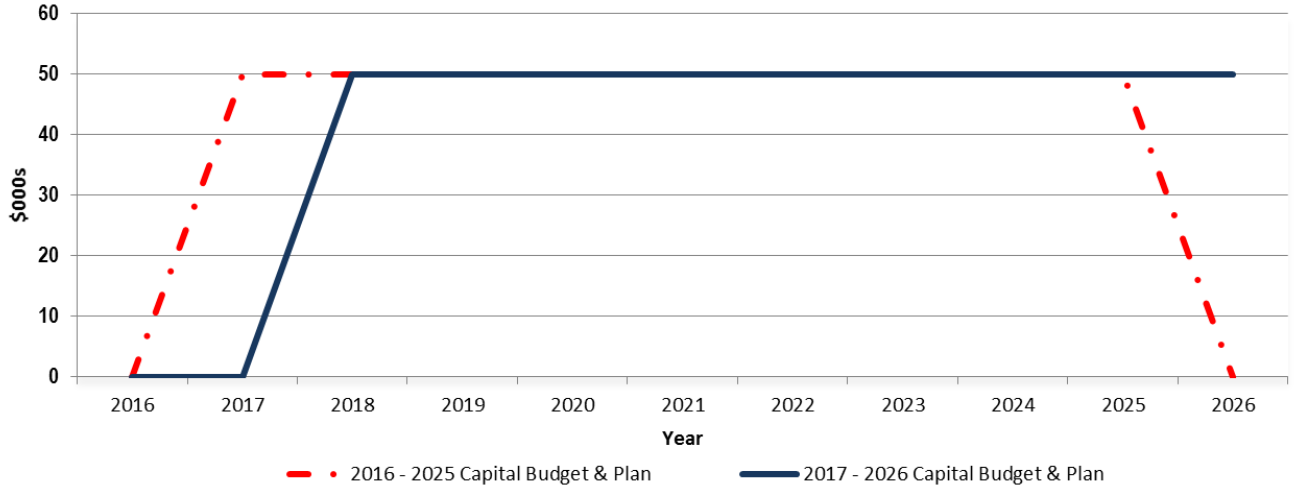
- A facility audit conducted in 2014 included that the Square is not expected to require State of Good Repair capital projects in years 2016 to 2020

Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Capital Budget and the 2018 – 2026 Capital Plan is consistent with the 2016 - 2025 Approved Capital Plan.

The chart and table below provide a breakdown of the changes in the Capital Program on an annual basis from 2016 to 2026.

Chart 2
Changes to the 2016 - 2025 Approved Capital Plan (In $000s)



($000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025	0	50	50	50	50	50	50	50	50	50		450
2017 - 2026		0	50	50	50	50	50	50	50	50	50	450
Change %		(100.0%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		0.0%
Change $		(50)	0	0	0	0	0	0	0	0		0

The 2017 Capital Budget and the 2018-2026 Capital Plan continue to remain at $0.450 million with no increase in capital funding from the 2016-2025 Approved Capital Plan. Changes to the nine common years of the Capital Plan arise from the reprioritization of YDS's capital needs as reflected by the reduction of previously approved funding for 2017. Yonge-Dundas Square does not anticipate any capital projects in 2017.

The following table details by category, capital projects in the 2017 – 2026 Capital Budget and Plan for Yonge-Dundas Square:

Table 1
2017 - 2026 Capital Plan by Project Category (In $000s)

	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total
Total Expenditures by Category											
State of Good Repair											
State of Good Repair	-	50	50	50	50	50	50	50	50	50	**450**
Sub-Total	**-**	**50**	**50**	**50**	**50**	**50**	**50**	**50**	**50**	**50**	**450**
Total Expenditures by Category (excluding carry forward)	**-**	**50**	**50**	**50**	**50**	**50**	**50**	**50**	**50**	**50**	**450**

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.

Yonge-Dundas Square

2017 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. 28 days are also set aside for the public to enjoy the square as a piazza.

