



2013

City of Toronto Cluster A

2013 Recommended Operating Budget &
2013 – 2022 Capital Budget and Plan

Dec. 3, 2012

Agenda

- Operating Overview
- 2012 Service Performance
- 2013 Staff Recommended Operating Budget
- Capital Overview
- 2012 Capital Performance
- 2013 – 2022 Staff Recommended Capital Budget & Plan

Cluster “A” Mission Statement

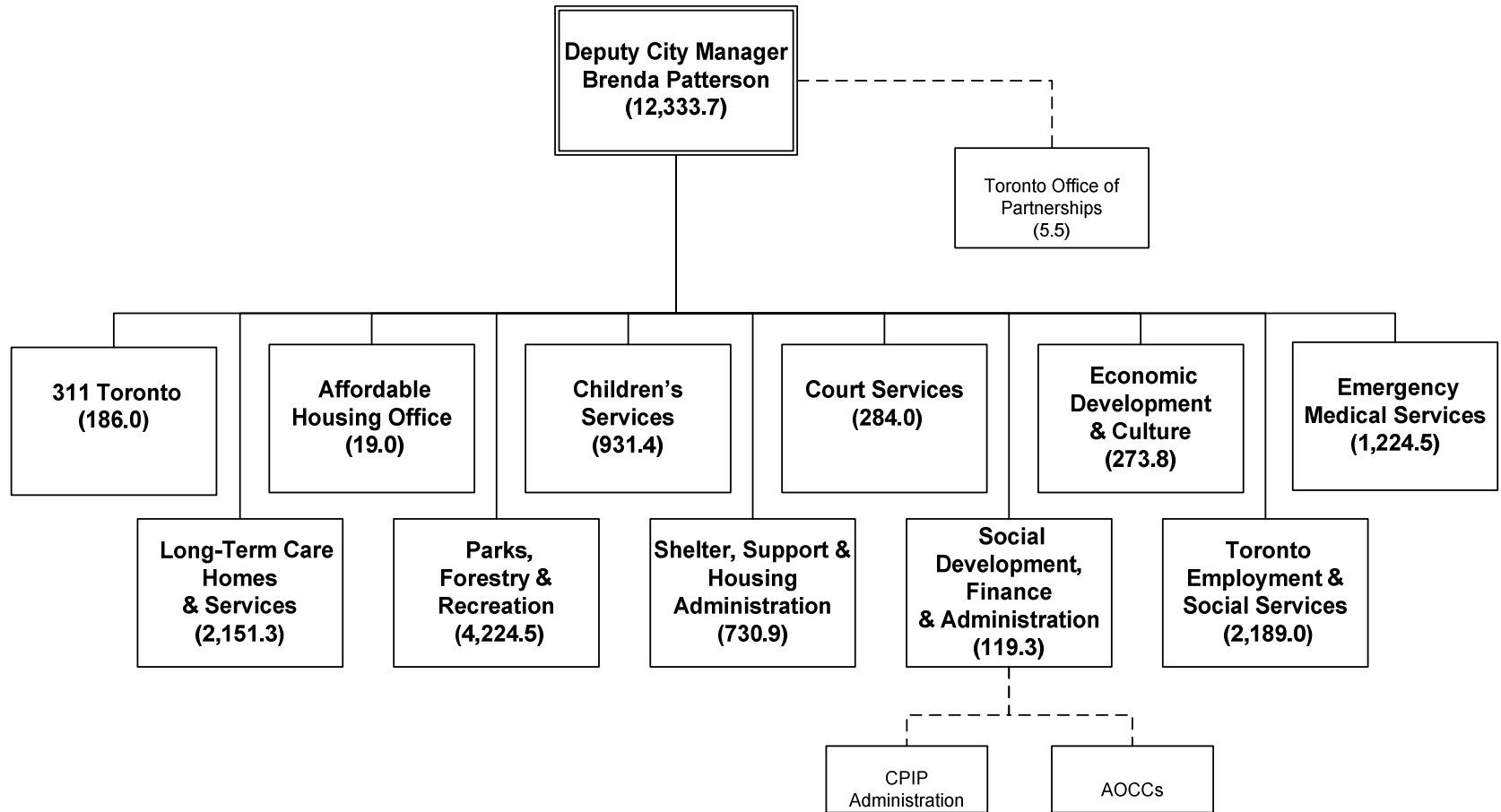
Vision:

Cluster “A” divisions help create and maintain a liveable city – a place to live, work and enjoy – by providing programs/services/facilities/supports to achieve positive economic and social outcomes for residents. The divisions touch the lives of most Torontonians.

Purpose:

- We provide public services which are high quality, equitable and responsive to residents, business and communities.
- We plan, create and renew our physical resources to provide quality programming focused on meeting the needs of residents.
- We work and advocate with others to promote innovation in service design and delivery.

Citizen Centred Services “A” 2013 Organization Chart



Operating Overview

Key 2013 Service Objectives

311:

- To implement a cross- divisional scheduler that will be used to book rooms, to schedule court dates or other City appointments
- Enhance the use of speech analytics to drive efficiencies and increase customer satisfaction

Affordable Housing Office:

- Working with government, non-profit and private sector partners, manage and improve City affordable housing priorities and service to Torontonians by:
 - administering Federal-Provincial affordable rental, ownership and housing improvement funding for lower-income residents,
 - securing renewal of this funding beyond 2014, and
 - delivering City programs, partnerships and policies such as the City's 10-year housing plan to guide activities to create affordable homes.

Key 2013 Service Objectives

Children's Services:

- Begin implementation of the Middle Childhood Strategy
- Continue to transition MCCS and community child care operators to reflect changes resulting from FDK and to expedite delivery of service in under-served, high-needs areas of the City.

Court Services:

- Provide court services to stakeholders that are fair, coordinated, timely, efficient and accessible.
- Collect unpaid court ordered fines using prescribed sanctions
- Provide administrative support to the Toronto Licensing Tribunal

Key 2013 Service Objectives

Economic Development and Culture:

- Facilitate job creation and tax base expansion by supporting the formation, retention and expansion of businesses and fostering Toronto's economic competitiveness
- Implement Economic Development Strategic Plan, including support for an improved business / government interface
- Nurture, preserve and promote the arts, heritage and culture to strengthen and sustain dynamic cultural vitality and quality of life
- Ensure successful 1812 Bicentennial Program by active programming & construction of Ft. York Visitor Centre
- Resolve funding and management of key cultural assets (theatres, museums, Casa Loma)

Key 2013 Service Objectives

Emergency Medical Services:

- Fully implement the new model of care where Advanced Life Support (ALS) paramedic crews are targeted to respond more consistently to “ALS-appropriate” calls based on the Medical Priority Dispatch System (MPDS) software. This change results in more efficient use of resources as medical skills are more closely matched to patient needs.
- Implement a new paramedic shift schedule in early 2013. This new shift schedule package will better match staffing with emergency call demand, help reduce overtime, as well as offer staff a variety of shift schedules.
- Continue to employ and investigate innovative call diversion and mitigation strategies to improve ambulance availability.

Key 2013 Service Objectives

Long-Term Care Homes and Services:

- Maintain an occupancy rate of 97% or higher to respond to community need and maximize provincial and LHIN subsidies.
- Proactively support health transformation in a way that best meets City priorities and local needs by allocating at least 38 approved long-term care beds for the provision of convalescent care.
- Expand the Homemakers and Nurses Service (HMNS) Program to meet demonstrated unmet community need. Over 115,000 visits to 2,300 clients will be provided.
- Expand and enhance supportive housing services through Aging at Home initiatives, with primary attention to under-served communities.

Key 2013 Service Objectives

Parks, Forestry & Recreation:

Parks

- Deliver a consistent level of sports field maintenance standards across the City with enhanced Integrated Plant Health Care programs and dedicated Sport Field maintenance crews.

Urban Forestry

- Maintain 20 year tree maintenance cycle; with 6 month service response time which is a 15% increase in service efficiency
- Maintain core service levels for the next four years while implementing the EAB management plan

Community Recreation

- Create an implementation strategy for 2013-17 Recreation Service Plan
- Maintain utilization and cost efficiency trends

Key 2013 Service Objectives

Shelter Support and Housing Administration:

- In partnership with Toronto Employment and Social Services, develop Homeless and Housing First Solutions programming that supports the new Community Homelessness Prevention Initiative (CHPI) funding model
- Social Housing System Management
 - Develop strategies that address the loss of reserves and the loss of Federal funding.
- City Emergency Human Services
 - Continue to enhance the policies/procedures and the appropriate manuals as per the Ombudsman recommendations

Key 2013 Service Objectives

Social Development, Finance & Administration:

- Develop and submit a Toronto Seniors Strategy
- Complete the Toronto Newcomer Strategy
- Under the Strong Neighbourhoods 2020, develop an outcome framework, evaluation process and designation criteria for the identification of Neighbourhood Improvement Areas
- Revitalization in Lawrence Heights, Alexandra Park, Weston and Scadding Court

Key 2013 Service Objectives

Toronto Employment and Social Services:

- Advance the City's Workforce Development Strategy by:
 - continuing to develop employment plans for city initiatives and across sectors
 - furthering the establishment of an integrated employment services system in Toronto.
- Work with social assistance recipients and other unemployed City residents to assist 30,000 social assistance recipients to find jobs.
- Manage an average monthly caseload of 108,500
- In partnership with Shelter Support and Housing Administration develop programming that supports the new Community Homelessness Prevention Initiative (CHPI) funding model, including new Housing Stabilization Fund (HSF) to meet the emergency housing needs of social assistance recipients.
- Continue to provide medical benefits to OW, ODSP and Hardship Fund eligible residents

Key 2013 Service Objectives

Toronto Office of Partnerships:

- Finalizing and implementing Corporate Partnership Strategy
- Begin the implementation of a City-wide eDonations system
- Complete first naming rights agreement for a city-owned asset under the new Naming Rights policy

