

Toronto Public Health

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



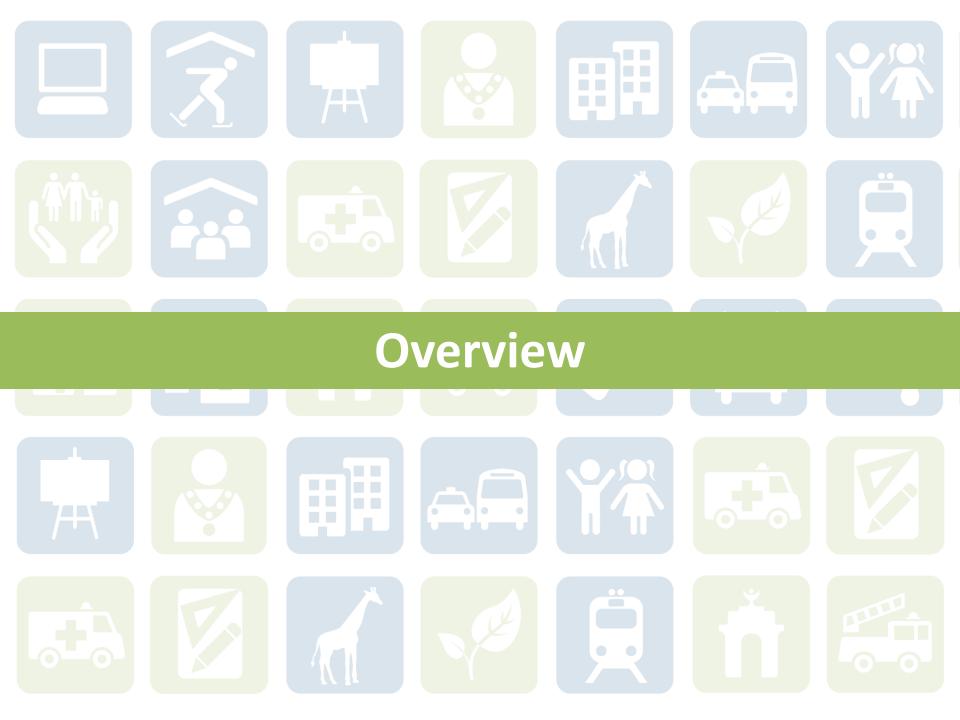


January 06, 2016

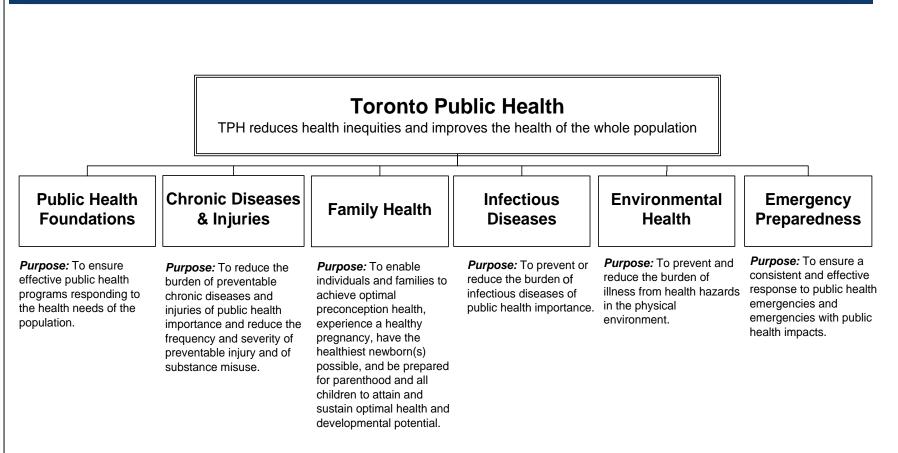


- Operating Overview
- 2016 Preliminary Operating Budget
- Capital Overview
- 2016 2025 Preliminary Capital Budget & Plan





2015 Program Map





TPH Operating Budget Overview

100% Provincially Funded Programs:

- 25% of gross budget
- Different year ends (MCYS March 31)
- Flat-lined for many years
- Challenge:
 - Managing the cost of inflation within the fixed budget



TPH Operating Budget Overview

100% Municipally Funded Programs:

- 7% of gross budget
- Student Nutrition and Seniors' Dental
- Challenges:
 - Growing Student Nutrition
 - Long waiting lists in Seniors' Dental clinics



TPH Operating Budget Overview

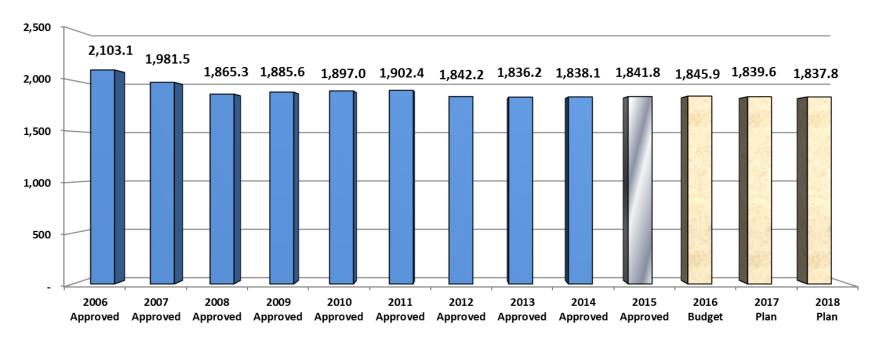
Cost-shared Programs (75% Provincial 25% City):