2017 Operating Budget Highlights

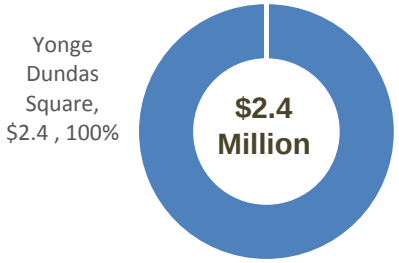
The 2017 Operating Budget of $2.352 million in gross expenditures and $0.377 million net provides funding for administration, contracted services and program specific expenditures. The total cost to deliver these services to Toronto residents is summarized below:

(in $000's)	2016 Budget	2017 Budget	Change	
			$	%
Gross Expenditures	2,332.4	2,352.3	19.9	0.9%
Revenues	1,945.2	1,975.1	30.0	1.5%
Net Expenditures	**387.3**	**377.2**	**(10.1)**	**(2.6%)**

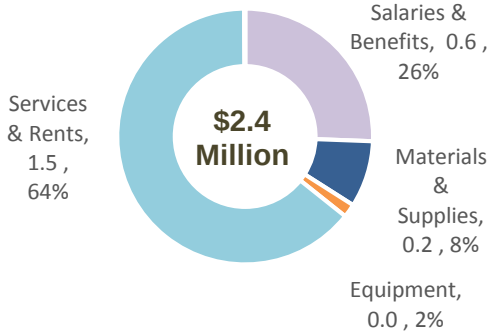
2017 Operating Budget

Where the money goes:

By Service

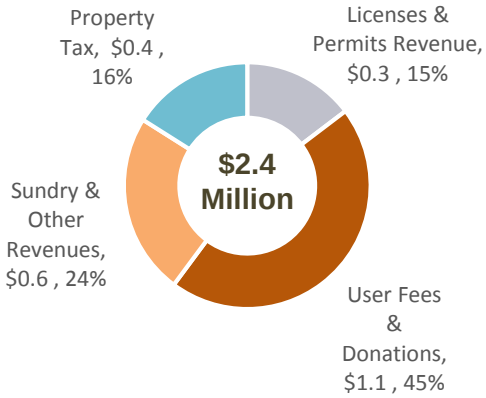


By Expenditure Category



Where the money comes from:

By Funding Source



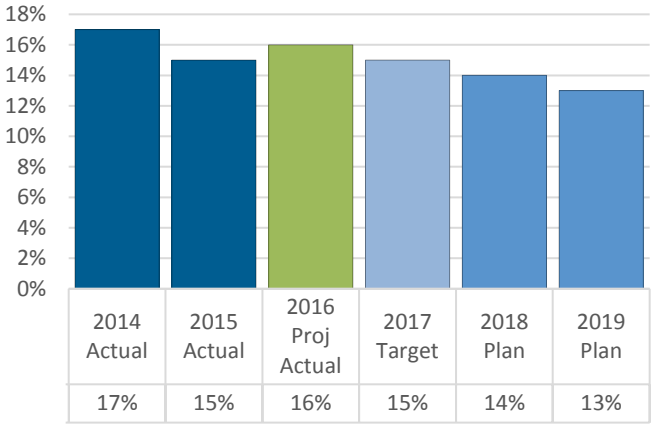
Fast Facts

- Yonge-Dundas Square accommodates about 245 events per year, reflecting the Square's current business strategy.
- Regular events include Lunchtime Live! City Cinema, Fountain Day!, and Indie Fridays.
- Community events include NXNE, Manifesto, Pride 2016, and Multicultural Canada Day.
- The number of attendees and users of the Square is projected to be 1.100 million in 2017 (10% increase from projected 2016 attendees of 1.000 million).

Trends

- Funding support from the City as a percentage of the Agency's operations remains steady with a 1% increase from 15% in 2015 to 16% in 2016. The contribution percentage is anticipated to reduce each year by 1% to 15% in 2017, 14% in 2018, and 13% in 2019.
- Actual revenue is highly variable due to the limited predictability of event recurrence and competition from other public and private venues. As such, the revenue is budgeted conservatively.
- The event mix constitutes a greater proportion of larger events in comparison to smaller events, in an effort to generate additional net surplus for the agency.

Contribution by City of Toronto as a % of Overall YDS Operating Cost



Our Key Issues & Priority Actions

- **Competition from other Civic Squares:** It continues to be a challenge for Yonge-Dundas Square to compete for revenues with other civic squares (Nathan Phillips Square and David Pecaut Square) which operate in the same market under different business models and fee structures.
  - ✓ YDS committed to a strategic planning process at the end of 2015 involving a review of the above-mentioned public spaces and define a renewed vision for the Square involving stakeholder input and policy review of YDS usage guideline to ensure alignment with the Square's mandate.
  - ✓ Yonge-Dundas Square has decided to remain competitive by keeping its permit fee rates fixed for the past several years and will continue to do so for 2017, 2018 and 2019.

