

Cluster “A”

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

Budget Committee



- Cluster Overview:
 - Cluster Services and Resources
- Operating Overview
 - Service Performance
 - Key Issues & Priority Actions
 - 2017 - 2019 Preliminary Operating Budget
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 - Capital Performance
 - Key Issues & Priority Actions
 - 2017 – 2026 Preliminary Capital Budget & Plan

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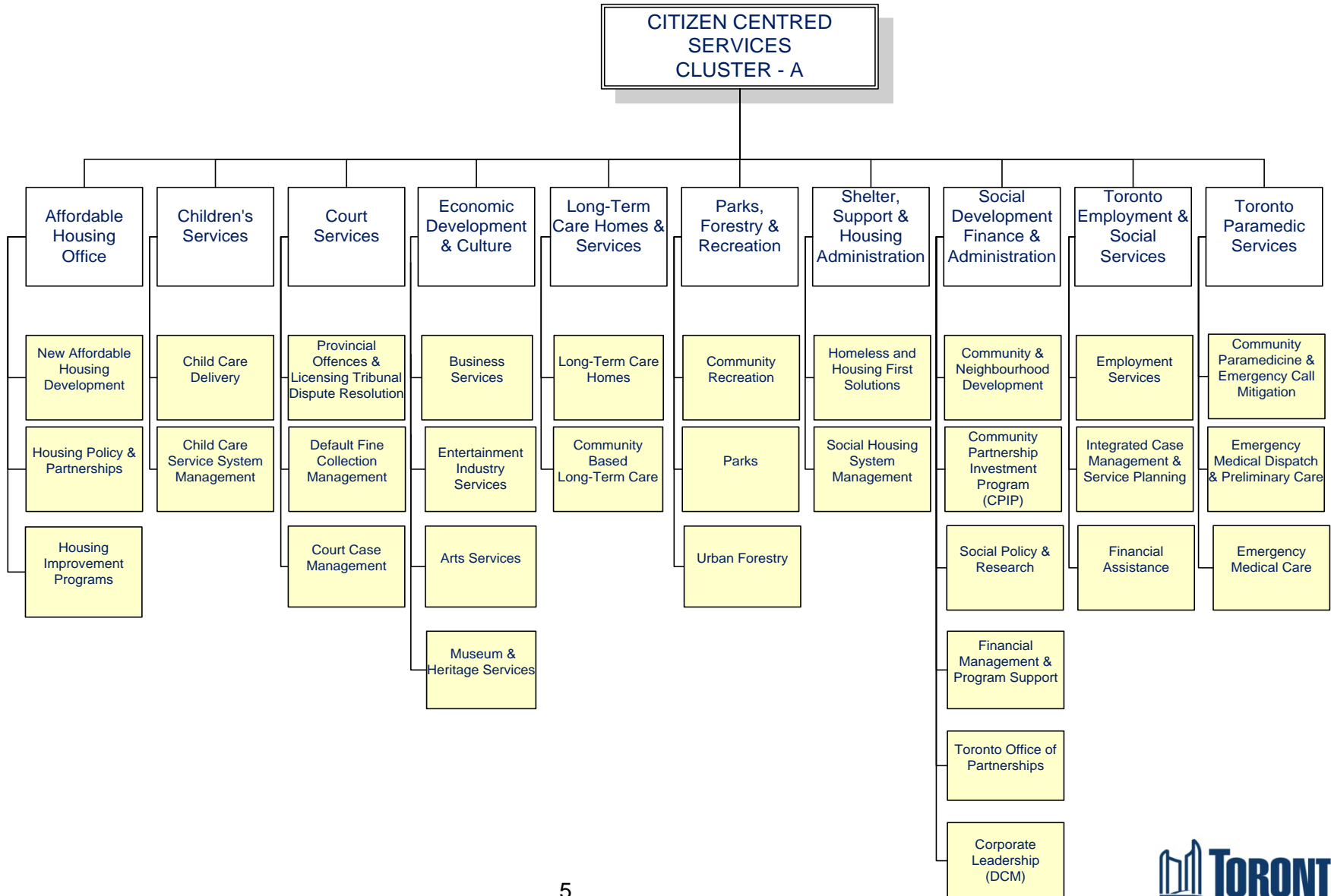
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Cluster "A" Overview



Services Delivered By Citizen Centred Services "A"



Capital Assets To Deliver City Services

- 52 Early Learning and Child Care Centres
 - 25 Child Care Centres in City owned buildings
 - \$53.1M asset replacement value
- 40 heritage properties comprising:
 - 100 buildings & over 200 public art installations
 - \$306.0M total value
- 10 Long-Term Care Homes with 2,641 beds
 - \$248.8M asset replacement value
- 45 Ambulance Stations
 - Over 316,566 sq. ft. and \$139.1M in estimated replacement value
- 193 ambulances
 - \$23.8 M replacement cost

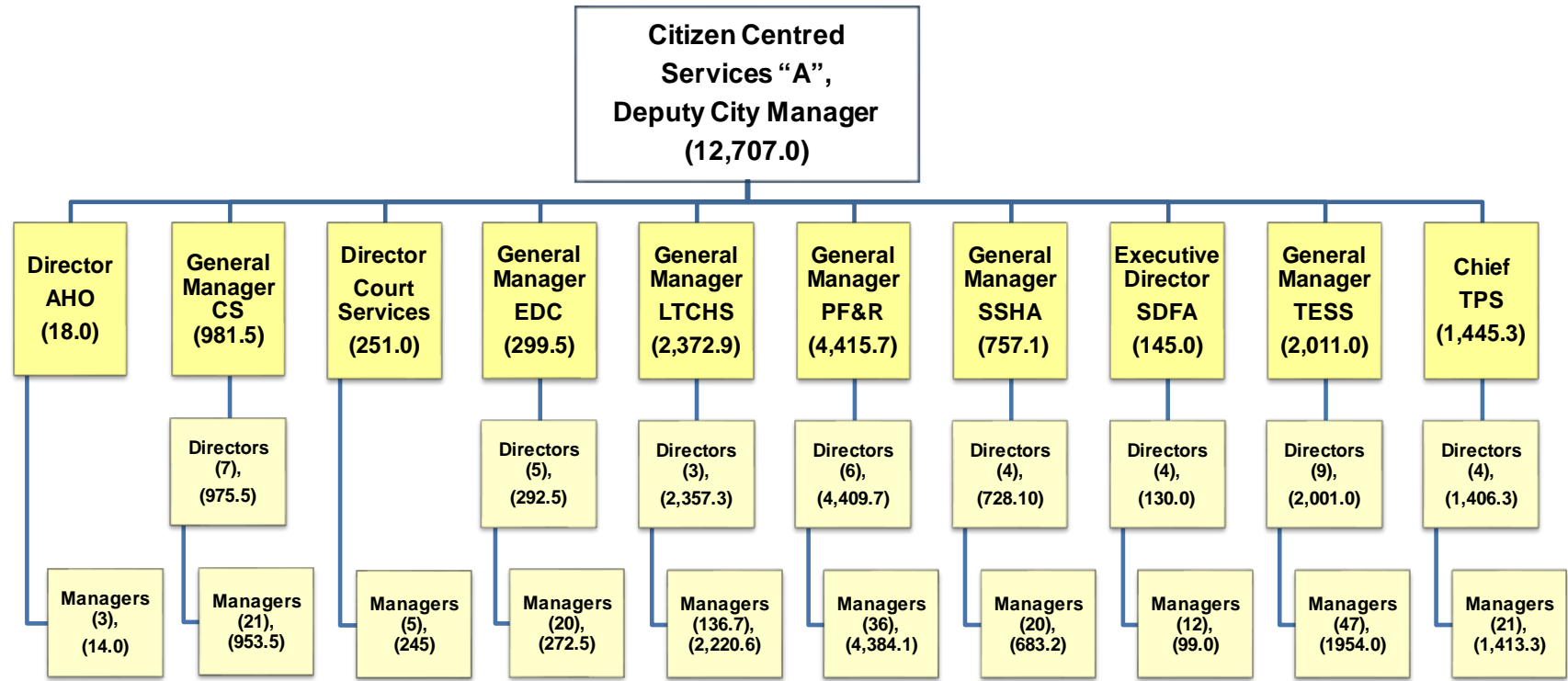
Capital Assets To Deliver City Services

- 16 City SSHA facilities (9 managed by City; 7 leased to operators)
 - \$98.1M asset replacement value

- Parks, Forestry & Recreation Assets:

8,100 hectares of Parkland	136 Community Centres	120 Pools (61 indoor + 59 outdoor)
40 Arenas with 48 Ice Pads	70 Artificial Ice Rinks	217 Water Play Areas / Wading Pools
860 Playgrounds	5 Golf Courses	640 Tennis Courts/ Sports Pads
5 Ferries	Over 300 km of Trails & Pathways	4 Stadiums

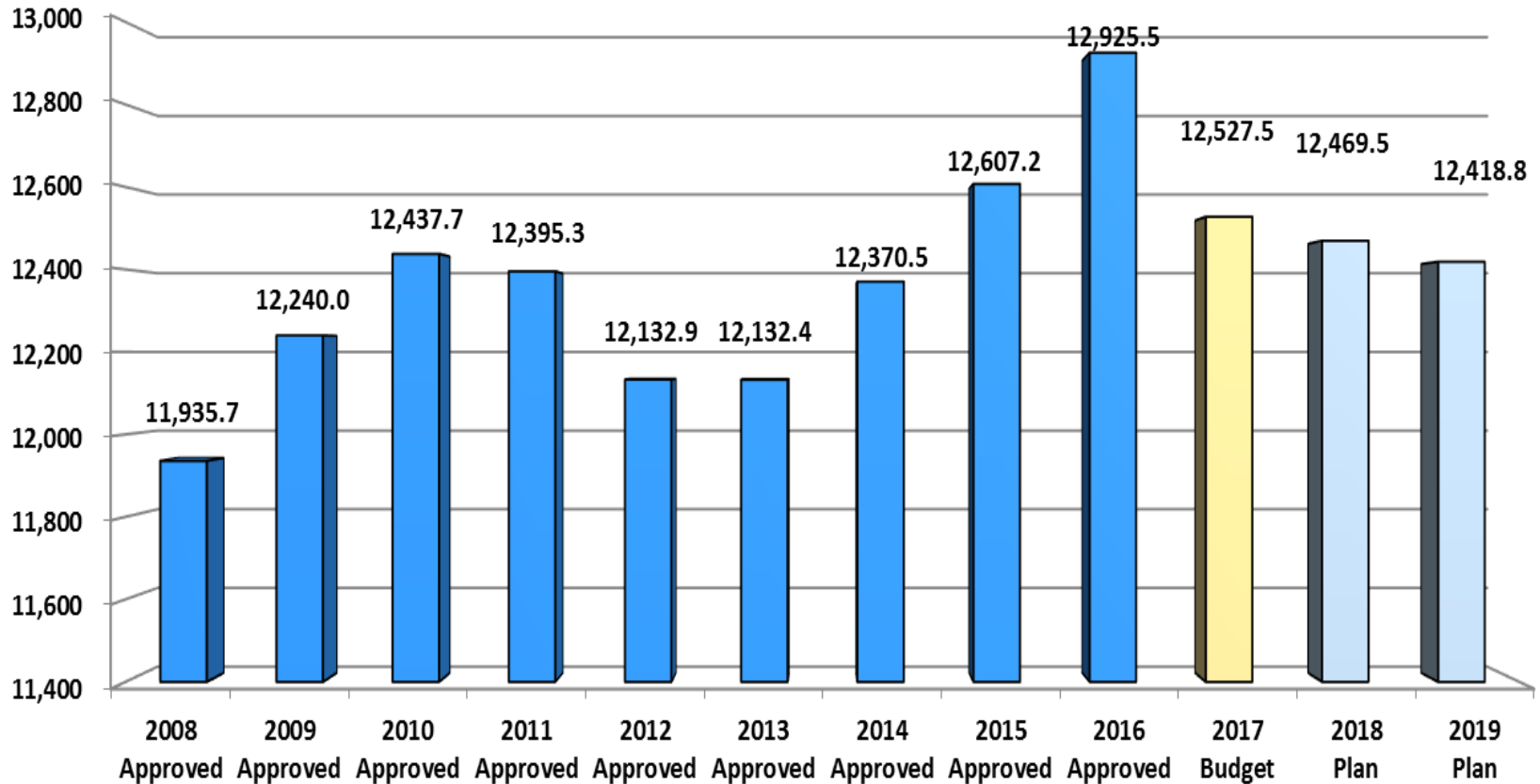
2017 Organizational Chart for Citizen Centred Services “A” (Includes Capital Positions)



Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Permanent	19.0	1,382.2	68.0	8,482.0	9,951.2
Temporary	1.0	138.5	3.0	2,614.3	2,756.8
Total	20.0	1,520.7	71.0	11,096.3	12,708.0