- 68% of gross budget
- Challenge:
 - Maximizing provincial revenue new provincial funding formula provides opportunity for increased revenue if City share is available



Staff Trend (Excludes Capital Positions)





- Net reduction of 58.25 positions in 2012 to meet reduction target
- Since 2012, the strength (approved complement) trend has been stable with minor adjustments



Vacancy Analysis

		2013			2014		2015 Year-End Projections					
		Vacancies			Vacancies		# of	# of	Vacancies %			
Toronto		% of Total	Approved		% of Total	Approved	Vacancies	Vacancies	of Total	Approved		
Public	# of	Approved	Pos.	# of	Approved	Pos.	as at	Projections	Approved	Pos.		
Health	Vacancies	Pos.	Equivalent	Vacancies	Pos.	Equivalent	Sep 30	to Dec 31	Pos.	Equivalent		
Operating	142.8	7.8%	1,837.7	111.6	6.1%	1,838.1	111.1	101.0	5.5%	1,838.1		
Capital	8.5	22.7%	37.5	10.0	25.6%	38.9	4.5	3.5	10.5%	33.5		
Total	151.3	8.1%	1,875.2	121.6	6.5%	1,877.0	115.7	104.6	5.6%	1,871.6		

- Previous recruitment challenges
- Recruitment process improved
- Challenges meeting gapping targets in 2015





2016 Preliminary Operating Budget



2016 Preliminary Operating Budget -**Gross Expenditures by Program & Funding Source** Where the Where the Money **Comes From** Money Goes \$240.703 Million \$240.703 Million Foundational Trans from Sundry Emergency Standard, Capital, Revenue, Preparedness, Municipal, \$1,006.1, \$26,637.3 , Chronic \$2,420.2, IDRs, \$3,138.2,1% 11% 1% \$2,866.8, 1% Diseases & \$56,941.6 Environmental 1% Injuries, 24% Health. \$37,958.6, \$23,990.5 16% 10% Infectious Diseases, Provincial. Family \$63,091.1, \$175,303.1, Federal, Health, 26% 73% \$307.4,0% \$85,887.6, 36%



2016 Service Issues & Priority Actions

- Student Nutrition Program experiencing rising food costs and unmet demand in higher needs communities
- Non compliance with provincial requirements for day nursery immunization
- **Tobacco enforcement** workload increased due to enhanced provincial and municipal regulations
- Support for community based service delivery (Toronto Urban Health Fund)
- Maintaining **staffing levels** for service delivery



2016 Preliminary Operating Budget Summary

(In \$000s)	2015 E	Budget	2016	Budget	Change from 2015 Over (Under) Gross Net				
, . <i>,</i>	Gross	Net	Gross	Gross Net		%	\$	%	
Toronto Public Health									
Foundational Standard	28,793.3	11,149.5	26,637.3	10,994.0	(2,156.0)	-7%	(155.5)	-1%	
Chronic Diseases & Injuries	34,910.4	9,572.2	37,958.6	10,489.4	3,048.2	9%	917.2	10%	
Family Health	99,162.5	16,547.6	85,887.6	15,798.8	(13,274.9)	-13%	(748.8)	-5%	
Infectious Diseases	63,928.4	13,476.5	63,091.1	13,441.7	(837.2)	-1%	(34.8)	0%	
Environmental Health	24,009.8	5 <i>,</i> 416.6	23,990.5	5 <i>,</i> 446.8	(19.3)	0%	30.2	1%	
Emergency Preparedness	3,175.1	765.1	3,138.2	770.8	(36.9)	-1%	5.7	1%	
Toronto Public Health	253,979.5	56,927.5	240,703.3	56,941.6	(13,276.1)	(5.2%)	14.2	0.02%	

Key Point:

 Changes in service allocations are due to internal accounting changes and provincial uploading



Efficiency Reductions

		Total 2016					
	Ser	vice Chang	jes	In	cremen	tal Chang	ge
	\$	\$	#	2017	Plan	2018	Plan
Description (\$000s)	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Base Changes:							
Base Expenditure Changes							
Reduce Contribution to IT Reserve Fund	(174.1)	(43.5)					
Reductions in Non Salary Budget to Reflect Actual Experience	(109.1)	(31.2)					
Base Expenditure Changes	(283.2)	(74.8)					
Base Revenue Changes							
Mobile Good Food Network Tsfr from 100% City to Cost Shared		(66.8)					
Base Revenue Changes		(66.8)					
Sub-Total	(283.2)	(141.5)					
Total Preliminary Service Changes	(283.2)	(141.5)					