Key Service Deliverables for 2017

The 2017 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 to set aside days for public use of the Square as a piazza including allowing for 28 "fountain days".
- Continue to increase self-generated revenue levels through strategic partnerships and the successful hosting of large cultural events.
- Continue to establish the Square as a primary venue for major international festivals and events while maintaining availability for multicultural community festivals and celebrations.
- Further leverage new digital capabilities and increase the value of YDS sponsorship opportunities.
- Introduce new permanent digital signage on the Square to enhance event hosting capabilities and offer new affordable digital services to a wide cross section of users.

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

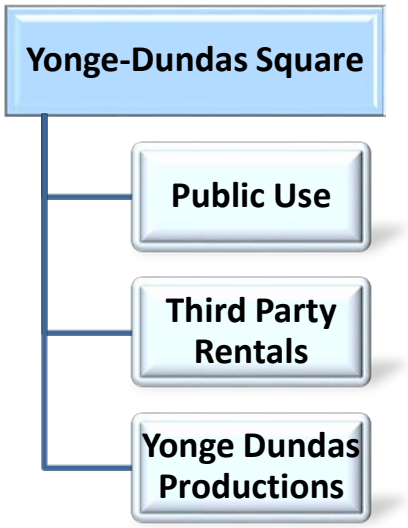
Table 1
2017 Operating Budget and Plan by Service

(In $000s)	2016 Budget	2016 Projected Actual	2017 Operating Budget Base	2017 Operating Budget New/ Enhanced	2017 Operating Budget Total Budget	2017 vs. 2016 Budget Change		Incremental Change 2018 Plan		Incremental Change 2019 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Yonge Dundas Square											
Gross Expenditures	2,332.4	2,727.8	2,352.3		2,352.3	19.9	0.9%	23.7	1.0%	24.7	1.0%
Revenue	1,945.2	2,346.6	1,975.1		1,975.1	30.0	1.5%	23.7	1.2%	24.7	1.2%
Net Expenditures	387.3	381.2	377.2		377.2	(10.1)	(2.6%)				
Approved Positions	6.5	6.5	6.5		6.5						

The Yonge Dundas Square's (YDS) 2017 Operating Budget is $2.352 million gross and $0.377 million net. This represents a 2.6% decrease to the 2016 Approved Net Operating Budget which in line with the budget target as set out in the 2017 Operating Budget Directions approved by Council.

- Base pressures are mainly attributable to salaries and benefits and economic factors.
- To help mitigate the above pressures, YDS is able to achieve additional revenue by providing additional advertising services using existing infrastructure without negatively impacting existing service levels.
- Approval of the 2017 Operating Budget will result in YDS maintaining its current staff complement of 6.5 positions with no changes.
- The 2018 and 2019 Plan increases are attributable to salaries and benefits and inflationary cost increases

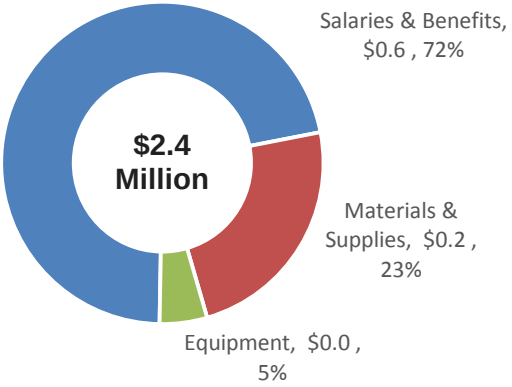
Yonge Dundas Square



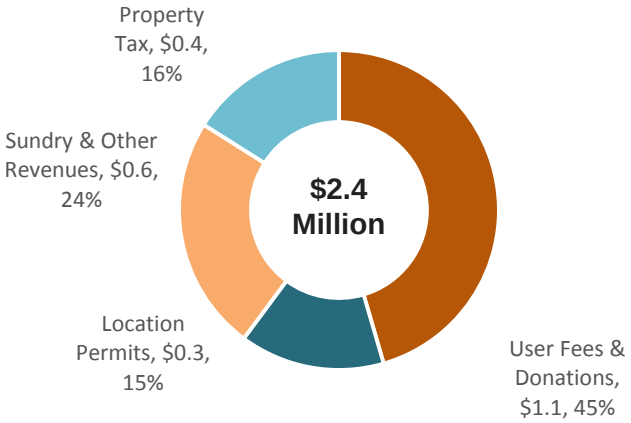
What We Do

- 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.