Legend: AHO – Affordable Housing Office, CS Children Services, EDC – Economic Development & Culture, LTCHS – Long-Term Care Homes & Services, PF&R – Parks, Forestry & Recreation, SSHA – Shelter, Support & Housing Administration, SDFA – Social Development Finance & Administration, TESS – Toronto Employment & Social Services, TPS – Toronto Paramedic Services

Staff Trend (Excludes Capital Positions)



2017: of the 398 Position Reduction, 353 have No Service Impact:

- **271** are either vacant and un-funded, or an adjustment to match budgeted hours / positions to actual experience / programming requirements
- **82** is the reversal of 1-time, temporary positions for SAMS and Canada 150 (effective Oct 1, 2017)

Vacancy Analysis

Citizen Services Centred "A"	2014			2015			2016 Year-End Projections			
	# of Vacancies	Vacancies % of Total Approved Pos.	Approved Pos. Equivalent	# of Vacancies	Vacancies % of Total Approved Pos.	Approved Pos. Equivalent	# of Vacancies as at Sep 30	# of Vacancies Projections to Dec 31	Vacancies % of Total Approved Pos.	Approved Pos. Equivalent
Operating	440.7	3.6%	12,370.5	425.3	3.4%	12,607.2	578.6	259.6	2.0%	12,925.5
Capital	7.0	10.6%	66.0	6.5	7.9%	82.0	21.1	9.5	6.1%	154.8
Total	447.7	3.6%	12,436.5	431.8	3.4%	12,689.2	599.7	269.1	2.1%	13,080.3

Vacancy Drivers:

- Lower caseload / ticket volumes
- Delays in filling new positions
- Delay in re-opening Kipling Acres Phase II
- Delay in opening 2 Toronto Early Learning Child Care (TELCC) Centres
- Staff turnover

Hiring Strategy:

- City Job Fairs/Speaking Engagements (universities, professional organizations)
- Building Qualified Candidates lists for high turnover positions



Service Performance



2016 Key Service Accomplishments

- Poverty Reduction, Year 1 Work Plan:
 - Tenants First: A Way Forward for TCHC & Toronto's Social Housing sector
 - Social Procurement
 - Fair Pass: Transit Equity Program
- Licensed Child Care Demand & Affordability Study
- Successfully settled 4,500 Syrian Refugees in Toronto

Key Service Issues & Priority Actions for 2017

- Poverty Reduction, Year 2 Work Plan:
 - Implementing Open Door Program (Affordable Housing)
 - Tenants First: Implementation Plan
 - Quality Jobs Assessment Tool

- Child Care – Growth Strategy

- Canada 150 Celebrations

Business Modernization & Transformation

- Human Services Integration
 - Transforming, Integrating delivery of Income support programs
- Modernizing PFR's Permitting & Registration Processes
- Electronic Health Care Records for LTCHS
- Children's Services' On-line Family Portal
- Multi-Functional Paramedic Stations
- Taking Parking Tickets out of the Court-based system

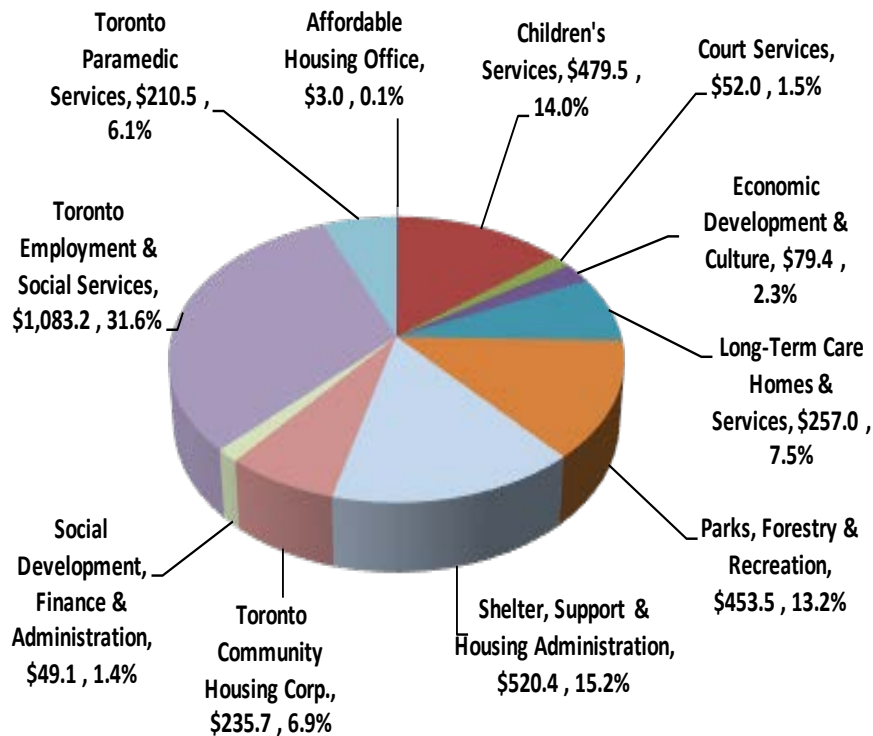


2017 – 2019 Preliminary Operating Budget

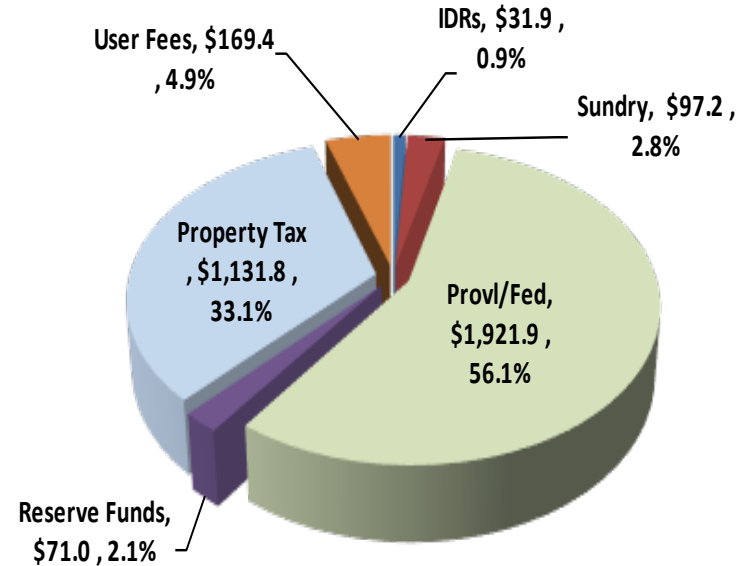


2017 Preliminary Operating Budget - Gross Expenditures by Program & Funding Source

Where the Money Goes
\$ 3,423.2 Million

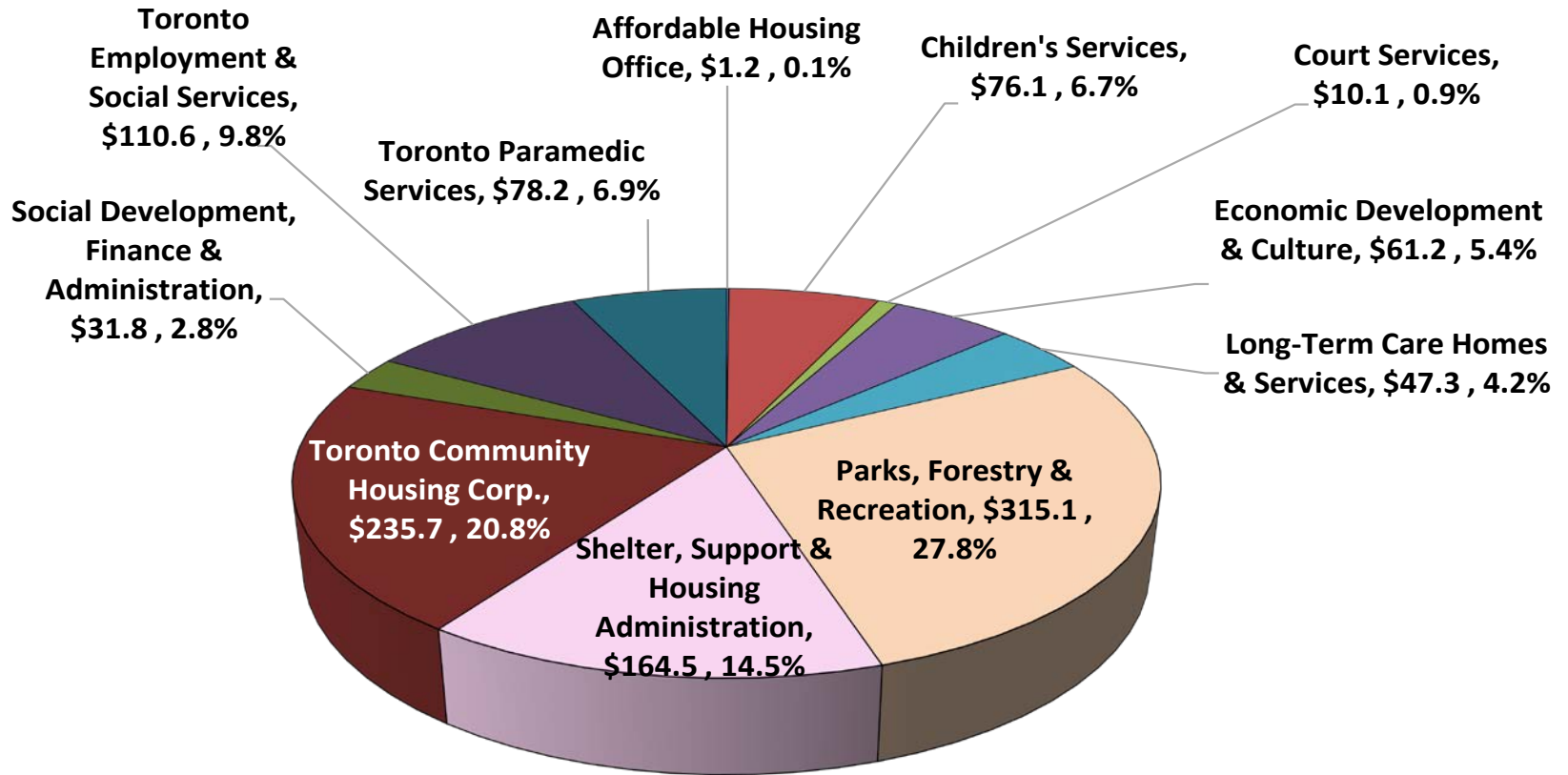


Where the Money Comes From
\$3,423.2 Million



2017 Preliminary Operating Budget - Tax Levy by Program

Where the Tax Levy Money Goes
\$1,131.8 Million



2017 Preliminary Operating Budget Summary

(In \$000s)	2016 Budget		2017 Budget		Change from 2016 Over (Under)			
	Gross	Net	Gross	Net	Gross		Net	
					\$	%	\$	%
Affordable Housing Office	2,977.8	1,200.8	2,973.8	1,169.6	(4.0)	(0.1%)	(31.2)	(2.6%)
Children's Services	473,539.1	78,122.3	479,538.4	76,128.1	5,999.3	1.3%	(1,994.2)	(2.6%)
Court Services	50,001.5	8,544.6	51,959.0	10,090.1	1,957.5	3.9%	1,545.5	18.1%
Economic Development & Culture	78,162.6	58,941.5	79,360.1	61,171.7	1,197.5	1.5%	2,230.2	3.8%
Long-Term Care Homes & Services	254,570.0	48,493.3	256,981.4	47,323.4	2,411.4	0.9%	(1,169.9)	(2.4%)
Parks, Forestry & Recreation	451,957.5	316,085.1	453,535.9	315,127.3	1,578.4	0.3%	(957.8)	(0.3%)
Shelter, Support & Housing Admin	482,787.5	143,914.5	520,360.4	164,566.3	37,572.9	7.8%	20,651.8	14.4%
Social Development, Finance & Admin	54,159.1	32,022.6	49,088.6	31,812.2	(5,070.5)	(9.4%)	(210.4)	(0.7%)
Toronto Employment & Social Services	1,100,879.9	137,743.3	1,083,233.8	110,551.2	(17,646.1)	(1.6%)	(27,192.1)	(19.7%)
Toronto Paramedic Services	204,912.7	78,921.5	210,483.6	78,189.0	5,570.9	2.7%	(732.5)	(0.9%)
Citizen Centred Services "A" Excluding TCHC	3,153,947.7	903,989.5	3,187,515.0	896,128.9	33,567.3	1.1%	(7,860.6)	(0.9%)
Toronto Community Housing Corporation	204,500.0	204,500.0	235,700.0	235,700.0	31,200.0	15.3%	31,200.0	15.3%
Citizen Centred Services "A" Including TCHC	3,358,447.7	1,108,489.5	3,423,215.0	1,131,828.9	64,767.3	1.9%	23,339.4	2.1%
Approved Positions Including Capital		¹⁸ 13,080.3		12,708.0	-		(372.3)	(2.8%)