- Absorbed inflation 2011-2015:
 - \rightarrow approximately \$922.0 thousand
- Reduced non-payroll base budget 2011 2015:
 → approximately \$2.0 million
- Reduced budget by 10% in 2012:
 - \rightarrow 58 FTEs
 - \rightarrow \$7.5 million (including non payroll)



Board of Health Recommendations

New & Enhanced Public Health Services:	Gross (\$000s)	Net (\$000s)
Toronto Urban Health Fund:		
- Enhancement Year 2	150.0	37.5
- Inflation	56.8	14.2
Day Nursery Immunization (Year 2)	537.7	134.4
Reduce Gapping from 5.8% to 4.8%	1,512.5	426.3
Student Nutrition:		
- Cost of Food Inflation	109.1	109.1
- Expansion (49 new programs)	853.1	853.1
- Enhancement (of existing programs)	641.5	641.5





Capital Overview



Capital Overview

- TPH 2016-2025 Capital Budget and Plan contains only Information Technology (IT) projects
- TPH implements IT solutions to:
 - Enhance service efficiency (eg mobile technology)
 - Increase transparency (e.g. DineSafe, SwimSafe, etc.)
 - Comply with provincial requirements
 - Maintain State of Good Repair
- The 10-Year Capital Budget and Plan request will provide funding for nineteen (19) IT projects



TPH IT Strategic Initiatives

Objectives	Key Projects
Provide staff access to business applications and information while working in the community	 HF/HL Point of Care CDC Wireless Rollout Healthy Environments Inspection (Mobile) Mobile Enablement
Increase analytical capability and management information quality to improve service decision making	 Datamart Data Warehouse Phase 2 and 3 Geographic Information Enablement
Facilitate staff and community knowledge sharing and team based productivity	 Community Collaboration (externally focused) Collaboration (internally focused)
Provide the public with access to information through mobile and web channels	Mobile EnablementPublic eLearning
Improve business processes and information sharing through process redesign, automation and system integration	 Infectious Disease Control Information System Electronic Medical Records Phase 1 and 2 Dental and Oral Health Information System Document & Records Management System
Enhance or replace critical business applications that have reached their end of life	 Library Management System Inspection Management Infectious Disease Control Information System





2016 – 2025 Preliminary Capital Budget & Plan



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

Project (\$000s)	2016 Request	2017	2018	2019	2020	2016 - 2020	2021	2022	2023	2024	2025	2016 - 2025
Infectious Disease Control Information System	460					460						460
HF/HL Point of Care	564					564						564
CDC Wireless Rollout	970					970						970
Healthy Environments Inspection (Mobile)	870					870						870
TPH Datamart Data Warehouse-Phase 2	739	882				1,621						1,621
Electronic Medical Record Phase 1	232					232						232
Electronic Medical Record Phase 2		733	1,339			2,072						2,072
Library Management System		60	1,243			1,303						1,303
Public Health Multilingual Website		255	252			507						507
Socio-Demographic Data Collection and Reporting		287	572	634	346	1,839						1,839
Datamart Data Warehouse Phase 3			827	554		1,381						1,381
TPH Common Geographical Interface				1,073		1,073						1,073
Public eLearning				312	729	1,041	300					1,341
Public Health Service Delivery Tracking				800	726	1,526	800					2,326
Inspection Management					1,599	1,599	1,504	1,496	787			5,386
Mobile Enablement						-	396	386	538	562	540	2,422
Reporting Environment Enhancement						-		618				618
Document and Records Management System						-			684	868	868	2,420
Geographic Information Enablement						-			191	270	292	753
Total	3,835	2,217	4,233	3,373	3,400	17,058	3,000	2,500	2,200	1,700	1,700	28,158



Unfunded Capital Projects

Project Description (\$000s)	2016	2017	2018	2019	Total
Community Collaboration Strategy		255			255
Collaboration			345	805	1,150
Community Collaboration		485	475	607	1,567
Dental & Oral Health Information Systems		972	1,809	666	3,447
Public Health Community Information System		1,036	1,017	1,028	3,081
Public Notice Advisories		555	472		1,027
Pre-school Speech and Language		696	737		1,433
Chemical Tacking Information System			133	576	709
Total		3,999	4,988	3,682	12,669