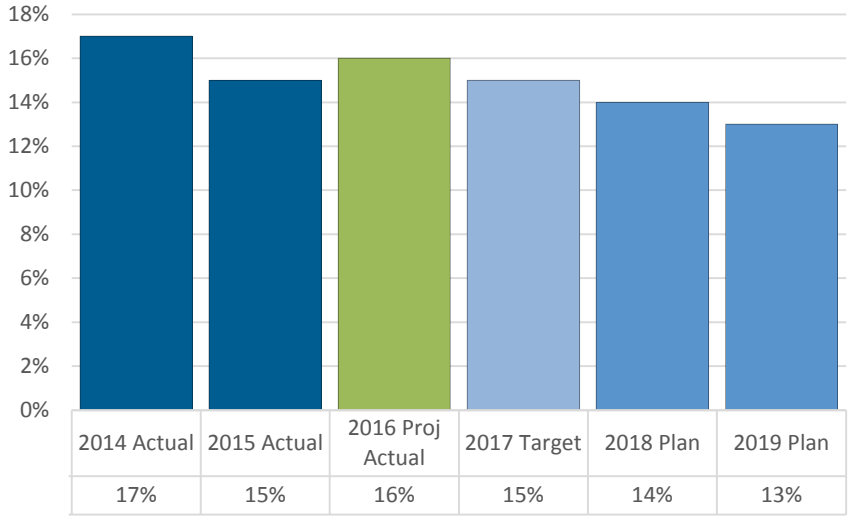
2017 Service Budget by Category of Expense ($Ms)



Service by Funding Source ($Ms)



Contribution by City of Toronto as a % of Overall YDS Operating Costs



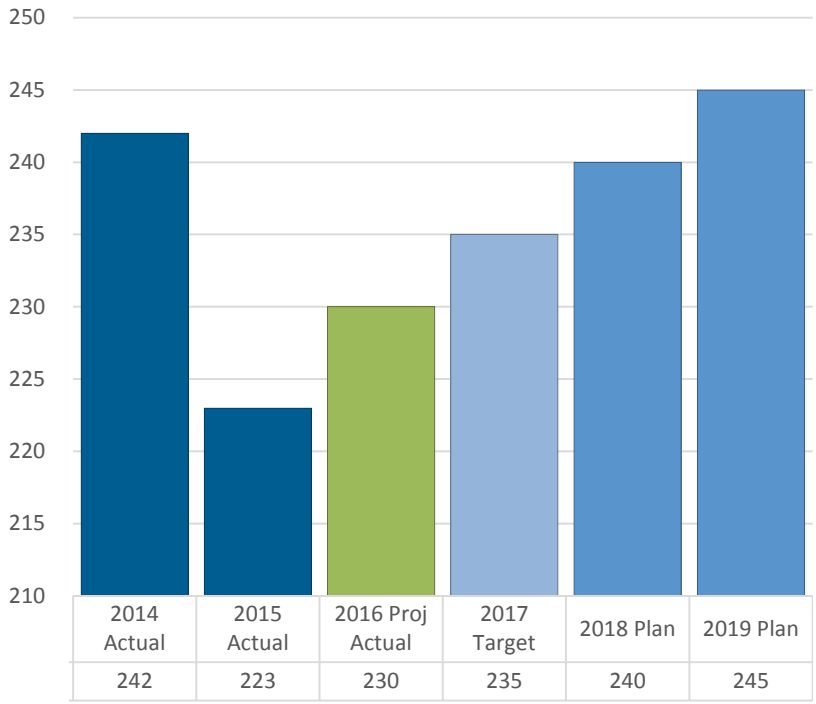
- Yonge-Dundas Square has consistently maintained or reduced its net budget thereby reducing City's contributions. This trend is expected to continue in the years 2017 and forward.

2017 Service Levels
Yonge-Dundas Square

	Status	2014	2015	2016	2017
Public Use	Approved	Square accessible for public use on a daily basis 100% of the time			Square accessible for public use on a daily basis 100% of the time
Third Party Rental	Approved	88% utilization			88% utilization
Yonge Dundas Productions	Approved	12% utilization			12% utilization