Key Cost Drivers

(In \$000s)	2017 Base Changes		
	\$	% to Total	Position
Social Housing Pressure:			
Increase in 2017 Funding for TCHC	31,200.0		
Reversal of 2016 Reserve Contribution Social Housing	12,500.0		
Continued Loss of Federal Funding (expiring Operating Agreements)	8,879.6		
Total Social Housing Pressure	52,579.6	94.1%	
Other Cost Drivers (See slides 50 - 54)	3,322.5	5.9%	(119.8)
Net Expenditure Changes	55,902.1	100.0%	(119.8)

Actions to Achieve Budget Reduction Target

2017 Preliminary Service Change Summary

Description (\$000s)	Total 2017 Service Changes			Incremental Change			
	\$	\$	#	2018 Plan		2019 Plan	
	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Base Expenditure Changes	(14,324.8)	(13,728.6)	(153.0)	557.0	6.6	(80.9)	
Base Revenue Changes	31.5	(4,618.3)		11.7		14.2	
Service Efficiencies	(8,458.3)	(8,164.5)	(87.3)	(829.4)	(6.1)	(179.7)	(2.0)
Service Adjustments	(6,184.8)	(6,138.0)	(35.9)	(1,574.5)	(1.5)	(72.9)	
Revenue Adjustments		(490.3)					
Cluster A Total Changes	(28,936.4)	(33,139.7)	(276.2)	(1,835.2)	(1.0)	(319.3)	(2.0)

Service Efficiencies included in 2017 Preliminary Operating Budget

Description (\$000s)	Total 2017 Service Efficiencies			Incremental Change			
	\$	\$	#	2018 Plan		2019 Plan	
	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Service Efficiencies							
Children Services							
<i>Adjust Workload from Implementation of New Funding Model</i>	(329.6)	(329.6)	(6.0)				
<i>Client Services Workload Realignment</i>	(124.2)	(124.2)	(1.5)				
<i>Reduction of Custodial Costs</i>	(19.5)	(19.5)					
Economic Development & Culture							
<i>Realignment of Functions</i>	(544.9)	(544.9)	(5.0)	(1.5)		(1.5)	
<i>Reduce 2 Vacant Positions for City Produced Events</i>	(145.1)	(145.1)	(2.0)				
Long-Term Care Homes & Services							
<i>Consolidation and Streamlining of Operations</i>	(449.5)	(330.2)	(2.0)				
Parks, Forestry & Recreation							
<i>Absorb 10% of Operating Impacts of Capital Projects</i>	(300.0)	(300.0)					
<i>Absorb York Community Centre Impacts</i>	(449.8)	(449.8)	(12.1)				
<i>Fleet Rationalization - Discontinue Showmobiles</i>	(620.0)	(604.0)					
<i>Harmonize Waterfowl Program with TRCA</i>	(76.4)	(76.4)					
<i>Relocate Programs from 3 Selected TDSB Pools</i>	(424.4)	(261.0)	(4.1)	(268.6)	(3.1)	(7.4)	
<i>Service Delivery Rationalization/Program Support</i>	(1,396.2)	(1,396.2)	(11.0)	(61.3)		(60.4)	
<i>Ski/Snowboard Season Service Alignment</i>	(128.6)	(118.8)	(3.1)	(52.7)		(3.1)	

Service Efficiencies included in 2017 Preliminary Operating Budget

Description (\$000s)	Total 2017 Service Efficiencies			Incremental Change			
	\$	\$	#	2018 Plan		2019 Plan	
	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Service Efficiencies							
Social Development, Finance & Administration							
<i>Work-Load Realignment</i>	(94.0)	(94.0)	(1.0)	(31.2)			
<i>Toronto Office of Partnerships Reduction</i>	(54.0)	(54.0)	(0.5)	(2.8)		(2.7)	
Shelter, Support & Housing Administration							
<i>Reduction in complement through attrition</i>	(187.6)	(187.6)	(2.0)	(6.2)	(2.0)	(6.0)	(2.0)
<i>Reduction in facilities management costs</i>	(0.9)	(0.9)					
<i>Reduction of fuel costs for vehicle fleet</i>	(0.1)	(0.1)		0.1			
Toronto Employment & Social Services							
<i>Centralized Divisional Eligibility Review Model</i>	(2,199.7)	(2,199.7)	(27.0)	(98.8)		(110.7)	
<i>Payment Processing</i>	(140.0)	(140.0)		(140.0)			
<i>Rent from Wellesley Place Co-location with ODSP</i>		(150.0)		(150.0)			
<i>Staff changes (vacant temp. positions)</i>	(503.0)	(503.0)	(9.0)	(11.3)		16.9	
Toronto Paramedic Services							
<i>Deletion Temp. Deputy Chief position</i>	(230.8)	(115.4)	(1.0)	(5.1)	(1.0)	(4.8)	
<i>Reallocation of Safe City Staff to Paramedic Services Property</i>	(40.0)	(20.0)					
Total	(8,458.3)	(8,164.4)	(87.3)	(829.4)	(6.1)	(179.7)	(2.0)

Service Adjustments included in 2017 Preliminary Operating Budget

Description (\$000s)	Total 2017 Service Adjustments			Incremental Change			
	\$	\$	#	2018 Plan		2019 Plan	
	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Service Adjustments							
Children Services							
<i>Closure of Capri child care centre (TELCCC) due to low enrolment and health and safety issues</i>	(357.9)	(357.9)	(6.5)	(315.2)	(1.5)	(15.9)	
<i>Phase out of Occupancy Grants</i>	(1,133.0)	(1,133.0)		(1,133.1)			
Economic Development & Culture							
<i>5% Reduction to Sponsorships & Transfers funded by EDC</i>	(40.0)	(40.0)					
<i>Combine Cavalcade of Lights & New Year's Eve as a Larger Event</i>	(85.4)	(120.0)					
<i>Discontinue Zion Church Cultural Centre as an EDC Program</i>				(30.3)			
<i>Minor Reductions to Arts & Cultural Funding</i>	(131.0)	(131.0)					
<i>Reduce Funding for Cultural Hotspots</i>	(50.0)	(50.0)					
Long-Term Care Homes & Services							
<i>Reduction budget to Backfill staff on Training</i>	(686.0)	(686.0)					
<i>Staff Re-alignments</i>	(629.7)	(629.7)	(3.0)	(4.7)		(4.6)	
Parks, Forestry & Recreation							
<i>Close Toronto Island Ropes Course</i>	(56.8)	(50.4)	(1.4)				
<i>Reverse Parks Plan - Enhanced Maintenance</i>	(217.1)	(217.1)	(2.1)	(3.7)		(3.6)	
<i>Reverse Parks Plan - Horticulture & Urban Agriculture</i>	(422.6)	(422.6)	(4.6)	(30.1)		(6.3)	
Social Development, Finance & Administration							
<i>Reversal of CPIP 2017 2% Inflation Increase</i>	(382.0)	(382.0)					
Shelter, Support & Housing Administration							
<i>Further complement reductions</i>	(1,047.8)	(1,047.8)	(10.3)	(27.8)		(28.9)	
<i>Program delivery model change at Adelaide Resource Centre for Women</i>	(795.5)	(795.5)	(8.0)	(29.6)		(13.6)	
Toronto Paramedic Services							
<i>Discontinuation of the Paramedic Services Public Awareness Campaign</i>	(150.0)	(75.0)					
Total	(6,184.8)	(6,138.0)	(35.9)	(1,574.5)	(1.5)	(72.9)	

Enhanced Services included in 2017 Preliminary Operating Budget

Description (\$000s)	2017			Incremental Impact			
	Gross	Net	New Position	2018 Plan		2019 Plan	
				Net	Position	Net	Position
Enhanced Services:							
Children Services							
4 Temporary Staff To Help Administer System Growth	455.3		4.0	18.5		19.2	
Sub-total	455.3	-	4.0	18.5	-	19.2	-
Economic Development & Culture							
Selected Museum Improvements	55.0						
Long-Term Care Homes & Services							
Provincially funded positions and services to meet legislated standards for Resident Acuity needs	1,341.9		6.8		-		-
Parks, Forestry & Recreation							
Council Directed - Tennis Pilot Permit Project	8.0						
Council Directed - Growing Toronto Tree Canopy - Private Lands	176.1		2.0				
Staff Initiated - Advancement of Tree Maintenance	2,100.0		5.0				(5.0)
Staff Initiated - Community Recreation Programming Development	(2.1)	(2.1)	(2.4)				
Sub-total	2,282.0	(2.1)	4.6	-	-	-	(5.0)
Social Development Finance & Administration							
Tower Residents & Staff Engagement Initiative	50.0						
Temporary Complement to support TR Energy Retrofit Program	138.5		1.0				(1.0)
Youth Civic Engagement Food Justice Project - TNO	70.0						
Sub-total	258.5		1.0	-	-	-	(1.0)
Total Enhanced Services	4,392.7	(2.1)	16.4	18.5	-	19.2	(6.0)

New Services & Revenues Included in 2017 Preliminary Operating Budget

Description (\$000s)	2017			Incremental Impact			
	Gross	Net	New Position	2018 Plan		2019 Plan	
				Net	Position	Net	Position
New Services:							
Court Services							
New Administrative Penalty System for Parking Violations	854.9	854.9	7.0	505.1		22.2	
Sub-total	854.9	854.9	7.0	505.1	-	22.2	-
Shelter Support & Housing Administration							
Snr. Financial Analyst Position	99.7		1.0	46.4		6.0	
Sub-total	99.7	-	1.0	46.4	-	6.0	-
Total New Services	954.6	854.9	8.0	551.5	-	28.2	-
New Revenue:							
Court Services							
User Fee for Local Appeal Body (LAB) for copying of case files and decisions		(5.0)					
Toronto Licencing Tribunal - Photocopy Fee		(5.6)					
Sub-total	-	(10.6)	-	-	-	-	-
Parks, Forestry & Recreation							
Cost Recovery- Enf. & Compliance for Dangerous Private Trees	200.0	(25.3)					
New Fee Structure for Vehicles Crossing on Ferry		(240.0)					
Sub-total	200.0	(265.3)	-	-	-	-	-
Total New Revenues	200.0	(275.9)	-	-	-	-	-
Total New/Enhanced Services	5,547.3	576.9	24.4	570.0	-	47.4	(6.0)

2018 & 2019 Plan

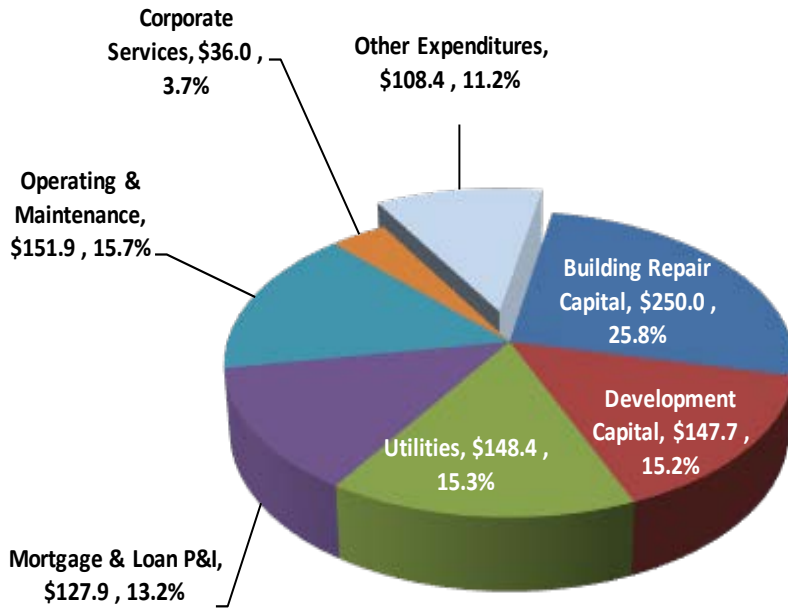
Description (\$000s)	2018 - Incremental Increase					2019 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Salaries & Benefits	26,892.4	379.9	26,512.5	1.7%	4.0	22,312.7	(2,174.0)	24,486.7	1.5%	
Prior Year Impact	(23,002.2)	(20,717.7)	(2,284.5)	(0.2%)	(12.1)	(4,555.2)	(4,587.8)	32.6	0.0%	(12.0)
Operating Impact of Completed Capital	10,478.2	581.6	9,896.6	0.9%	65.2	3,443.9	1.5	3,442.4	0.3%	21.3
Revenue		9,649.0	(9,649.0)	(0.9%)			(9,036.5)	9,036.5	0.8%	
Other (specify)	70,117.2	(8,399.9)	78,517.1	6.9%	(24.4)	645.1	(206.1)	851.2	0.1%	
Additional funding to TCHC for Capital Repair backlog and Sinking Fund Contribution	72,000.0		72,000.0	15.9%						
Removal of POA System for Parking Tickets	(5,985.7)	(6,866.8)	881.1	7.6%	(31.0)					
Planned Arts & Culture Spending Increase	2,000.0		2,000.0	3.2%						
Others	2,102.9	(1,533.1)	3,636.0	3.2%	6.6	645.1	(206.1)	851.2	0.1%	
Anticipated Impacts:										
Other (specify)	(710.2)	1,765.7	(2,475.9)	(0.2%)	(79.0)	689.6	1,806.3	(1,116.7)	(0.1%)	(60.0)
CS - Economic Factors, primary cost of purchased child care	6,059.5		6,059.5	0.5%		5,335.1		5,335.1	0.5%	
CS - Funding Model Phased Reduction	(454.4)		(454.4)	(0.0%)		(29.8)		(29.8)	(0.0%)	
CS - TESS completion of HSI Capital Project	(116.7)		(116.7)							
CS - General Operating Grant	850.0		850.0			1,150.0		1,150.0		
EDC - Discontinue Zion Church Cultural Centre as an EDC Program	(30.3)		(30.3)	(0.0%)						
PFR - User Fee Inflationary Increase (Estimated at 2.3%)		1,765.7	(1,765.7)	(0.2%)			1,806.3	(1,806.3)	(0.2%)	
TESS - Paperless Office Initiative						(1,228.4)		(1,228.4)	(0.1%)	(14.0)
TESS - Long-Term Plan to Reduce FTE	(7,018.3)		(7,018.3)		(79.0)	(4,537.3)		(4,537.3)		(46.0)
Total Incremental Impact	83,775.4	(16,741.4)	100,516.8	8.9%	(46.3)	22,536.1	(14,196.6)	36,732.7	3.2%	(50.7)