2013 Service Levels

311:

- To complete 70% of all interactions at first point of contact.
- To manage 100% of all front facing services for the six integrated service divisions by 2013
- To ensure 100% of the divisional provided information is posted to the 311 Knowledge base in a timely accurate manner
- Complete within service standard 80% of all 311 related complaints

Affordable Housing Office:

- Administer Council-determined affordable housing priorities using \$49.8 million (2011 – 2015) from the Federal-Provincial Investment in Affordable Housing program and by delivering policies, partnerships & programs such as the City’s 10-year affordable housing plan
- Administer funding for 675 new affordable rental and ownership homes approved in 2013
- Administer funding to assist 382 lower-income households with essential home repairs & accessibility modifications

2013 Service Levels

Children's Services:

- Maintain the current level of service of 24,000 subsidized spaces
- Manage service levels within the 2010-2014 Council approved Child Care Service Plan
- Maintain age equity or improve age equity in each age group by up to 5%
- Attain 98% occupancy in municipally operated child care centres
- Continue policy development in response to the provincial Full Day Kindergarten program
- Maintain service to 5,150 children with special needs
- Maintain service contracts with 629 child care centres and 10 home child care agencies.
- Maintain funding to 46 Family Resource Programs

Court Services:

- Manage court cases of over 750,000 new yearly charges, process over 500,000 trials regarding Provincial Offences matters and 300,000 other hearings
- Process payments from fines within 24 hours of receipt, with over 400,000 payments processed annually

2013 Service Levels

Economic Development & Culture:

- Produce and deliver 160 business information and training sessions
- Outreach to 550 corporations to facilitate growth and retain jobs
- Facilitate 25 Gold Star projects with total investment value of \$400 M
- Assist 56,000 small business clients
- Issue 3700 film location permits within 48 hours
- Manage 10 museum sites and deliver 161 heritage programs
- Deliver 310 arts education classes, 340 events and 45 exhibits
- Maintain and manage 60 heritage properties in adequate SoGR
- Produce 6 signature events with 64 days of programming
- Provide support and oversight to 73 BIAs, ensuring 99% success in meeting statutory requirements for timely general meetings, budgets and audited financial statements
- Complete 55 sector development projects, leveraging \$1.5M in partner contributions
- Deliver 1.73 million visitor information service transactions
- Add 40 new companies to Business Opportunities Bulletin Board

2013 Service Levels

Emergency Medical Services:

- Provide 201,000 Emergency Transports (5% increase)
- Target response time to life threatening emergency calls within 8:59 minutes 90% of the time.
- Maintain and provide oversight for over 1,500 Automated External Defibrillators (AED's)
- Provide approximately 1000 First-Aid/CPR and PAD training courses to City staff and external clients
- Provide International Trauma Life Support Training to 400 students

Long-Term Care Homes and Services:

- 10 Long-term care homes serving over 2,500 residents while maintaining an occupancy rate of over 97%
- Over 12,500 days of client services under the Adult Day Program
- Supportive Housing services for 450 clients
- Homemakers and Nurses services provide more than 115,000 visits per year

2013 Service Levels

Parks, Forestry & Recreation:

- Parks has 8,000 Hectares of parkland for active and passive use of which 4,300 HA is maintained
- 8.5 million participant visits through Instructional and Leisure Programs.
- Urban Forestry will maintain 20 year tree maintenance cycle with 6 month service response time which is a 15% increase in efficiency

Shelter, Support and Housing Administration:

- 1.366 million nights of emergency shelter including provision of meals and counselling
- 310,250 nights of boarding home service to adults with psychiatric disabilities
- Funding to 240 social housing providers including TCHC, and over 94,000 units of social housing stock
- Administration of Homeless Partnering Strategy with Federal and Provincial grants to more than 120 community agencies
- Developing and managing the Mass Care Program of the City's Emergency Plan

2013 Service Levels

Social Development, Finance and Administration:

- Manage an average of \$1.8 B in subsidies/grants per year for cost shared programs
- Provide youth employment, training and engagement supports to 3,200 youth
- Respond to an estimated 350 violent critical incidents across the city, including the coordination of psycho-supports and longer-term community capacity development
- Review 575 applications for community funding grants and monitor 325 funded agencies.

Toronto Office of Partnerships:

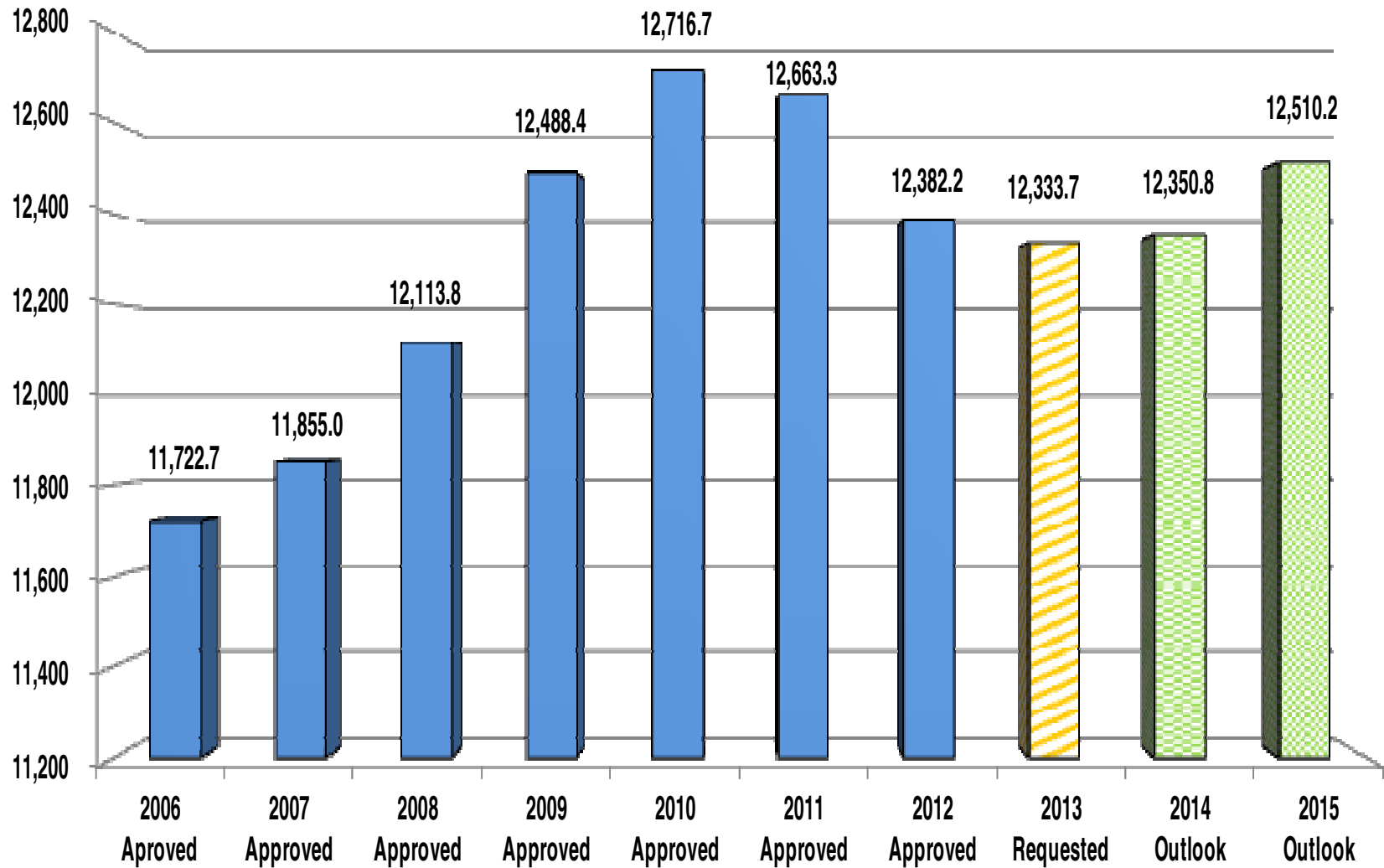
- The Toronto Office of Partnerships will bring in \$775,000 in revenue from external partners for the City's program and service priorities
- The TOP will develop 20 new partners for the City
- The TOP will process 50 Unsolicited Partnership Proposals and 370 business inquiries (an increase of 10%).

2013 Service Levels

Toronto Employment & Social Services:

- Manage an average monthly caseload of 108,500
- Complete or update 269,000 employment service plans
- 30,000 residents attend education / upgrading programs
- 214,200 visits to employment centres
- Provide individualized financial assistance eligibility and case management for 169,000 families and single Torontonians
- Review of 100% of all appeals regarding ineligibility decisions and internal reviews of ineligibility decisions
- Maintain compliance and program integrity with respect to management of overpayments, fraud, privacy and regular internal audits/reviews to monitor program delivery.

Staffing Trend



Net Operating Budget and Staffing Changes - 5 Year Overview

(\$000's)	Approved Budget					Rec'd Base
	2008	2009	2010	2011	2012	2013
Approved Budget	975,812.0	1,073,236.7	1,034,909.9	993,020.4	990,439.1	934,150.4
Net Change		97,424.7	(38,326.8)	(41,889.5)	(2,581.3)	(56,288.7)
% Change from Prior Year		10.0%	(3.6%)	(4.0%)	(0.3%)	(5.7%)
Approved Complement	12,113.8	12,488.4	12,716.7	12,663.3	12,382.2	12,333.7
Net Change		374.6	228.3	(53.4)	(281.1)	(48.5)
% Change in Staff Complement		3.1%	1.8%	(0.4%)	(2.2%)	(0.4%)

Key Changes:

- 2009 increase of \$97.4 M over 2008 is largely due to TESS \$59.8 M, SSHA \$15.0 M, 311 implementation \$7.1 M, and PFR \$5.3 M.
- Net reductions in 2010, 2011 and 2012 respectively are a result of the 5%, 5% and 10% reduction targets.
- 2013 reduction of \$56.3 M is mainly due to reduction in TCHC subsidy.