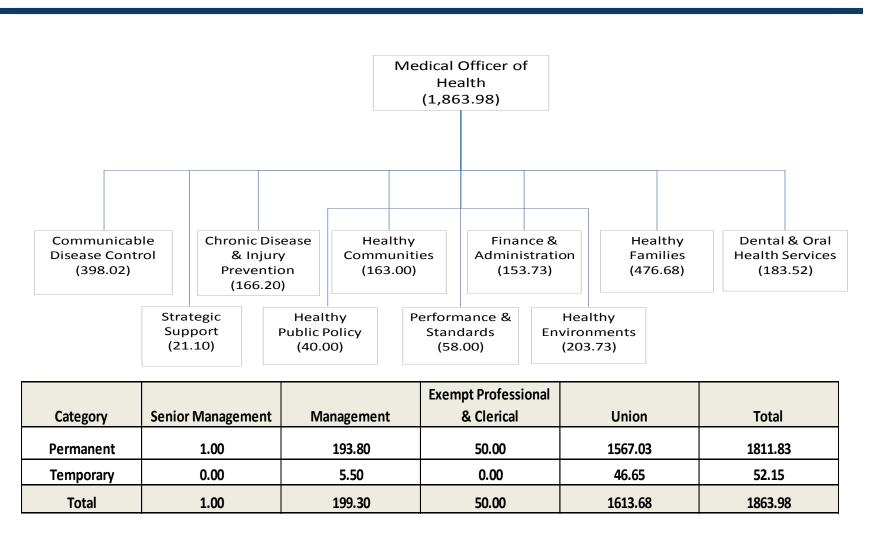




Appendices



2016 Organizational Chart for Toronto Public Health





Operating Funding Growth

Year	Allowable Provincial Increase for Eligible Mandatory Programs (75%)	Provincial Average	Toronto Public Health
2010	Up to 3% growth over prior year's allocation	2.3% growth	Requested and received \$118.7 million (at 75%), which represented 0.5% growth over 2009
2011	Up to 3% growth over prior year's allocation	2.8% growth	Requested and received \$121.3 million (at 75%), which represented 2.2% growth over 2010
2012	Up to 3% growth over the prior year's allocation	1.5% growth	Requested and received \$121.7 million (at 75%) for mandatory programs, which represented 0.4% growth over 2011.
2013	Up to 2% growth over prior year's allocation	2.0% growth	Requested and received \$124.1 million (at 75%) for mandatory programs, which represented 2.0% growth over 2012
2014	Up to 2% growth over prior year's allocation	2.0% growth	Requested \$125.3 million (at 75%) for mandatory programs, which represented 0.9% growth over 2013
2015	2% growth allocated by equity funding formula.	2.0% growth	Requested \$126.9 million (at 75%) for mandatory programs, which represented 1.3% growth over 2014. Province approved 2.6% growth.



2015 Accomplishments

1. Public Health Foundations

- First Toronto Public Health Student Survey (Healthy Futures report)
- Unequal City 2015 report
- Monitored, and reported on 48 health surveillance indicators

2. Chronic Diseases & Injuries

- Served 175,000 participants in Student Nutrition Toronto (SNT)
- Engaged 6,350 adults in 135 walking promotion pedometer lending programs
- Provided 100 workplace health promotion services to workplaces participating in Health Options at Work

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2015 Accomplishments

3. Family Health

- Screened 90% of infants for hearing and 80% of postpartum women for parenting risk
- Provided education and counseling to 19,000 women to support breastfeeding
- Provided support to 33 Canada Prenatal Nutrition Program sites (provided 1,700 group sessions)
- Delivered 2,100 prenatal and 31,500 parenting home visits

4. Infectious Diseases

- Received, assessed, and reported on 74,000 notifications of infectious diseases
- Inspected 900 licensed child care facilities
- Responded to 525 outbreaks of communicable diseases
- Provided over 55,000 sexual health clinic visits



2015 Accomplishments

5. Environmental Health

- Conducted inspections at 17,600 food premises
- Responded to 1,315 bed-bug complaints/requests for service
- Provided food safety training and certification to approximately 8,910 food handlers
- Treated 364,742 catch basins with mosquito larvacide
- Completed 4,351 recreational water facility inspections

6. Emergency Planning & Preparedness

- Completed respiratory fit testing for approx. 1,700 staff (95% of the workforce)
- Updated 92 (100%) Business Continuity Plans (BCP)
- Implemented TPH response to plan and prepare for Pan/Parapan Am games
- 95% of non-union staff up-to-date in IMS training



Key Services Issues & Priority Actions for 2016

Key action areas for 2016 to reduce health inequities and improve the health of the whole population:

- Promote healthy food system change including: food access, food retail environments and food literacy
- Identify key public health interventions to address the needs of seniors
- Implement an Aboriginal Health Strategy
- Promote actions that increase resilience to climate change impacts on health
- Collaborate with city divisions to advance municipal policy
- Improve service through evidence, innovative practice and technology
- Enhance capacity to measure and improve service quality
- Implement a workforce strategy to recruit and retain highly skilled staff, at all levels of the organization, that reflect the diversity of the city we serve



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User Fee Change Highlights

- User Fees have increased by inflation of 2.2%
- Increases in user fees reduce the revenue recovery from the Province so for every \$1 increase in user fees, TPH only receives \$0.25 in additional revenue