2017 TCHC Budget: Overview

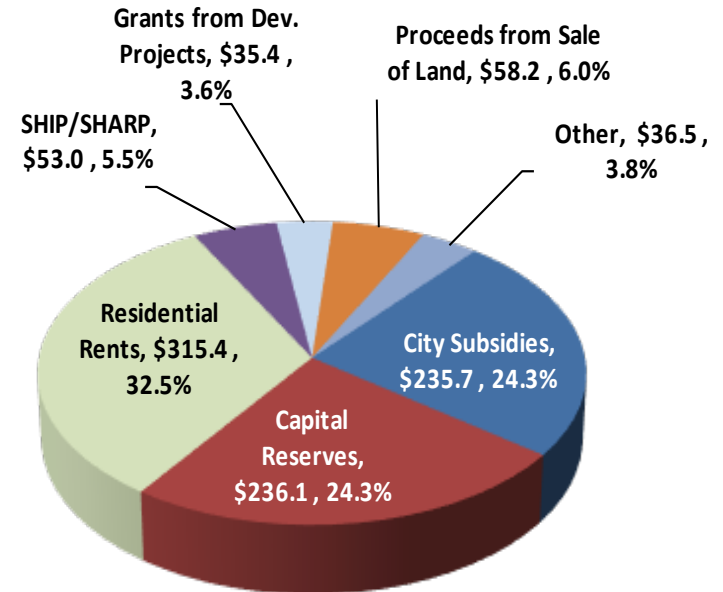
Description (\$millions)	2016	2017	\$ Change	% Change
TCHC Budget	977.6	970.3	(7.3)	(0.7%)
Operating (Approved by the Board Sept. 2016)	557.8	572.8	15.0	2.7%
Capital	419.8	397.5	(22.3)	(5.3%)
Gross Expenditures	977.6	970.3	(7.3)	(0.7%)
Revenue	773.1	734.6	(38.5)	(5.0%)
City Subsidy	204.5	235.7	31.2	15.3%
Beginning Pressure for TCHC:		103.2		
Less Deferrals approved by TCHC Board:				
Contribution to Capital		(54.0)		
Contribution to Sinking Fund		(18.0)		
Net Remaining Pressure		31.2		

2017 TCHC Budget: Expenditures & Sources of Funds

**Where the Money Goes
\$ 970.3 Million**



**Where the Money Comes From
\$970.3 Million**



Other Sources of Funds	Amount (\$millions)	% to Total
Mortgage Refinancing	\$18.9	1.9%
Parking, Laundry & Cable Fees	\$17.6	1.8%
Total Other Sources of Funds	\$36.5	3.8%



2017 – 2026 Preliminary Capital Budget & Plan



Major Projects in the 2017 – 2026 Preliminary Capital Plan

- 20 new Child Care Centres (998 new CC spaces) (\$53.9M)
- 5 New Community Centres (\$228.4M)
 - (Bessarion, Canoe Landing, Western North York, North East Scarborough, 40 Wabash)
- Parks Development (including Gore Park & Mystic Point) (\$3.6M)
- Playgrounds, Pools, Arenas (\$100.9M)
- Replacement of 3 Ferry Boats (\$28.1M)
- Guild Inn Revitalization (\$5.3M)
- 3 new Multi-Functional Paramedic Stations & 2 smaller Store-Front Ambulance Posts (\$46.8M)
- 18 new Ambulances (\$2.6M)
- George Street Revitalization - Phase II (\$10.0M)
 - Transition Seaton House (\$61.8M)

Major Projects in the 2017 – 2026 Preliminary Capital Plan

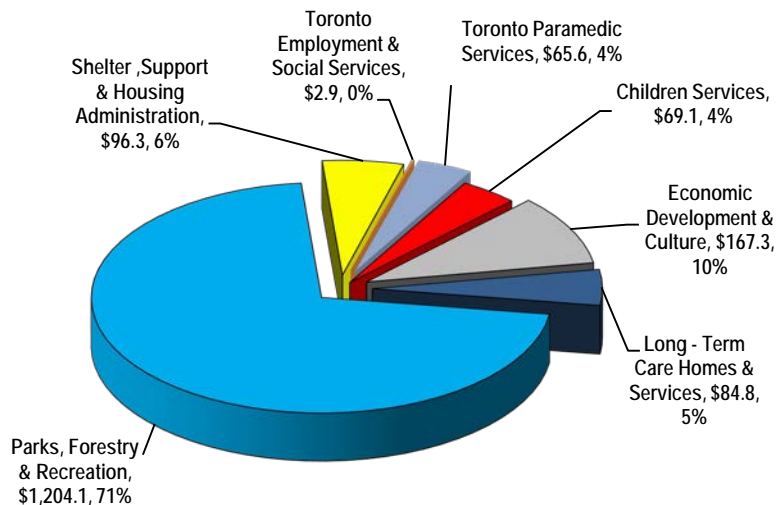
- State of Good Repair Projects:
 - Child Care Facilities (\$13.8M)
 - Long-Term Care Homes (\$48.7M)
 - Shelters (\$13.5M)
 - Community & Recreational Facilities and Trails, Pathways, Bridges (\$631.5M)
 - Medical Equipment (\$9.9M)
 - Restoration/preservation of Heritage Elements & Collections (\$23.1M)

Key Capital Issues & Priority Actions for 2017

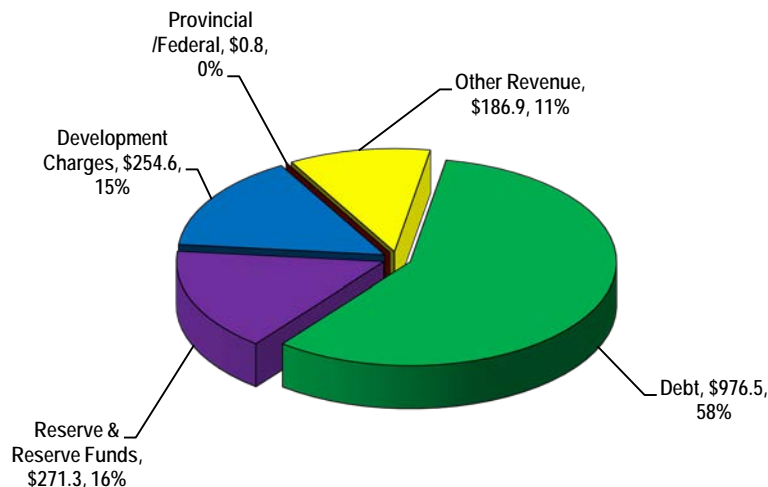
- Continued Planning - George Street Revitalization
- 2 new Shelters: 731 Runnymede Rd. and 3306 Kingston Rd.
- Open the first paramedic Multi-Function Station North West District
- New Child Care Centres:
 - Kingston Road East Early Learning and Child Care Centre
 - Westtown Early Learning and Child Care Centre
- Improve Accessibility (AODA Compliance) in Parks and Recreation