2012 Service Performance

2012 Key Accomplishments

2012 Major Achievements in Social Development

- ✓ Managed \$230.3 M of Federal & Provincial funding to create or upgrade more than 4,000 rental and ownership homes in Toronto, leveraging an additional \$581 M from private & non-profit sectors for a total affordable housing investment of \$811 M. This created some 6,522 jobs and served some 6,115 Torontonians.(AHO)
- ✓ Support the Private Sector Housing Roundtable and the Special Housing Working Group leading to Council approval of the reports *Housing Makes Economic Sense* and *Putting People First – Transforming Toronto Community Housing*.(AHO)
- ✓ Supported Toronto Children's Service – Ontario Ministry of Education staff table to address ongoing fiscal pressures and impacts of the Province of Ontario's Early Learning Program (ELP) on Toronto's child care system, and participated in working group to advise of child care modernization initiatives. (CS)
- ✓ Launched grants programs with new provincial funding to begin to expedite child care modernization. (CS)

2012 Key Accomplishments

2012 Major Achievements in Social Development

- ✓ Completed development and alignment of Middle Childhood Strategy with Recreation Service Plan. (CS)
- ✓ MCCS Strategy and Transition Plan completed and approved by Council in July 2012 (CS)
- ✓ Children's Services and Toronto Employment and Social Services implemented a new counter for shared customer service. (CS)
- ✓ Continued to realize measurable decreases in the impacts of Hospital Offload Delay through the Dedicated Offload Nurse Program (EMS)
- ✓ Continued to employ and investigate innovative call diversion and mitigation strategies to improve ambulance availability. (EMS)
- ✓ Expanded services in dementia care, behavioural response care, and mental health by working with other providers and alleviating alternative level of care pressures in hospitals. (LTCHS)

2012 Key Accomplishments

2012 Major Achievements in Social Development

- ✓ Continued to expand the division's ability to serve individuals who are frequently unable to secure care and service through other providers (e.g. significant dementia, behavioural response issues, more complex care, specialized care and service). (LTCHS)
- ✓ Fifty-one (51) youth volunteers from the City's long-term care homes attended the 5th annual Volunteer Youth Summit to share their volunteer experiences, discuss the resident-focused programs they have implemented and plan for the future. (LTCHS)
- ✓ Implemented the conversion of Welcome Policy to a fee based subsidy to improve access (PFR)
- ✓ Development of the Recreation Service Plan (PFR)
- ✓ Managed the funding of 630 projects/programs in 275 organizations, involving 42,000 volunteers, 1.9 million participants and 1600 FTEs employed by funded organizations. (SDFA)
- ✓ Provided community crisis responses to 321 critical incidents between January – September 15, 2012, including Eaton Centre and Danzig shootings. (SDFA)

2012 Key Accomplishments

2012 Major Achievements in Social Development

- ✓ The City's Homeless and Housing First Solutions program resulted in:
 - ✓ 700 people housed (or re-housed) by Streets to Homes
 - ✓ 1.4 million bed-nights provided to homeless clients (SSHA)
- ✓ Social Housing System Management accomplishments include:
 - ✓ Implementation of the Investment in Affordable Housing Program an expenditure of \$51 M in federal/provincial funding
 - ✓ Seamless transition to the new Housing Services Act
 - ✓ Supported TCHC and the City Manager in facilitating Council approval of the sale of vacant TCHC properties (SSHA)
- ✓ Assisted over 30,000 Torontonians on social assistance to achieve employment (TESS)

2012 Key Accomplishments

2012 Major Achievements in Economic Vitality

- ✓ Obtained Council approval for “Working as One, A Workforce Development Strategy for Toronto”. (TESS)
- ✓ Developed 13 Employment Plans in conjunction with key City initiatives to provide employment opportunities for unemployed city residents with Metrolinx, PanAm Games Athletes Village and the TTC along with their contractors have put in place a planning and delivery process for local hiring. (TESS)
- ✓ Produced first year of 1812 Bicentennial Program (EDC)
- ✓ Undertook reviews of City-run museums’ operations and options for Casa Loma; issued RFP for new Casa Loma operator (EDC)
- ✓ Facilitated \$400 M in new commercial /industrial investment resulting in 5,500 jobs retained/attracted and significant new tax assessment (EDC)

2012 Key Accomplishments

2012 Major Achievements in Environmental Sustainability

- ✓ Removed 4,557 trees, injected over 4,000 trees with TreeAzin™, over the original target of 3,000 trees and replaced 2,600 trees to fight Emerald Ash Borer (PFR)
- ✓ Maintained 4,300 hectares of parkland, 15 beaches and 5 golf courses (PFR)

2012 Key Accomplishments

2012 Major Achievements in City Building

- ✓ Increased access to self serve using smart phone technology for graffiti and pot holes service requests (311)
- ✓ Calls answered have increased by 10% from 2011 (311)
- ✓ Implementation of Early Resolution process effective March 2012 that allows individuals who have been charged with an offence to use a simpler process and arrange pre-trial meetings with prosecutors, thus reducing the number of trials and officers' appearances. (CRTS)
- ✓ Continue to add defaulted fines to property tax bills for individuals in default of offences as part of the Good Government Act amendment. (CRTS)
- ✓ Implemented the City of Toronto service benefit card, introducing the first ongoing electronic services benefit card for social assistance recipients in Canada. (TESS)

2012 Key Accomplishments

2012 Major Achievements in Fiscal Sustainability

- ✓ Managed \$1.87 B in subsidy payments with 600 claims reconciliation for Cluster "A" cost-shared programs and special projects and a monthly average of \$200.0 M receivables and 243 accounts. (SDFA)
- ✓ Achieved 2012 revenue target of \$775,000 in donations for program and service priorities of operating divisions. (TOP)
- ✓ Attracted 20 new partners for the City of Toronto (as of October 2012). (TOP)

2012 Key Accomplishments

2012 Awards

- ✓ 2012 MISA (Municipal Information Systems Association) Municipal Service Excellence (Innovators) Award for the Mobile Application (311)
- ✓ 2012 Innovation and Excellence Workplace Quality Award. (LTCHS)
- ✓ In 2012, presented on four (4) topics related to Falls Prevention, Ulcer Prevention, Managing Challenging Behaviours and Continence Care at the OANHSS annual provincial conference (LTCHS)
- ✓ The City Manager's Award for Toronto Public Service Excellence
Divisional award Investing in Families, in the Cross-Corporate category (TESS, PH, PFR)

2012 Key Accomplishments

2012 Awards

- ✓ *Toronto's Got IT Awards of Excellence* Diamond award for the development of the City Services Benefit Card (TESS)
- ✓ City of Toronto 2012 Ombudsman Public Service Award (TESS)
- ✓ International Trauma Life Support (ITLS) competition – Podium Finish (EMS)
- ✓ “Centre of Excellence” Accreditation from the International Academy of Emergency Dispatch (EMS)
- ✓ 2012 City Manager’s Award in the Human Rights, Equity and Diversity category (LTCHS)
- ✓ WELLBEING TORONTO database won the MISA Award in the Partnership category (SDFA)

2012 Budget Variance - as at September 30, 2012

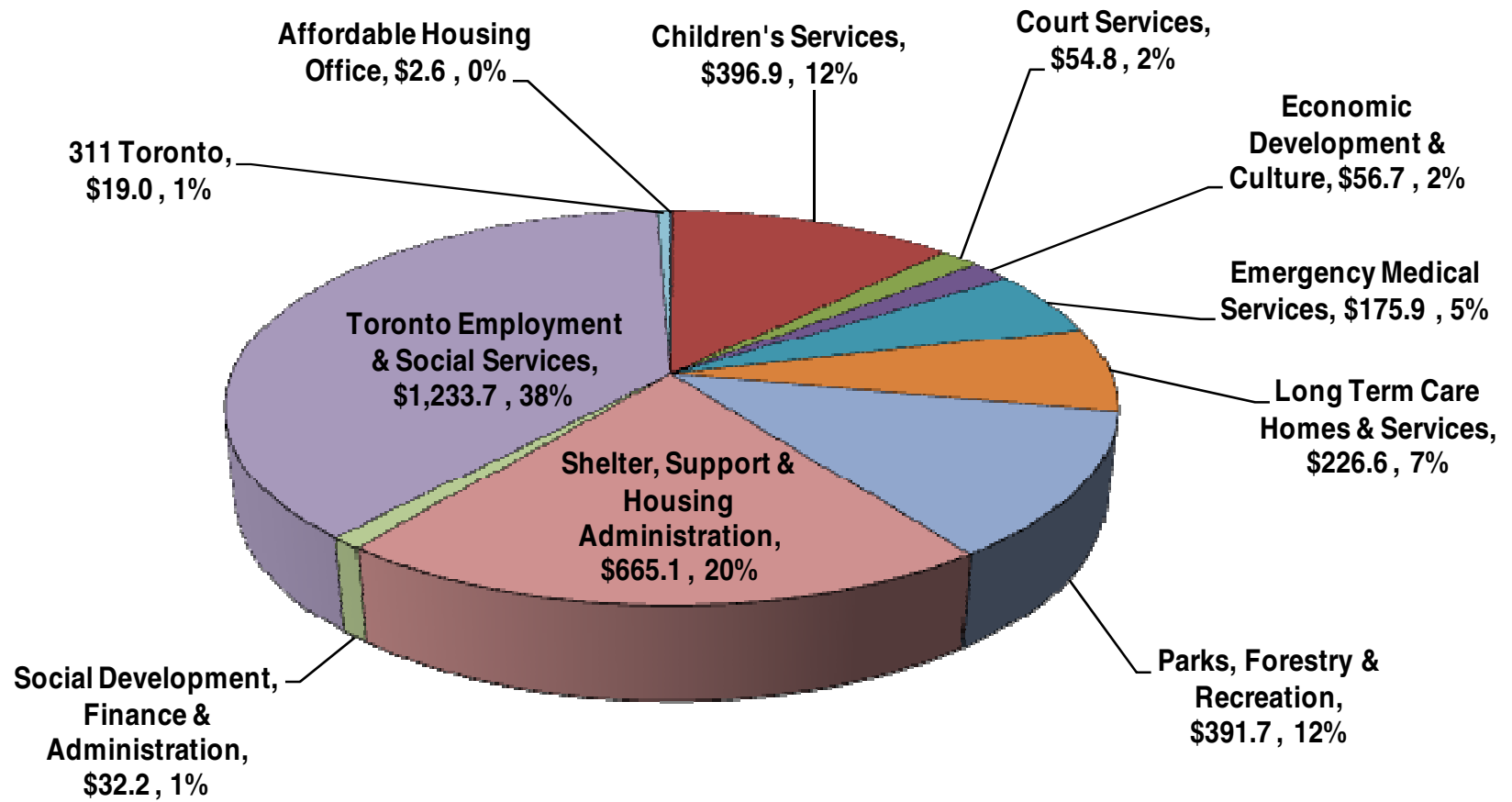
(In \$000's)	2010 Actuals	2011 Actuals	2012 Approved Budget	2012 Sept. 30 YTD Actuals	2012 Projected Actuals	2012 Approved Budget vs Projected Actuals	
	\$	\$	\$	\$	\$	\$	%
Gross Expenditure	3,222,592	3,223,860	3,356,582	2,321,076	3,242,567	(114,015)	-3.4%
Revenues	2,232,975	2,269,513	2,366,143	1,596,114	2,271,279	(94,864)	-4.0%
Net	989,618	954,347	990,439	724,962	971,288	(19,151)	-1.9%
Approved Positions	12,711.9	12,662.6	12,381.2	12,070.5	12,153.2	(228)	-1.8%