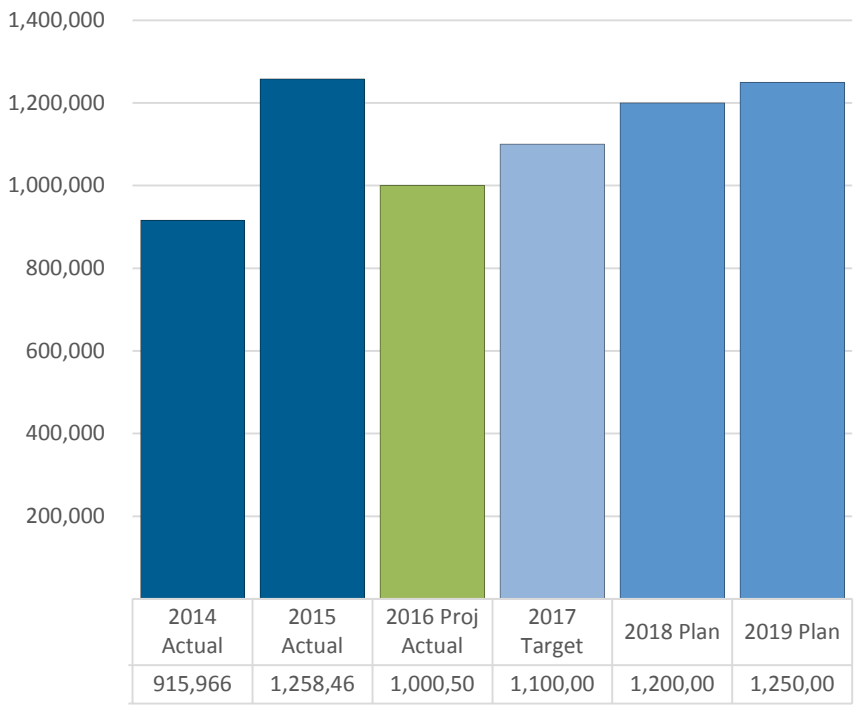
Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels.

Number of Events at YDS



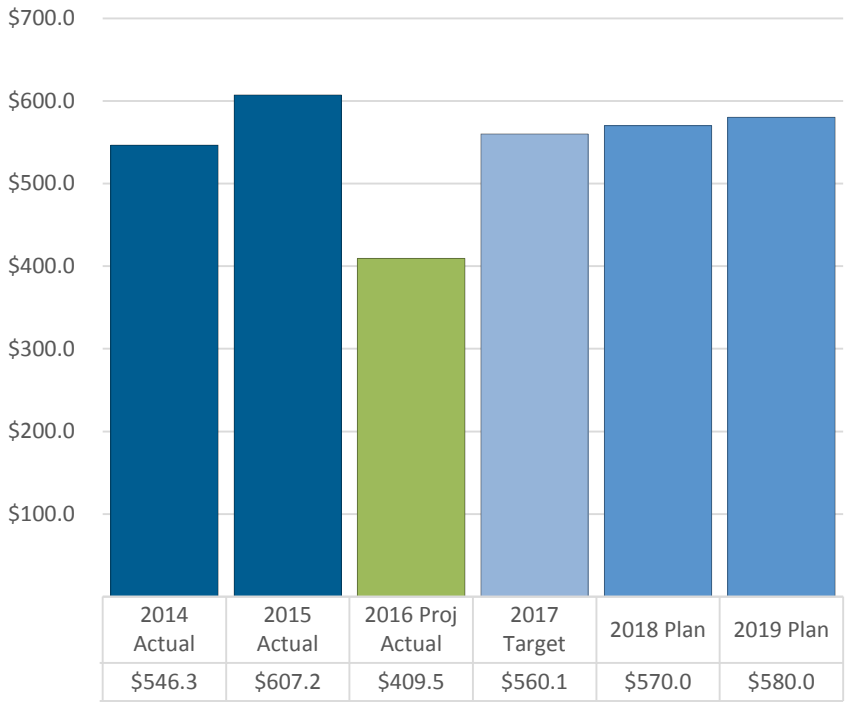
- The number of events held on the Square includes self-produced programmed events and third party events such as community events, private sector events, City events and major cultural festivals.
- The Board's mandate is to operate near capacity (275-300 events) and focus on larger production events in lieu of smaller events.
- As the Square renews its vision for the use of the space, the events roster will adapt to reflect the new mandate.
  - The Square is also considering hosting 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 anticipates increased event attendance in the future.
  - The Square is also considering hosting winter events on the Square which will increase the overall attendance.

Ancillary Revenues (Thousands)



- Ancillary revenue includes sponsorships, signage agreements, kiosk rent, and partnership/supplier agreements.
- While ancillary revenues are 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 in 2017 and the future.

Tools and Resources

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Glossary of Terms

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.

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.

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 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 1st to December 31st).

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.

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

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
BMO	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
CM	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
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
HBHC	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

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