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

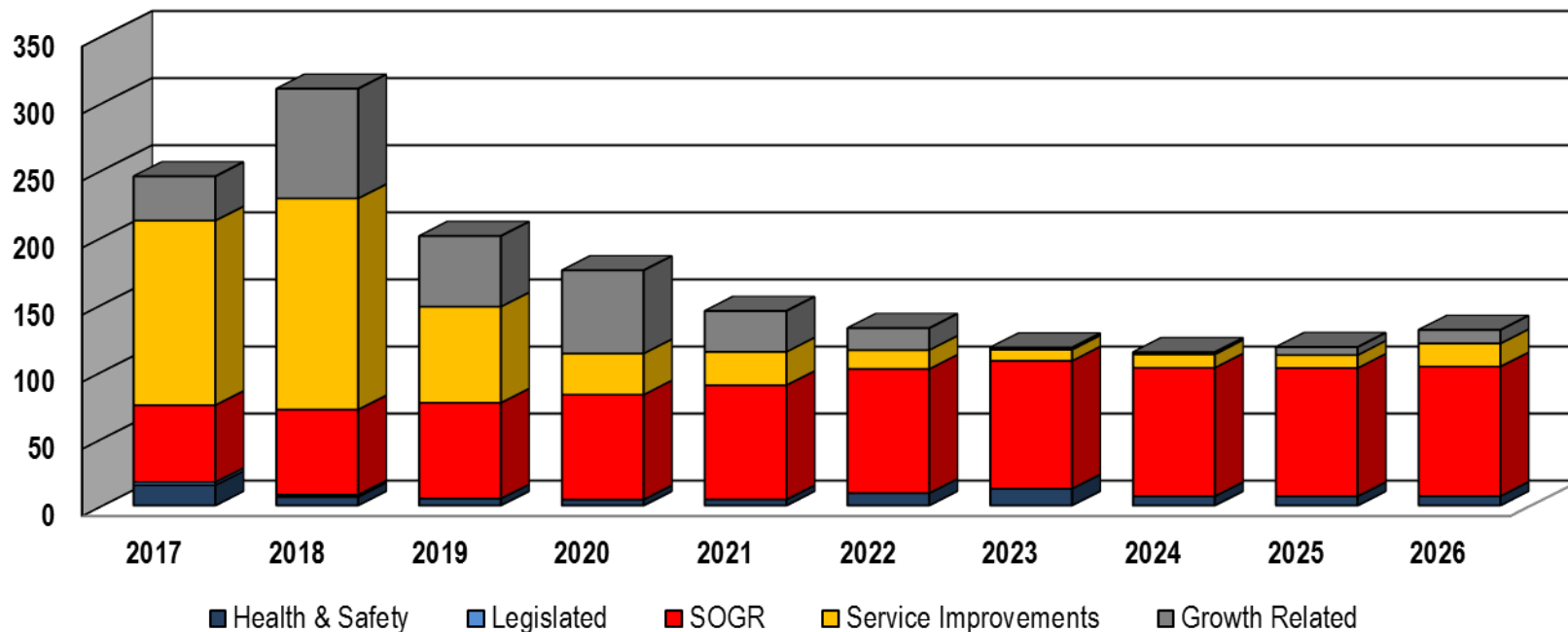
Where the Money Goes
\$1,690.1 Million



Where the Money Comes from
\$1,690.1 Million

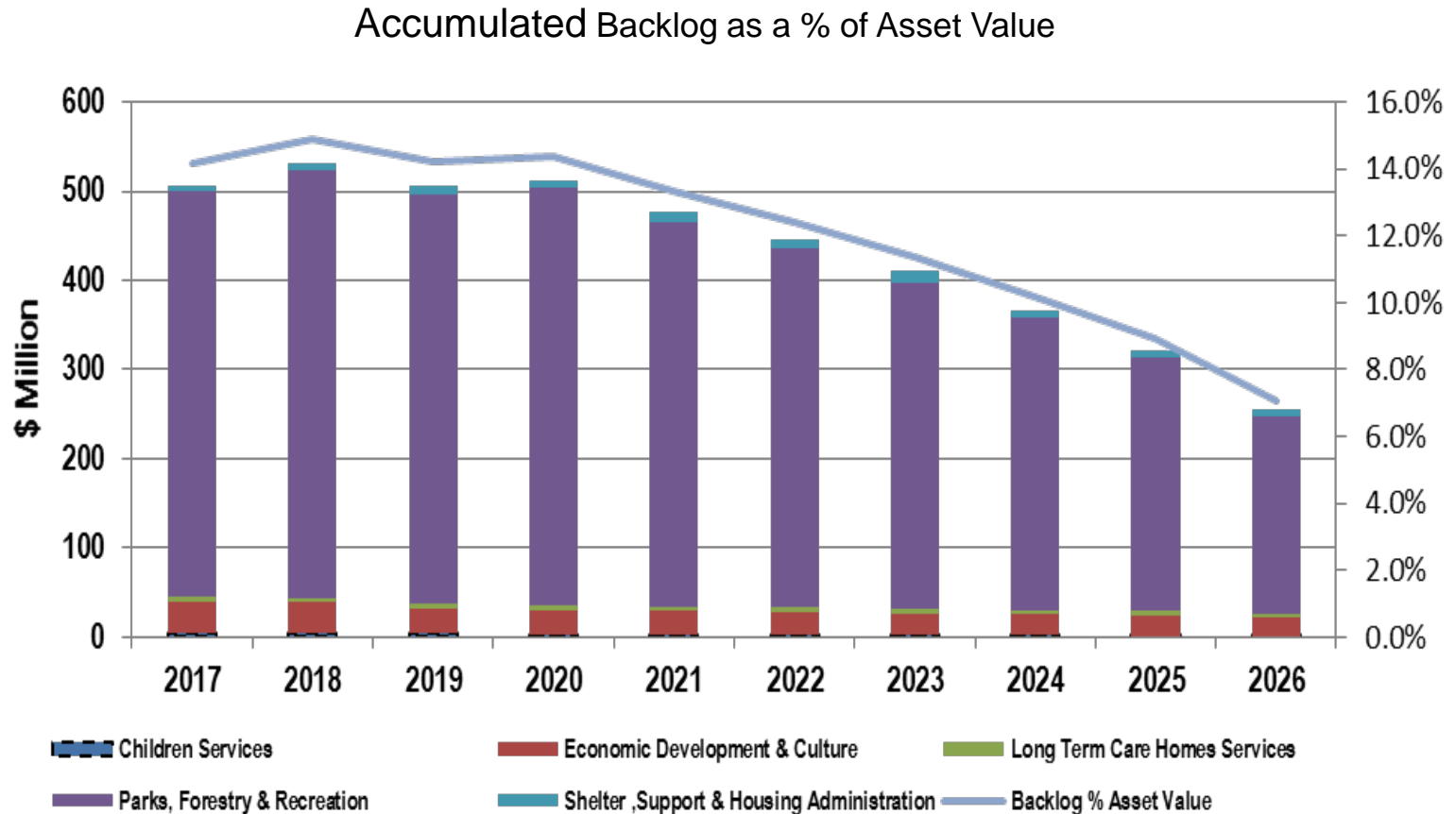


2017 – 2026 Preliminary Capital Budget & Plan by Project Category



\$ Million	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Health & Safety	15.1	6.4	5.2	4.4	4.5	9.2	12.5	6.8	6.9	7.0	77.9
Legislated	2.3	1.6	0.0	0.1	0.1	0.1	0.1	0.1	0.1	0.1	4.6
SOGR	57.3	63.5	71.4	78.1	85.1	92.5	95.2	95.7	95.5	96.5	830.8
Service Improvements	137.5	157.3	71.5	30.7	24.9	14.0	8.3	10.0	9.7	17.2	481.2
Growth Related	33.0	81.8	52.7	62.0	30.5	16.4	1.6	1.6	5.9	10.1	295.6
Totals	245.3	310.6	200.8	175.2	145.0	132.2	117.7	114.2	118.1	130.9	1690.1

State of Good Repair Backlog



Toronto Employment & Social Services and Toronto Paramedic Services SOGR backlog addressed in Facilities & Real Estates Capital Budget.

Unfunded Capital Projects

Project Description (\$ Millions)	Project Cost	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Economic Development & Culture											
The Museums and Heritage Services IT Infrastructure	1.3		0.8	0.5							
Museum Sites POS Systems	0.3		0.3								
Economic Development & Culture Totals	1.6	-	1.1	0.5	-	-	-	-	-	-	-
Long-Term Care Homes & Services											
Carefree Lodge	83.0							6.7	18.2	28.9	29.2
Castleview Wychwood Towers Redevelopment	117.9					1.4	19.7	30.0	32.3	34.6	
Seven Oaks Redevelopment	18.3									1.2	17.1
Long-Term Care Homes & Services Totals	219.2	-	-	-	-	1.4	19.7	36.7	50.5	64.7	46.3
Shelter, Support & Housing Administration											
Choice Based IT System	4.4		3.3	1.0	0.1						
George Street Revitalization Phase 3	485.9			7.2	5.0	5.0	455.8	5.6	2.4	2.4	2.4
Shelter, Support & Housing Administration Totals	490.2	-	3.3	8.2	5.1	5.0	455.8	5.6	2.4	2.4	2.4
Cluster A Total	711.0	-	4.3	8.7	5.1	6.4	475.5	42.3	52.9	67.1	48.7





APPENDICES





Operating Appendices

2016 Key Service Accomplishments

Program	Key Accomplishments
Affordable Housing Office	<ul style="list-style-type: none"> Open Door Program Implementation plan approved Projected completions of 494 new affordable homes and 670 essential repairs/modifications for health, safety, accessibility & energy efficiency
Children’s Services	<ul style="list-style-type: none"> Licensed Child Care: Demand & Affordability Study Increased licensed child care spaces by more than 300.
Court Services	<ul style="list-style-type: none"> Administrative Penalty System for Parking Offences approved, taking Parking Tickets out of court-based system (effective mid-2017) Establishment of mediation program for matters before the Committee of Adjustment
Economic Development & Culture	<ul style="list-style-type: none"> Events Hosting Strategy Facilitated new industrial/commercial office investment activity: 30 Gold Star projects, worth \$525 M in investment value, the construction / renovation of 4.2 million square feet of floor space, and 6,300 jobs
Long-Term Care Homes & Services	<ul style="list-style-type: none"> Expanded Homemaker and Nurses Services program and reduced waitlist for low-income seniors
Parks, Forestry & Recreation	<p>Opening of :</p> <ul style="list-style-type: none"> Lee Lifeson Art Park McCowan District Park Phase 2 – AIR, Skating Trail & Fieldhouse New splash pads at Indian Line Park & Vradenburg Park

2016 Key Service Accomplishments

Program	Key Accomplishments
Shelter, Support & Housing Administration	<ul style="list-style-type: none"> ▪ New home for Birchmount Residence purchased to provide emergency shelter for seniors.
Social Development, Finance & Administration	<ul style="list-style-type: none"> ▪ Successful settlement of 4,500 Syrian Refugees in Toronto ▪ Fair Pass: Transit Fare Equity program for Low-Income Torontonians ▪ Tenants First: A Way Forward for Toronto Community Housing & Social Housing in Toronto framework ▪ Social Procurement Policy
Toronto Employment & Social Services	<ul style="list-style-type: none"> ▪ Human Services Integration Initiative (HIS): Integrated web presence and online benefits and services finder ▪ Supported 27,600 clients to either exit OW for employment or start a job placement.
Toronto Office of Partnerships	<ul style="list-style-type: none"> ▪ The United Way exceeded its 2016 goal (\$1.35M) and reached donor goal. ▪ Raised over \$840,000 in cash and in-kind donations & sponsorships for various City-building initiatives
Toronto Paramedic Services	<ul style="list-style-type: none"> ▪ Hired first-ever class of 9 part-time Call Takers to improve Central Ambulance Communications Centre providing continued support to 911 operations

Operating Budget Variance as of Sep. 30, 2016

City Program/Agency	Nine-Month Results							Year-End Projection						
	Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
	\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
Affordable Housing Office	(0.2)	▼	(0.2)	▼	0.0	—	Ⓞ	(0.1)	▼	(0.1)	▼	(0.0)	—	Ⓞ
Children's Services	(1.9)	▼	(1.9)	▼	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Court Services	(1.7)	▼	0.4	▲	(2.1)	▼	Ⓢ	(2.5)	▼	0.0	—	(2.6)	▼	Ⓞ
Economic Development & Culture	(0.3)	▼	(0.2)	▼	(0.1)	▼	Ⓞ	(1.0)	▼	(1.2)	▼	0.1	▲	Ⓡ
Toronto Paramedic Services	(1.6)	▼	(0.3)	▼	(1.3)	▼	Ⓞ	(1.2)	▼	0.1	▲	(1.3)	▼	Ⓞ
Long Term Care Homes and Services	(14.0)	▼	(12.8)	▼	(1.2)	▼	Ⓞ	(16.3)	▼	(14.2)	▼	(2.0)	▼	Ⓞ
Parks, Forestry & Recreation	(2.3)	▼	(2.3)	▼	(0.1)	▼	Ⓞ	(13.1)	▼	(12.2)	▼	(0.9)	▼	Ⓞ
Shelter, Support & Housing Administration	(33.3)	▼	(28.6)	▼	(4.7)	▼	Ⓞ	(2.8)	▼	(2.8)	▼	0.0	—	Ⓞ
Social Development, Finance & Administration	(7.3)	▼	(7.0)	▼	(0.4)	▼	Ⓞ	(10.2)	▼	(10.0)	▼	(0.2)	▼	Ⓞ
Toronto Employment & Social Services	(43.8)	▼	(40.8)	▼	(3.0)	▼	Ⓞ	(43.1)	▼	(40.2)	▼	(2.8)	▼	Ⓞ
Total	(106.5)	▼	(93.6)	▼	(12.9)	▼	Ⓞ	(90.3)	▼	(80.6)	▼	(9.7)	▼	Ⓞ

Year-to-Date Net Variance: 85% to 105% (Ⓢ) 0% to 85% (Ⓡ) >105% (Ⓞ) Year-End: Ⓞ <=100% (Ⓡ) >100%

Key Points:

- YTD Underspending (\$106.5M or 4.5% Gross & \$12.9M or 1.6% Net) primarily driven by:
 - Shelter, Support and Housing Administration (\$4.7M Net) due to delays in hiring qualified staff as well as underspending in housing provider subsidies for property taxes, mortgage payments, operating costs and rent.
 - Toronto Employment & Social Services (\$3.0M Net) from lower than planned monthly caseload (6,372 cases or 7.1%)
 - Court Services (\$2.1M Net) from unfilled positions due to lower ticketing volumes.
- Projected Year-end underspending (\$90.3M or 2.7% Gross & \$9.7M or 0.9% Net) primarily driven by:
 - Toronto Employment & Social Services (\$2.8M Net) due to lower average caseload;
 - Court Services (\$2.6M Net) from unfilled positions due to lower ticketing volumes
 - Long-Term Care Homes & Services (\$2.0M Net) due primarily to Kipling Acres Phase 2 re-opening delay

Key Service Issues & Priority Actions for 2017

Affordable Housing Office	<p>Issues: Potential shortfall of 7,000 units to meet Housing Opportunities Toronto 10-Year targets.</p> <p>Priority Actions:</p> <ul style="list-style-type: none"> • 2017 Projected completions: 480 new affordable homes & 545 essential repairs/modifications • Launch the Open Door guidelines and application package to streamline access to City’s affordable housing incentives
Children’s Services	<p>Issues: Licensed child care currently serves less than 20% of the child population. Available funding provides only enough fee subsidies to support 29% of Toronto’s low-income children age birth to 12 only. High demand for care with more than 17,800 children on the waiting list.</p> <p>Priority Actions:</p> <ul style="list-style-type: none"> • Develop a Child Care Growth Strategy • Manage transfer of responsibility of Ontario Early Years Child and Family Centres from the province to the division
Court Services	<p>Issues: Volume of charges and the availability of provincially appointed justices of the peace. Collection of court imposed fines. The parking ticket caseload places pressure on service delivery in Courts impacting all court caseload.</p> <p>Priority Actions: Transition the Parking Ticket Violations from the Court system to an Administrative Penalty System under the City of Toronto Act</p>

Key Service Issues & Priority Actions for 2017

Economic Development & Culture	<p>Issues: Commitment to increase investment in Culture (per capita). Executing the City’s implementation of Canada’s 150 year celebrations.</p>
	<p>Priority Actions:</p> <ul style="list-style-type: none"> • Develop / participate in Canada 150 Celebrations with a series of arts, cultural and heritage activities
Long-Term Care Homes & Services	<p>Issues: Provincially mandated re-development of 5 long-term care homes. Aging demographic, acuity and complexity of resident care needs continue to increase.</p>
	<p>Priority Actions:</p> <ul style="list-style-type: none"> • Adopt new methodologies to modernize model of care; develop new educational and healthcare partnerships; continue service integration by advancing George Street Revitalization Project
Parks, Forestry & Recreation	<p>Issues: Ensuring recreational space is integrated with growth strategies. Balancing consistency of programs and services while responding to local needs. Climate change and extreme weather events.</p>
	<p>Priority Actions:</p> <ul style="list-style-type: none"> • 20 year Parks and Recreation Facilities Master Plan • Implementation of the Primary Program model for greater consistency in service levels across the City • Refocus resources on the Urban Forestry Plan to reduce risk of tree failure