Key Points:

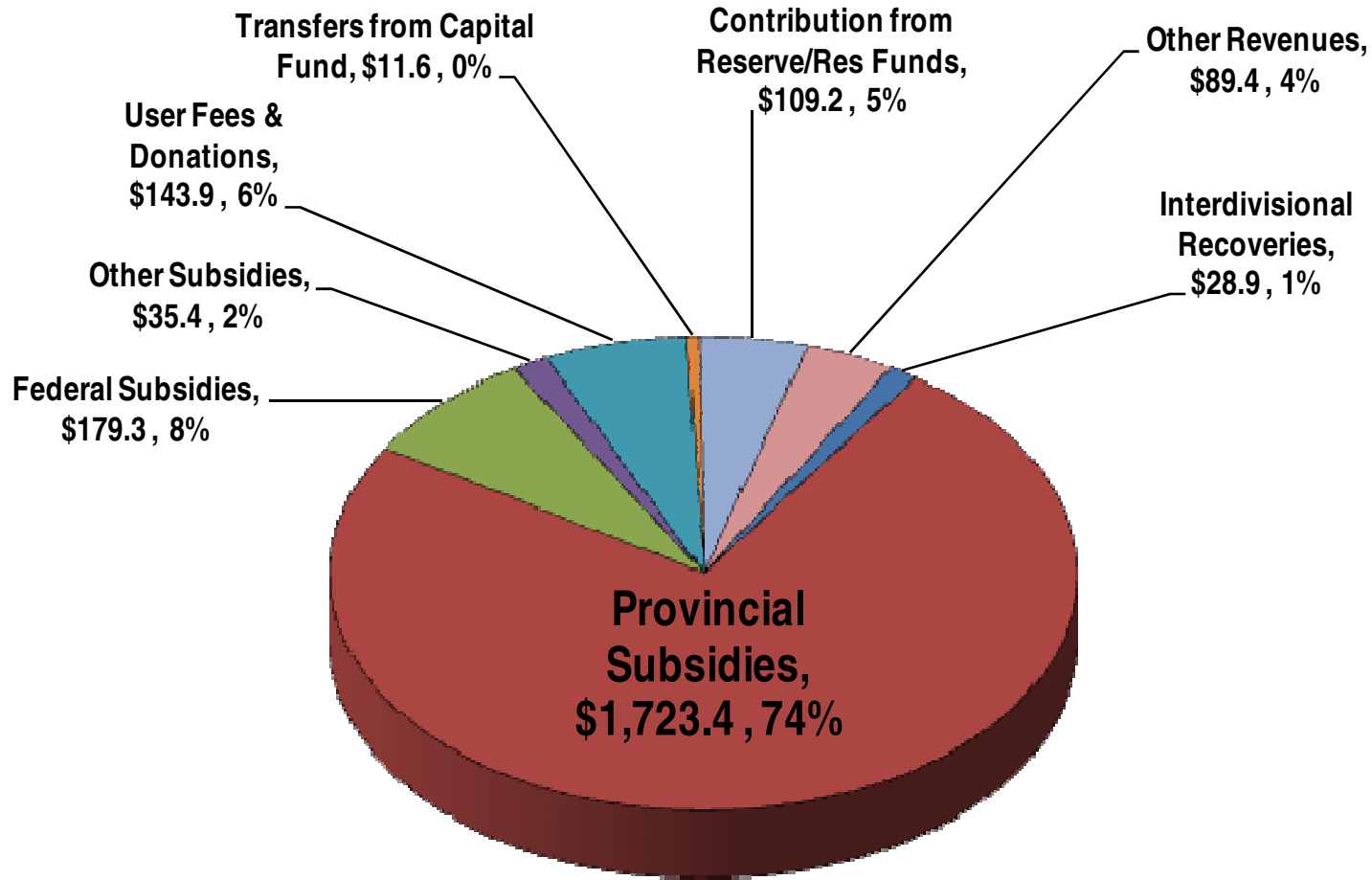
- 4 programs expect spending to be equal or near to budget at year-end (AHO, CS, Courts & SDFA)
- Under spending will be experienced by 6 programs mainly due to the delays in filling of positions, lower spending than budgeted expenditures and lower case load and case mix for TESS. (311, EMS, LTCHS, PFR, SSHA, & TESS)

2013 Staff Recommended Operating Budget

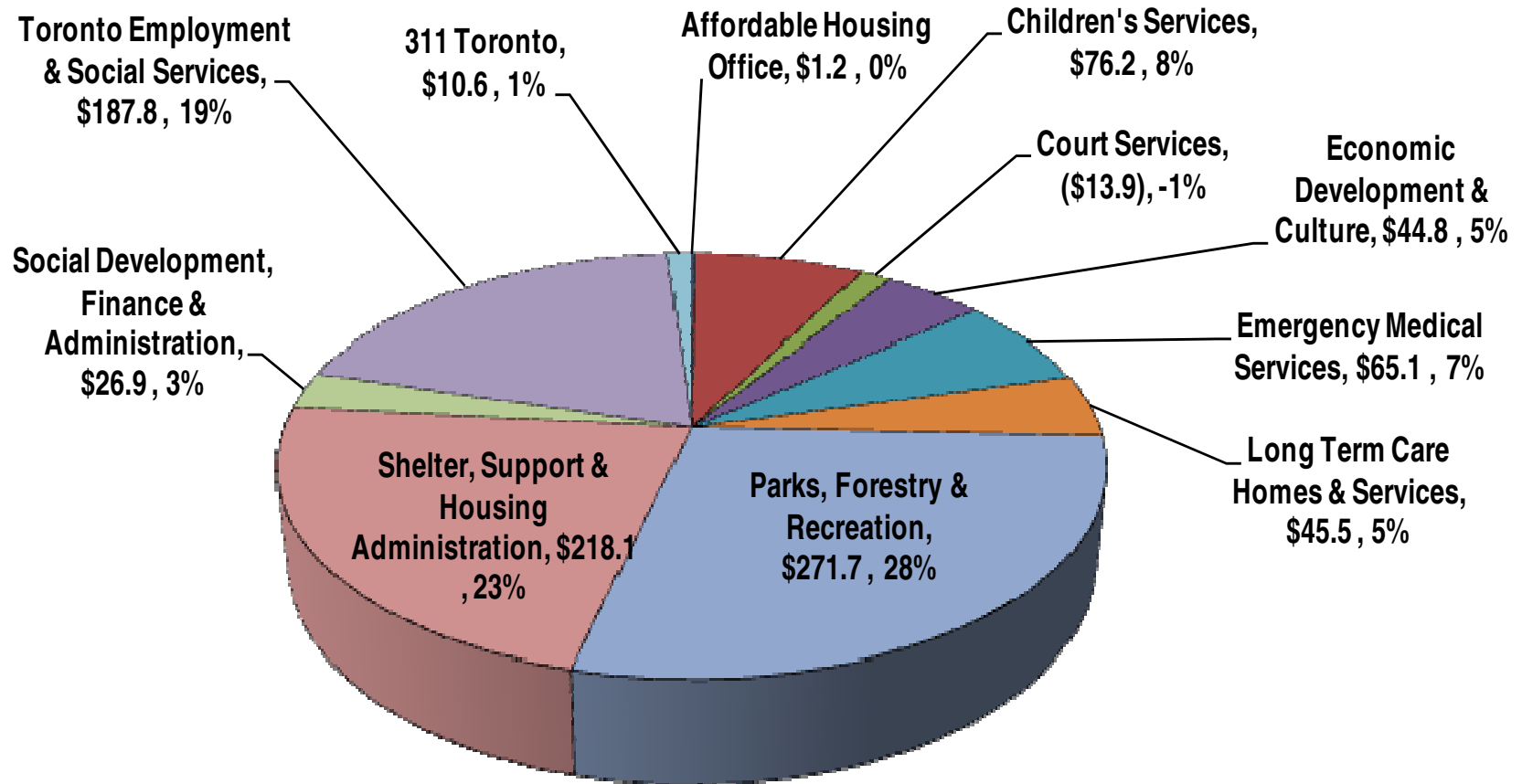
Where the Proposed \$3,255 Million in Gross Expenditure Goes