Key Cost Drivers

	2016 Base	Budget
r Year Impacts venue for 2015 In Year Corporate Adjustments nualized Impact: Reducing Health Impacts-Climate Chg nualized Impact: Mobile Good Food Network n-Am Games Reversal justments to 100% Funded Programs obital Adjustments to 100% Funded Programs obital Adjustments oomic Factors rporate Changes vual Health Clinics Inflation on Contracts (2%) Based Expenditures C/IDR A and Progression Pay aries ogression Pay nefits Adjustment duction in Revenues associated with PEP Projections pping P Adjustments er Base Changes egration of Healthy Smiles Ontario Program Gross Expenditure Changes er Fees Revenue Changes	Net Te	otal
(In \$000s)	\$	Position
Gross Expenditure Changes		
Prior Year Impacts		
Revenue for 2015 In Year Corporate Adjustments	(36.8)	
Annualized Impact: Reducing Health Impacts-Climate Chg	7.0	
Annualized Impact: Mobile Good Food Network	8.0	
Pan-Am Games Reversal		(2.4
Adjustments to 100% Funded Programs		10.9
Capital Adjustments		(11.4
Economic Factors		
Corporate Changes	2.6	
Sexual Health Clinics Inflation on Contracts (2%)	11.7	
Zero Based Expenditures		
IDC/IDR	(8.6)	
COLA and Progression Pay		
Salaries	(3,034.0)	(2.0
Progression Pay	753.0	
Benefits Adjustment	(309.6)	
Reduction in Revenues associated with PEP Projections	2,107.2	
Gapping	(7.0)	
PEP Adjustments	619.2	
Other Base Changes		
Integration of Healthy Smiles Ontario Program		(6.5
Total Gross Expenditure Changes	112.6	(11.4
Revenue Changes (Increase) / Decrease		
User Fees	43.1	
Total Revenue Changes	43.1	
Net Expenditure Changes	155.7	(11.4



2017 & 2018 Plan

		2017 -	Incrementa	al Increase		2018 -	Incrementa	al Increase		
	Gross		Net	%	#	Gross		Net	%	#
Description (\$000s)	Expense	Revenue	Expense	Change	Positions	Expense	Revenue	Expense	Change	Positions
Known Impacts:										
Salaries & Benefits										
Salaries	(157.7)		(157.7)	(0.0003%)		737.0		737.0	0.0013%	
Progression Pay	(2.8)		(2.8)	(0.000005%)		2.9		2.9	0.000005%	
Benefits	643.3		643.3	0.0011%		875.6		875.6	0.0015%	
Annualization Impact of 2015 Approvals										
2015 In Year Adjustments (Adj for 2016)	(1,541.6)	(1,541.6)			(0.8)					
Annualization of 100% Funded Projects	667.3	667.3			(3.0)	(2.0)	(2.0)			
Capital Adjustments to Positions	(729.8)	(729.8)			(9.1)	680.6	680.6			6.5
IDC / IDR For Dental	(1,236.2)	(1,236.2)								
Other Base Changes										
Healthy Smiles Ontario Integration	(430.9)	(430.9)			(2.5)	(3.8)	(3.8)			
Call & Intake Centre Improvement										(1.7)
Project Realign										(1.7)
Revenue										
User Fees		17.1	(17.1)	(0.00003%)			17.5	(17.5)	(0.00003%)	
Incremental Revenue for 2017 & 2018		371.6	(371.6)	(0.0007%)			1,232.6	(1,232.6)	(0.0021%)	
Sub-Total	(2,788.4)	(2,882.5)	94.1	0.0002%	(15.3)	2,290.3	1,924.8	365.4	0.0006%	4.8
Total Incremental Impact	(2,788.4)	(2,882.5)	94.1	0.0002%	(15.3)	2,290.3	1,924.8	365.4	0.0006%	4.8