Key Service Issues & Priority Actions for 2017

Shelter Support & Housing Administration	<p>Issues: Increasing demand for emergency shelter services due to low vacancy rates and lack of affordable housing Challenges of finding new shelters to increase capacity.</p>
	<p>Priority Actions:</p> <ul style="list-style-type: none"> • Open new shelter for single men at 731 Runnymede Rd. • Improve the community information process for siting shelters in new neighbourhoods
Social Development, Finance & Administration	<p>Issues: Modernize City’s relationship with the Non-Profit Community-Based Sector</p>
	<p>Priority Actions:</p> <ul style="list-style-type: none"> • Review the Non-Profit Community –Based Sector • Optimize potential for Community Hubs development
Toronto Employment & Social Services	<p>Issues: Modernize delivery of services across the primary income support programs: rent geared to income (RGI) housing subsidies (SSHA), Child Care Fee Subsidy (TCS), and OW (TESS).</p>
	<p>Priority Actions:</p> <ul style="list-style-type: none"> • With partner divisions Children’s Services, and Shelter, Support and Housing Administration, continue to implement the Human Service Integration Initiative

Key Service Issues & Priority Actions for 2017

Toronto Office of Partnerships	<p>Issues: Increasing competition for partners and sponsorship throughout Toronto.</p> <p>Priority Actions:</p> <ul style="list-style-type: none"> • Launching Donations Application system • Successful United Way campaign
Toronto Paramedic Services	<p>Issues: System pressures due to a growing and aging population Provincial shortfall for the Communications Centre.</p> <p>Priority Actions:</p> <ul style="list-style-type: none"> • Continue to improve response times and life saving programs • Utilize part-time paramedics to support the most efficient use of resources • Continue to negotiate with Ministry of Health & Long Term Care to increase base funding and add resources

Business Modernization & Transformation Initiatives

Program Area	Transformation Initiative
Affordable Housing Office	<ul style="list-style-type: none"> Implement new Open Door Program- streamline application process to access to City affordable housing incentives.
Children's Services	<ul style="list-style-type: none"> Expanded service delivery channels for families beginning in 2017 through an online Families portal for results in efficiencies and improved service for 40,000+ families a year Introduction of a new Funding Model for 650+ child care operators
Court Services	<ul style="list-style-type: none"> Taking Parking Tickets out of the Court-based system and moving to an Administrative Penalty System will make it easier and faster for individuals to confirm whether their parking ticket is payable and City screening officers will have the authority to uphold, cancel or vary the administrative penalty. Establish and administer the Toronto Local Appeal Body for minor variance and consent applications from the Ontario Municipal Board.
Economic Development & Culture	<ul style="list-style-type: none"> Launched Digital Main Street, helping main street businesses adopt and sustain technologies, and compete in a digital economy. Published the online Toronto Music Directory, a business map for musicians, music companies, and music consumers. Launched the latest version of EventPal Unified Application Form

Business Modernization & Transformation Initiatives

Program Area	Transformation Initiative
Long-Term Care Homes & Services	<ul style="list-style-type: none"> • Initiated the Electronic Health Care Records Project (eHCR) • Implemented quality improvement projects using Lean Six Sigma methodologies for laundry services, dining services and convalescent care applications
Parks, Forestry & Recreation	<ul style="list-style-type: none"> • Recreation Management Business Transformation for online registration • Modernize Permit Process simplifying the permit requirements and reducing permitting timelines • Enterprise Work-order Management System will improve work planning, work order management and performance management in Forestry in 2018 and Parks and Community Recreation in the future stages
Shelter Support & Housing Administration	<ul style="list-style-type: none"> • SSHA is partnering with Children Services and Toronto Employment & Social Services in a Human Services Integration project to consolidate the web, phone and counter services for a “one stop” approach to assisting a person or family that requires social assistance • The George Street Revitalization co-locates affordable housing, long-term care, transitional and emergency shelter in one block in the downtown core.

Business Modernization & Transformation Initiatives

Program Area	Transformation Initiative
Social Development, Finance & Administration	<ul style="list-style-type: none"> • Local Champions to support neighbourhood leadership in Neighbourhood Improvement Areas; and Organizational Mentors to support emerging, youth-orientated not-for-profits. • Refugee Resettlement Program Phase Two • Implementation plan for Tenants First – A Way Forward for Toronto Community Housing and Social Housing in Toronto. • Implement the Pre-charge Diversion Youth Program
Toronto Employment & Social Services	<ul style="list-style-type: none"> • The Service Delivery Model (SDM) Renewal to transform, simplify, streamline access to services across the division. • The Human Services Integration project is focused on transforming delivery of services across the primary income support programs. • The Paperless Office project will transform client file management practice. • The Eligibility Review Model outlines a transparent and consistent, approach for managing OW eligibility reviews through a centralized model
Toronto Office of Partnerships	<ul style="list-style-type: none"> • Providing electronic capacity to accept and receipt donations
Toronto Paramedic Services	<ul style="list-style-type: none"> • Open the first Multi-Function Station to improve efficiencies in managing staff and resources at the new 1300 Wilson Station • Purchase of power stretchers to improve the health and safety of paramedics • Lean/Six Sigma position to assess efficiency opportunities in the division • Currently in negotiations to increase the number of part time paramedics.

Key Cost Drivers

(In \$000s)	2017 Base Changes	
	\$	Position
Gross Expenditure Changes		
Social Housing Reserve	12,500.0	-
SSHA - Reversal of one-time 2016 Reserve Draw to fund Task Force Initiative	12,500.0	
Annualizations	5,925.1	20.8
SDFA - Annualization - Project Management Office for TCHC	440.3	
SDFA - Annualization - Poverty Reduction Office	171.3	
SDFA - Annualization - Social Procurement Program	88.1	
SDFA - Annualization - 731 Runnymede Emergency Shelter	76.5	
CS - Annualization of Wage Harmonization for Child Care Aides	165.5	
CS - Annualization of food cost for the 2 new TELCCCs	102.0	
COURT - Annualization of LAB Establishment	232.1	
LTCHS - Annualization of Kipling Acres - Restore Service of 145 beds	3,581.1	
PFR - Annualization - Prior Year Operating Impact of Capital	1,331.7	25.9
PFR - Annualization - Prior Year Approvals	77.9	(0.7)
PFR - Annualization - Prior Year Efficiencies	(396.6)	(4.4)
TPS - Annualization of Superintendents/ Paramedic additions	55.2	
Prior Year Impacts	(785.3)	(63.0)
AHO - Zero Based Furniture & Equipment	(0.6)	
SDFA - Reversal of One-time Programs	(6,076.5)	(1.0)
CS - Reversal of 2016 Reserve Draw	2,359.9	
CS - Sustainable funding of 125 new child care subsidies approved in 2016 from Child Care Expansion Reserve	1,250.0	
CS - Reversal of Hollis Centre Retrofit - Metrolinx grant	(950.0)	
COURT - Re-Budgeting of One-time LAB Costs	304.9	
EDC - Canada 150	3,968.9	(16.0)
EDC - Change of Culture Funding from Reserves to Tax Base	3,500.0	
EDC - One-time Part-Time B Harmonization Award (2016)	(160.0)	
LTCHS - Reversal of Leap Year Adjustment	(517.2)	
PFR - Urban Forestry Revised Service Plan	3,500.0	20.0
PFR - Reversal of One-time Tax Stabilization Reserve Funding	322.0	
PFR - Prior Year Impact - EAB Management Plan (Year 6)	(1,600.0)	

Key Cost Drivers

(In \$000s)	2017 Base Changes	
	\$	Position
Gross Expenditure Changes		
TESS - Reversal of Positions Added for SAMS in 2016	(118.1)	(66.0)
SSHA - Funding for Project Management Office to manage TCHC Implementation plan	(440.3)	
TPS - Primary Care Paramedic Program	300.0	
TPS - Reversal of Community Paramedicine		(3.0)
TPS - Minor Position Reorganization	(2.4)	
Other	(2,647.0)	3.0
Reversal of COLA Allocation	(3,778.9)	
Operating Impacts of Capital	5,138.0	85.6
Operating Impacts of Completed Projects	2,508.5	19.4
Capital Project Delivery	487.6	47.2
*Operating Costs of Transition Shelters	2,009.1	18.0
**Program Supervisor for GSR Project	132.8	1.0
Economic Factors	9,958.2	
Corporate Economic Factors	1,710.0	
Inflationary Increases for Utilities, Contracted Services	1,541.8	
CS - 1% Inflationary Increase for Purchased Child Care	4,911.9	
PFR - Economic Factors - Division	856.6	
PFR - Economic Factors - Division (Welcome Policy)	555.9	
SDFA - CPIP Inflation Increase at 2.0%	382.0	
COLA and Progression Pay	14,328.8	(63.8)
COLA, Progression Pay, Step Increases and Realignments	15,831.2	
Benefits	(4,816.7)	
Progression Pay	951.3	
PFR - Change to PEP salary projections	2,843.5	(63.8)
PFR - Capital Recovery Adjustment for COLA, Step & Progression	(512.0)	
PFR - Local 416 - Compensation Review	196.6	
SSHA - PEP Salary and Benefit Savings.	(165.1)	

Key Cost Drivers

(In \$000s)	2017 Base Changes	
	\$	Position
Gross Expenditure Changes		
Other Base Changes	39,875.7	(99.4)
CS - Distribution of Provincial Wage Enhancement Admin to purchase of Service Operators (100% funded)	636.0	
CS - Human Services Integration Project	116.3	
CS - Impact of new staffing ratios	188.6	
CS - increase in cost of maintenance from FREEE and TESS for shared facilities	260.5	
CS - Increase in General Operating Grant replacing prior Wage Subsidy legislation	432.3	
CS - Reduction in TELCCS staff due to change in age mix	(56.4)	(1.5)
COURT - Absorption of Inflationary Pressures for POA	(43.1)	
COURT - Conversion of 4 positions to 3 positions		(1.0)
COURT - Deletion of positions gapped in prior years		(42.0)
IDC/IDR	2,757.4	
PFR - Cease North York Curling Club - Bar Operations	38.3	(1.0)
PFR - Closure of Nelson Boylen Indoor Pool by TDSB	(88.7)	(4.9)
PFR - Consultants - User Fee Review	100.0	
PFR - TPASC Programming Funding Re-alignment		(43.0)
PFR - Vehicle Reserve - Increase in Contribution	291.8	
PFR - Vehicle Reserve - Replacement for Show-mobiles	600.0	
TESS - Increase in Local Office Lease Costs	782.1	
TESS - Legislated OW rate increase	508.3	
TESS - OW Caseload Reduction from 90,000 cases to 84,000	(1,031.2)	
TESS - Provincial Family Support Policy Change	(711.4)	(6.0)
SSHA - Additional Operating Subsidy for TCHC	31,200.0	
SSHA - Base Expenditure Changes - non-TCHC	1,913.9	
SSHA - Base Expenditure Changes - TCHC	93.8	
SSHA - Facilities lease renewals (Street to Homes & Social Housing)	102.7	
SSHA - IDC Changes for HSI Transformation, TCHC Implementation Plan, Runnymede Shelter	829.5	
TPS - WSIB Increase	400.0	
Other	555.1	
Total Gross Expenditure Changes	86,940.4	(119.9)

Key Cost Drivers

(In \$000s)	2017 Base Changes	
	\$	Position
Revenue Changes (Increase) / Decrease		
COURT - Provincial Upload of Security Costs	316.1	
CS - Increase in Family Contributions to actual experience	5,000.0	
CS - Increase in Provincial Subsidy (1.5%)	4,833.5	
CS - Reversal of Hollis Retrofit - Metrolinx funding	(950.0)	
EDC - Canada 150	3,968.1	
EDC - Other one-time reversals	(2,647.0)	
EDC - Tourism Toronto Grant	(200.0)	
EDC - User Fee Revenues	588.2	
LTCHS - Adjustment to the Basic and Preferred Accommodation Rates as set out in Provincial Regulations	633.1	
LTCHS - Annualization of Kipling Acres - Restore Service of 145 beds	2,816.1	
LTCHS - Reversal of Leap Year Adjustment	(517.2)	
PFR - Location Permit Revenue Adjustment	(350.0)	
PFR - Permit Fee Adjustment (Year 2 of 3)	(600.0)	
PFR - Premier Sportsfield Permit Fee Increase - Phase-in	1.0	
PFR - Toronto PanAm sports Centre - License Fee	375.0	
PFR - Volume - Construction & Staging Agreements	515.0	
PFR - Volume - Ferry Crossing Revenue	675.0	
SDFA - Provincial funding for OW, Recovery from other divisions	957.8	
SDFA - Reversal of One-time Programs	(6,076.5)	