Where The \$2,321 Million Money Comes From



Where the Proposed \$934.2 Million in Property Taxes Go



Staff Recommended 2013 Operating Budget

(\$000s)	2012		2013		Change from 2012 Over (Under)			
	Approved Budget		Rec'd Budget		Gross		Net	
	Gross	Net	Gross	Net	\$	%	\$	%
Affordable Housing Office	2,600	1,166	2,640	1,166	40	1.5%	0	0.0%
Children's Services	397,199	76,271	396,929	76,216	(270)	(0.1%)	(55)	(0.1%)
Court Services	52,324	(13,905)	54,791	(13,905)	2,467	4.7%	(0)	(0.0%)
Economic Development & Culture	56,158	43,993	56,706	44,834	548	1.0%	841	1.9%
Emergency Medical Services	174,488	65,178	175,883	65,147	1,396	0.8%	(30)	(0.0%)
Long Term Care Homes & Services	226,863	45,654	226,567	45,496	(296)	(0.1%)	(158)	(0.3%)
Parks, Forestry & Recreation	383,170	272,596	391,652	271,736	8,481	2.2%	(860)	(0.3%)
Shelter, Support & Housing Administration	792,712	274,219	665,076	218,145	(127,636)	(16.1%)	(56,074)	(20.4%)
Social Development, Finance & Administration (includes CPIP of \$16,730.1)	32,949	26,898	32,195	26,898	(754)	(2.3%)	(0)	(0.0%)
Toronto Employment & Social Services	1,219,644	187,973	1,233,744	187,768	14,101	1.2%	(205)	(0.1%)
311 Toronto	18,476	10,395	19,026	10,648	550	3.0%	253	2.4%
Total Citizen Centred Services "A"	3,356,582	990,439	3,255,208	934,150	(101,374)	(3.0%)	(56,289)	(5.7%)

- The Cluster is \$56.3 million or 5.7% below the 2012 Approved Budget.
- Excluding the reduction in subsidy to TCHC of \$55.6 million, the Cluster is \$0.70 million below the 2012 Approved Budget.

2013 Operating Budget Pressures

(\$000's)	Gross Expenditures	Net Expenditures	# Positions
2012 Approved Budget	3,356,582.0	990,439.0	12,381.2
Adjusted Base Increases:			
Annualizations	(33,796.5)	19,764.7	1.3
Operating Impact of Capital	1,318.3	783.3	6.7
Reversal of Non-recurring Items	(36,427.5)	21,095.6	21.1
Progression Pay/Step Increases	2,385.0	1,932.5	
Economic Factors	20,596.7	17,396.6	
Zero-based Items	(431.5)	(253.6)	
Sub-total Adjusted Base Increases:	(46,355.5)	60,719.1	29.1
Other Base Changes:			
Other Base Changes:	(50,672.4)	(54,783.8)	(4.8)
Revenue Changes:		(53,529.6)	
Sub-total Other Base Changes:	(50,672.4)	(108,313.4)	(4.8)
2013 Base Budget before Reductions	3,259,554.1	942,844.7	12,405.5

2013 Service Changes to Achieve Target

(\$000's)	Gross Expenditures	Net Expenditures	# Positions
2013 Base Budget before Reductions	3,259,554.1	942,844.7	12,405.5
Service Changes:			
Service Efficiencies	(10,299.0)	(9,135.2)	(85.8)
Service Changes	(4,132.5)	(2,787.8)	
Sub-total Service Changes	(14,431.5)	(11,923.0)	(85.8)
New and Enhanced:			
Enhanced Services - Operating Impact of 2013	136.2		1.0
Enhanced Services - Service Expansion	9,949.2	3,229.2	13.0
Sub-total New / Enhanced	10,085.4	3,229.2	14.0
2013 Recommended Operating Budget	3,255,208.0	934,150.9	12,333.7

User Fee Changes - Highlights

Fee Description (\$'000s)	2012 Fee	Recommended 2013 Fee	% Increase	Incremental Revenue (\$000's)
Children's Services				
Fee Increase to Full Fee Clients	17,871.50	17,954.50	0.5%	83.0
Court Services				
Increase on-line payment transaction fee by \$0.50.	432.00	504.00	16.7%	72.0
Emergency Medical Services				
Inflation Increase on User Fees e.g training & special events standby	496.70	523.30	5.4%	26.6
Long Term Care Homes & Services				
Increase to Basic Accommodation of Residents	47,108.80	47,466.40	0.8%	357.6
Parks, Forestry & Recreation				
Permit Fee Inflationary Increase	18,825.00	19,225.00	3.0%	400.0
Recreation Program Fee Inflationary Increase	34,915.00	35,728.70	3.0%	813.7
Total Incremental Revenue				1,752.9

2014 and 2015 Outlook (\$'000s)

Description	2014 - Incremental Increase					2015 - Incremental Increase					Total Net % Change from 2013
	Gross Expense	Revenue	Net Expense	% Net Change from 2013	# Pos	Gross Expense	Revenue	Net Expense	% Net Change from 2014	# Pos	
Known Impacts											
Operating Impact of Capital	3,666.7	16.5	3,650.2	0.4%	17.1	6,444.0	-	6,444.0	0.7%	41.4	1.1%
Progression/Step/COLA Increases	16,369.2	2,700.4	13,668.8	1.5%	-	20,194.5	3,456.7	16,737.8	1.8%	-	3.3%
Reversal of Reserve Fund Draw	-	(7,646.7)	7,646.7	0.8%	-	-	-	-	-	-	0.8%
Non-Labour Economic Factors	9,802.1	-	9,802.1	1.0%	-	9,960.1	-	9,960.1	1.0%	-	2.1%
Upload of Ontario Works Financial Benefits	-	18,852.0	(18,852.0)	(2.0%)	-	-	18,752.0	(18,752.0)	(2.0%)	-	(4.0%)
Loss of Federal Subsidy	-	(4,700.0)	4,700.0	0.5%	-	-	(8,700.0)	8,700.0	0.9%	-	1.4%
Forestry Service Plan	-	(1,500.0)	1,500.0	0.2%	-	-	(1,500.0)	1,500.0	0.2%	-	0.3%
Others:	(4,595.1)	(5,433.3)	838.2	0%	-	7,936.4	5,494.1	2,442.3	0.3%	118.0	0.4%
Sub-Total Known Impacts	25,242.9	2,288.9	22,954.0	2.5%	17.1	44,535.0	17,502.8	27,032.2	2.8%	159.4	5.4%
Anticipated Impacts											
Depletion of Reserve/Reserve Funds		(42,323.7)	42,323.7	4.5%					-		4.5%
Radio Infrastructure Replacement Project	80.7	40.4	40.3	0.0%		0.7	0.4	0.3	0.0%		0.0%
Sub-Total - Anticipated Additional Impacts	80.7	(42,283.3)	42,364.0	4.5%	-	0.7	0.4	0.3	0.0%	-	4.5%
Total Incremental Impacts	25,323.6	(39,994.4)	65,318.0	7.0%	17.1	44,535.7	17,503.2	27,032.5	2.8%	159.4	9.9%

Capital Overview

Capital Overview

311:

- The ongoing enhancement work that 311 technology solution completed to provide seamless, consistent information across channels (telephone, Canada Post, e-mail, fax, mobile app and online self-service options):
 - A cross-divisional scheduler that can be used to book rooms;
 - Implement a process to schedule court dates or other City appointments;
 - Implement a process for bill payment; creation of a glossary and pictures for the 311 knowledge base; and increase the number of online service requests

Children's Services:

- The 2013-2022 Capital Plan addressed three main objectives:
 - updating information technology to increase public access to child care information;
 - meeting the direction of the Council approved 2010-2014 Service Plan to Improve Access and Equity by enabling incremental growth in high need, underserved areas; and
 - addressing back-log issues and ensuring a state of good repair in all City-owned/City-operated child care facilities.

Capital Overview

Court Services:

- The POA Application Sustainment & Hardware Upgrade, was approved in 2012.

Economic Development & Culture:

- EDC Program addresses the state of good repair needs of 96 heritage buildings including museums (e.g. Ft. York, Casa Loma, Berkeley Theatre, John St. Roundhouse), 200+ public art installations and the public realm enhancements in 73 Business Improvement Areas

Emergency Medical Services:

- Maintaining medical equipment in a state of good repair:
 - Defibrillator replacement program of \$7.0 M (replaces old defibrillators)
 - Automated External Defibrillator program of \$942 K (replaces old AED's or Public Access Defibrillators)
 - Medical Equipment Replacement Program of \$200 K per year to replace Stretchers, Stair Chairs and Defibrillator Cables.

Capital Overview

Emergency Medical Services:

- Maintaining communications systems in a state of good repair:
 - Mobile Data Communications program of \$3.959M (replaces old radios & GPS equipment in ambulances)
 - MobiCAD Replacement for \$400K is a server used in the Communications Centre.
 - Portable Radio replacements of \$1M

Long-Term Care Homes and Services:

- To ensure the safety and protection of residents through the preservation and ongoing maintenance of the homes' physical plants. The capital plan ensures that heating/mechanical systems, outside repairs (i.e. windows, brickwork and paving), elevators and roofing are maintained and replaced as required.