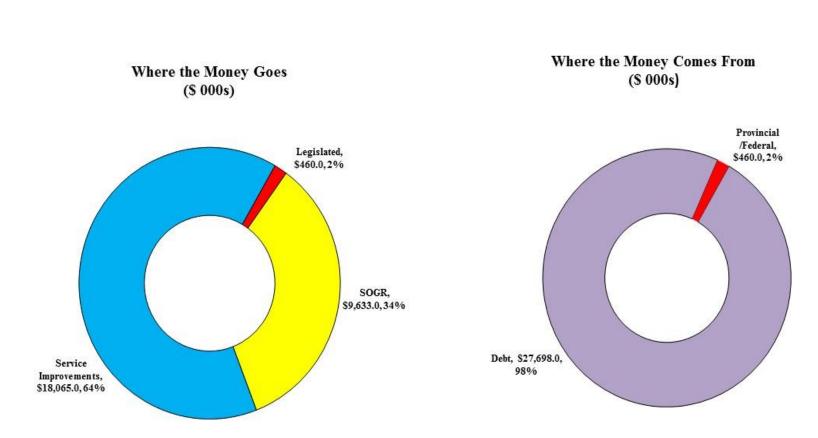


BOH Recommended vs. City Manager Recommended 2016 Operating Budget

International problem International problem Total provide and provide								1	
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due to announced funding 8.01 (160.18) 9.21 (142.6) Net), Transfer VPD UIP from New to Base (2.0) Impact of Capital Changes (15.28) (15.24) (11.40) (1,155.7) Changes in TPH's 2016 Capital Budget Request including a reduction in positions; no net impact of Capital Budget Request including a reduction in positions; no net impact of Capital Fundation on the control of the control of Capital Budget Request including a reduction in positions; no net impact of Capital Fundation on the control of Capital Budget Request including a reduction in positions; no net impact of Capital Fundation on the control of Capital Budget Request including a reduction in positions; no net impact of Capital Fundation on the control of Capital Budget Request including a reduction in positions; no net impact of Capital Fundation on the control of Capital Budget Request including a reduction in positions; no net impact of Capital Fundation on the control of Capital Budget Request including a reduction in positions; no net impact of Capital Budget Request including a reduction in positions; no net impact of Capital Budget Request including a reduction in positions; no net impact of Capital Budget Request including a reduction in crease of 2% for Toronto Urban Healt Fund the 2016 Performance (5.836.3) IDC / IDR (5.836.3) (8.6) (5.836.3) (8.6) (14.2) inflation rate increase for Toronto Urban Healt Fund the 2016 Performance (6.48) Other Rase Changes (127.4) (31.2) (14.2) inflation rate increase for Toronto Urban Healt Fund the 2016 Performance (6.48) (127.4)									
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Benefits, Grapping and Starting Solary Adjustment (2.00) 151.6 128.7 (2.00) 151.6 128.7 Solary Adjustment 57.3 14.3 57.3 14.3 Inflation increase of 28 for Toronto Inflation rate increase for Toronto Urban Health Fund not included in the 2016 Preliminary Urban Health Fund 56.7 14.2 Inflation of Health Fund Inflation rate increase for Toronto Urban Health Fund not included in the 2016 Preliminary Other Base Changes 65.836.3 (8.6) (5.836.3) (8.6) IDC / IDR Other Base Changes 66.48) (5.930.0) IDC / IDR between TPH and TESS is being reduced due to integration of Dental Programs Base Revenue Changes 127.4 43.1 127.4 43.1 Base Savings 1 127.4 43.1 127.4 43.1 Non-Salary Reductions (109.1) (31.2) (109.1) (31.2) 109.1 131.2 Mobile Good Food Network 1 1.43 1.23.7 14.4 14.2 14.2 14.2 New & Enhanced 1 1.52.5 42.6 1.53.9 240.703.4 <td></td> <td>(,</td> <td>(_,=,</td> <td></td> <td>(==:::;)</td> <td>(_,,</td> <td></td> <td></td> <td>including a reduction in positions; no net impact</td>		(,	(_,=,		(==:::;)	(_,,			including a reduction in positions; no net impact
Salary Adjustment Image: Construct Sectors - No Payroll 57.3 14.3 57.3 14.3 Inflation increase of 2% for Toronto Urban Health Fund 56.7 14.2 Inflation increase for Toronto Urban Health Fund not included in the 2016 Preliminary IDC / IDR Inflation rate increase for Toronto Urban Health Fund not included in the 2016 Preliminary IDC / IDR between TPH and TESS is being reduct due to Integration of Dental Programs Other Base Changes 6.8.8.3 (5,593.0) IDC / IDR between TPH and TESS is being reduct due to Integration of Dental Programs Base Revene Changes 6.4.8 (5,593.0) IDC / IDR between TPH and TESS is being reduct due to Integration of Dental Programs Base Revene Changes 6.4.8 (5,593.0) IDC / IDR IDC / IDR between TPH and TESS is being reduct due to Integration of Dental Programs Base Revene Changes 127.4 43.1 127.4 43.1 IDC / IDR User Fees 10.01 (127.4.1) (43.5) Inflation rate increase for Toronto Urban Healt Fund Network IDC / IDR between TPH and TESS is being reduct due to Integration of Dental Programs Sub-Total 10.00 (127.4.1) (13.2) IDC / IDR IDC / IDR Por Nursery Immunikation Program 6.0 53.7	Progression Pay, Step Increase,								
Economic Factors - Non Payroll 57.3 14.3 57.3 14.3 Inflation increase of 2% for Toronto Inflation increase of 2% for Toronto Inflation increase of 2% for Toronto Inflation increase of 2% for Toronto Urban Health Ubch Health Fund 65.7 14.2 (14.2) (14.2) Inflation increase of 2% for Toronto Urban Health UDC / IDR (5,836.3) (8.6) (5,836.3) (8.6) (10.2) Other Base Changes (10.2) (6.48) (5,593.0) (10.2) UDC / IDR between TPH and TESI is being reduction of Healthy Smiles Ontario (HSO) Pgm Base Revenue Changes (10.1) (14.3) (17.4) (43.5) (17.4) (13.2) User Fees (10.9) (31.2) (10.9) (31.2) (10.9) (10.2) (10.2) Mobile Good Food Network (10.0) (8,226.4) 28.4 (11.4) (13.2) (14.2) (14.2) Zold Recommended Base Budget 1,865.38 245,748.3 56,955.9 1,863.98 240,703.4 56,941.7 (14.2) Por Nursery Immunikation Program 0.0 53.7.7 134.4	Benefits, Gapping and Starting	(2.00)	151.6	128.7	(2.00)	151.6	128.7		