Key Cost Drivers

(In \$000s)	2017 Base Changes	
	\$	Position
Revenue Changes (Increase) / Decrease		
SSHA - **Program Supervisor for GSR Project funded from Capital	132.8	
SSHA - *Operating Costs of Transition Shelters funded from Capital	2,009.1	
SSHA - Additional CHPI Funding	1,900.0	
SSHA - IDR Changes related to HPS Admin fee revenue	11.1	
SSHA - Increase in projected admin fee revenue for Strong Communities grant	100.0	
SSHA - Loss in Federal Funding - Non-TCHC	(3,640.6)	
SSHA - Loss in Federal Funding - TCHC	(5,239.0)	
SSHA - Revenue matching Adjustments for IAH-SIF Funding	(1,046.2)	
SSHA - Transfer from Capital Fund for Street to Homes Program and revenue and cashflow changes related to miscellaneous Federal grants - HPS, Employment Supports and Community Engagement.	286.8	
TESS - Capped OW Benefits Funded from SAS Reserve	1,500.0	
TESS - Decline in Program Delivery Funding due to Drop in Caseload	(12,002.3)	
TESS - Housing Stabilization Fund (HSF) funded from SAS Reserve	1,525.4	
TESS - OW Benefit Upload	23,609.8	
TESS - OW Reserve Draw to Fund Change in Program Delivery Envelope	8,464.8	
TPS - Provincial Funding - Land Ambulance Grant	3,803.9	
TPS - User Fee	(262.2)	
Other Base Revenue Changes	546.9	
Total Revenue Changes	31,038.5	
Net Expenditure Changes	55,901.9	(119.9)

Actions to Achieve Budget Reduction Target

2017 Preliminary Service Change Summary

Description (\$000s)	Total 2017 Service Changes			Incremental Change			
	\$	\$	#	2018 Plan		2019 Plan	
	Gross	Net	# Pos.	Net	Pos.	Net	Pos.
Base Changes:							
Base Expenditure Changes							
<i>Line-By-Line Expenditure Reductions</i>	(3,300.5)	(3,010.2)					
<i>COURT - Reduction of Payment to Province</i>	(400.0)	(400.0)					
<i>PFR - - Birchmount Community Centre Expansion</i>	(27.6)	(27.6)		27.6			
<i>PFR - - BMX Operating Costs</i>	(60.2)	(54.3)	(1.0)	54.3	1.0		
<i>PFR - - Parks Operating Impacts of Capital</i>	(409.2)	(409.2)	(3.6)	409.2	3.6		
<i>PFR - - Urban Forestry Trails</i>	(136.2)	(136.2)	(2.0)	136.2	2.0		
<i>PFR - 2.6% Reduction to Discretionary Items (PFR)</i>	(126.5)	(126.5)					
<i>PFR - Defer Impacts of Revised Urban Forestry Plan</i>	(3,800.0)	(3,500.0)	(20.0)				
<i>PFR - Defer Operating Impacts of Capital:</i>							
<i>PFR - Deletion of Aged Vacancies</i>	(616.9)	(616.9)	(10.9)	(17.4)		(16.5)	
<i>PFR - PEP Position Based Savings - Budget to Actual</i>	(4,140.1)	(4,140.1)	(111.3)	(51.6)		(63.1)	
<i>PFR - Reduce Estimates for Economic Factors</i>	(889.1)	(889.1)					
<i>PFR - Reduce Family Day Programming Requirements</i>	(154.9)	(154.9)	(2.2)	(1.3)		(1.3)	
<i>PFR - Review Operations & Existing Busines Processes</i>	(182.0)	(182.0)	(2.3)				
<i>SSHA - Absorption of Inflationary Increase for utilities</i>	(81.6)	(81.6)					
Base Expenditure Changes	(14,324.8)	(13,728.6)	(153.3)	557.0	6.6	(80.9)	
Base Revenue Changes							
<i>AHO - Discretionary Increase of Federal / Provincial</i>	(23.9)	(23.9)					
<i>CS - 2017 Draw from Child Care Expansion Reserve Fund XR1101</i>		(2,261.5)					
<i>PFR - Development Application Revenue</i>	(18.6)	(433.6)		11.7		14.2	
<i>PFR - User Fees - 2.3% Inflationary Increase</i>	74.0	(1,899.3)					
Base Revenue Changes	31.5	(4,618.3)		11.7		14.2	
Sub-Total - Base Changes	(14,293.3)	(18,346.9)	(153.3)	568.7	6.6	(66.7)	

Actions to Achieve Budget Reduction Target

2017 Preliminary Service Change Summary

Description (\$000s)	Total 2017 Service Changes			Incremental Change			
	\$	\$	#	2018 Plan		2019 Plan	
	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Service Efficiencies							
<i>CS - Adjust Workload from Implementatiion of New Provincial Funding Model</i>	(329.6)	(329.6)	(6.0)				
<i>CS - Client Services Workload Realignment</i>	(124.2)	(124.2)	(1.5)				
<i>CS - Reduction in custodial services deliveredd by FREEE</i>	(19.5)	(19.5)					
<i>EDC - Realignment of Functions</i>	(544.9)	(544.9)	(5.0)	(1.5)		(1.5)	
<i>EDC - Reduce 2 Vacant Positions for City Produced Events</i>	(145.1)	(145.1)	(2.0)				
<i>LTCHS - Consolidation and Streamling of Operations</i>	(449.5)	(330.2)	(2.0)				
<i>PFR - Absorb 10% of Operating Impacts of Capital Projects</i>	(300.0)	(300.0)					
<i>PFR - Absorb York Community Centre Impacts</i>	(449.8)	(449.8)	(12.1)				
<i>PFR - Fleet Rationalization - Discontinue Rental Service of Showmobiles to Event Hosts / Third Parties</i>	(620.0)	(604.0)					
<i>PFR - Harmonize Waterfowl Program with TRCA</i>	(76.4)	(76.4)					
<i>PFR - Relocate Programs from 3 Selected TDSB Pools</i>	(424.4)	(261.0)	(4.1)	(268.6)	(3.1)	(7.4)	
<i>PFR - Service Delivery Reationalization/Program Support</i>	(1,396.2)	(1,396.2)	(11.0)	(61.3)		(60.4)	
<i>PFR - Ski/Snowboard Season Service Alignment</i>	(128.6)	(118.8)	(3.1)	(52.7)		(3.1)	
<i>SDFA - Toronto Office of Partnerships Reduction</i>	(54.0)	(54.0)	(0.5)	(2.8)		(2.7)	
<i>SDFA - Realignment of Workload Responsibilities</i>	(94.0)	(94.0)	(1.0)	(31.2)			
<i>SSHA - Reduction in complement through attrition</i>	(187.6)	(187.6)	(2.0)	(6.2)	(2.0)	(6.0)	(2.0)
<i>SSHA - reduction in facilities management costs</i>	(0.9)	(0.9)					
<i>SSHA - Reduction of fuel costs for vehicle fleet</i>	(0.1)	(0.1)		0.1			
<i>TESS - Centralized Divisional Eleibility Review Model</i>	(2,199.7)	(2,199.7)	(27.0)	(98.8)		(110.7)	
<i>TESS - Payment Processing</i>	(140.0)	(140.0)		(140.0)			
<i>TESS - Rent from Wellesley Place Co-location</i>		(150.0)		(150.0)			
<i>TESS - Staff changes</i>	(503.0)	(503.0)	(9.0)	(11.3)		16.9	
<i>TPS - Deletion of Temporary Position</i>	(230.8)	(115.4)	(1.0)	(5.1)	(1.0)	(4.8)	
<i>TPS - Reallocation of Safe City Staff to Paramedic Services Property</i>	(40.0)	(20.0)					
Sub-Total	(8,458.3)	(8,164.4)	(87.3)	(829.4)	(6.1)	(179.7)	(2.0)

Actions to Achieve Budget Reduction Target

2017 Preliminary Service Change Summary

Description (\$000s)	Total 2017 Service Adjustments			Incremental Change			
	\$	\$	#	2018 Plan		2019 Plan	
	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Service Adjustments							
<i>CS - Closure of Capri child care centre (TELCCC) due to low enrolment and health and safety issues</i>	(357.9)	(357.9)	(6.5)	(315.2)	(1.5)	(15.9)	
<i>CS - Phase out of Occupancy Grants</i>	(1,133.0)	(1,133.0)		(1,133.1)			
<i>EDC - 5% Reduction to Sponsorships & Transfers funded by EDC</i>	(40.0)	(40.0)					
<i>EDC - Combine Cavalcade of Lights & New Year's Eve as a</i>	(85.4)	(120.0)					
<i>EDC - Discontinue Zion Church Cultural Centre as an EDC Program</i>				(30.3)			
<i>EDC - Minor Reductions to Arts & Cultural Funding</i>	(131.0)	(131.0)					
<i>EDC - Reduce Funding for Cultural Hotspots</i>	(50.0)	(50.0)					
<i>LTCHS - Reduction budget to Backfill staff on Training</i>	(686.0)	(686.0)					
<i>LTCHS - Staff Re-alignments</i>	(629.7)	(629.7)	(3.0)	(4.7)		(4.6)	
<i>PFR - Close Toronto Island Ropes Course</i>	(56.8)	(50.4)	(1.4)				
<i>PFR - Reverse Parks Plan - Enhanced Maintenance</i>	(217.1)	(217.1)	(2.1)	(3.7)		(3.6)	
<i>PFR - Reverse Parks Plan - Horticulture & Urban Agriculture</i>	(422.6)	(422.6)	(4.6)	(30.1)		(6.3)	
<i>SDFA - Reversal of CPIP 2017 2% Inflation Increase</i>	(382.0)	(382.0)					
<i>SSHA - Further complement reductions</i>	(1,047.8)	(1,047.8)	(10.3)	(27.8)		(28.9)	
<i>SSHA - Program delivery model change at Adelaide Resource</i>	(795.5)	(795.5)	(8.0)	(29.6)		(13.6)	
<i>TPS - Discontinuation of the Paramedic Services Public</i>	(150.0)	(75.0)					
Sub-Total	(6,184.8)	(6,138.0)	(35.9)	(1,574.5)	(1.5)	(72.9)	
Revenue Adjustments							
<i>EDC - Increase Sponsorship Revenues</i>		(65.0)					
<i>PFR - Extended Care Fees for Camps by \$1.00 per hour</i>		(109.4)					
<i>PFR - Increase Enrollment Fees to Summer / Winterlicious Restaurants</i>		(67.1)					
<i>PFR - Introductory & Subscriber Fee</i>		(242.9)					
<i>PFR - Silverbirch Boathouse Permit Fees</i>		(5.9)					
Sub-Total		(490.3)					
Total Preliminary Service Changes	(28,936.4)	(33,139.6)	(276.5)	(1,835.2)	(1.0)	(319.3)	(2.0)

Additional Actions to Achieve Budget Reduction Target (Not Included in 2017 Preliminary Budget)

Description (\$000s)	Total 2017 Service Changes Not Included			Incremental Change			
	\$	\$	#	2018 Plan		2019 Plan	
	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Economic Development & Culture							
Reduce Previously Budgeted Nuit Blanche Enhancements in 2016	(142.2)	(142.2)					
Major Reduction to Arts & Culture Grants	(680.0)	(680.0)					
Reduc'n of Arts & Culture Funding Conversion from Res. to Tax	(3,500.0)	(3,500.0)					
Sub-total	(4,322.2)	(4,322.2)					
Long-Term Care Homes & Services							
Discontinue Food Production to Meals on Wheels Agencies	(792.5)	(91.1)	(6.1)	(5.6)		(4.1)	
Sub-total	(792.5)	(91.1)	(6.1)	(5.6)		(4.1)	
Parks, Forestry & Recreation							
Close 16 TDSB Exclusive Use & Stand Alone Facilities	(1,979.9)	(934.9)	(36.2)	(964.7)	(20.8)	(51.1)	
Close Selected Stand-Alone Outdoor Pools (12)	(790.1)	(722.4)	(20.2)	(63.0)		(12.8)	
Close Selected Wading Pools (36)	(470.8)	(470.8)	(11.8)	(55.8)		(10.7)	
Discontinue Service at 10 TDSB Indoor Pools	(1,476.8)	(932.6)	(11.3)	(945.2)	(9.3)	(14.1)	
Reduce Turf Maintenance Flying Crews	(4,276.9)	(4,276.9)	(45.8)	(64.3)		(74.8)	
Sub-total	(8,994.5)	(7,337.6)	(125.2)	(2,093.0)	(30.1)	(163.5)	
Shelter, Support & Housing Administration							
Reduction of Complement Through Attrition	(351.6)	(351.6)	(3.0)	(15.5)		(14.8)	
Closure of Downsview Dells	(698.3)	(698.3)	(5.4)	(9.1)		(8.8)	
Elimination of Services that Prevent Homelessness	(18,517.9)	(17,087.6)	(8.3)	(1.1)		(1.1)	
Reversal of on-going Task Force Recs on TCH of \$4.175M	(4,175.0)	(4,175.0)					
Reduce TCHC Net Base Subsidy by 2.6% from \$153.7M to \$149.7M	(4,000.0)	(4,000.0)					
Sub-total	(27,742.8)	(26,312.5)	(16.7)	(25.7)		(24.7)	
Social Development, Finance & Administration							
CPIP Grant & Community Funding Delivery Reduction	(622.2)	(622.2)	(1.0)				
Sub-total	(622.2)	(622.2)	(1.0)				
Toronto Paramedic Services							
Reduce Paramedic Complement by 28 positions	(3,436.1)	(1,718.0)	(28.0)	(66.0)		(29.6)	
Sub-total	(3,436.1)	(1,718.0)	(28.0)				
Cluster A Total Service Changes Not Included	(45,910.3)	(40,403.6)	(177.0)	(2,124.3)	(30.1)	(192.3)	