Capital Overview

Parks, Forestry and Recreation:

- Focus of the Capital budget is on maintaining the health & safety and state of good repair of existing assets, valued at approximately \$5.5 B.
- Of the \$5.5 B, \$2.2 B represents physical structures such as community centres, arenas, outdoor artificial ice rinks, indoor and outdoor pools, special facilities, outdoor recreation centres, bridges, trails & pathways, water play/wading pools, tennis courts, sports pads & parking lots, Harbour front, fountains, and repair of ferry vessels, and the remaining \$3.3 B is in land.

Shelter Support & Housing Administration:

- SSHA asset inventory consists of 16 properties most of which are hostel sites.

Toronto Employment and Social Services:

- Ensure continued improvement in the delivery of employment services and financial assistance services to eligible clients, while ensuring a smooth transition to the Province's new Social Assistance Management System (SAMS)

Key Objectives

Children's Services:

- To improve the Division's front-facing service delivery to both families and community operators by implementing the Children's Services Information System, version 3 (CSIS3)
- To address back log issues and ensure a state of good repair in all City-owned/City-operated child cared facilities
- To maintain and enhance City/Provincial cost sharing agreements as they relate to capital
- To enable incremental growth in high need, underserved areas
- To contribute to the funding of building retrofits required for the transition of municipal child care centres impacted by the Early Learning and Care Program.

Court Services:

- Launch internet based services that would allow individuals to access certain information from the court case management database.

Key Objectives

Economic Development & Culture:

- Conserve Toronto heritage by restoring properties and enabling public access
- Reduce SoGR backlog and address health and safety issues
- Revitalize neighbourhoods, generate economic growth and enhance public realm through BIA investment programs
- Improve customer service and efficiencies through IT enabled initiatives

Emergency Medical Services:

- Create new larger station, through consolidation, to improve efficiencies within the service as they will allow for better staff deployment, asset management and equipment tracking processes.

Long-Term Care Homes and Services:

- To redevelop Kipling Acres in two phases – phase 1 (192 beds) to open in mid 2013 and phase 2 (145 beds) to open in late 2015.
- To secure City Council, MOHLTC and LHIN approvals on a comprehensive, multi-year redevelopment plan for the City's five (5) remaining B and C classified homes

Key Objectives

Parks, Forestry & Recreation:

- Preserve and protect the Division's existing infrastructure through State of Good Repair which make up the largest category of capital project expenditures
- Meet legislative and health & safety requirements
- Take advantage of new opportunities, partnerships and external funding sources
- Alignment with Council approved divisional strategic plans (for example: Our Common Grounds, Recreation Facilities Report)
- Alignment with corporate goals and initiatives
- Provide for operational efficiencies and enhancement of revenue opportunities
- Protect environmental and heritage resources through stewardship with others
- Protect and grow the property tax base and employment opportunities

Key Objectives

Shelter Support & Housing Administration:

- Partnering with the private sector for a revitalization of George Street and the redevelopment of Seaton House
- Continue to improve the efficiency of SOGR expenditures

Toronto Employment & Social Services:

- Support City's implementation of the Social Assistance Management System (SAMS), the Province's new social assistance technology.
- Build on the implementation of the City Services Benefit Card and introduce new technologies and approaches to streamline the delivery and administration of Ontario Works benefits.

Toronto Office of Partnerships:

- Attracting new partners and maintaining existing ones to generate new revenue to support City programs and services
- Finalizing and implementing Corporate Partnership Strategy
- Begin the implementation of a City-wide eDonations system
- Complete first naming rights agreement for a city-owned asset under the new Naming Rights policy

2012 Capital Performance

Summary of Major Projects Completed in 2012

311:

- Integration with Animal Services completed; can track/assign service requests 24 X 7 online, and report TAS's service requests as part of new enhanced reporting.

Children's Services:

- New Centres opened:
 - St Andrew Child Care Centre
 - Thorncliffe Park Child Care Centre
- Existing centres retrofitted:
 - Albion Child Care Centre
 - Coxwell Child Care Centre
 - Falstaff Child Care Centre

Summary of Major Projects Completed in 2012

Court Services:

- Development of the Web Look Up project, a component of the POA Application Development Project is ongoing and application testing and launch is expected in Spring 2013

Economic Development & Culture:

- Fort York: completed restorations for 1812 Bicentennial Program and awarded tender for Visitor Centre (2014 completion)
- Completed 77 streetscape improvement projects in BIAs throughout the City (50% financed by businesses)

Summary of Major Projects Completed in 2012

Emergency Medical Services:

- Although primarily completed in 2011 EMS will finalize the following station rebuilds in 2012:
 - Station 54 (formerly 17) - Bathurst & York Downs
 - Station 18 - Chaplin Crescent
- Various ISF projects
- Continuation of medical equipment and mobile data communications purchases
- Purchase of a new Mobicad server for the Communications Centre

Long-Term Care Homes & Services:

- Construction is on-going on the 1st Phase of the Kipling Acres Redevelopment project and is targeted to be completed by mid 2013. Meetings continue to be held with neighbours and user groups to maintain a forum for open dialogue during the construction of the Kipling Acres Redevelopment project
- Initiated planning and design work for the redevelopment of the remaining 145 beds at Kipling Acres (Phase 2). Construction is targeted to start in early 2014 following the completion of Phase 1.

Summary of Major Projects Completed in 2012

Parks, Forestry & Recreation:

- Regent Park Pool for a value of over \$17.000 M
- Marie Curtis Park – Canada Arsenal Lands Revitalization project valued at \$3.139 M
- Greenwood AIR/Pool Building - Interior Renovations project valued at \$1.000 M
- Grandravine Community Centre & Arena – Rehabilitation project valued at \$1.715 M
- Douglas Snow Aquatic Centre – Rehabilitation project valued at \$1.060 M
- Over \$1.250 M in various playground improvements city wide

Summary of Major Projects Completed in 2012

Shelter Support & Housing Administration:

- The Mass Care Response Vehicle will be completed and delivered by the year end. The vehicle will allow for curbside assistance during an emergency evacuation

Social Development, Finance and Administration:

- Rexdale Community Hub was created from a transformation of an old school 21 Panorama Crt. (Jamestown/Rexdale)
- new ProTech Media Centre & Youth Hub was created from the renovation of a former transportation signs yard (Weston-Mount Dennis)

Toronto Employment & Social Services:

- City Services Benefit Card was successfully implemented at all Employment & Social Services offices.
- Completed service improvement related renovations at Metro Hall Employment & Social Services, which included a common counter with Children's Services.

Capital Spending - Budget to Actual Comparison

2012 Approved	Actuals as of Sept. 30, 2012		Projected Actuals at Year End 2012		Projected Unspent Balance	
	\$	% Spent	\$	% Spent	\$	% Unspent
260.9	57.3	22.0%	135.5	51.9%	125.4	48.1%

Key Points:

- Cluster A overall projected spending at year end is 51.9% ,10.1% higher than the 2011 Actual spending of 41.8%.
- TESS , Children Services & SSHA have projected higher spending of 87.75%,81.95% & 81.45% respectively.
- Cluster A projected under spending of 48.1% is predominantly due to project delays.

2013 – 2022 Staff Recommended Capital Budget & Plan

Summary of Major Projects in the 10-Year Capital Budget and Plan

- **Key Projects to be completed in 2013**

- **Emergency Medical Services:**

- Station Security upgrade project
 - CACC Renovations project
 - Scheduling Redesign project

- **Parks, Forestry & Recreation:**

- Greenwood Outdoor Artificial Ice Rink
 - L'Amoreaux Community Centre Elevator Installation
 - Mainland/Jack Layton Ferry Terminal
 - Queen and University Fountain

Summary of Major Projects in the 10-Year Capital Budget and Plan

- **Key Projects for 2013 to 2022**

- 311:

- Recreation Integration
 - Technology Solution State of Good Repair

- Children's Services:**

- 4 New Child Care Centres
 - CSIS III continued development
 - MCCS state of good repair investment

- Economic Development & Culture:**

- Fort York Visitor Centre
 - Restoration of Casa Loma
 - Restoration of Todmorden Mills
 - An average of 77 BIA Streetscape improvement projects each year

Summary of Major Projects in the 10-Year Capital Budget and Plan

- **Key Projects for 2013 to 2022**

- **Emergency Medical Services:**

- Creation of a new larger stations through consolidation
 - Rebuild Three Stations and District Offices
 - Maintain Medical Equipment and Communications Equipment in a state of good repair

- **Long-Term Care Homes & Services:**

- Building, mechanical, electrical and specialty system Upgrades
 - Kipling Acres Redevelopment 337 beds

- **Parks, Forestry & Recreation:**

- York Community Centre
 - Regent Park Community Centre
 - Railway Lands new Community Centre (Spadina/Front)
 - 40 Wabash Parkdale New Community Centre
 - Western North York New Community Centre
 - North East Scarborough New Community Centre

Summary of Major Projects in the 10-Year Capital Budget and Plan

- **Key Projects for 2013 to 2022**

 - **Shelter Support, Housing Administration:**

 - Seaton House Redevelopment

 - **Toronto Employment & Social Services:**

 - **Employment Assistance**

 - Provide access to employment services and information on-line;