Inflation increase of 2% for Toronto Urbon Health Fund 56.7 14.2 Inflation increase of 2% for Toronto Urban Health Urbon Health Fund Inflation rate increase for Toronto Urban Health Independent increase for Toronto Urban Health Dot / IDR IDC / IDR (5,836.3) (8.6) (5,836.3) (8.6) Inflation rate increase for Toronto Urban Health Dot / IDR healthy Smiles Ontario (HSO) Rgm Base Revenue Changes (6.48) (5,593.0) (6.48) (5,593.0) User Fees 127.4 43.1 127.4 43.1 (10.10,10,10,10,10,10,10,10,10,10,10,10,10,1									
Urban Health Fund 36.7 14.2 (14.2) Fund not included in the 2016 Preliminary IDC / IDR to low contribution IDC / IDR (5,836.3) (6,80) (5,836.3) (8.6) IDC / IDR to low contribution Other Base Changes (6.48) (5,593.0) (6.48) (5,593.0) IDC / IDR to low contribution Base Revenue Changes (174.1) (43.5) (174.3) (43.5) IDC / IDR to low contribution Reduced IT Reserve Contribution (174.1) (43.5) (174.3) (43.2) IDC / IDR to low contribution Non-Solary Reductions (10.0) (8,226.4) 28.4 (11.4) (13.276.2) 14.2 (14.2) Zobe Recommended Base Budget 1,865.38 245,748.3 56,955.9 1,863.98 240,703.4 56,941.7 (14.2) New & Enhanced 1 1 1,863.98 240,703.4 56,941.7 (14.2) Pub Pharmacy Inspection 2.0 156.2 - - - - Now Enhanced 1,873.8 248,643 1,863.98 240,703.4 56,941.7			57.3	14.3		57.3	14.3		
Urban Health Fund Image: Charge Shares			56.7	14.2				(14.2)	
IDC/ IDR (5,836.3) (8.6) (5,836.3) (8.6) due to Integration of Dental Programs Other Base Changes	Urban Health Fund								Fund not included in the 2016 Preliminary
Other Base Changes Integration of Headity Smilles Ontario (H5O) Pgm C <thc< th=""> <thc< th=""> C C<</thc<></thc<>	IDC / IDR		(5,836.3)	(8.6)		(5,836.3)	(8.6)		
Integration of Healthy Smiles Ontario (H50) Pgm Image: Constraint of the sector of the s	Other Base Changes								
(HSO) Pgm Image: Solution Program					(5.40)	(= = = = = = = = = = = = = = = = = = =			
User Fees 127.4 43.1 127.4 43.1 Base Savings Image: Contribution Image:	(HSO) Pgm				(6.48)	(5,593.0)			
Base Savings Image: Contribution Image: Contret Image: Content Image									
Reduced iT Reserve Contribution (174.1) (43.5) (174.1) (43.5) Non-Salary Reductions (109.1) (31.2) (109.1) (31.2) Mobile Good Food Network (100.0) (8,226.4) 28.4 (11.4) (13,276.2) 14.2 (14.2) Z016 Recommended Base Budget 1,865.38 245,748.3 56,955.9 1,863.98 240,703.4 56,941.7 (14.2) New & Enhanced			127.4	43.1		127.4	43.1		
Non-Salary Reductions (109.1) (31.2) (109.1) (31.2) (31.2) Mobile Good Food Network (10.0) (8,226.4) (66.8) (66.8) (11.4) (13,276.2) 14.2 (14.2) Z016 Recommended Base Budget 1,865.38 245,748.3 56,955.9 1,863.98 240,703.4 56,941.7 (14.2) New & Enhanced Image: Comparison of the com			(· · · · ·						
Mobile Good Food Network Image: Constraint of the second sec				. ,					
Sub-Total (10.0) (8,226.4) 28.4 (11.4) (13,276.2) 14.2 (14.2) 2016 Recommended Base Budget 1,865.38 245,748.3 56,955.9 1,863.98 240,703.4 56,941.7 (14.2) New & Enhanced			(109.1)			(109.1)			
2016 Recommended Base Budget 1,865.38 245,748.3 56,955.9 1,863.98 240,703.4 56,941.7 (14.2) New & Enhanced		(10.0)	(8 226 4)		(11.4)	(13 276 2)		(14.2)	
Zubs Recommended base Budget Image: Construction of the state Budget									
Toronto Urban Health Fund - Year 2 150.0 37.5 Image: Constraint of the system of	2016 Recommended Base Budget	1,805.38	243,748.3	30,333.3	1,803.98	240,703.4	30,941.7	(14.2)	
Toronto Urban Health Fund - Year 2 150.0 37.5 Image: Constraint of the system of	Now & Enhanced								
Day Nursery Immunization Program 6.0 537.7 134.4 <t< td=""><td></td><td></td><td>150.0</td><td>37 5</td><td></td><td></td><td></td><td></td><td></td></t<>			150.0	37 5					
VPD UIIP Pharmacy Inspection 2.0 156.2 - I <thi< th=""> I I</thi<>		6.0							
Decrease Gapping from 5.8% to 4.8% 1,512.5 426.3 Image: Constraint of the system o									
Sub-Total8.02,356.50598.3(598.3)BOH Recommended Table 1 Total1,873.38248,104.857,554.11,863.98240,703.456,941.7(612.4)Other New & Enhanced109.1109.1109.1109.1109.1109.1109.1SNP Enhancement641.5641.5109.1109.1109.1109.1SNP Expansion853.1853.1109.371,603.71,603.7			1 512 5	176 7					
Sub-Total 8.0 2,356.50 598.3 (598.3) (598.3) BOH Recommended Table 1 Total 1,873.38 248,104.8 57,554.1 1,863.98 240,703.4 56,941.7 (612.4) Other New & Enhanced 1									All New/Enhanced Services not currently
BOH Recommended Table 1 Total 1,873.38 248,104.8 57,554.1 1,863.98 240,703.4 56,941.7 (612.4) Other New & Enhanced - - - - - - Budget SNP Inflation Cost Increase - 109.1 109.1 -									
SNP Inflation Cost Increase 109.1 109.1 0 0 SNP Enhancement 641.5 641.5 641.5 641.5 SNP Expansion 853.1 853.1 641.5 641.5 Total New & Enhanced 1,603.7 1,603.7 (1,603.7)	BOH Recommended Table 1 Total	1,873.38	248,104.8	57,554.1	1,863.98	240,703.4	56,941.7	(612.4)	
SNP Inflation Cost Increase 109.1 109.1 0 0 SNP Enhancement 641.5 641.5 641.5 641.5 SNP Expansion 853.1 853.1 641.5 641.5 Total New & Enhanced 1,603.7 1,603.7 (1,603.7)	Other New & Enhanced								
SNP Enhancement 641.5 641.5 SNP Expansion 853.1 853.1 Total New & Enhanced 1,603.7 1,603.7 (1,603.7) (1,603.7)			109.1	109 1					
SNP Expansion 853.1 853.1 6 6 Total New & Enhanced 1,603.7 1,603.7 (1,603.7)									
Total New & Enhanced 1,603.7 1,603.7 (1,603.7)									
								(1,603.7)	
2016 Recommended Operating Budget 1,873.38 249,708.5 59,157.8 1,863.98 240,703.4 56,941.7 (2,216.1)	2016 Recommended Operating Budget	1,873.38	249,708.5	59,157.8	1,863.98	240,703.4	56,941.7	(2,216.1)	