 - **Case Management**

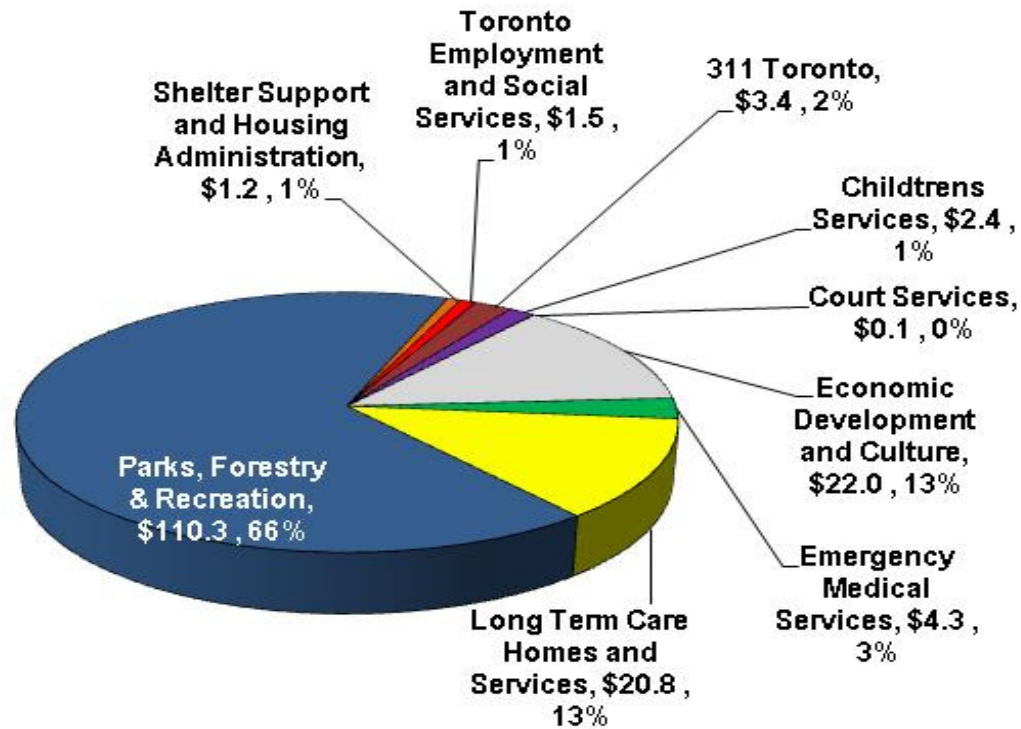
 - Provide a start-to-finish case management tool
 - Expand functionality of the City Services Benefit Card
 - Support the transition from SDMT to SAMS