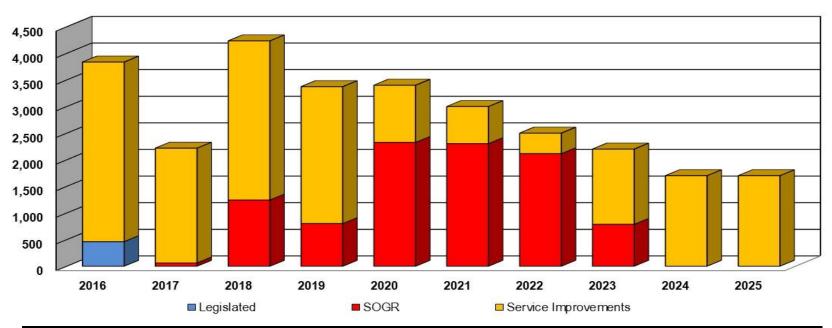


2016 – 2025 Preliminary Capital Budget and Plan Spending & Funding Sources





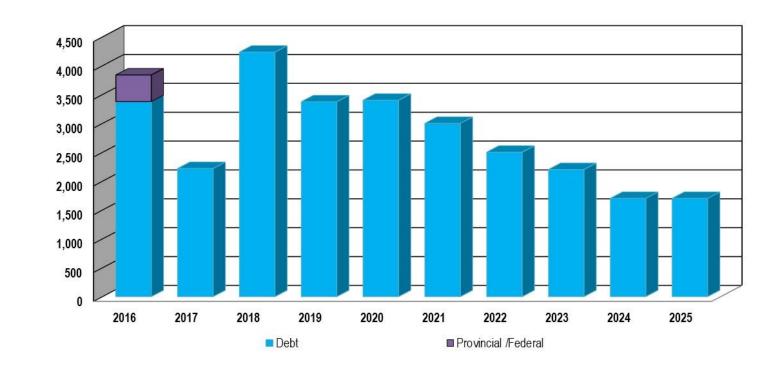
2016 – 2025 Preliminary Capital Budget and Plan by Project Category



		2016 - 2025 Capital Budget and Plan by Category												
\$ Millions	2016	<u>2016 2017 2018 2019 2020 2021 2022 2023 2024 2025</u>												
Health & Safety														
Legislated	460													
SOGR		60	1,243	800	2,325	2,304	2,114	787						
Service Improvements	3,375	2,157	2,990	2,573	1,075	696	386	1,413	1,700	1,700				



2016 – 2025 Preliminary Capital Budget and Plan by Funding Source



	2016 - 2025 Capital Budget and Plan by Source									
\$ Millions	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Debt	3,375	2,217	4,233	3,373	3,400	3,000	2,500	2,200	1,700	1,700
Provincial /Federal	460									

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