 - **MIS – Data Mart**

 - Improve information gathering and analysis

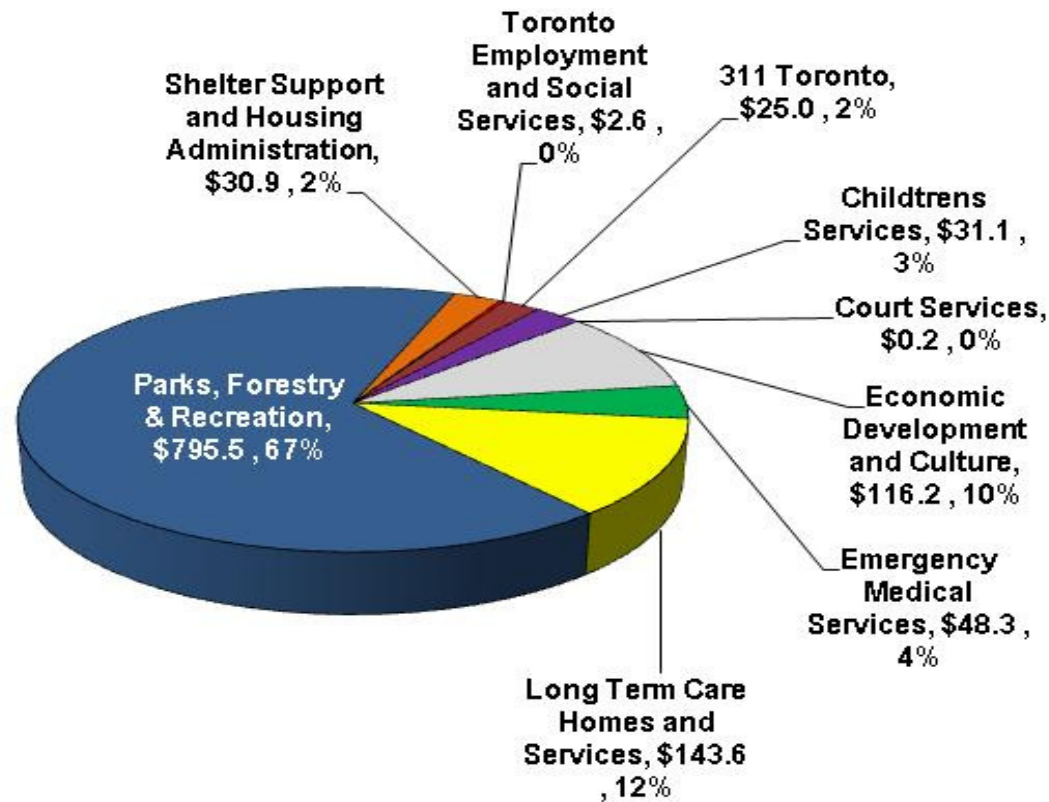
Capital Spending by Program

2013 Capital Budget \$166.030 Million

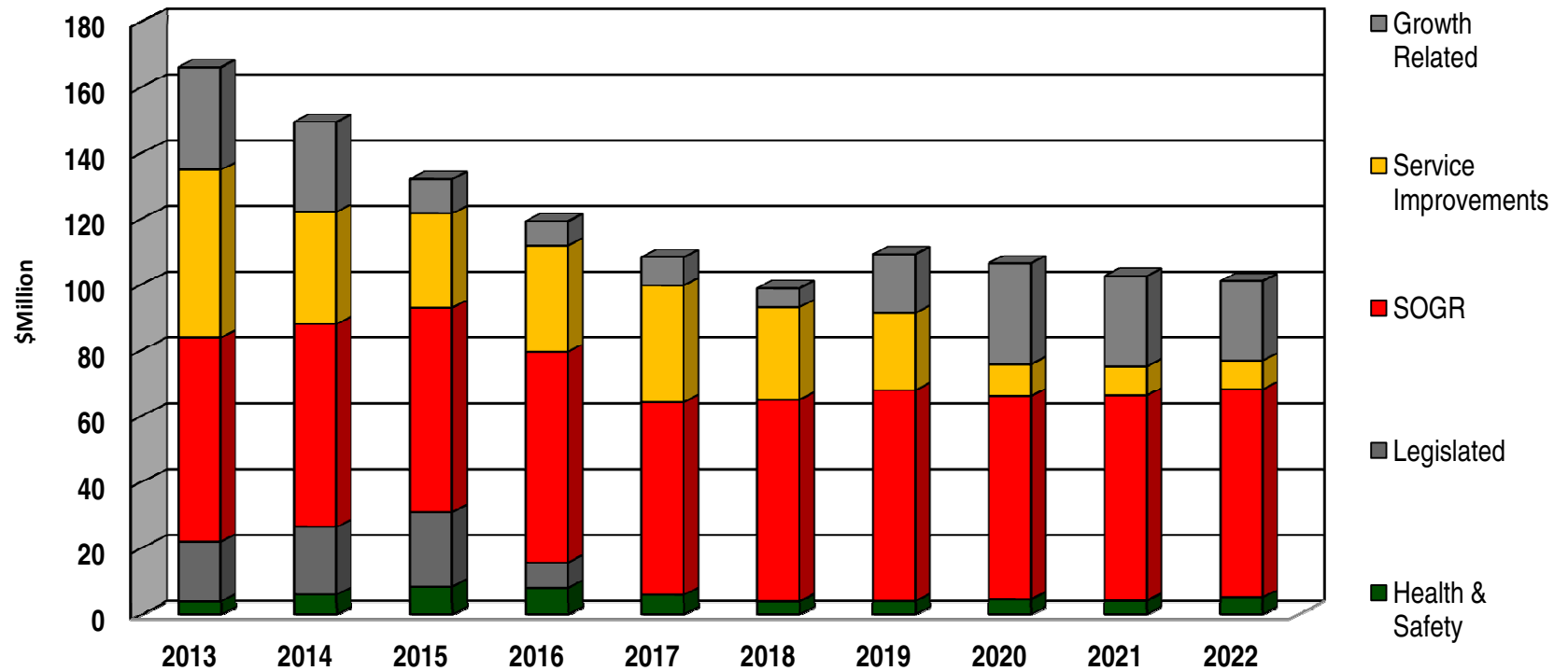


Capital Spending by Program

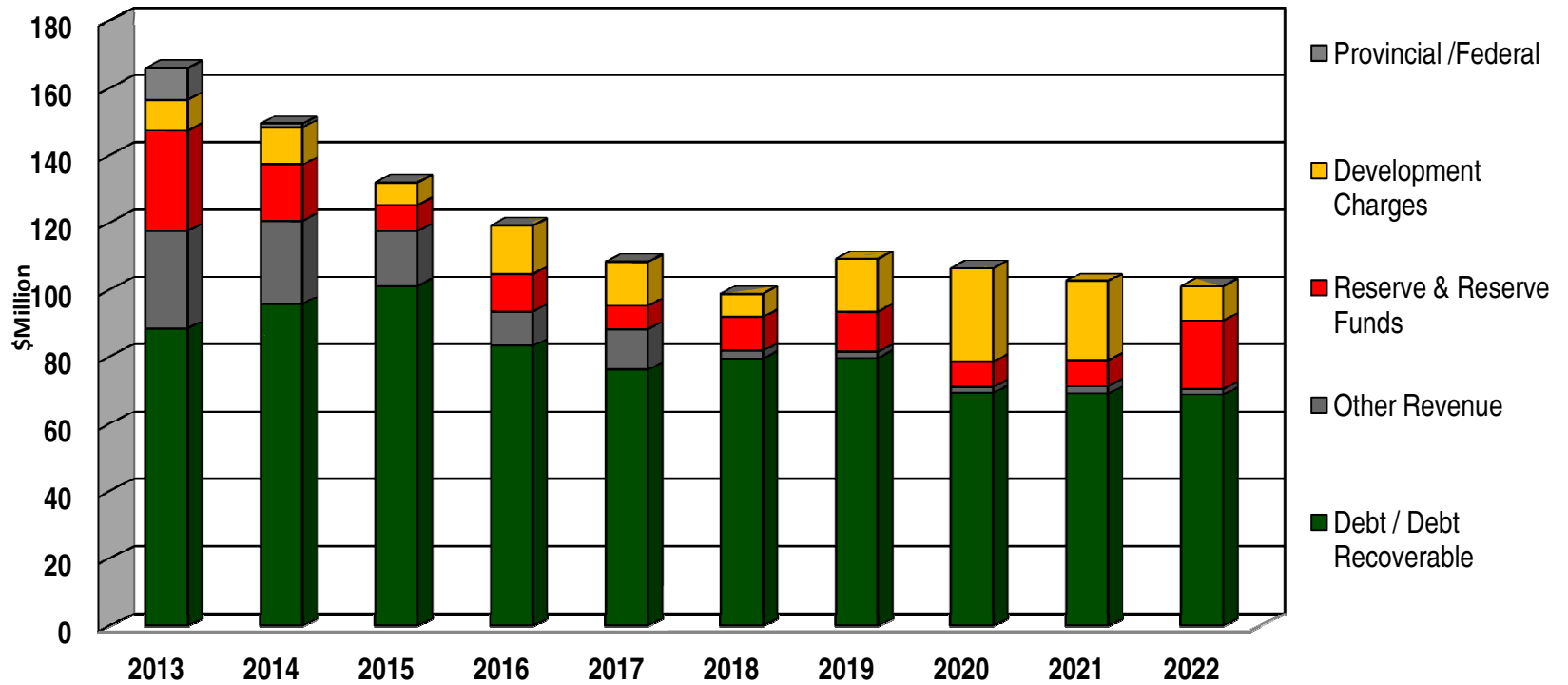
10 Year Capital Plan \$1,193.32 Million



2013 – 2022 Capital Plan by Category



2013 – 2022 Capital Plan by Funding Source



Incremental Operating Impact of Capital – Major Projects

(\$000s)	2013 Rec'd Budget	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2013-2022 Total
2013 Recommended Capital Budget											
EMS -Station Security	35.0	65.0									100.0
EMS - Plewes Road Station			42.0								42.0
LTCHS - Kipling Acres Redevelopment 192 Bed	(348.0)										(348.0)
PF&R - Operating Impact of previously approved capital projects	640.3										640.3
PF&R - Operating Impact of prior year capital projects annualisations	778.5										778.5
PF&R - Other Projects		98.0	544.0	108.0	555.0	450.0					1,755.0
EDC - Fort York Visitor Centre		143.2									143.2
Cluster A Other Projects	108.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	108.0
Sub-Total	1,213.8	306.2	586.0	108.0	555.0	450.0	0.0	0.0	0.0	0.0	3,219.0
Recommended 10-Year Capital Plan											
311 Contact Centre Enhancement Initiative		529.0		540.0							1,069.0
LTCHS - Kipling Acres Redevelopment 192 Bed			1,050.0	1,050.0							2,100.0
PF&R- York Community Centre		478.0	1,435.0								1,913.0
PF&R- Regent Park CC		150.0	450.0								600.0
PF&R - BMX Track		168.0									168.0
PF&R - Pan American Aquatic Centre		2,000.0	3,000.0								5,000.0
PF&R - Railway Lands New CC			169.1		627.0						796.1
PF&R - Canadian Tire CC			996.2								996.2
PF&R - Mystic Point -New Park		85.0									85.0
PF&R - Canadian Tire Pool				675.0							675.0
PF&R - Wellesley CC Pool					525.0	450.0					975.0
PF&R - Earl Bales Field house					225.0	300.0					525.0
PF&R - Birchmount CC - Gym					113.0	237.5					350.5
PF&R - Don Mills Civitan								435.0			435.0
PF&R_ North East Scarborough CC								597.3	610.2		1,207.5
PF&R - Western North York New CC										1,355.0	1,355.0
PF&R - 40 Wabash Parkdale CC										1,619.7	1,619.7
PF&R - Various IT Projects			176.0	420.0	694.0						1,290.0
PF&R - Other Projects		1,137.0	56.7	636.0	139.0	286.5	257.0	480.7	393.8	171.3	3,558.0
Cluster A Other Projects	0.0	11.0	0.0	51.0	0.0	0.0	11.0	0.0	0.0	33.0	106.0
Sub-Total	0.0	4,558.0	7,333.0	3,372.0	2,323.0	1,274.0	268.0	1,513.0	1,004.0	3,179.0	24,824.0
Total	1,213.8	4,864.2	7,919.0	3,480.0	2,878.0	1,724.0	268.0	1,513.0	1,004.0	3,179.0	28,043.0

Key Issues for Operating and Capital 2013 and Beyond

Key Issues for Operating and Capital 2013 and Beyond

311:

- City Council (Sept. 26 and 27, 2011) approved the elimination of future 311 development initiatives beginning in 2013 removing funding for all projects that were not currently underway in the 2012 Capital Budget, and impacting 311 integration with other Divisional systems.

Affordable Housing Office:

- Renewal of the Federal-Provincial Investment in Affordable Housing Program beyond its expiry in March, 2015.
- Opportunities to deliver City affordable housing priorities working with Toronto Community Housing and other non-profit and government partners

Key Issues for Operating and Capital 2013 and Beyond

Children's Services:

- Implement MCCS strategic plan
 - Transition to younger children
 - Focus on high-need areas
- Address backlog of state of good repair
- Advance development of new facilities in partnership with other Divisions, Agencies, Boards and Commissions in underserved wards
- Implement Modernization Agenda with the Province

Key Issues for Operating and Capital 2013 and Beyond

Economic Development & Culture:

- Major site-based projects are high priorities (Casa Loma, Guild Inn, Theatres, Museums, Casino(s), Special Events/Squares, Fort York Visitor Centre)
- Shift to Measuring Outcomes not Activities
- Economic Strategy and Culture Plan Implementation
- Gap between SoGR backlog \$37.4 M and debt target \$5.8 M in cultural portfolio
- Large scope of Casa Loma restoration (outcome from REOI may impact future needs)
- Delays on key large scale projects (Guild, Ft. York VC and Casa Loma) impacting cash flow
- Difficulty in freeing funds to fund service improvements
 - e.g. opportunity for shared service Visitor Information Centre at Union Station (\$250K required in capital funding in 2013 to participate in partnership with Province)
- Growing demand for revitalization support from BIAs

Key Issues for Operating and Capital 2013 and Beyond

Emergency Medical Services:

- Locating and securing appropriate land for new larger consolidated stations
- Ensuring staffing levels meet rising call demand (5% per year)
- Reduce overtime costs
- Implement new paramedic shift schedules and part-time staff
- Reduce 911 calls by further developing Community Paramedicine and emergency call mitigation options to refer and defer emergency calls
- Reduce ambulance in-hospital delays
- Provide patients with the most current research-based, cost-effective medical treatment
- Negotiate with the Province for full, shared funding (Dispatch currently 95%)
- Adapt response plans to ensure critical patients receive most appropriate resource

Key Issues for Operating and Capital 2013 and Beyond

Long-Term Care Homes & Services:

- The transformation of the healthcare system and the enhanced role of LHINs presents both challenges and opportunities for the City of Toronto in service planning and collaboration on new program initiatives, such as Behavioural Supports Ontario.
- Long-term care funding is not adequate to meet the assessed needs of residents and the new care, service and environmental requirements of the Long-Term Care Homes Act.
- The acuity and complexity of residents' care needs continue to increase and the demand for specialized services is rising.
- In July 31, 2007, the Provincial Government announced a capital renewal strategy for long-term care homes in Ontario with a B or C structural classification that required six of Toronto's long-term care homes to be redeveloped or retrofitted over a 10-15 year period.
- The ability to plan the possible reallocation of beds across the City of Toronto may be limited as each of the 5 LHIN's have established their own local service priorities and approved beds within their respective geographic areas.
- The construction per diem of \$13.30 for a 25-year period (previously \$10.35 for a 20-year period) is currently under review by the MOHLTC. An increase is anticipated.

Key Issues for Operating and Capital 2013 and Beyond

Social Development, Finance and Administration:

- Strong demand for crisis response services with flat resource levels
- Lack of cost of living increases in Community Partnership and Investment Programs results in pressures on community based partners that continue to experience i
- ncreasing costs and service demands.

Key Issues for Operating and Capital 2013 and Beyond

Parks, Forestry & Recreation:

- EAB infestation and Urban Forestry Service Plan
- IT Capital Projects to improve tracking and operating efficiency
- Implementation of the Recreation Service Plan and User Fee Policy
- Implementation of the Parks Service Plan
- Partial Operating Impact of Pan-Am Aquatic Centre effective Summer 2014
- Limited Corporate Targets to address State of Good Repair
- Aging Infrastructure and State of Good Repair (SOGR)
- High client expectations and unmet community needs

Shelter Support and Housing Administration:

- Loss of reserves and federal funding for social housing administration
- Capacity of TCHC to manage an ageing portfolio with a large and accumulating capital repair backlog
- Managing housing and homelessness services within a reduced and capped funding envelope

Key Issues for Operating and Capital 2013 and Beyond

Toronto Employment and Social Services:

- Maintain service levels as the province moves from open-ended, demand-based funding models for social assistance programs to capped funding envelopes.
- Reduced capacity to assist residents on social assistance who are facing housing related crises with the elimination of the Community Start-Up and Maintenance Benefit (CSUMB).
- Unemployment in the City continues to run 1% to 2% higher than in the GTA and the province and increasing numbers of precarious, low wage, casual and temporary jobs makes it difficult for residents to remain in the labour force and earn enough to escape poverty.
- Align service delivery with provincial changes to social assistance in light of the Provincial Social Assistance Review.
- Continue to implementing the City's Workforce Development Strategy through more effective planning, management and delivery of services to jobseekers and employers.
- Transition from SDMT to the new mandatory social assistance technology, Social Assistance Management System (SAMS).