Additional New / Enhanced Services (Not Included in 2017 Preliminary Budget)

Description (\$000s)	2017			Incremental Impact			
	Gross	Net	New Position	2018 Plan		2019 Plan	
				Net	Position	Net	Position
Council Directed							
Children's Services							
Tax Levy							
Add 75 Child Care Subsidies as Directed by Council in 2016	750.0	750.0					
Sub-total	750.0	750.0					
Council Directed Total	750.0	750.0					
Referred to the Budget Process							
Economic Development & Culture							
Tax Levy							
2017 TMAC - Toronto Music Strategy	200.0	200.0					
Growing Toronto's Screen Industry - A Film Friendly City	180.0	180.0					
Sub-total	380.0	380.0					
Social Development, Finance & Administration							
Tax Levy							
Toronto Newcomer Office Permanent Positions	267.1	267.1	2.0	10.8		11.2	
Sub-total	267.1	267.1	2.0	10.8		11.2	
Referred to the Budget Process Total	647.1	647.1	2.0	10.8		11.2	
Staff Initiated							
Parks, Forestry & Recreation							
Other							
Ravines & Watercourse Service Enhancement	31.6	31.6	0.3	1.6		3.3	
Tax Levy							
Additional Purchasing Support (PMMD) for Capital Delivery	133.8	133.8		52.8		9.0	
Sub-total	165.4	165.4	0.3	54.4		12.3	
Staff Initiated Total	165.4	165.4	0.3	54.4		12.3	
Total New/Enhanced Services Not Included	1,562.5	1,562.5	2.3	65.2	-	23.5	-

2017 User Fee Changes

Fee Description	2016 Fee	Recommended 2017 Fee	% Increase	Incremental Revenue (\$000's)
Parks, Forestry & Recreation				
PFR User Fee Inflationary Increase			2.30%	\$1,974.30
Increase Rates for Vehicles Crossing on Ferry				\$240.00
Introductory & Subscriber Fee				\$242.90
Other PFR User Fees				\$384.60
Total PFR Incremental Revenue				\$2,841.80
Toronto Paramedic Services				
TPS - Volume Changes	various	various	n/a	\$285.66
TPS - Inflationary Changes	various	various	2.00%	-\$5.95
Total TPS Incremental Revenue				\$279.71
Cluster A - Total Incremental Revenue				\$2,841.80

2018 & 2019 Plan

Description (\$000s)	2018 - Incremental Increase					2019 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Pos	Gross Expense	Revenue	Net Expense	% Change	# Pos
Known Impacts:										
Salaries & Benefits	26,892.4	379.9	26,512.5	2.3%	4.0	22,312.7	(2,174.0)	24,486.7	2.1%	
AHO - Salaries and Benefits	27.5		27.5	2.4%		18.0		18.0	1.5%	
AHO - Progression Pay and COLA	46.7		46.7	4.0%		50.4		50.4	4.3%	
CS - Progression, Step, COLA and Benefits	2,341.2		2,341.2	3.1%		2,099.9		2,099.9	2.8%	
CS - Part-time B Wage Harmonization	221.7		221.7	0.3%		34.8		34.8	0.0%	
CS - Impact of New Legislated Staffing Ratios	933.7		933.7	1.2%	14.0	21.7		21.7	0.0%	
COURT - Salaries & Benefits	600.7		600.7	6.0%		552.8		552.8	5.5%	
EDC - Base Salaries and Benefits Change	1,000.8		1,000.8	1.6%		941.2		941.2	1.5%	
LTCHS - Salaries & Benefits	3,090.5		3,090.5	6.5%		2,944.1		2,944.1	6.2%	
PFR - COLA, Progression & Step Increase incl. Capital Delivery	7,553.1	356.4	7,196.7	2.3%	(10.0)	4,461.8	(2,174.0)	6,635.8	2.1%	
SSHA - Salaries and Benefits Adjustments	2,105.2		2,105.2	0.5%		1,988.6		1,988.6	0.5%	
SDFA - COLA, Progression Pay & Step Increases	475.7	23.5	452.2	1.4%		371.9		371.9	1.2%	
TESS - COLA, Step Increases, Progression Pay and Benefits	4,862.7		4,862.7	4.4%		4,645.3		4,645.3	4.2%	
TPS - Salaries	510.4		510.4	0.7%		7.2		7.2	0.0%	
TPS - Progression Pay	658.6		658.6	0.8%		681.4		681.4	0.9%	
TPS - COLA and Fringe Benefits	2,463.9		2,463.9	3.2%		2,757.6		2,757.6	3.5%	
TPS - Stat Holiday Premiums						736.0		736.0	0.9%	
Annualization Impact of 2016 Approvals	133.2	(494.1)	627.3	0.1%	6.6					
PFR - Operating Impacts of Capital Deferred from 2017	633.2	5.9	627.3	0.1%	6.6					
PFR - Urban Forestry Revised Service Plan - Reserve Funding	(500.0)	(500.0)								
Prior Year Impact	(23,002.2)	(20,717.7)	(2,284.5)	(0.2%)	(12.1)	(4,555.2)	(4,587.8)	32.6	0.0%	(12.0)
CS - Reversal of 2017 Reserve Draw		(2,716.8)	2,716.8	3.6%						
CS - Annualized Savings from the Closure of Capri Child Care Centre	(315.2)		(315.2)	(0.4%)		(15.9)		(15.9)	(0.0%)	
CS - Phase Out Occupancy Grant to School Boards	(1,133.0)		(1,133.0)	(1.5%)						
CS - Service System Management Annualization	18.5		18.5	0.0%		19.2		19.2	0.0%	
COURT - Reversal of One-Time LAB Establishment	(474.9)		(474.9)	(4.7%)						
EDC - Canada 150 Celebrations	(5,723.6)	(5,723.6)								
EDC - Other One-Time Initiatives	(1,145.0)	(1,145.0)								
LTCHS - Staff Re-alignment	(4.7)		(4.7)	(0.0%)		(4.6)		(4.6)	(0.0%)	
LTCHS - Resident Acuity and Service Level Standards	7.5	7.5	(0.0)	(0.0%)		8.7	8.7			
PFR - Annualization - Prior Year Approvals	(605.6)	(332.7)	(272.9)	(0.1%)	(2.0)	108.9	13.3	95.6	0.0%	
PFR - Annualization - Prior Year Efficiencies	(432.0)	(163.4)	(268.6)	(0.1%)	(3.1)	(7.4)		(7.4)	(0.0%)	
PFR - Annualization - Prior Year Service Changes	(147.8)		(147.8)	(0.0%)		(73.5)		(73.5)	(0.0%)	
PFR - Consultant for User Fee Review	(100.0)		(100.0)	(0.0%)						
PFR - EAB Management Plan - Year 7	(4,900.0)	(4,900.0)				1,300.0	1,300.0			
PFR - Advancement of Tree Maintenance	138.7	138.7				(2,238.7)	(2,238.7)			(5.0)

2018 & 2019 Plan

Description (\$000s)	2018 - Incremental Increase					2019 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Pos	Gross Expense	Revenue	Net Expense	% Change	# Pos
Known Impacts:										
Prior Year Impact	(23,002.2)	(20,717.7)	(2,284.5)	(0.2%)	(12.1)	(4,555.2)	(4,587.8)	32.6	0.0%	(12.0)
S DFA - Reversal of One-Time Programs:										
S DFA - Tower Renewal Energy Retrofit Program	(4,528.0)	(4,528.0)				(2,047.3)	(2,047.3)			
S DFA - Tower Renewal Energy Retrofit Program temp position						(144.5)	(144.5)			(1.0)
S DFA - Healthy Kids Community Challenge	(2,095.8)	(2,095.8)				(500.0)	(500.0)			
S DFA - Syrian Refugee Resettlement Program	(250.0)	(250.0)			(2.0)					
S DFA - Social Procurement Program	(149.8)	(149.8)			(1.0)					
S DFA - 731 Runnymede Shelter Program Plan	(123.5)	(123.5)			(1.0)					
S DFA - Pan Am Community Legacy Initiatives	(100.0)	(100.0)			(1.0)					
S DFA - Youth Civic Engagement Food Justice Project	(70.0)	(70.0)								
S DFA - Project Management Office for TCHC						(667.6)	(667.6)			(4.0)
S DFA - Toronto Poverty Reduction Strategy Office (PRSO)						(261.7)	(261.7)			(2.0)
TESS - Reversal of Human Services Integration Project	(350.0)	(233.3)	(116.7)	(0.1%)						
TESS - Payment Card Processing	(140.0)		(140.0)	(0.1%)						
TESS - Co-location of Wellesley Office		150.0	(150.0)	(0.1%)						
TPS - Annualization of PS-Community Paramedicine	(95.2)	(95.2)								
TPS - Annualization of Minor Position Reorg	13.7		13.7	0.0%		15.0		15.0	0.0%	
TPS - Annualization of Paramedic Positions		1,545.0	(1,545.0)	(2.0%)						
TPS - Annualization of PCP Program	(300.0)		(300.0)	(0.4%)	(2.0)	(50.0)	(50.0)			
TPS - Annualization of Operations Superintendents		68.2	(68.2)	(0.1%)						
TPS - Conversion of 2 Temp Paramedics to Perm	3.6		3.6	0.0%		4.2		4.2	0.0%	
Operating Impact of Completed Capital	10,478.2	581.6	9,896.6	0.9%	65.2	3,443.9	1.5	3,442.4	0.3%	21.3
CS - Impact of Customer Service Improvements						102.0		102.0	0.1%	
EDC - Cultural Infrastructure Development	5.0		5.0	0.0%		207.0		207.0	0.3%	
EDC - Economic Competitiveness Data Mgmt System	100.0		100.0	0.2%		(100.0)		(100.0)	(0.2%)	
PFR - Annualization - Prior Year Operating Impacts of Capital	1,200.9	147.8	1,053.1	0.3%	21.9	57.0		57.0	0.0%	
PFR - Operating Impacts of Completed Projects	3,280.9	103.3	3,177.6	1.0%	28.3	2,633.3	(98.5)	2,731.8	0.9%	21.3
PFR - IT Project Savings - CATS/TASS	(238.5)		(238.5)	(0.1%)	(3.0)	(11.5)		(11.5)	(0.0%)	
SSHA - George Street Revitalization Project - Capital Delivery Position - Supervisor, Program	5.4		5.4	0.0%		5.6		5.6	0.0%	
SSHA - Operating Impact from George Street Revitalization	5,923.5		5,923.5	1.5%	18.0	411.5		411.5	0.1%	
TPS - Various Programs	201.0	330.5	(129.5)	(0.2%)		139.0	100.0	39.0	0.0%	

2018 & 2019 Plan

Description (\$000s)	2018 - Incremental Increase					2019 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Pos	Gross Expense	Revenue	Net Expense	% Change	# Pos
Known Impacts:										
Other (specify)	69,984.0	(7,905.8)	77,889.8	6.9%	(31.0)	645.1	(206.1)	851.2	0.1%	
AHO - Interdivisional Charges/Revenue Changes	13.7	2.5	11.2	1.0%		5.5	2.4	3.1	0.3%	
CS - IDC changes	(22.1)		(22.1)	(0.0%)		28.0		28.0	0.0%	
COURT - IDC/IDR	(491.4)	10.6	(502.0)	(5.0%)		7.8	10.2	(2.4)	(0.0%)	
COURT - Deletion of Positions Gapped in Prior Years	(62.9)		(62.9)	(0.6%)		(61.6)		(61.6)	(0.6%)	
COURT - Removal of POA System for Parking Tags	(5,985.7)	(6,866.8)	881.1	8.7%	(31.0)					
COURT - Annualized Impact of APS System Establishment	505.1		505.1	5.0%		22.2		22.2	0.2%	
EDC - Planned Arts & Culture Spending Increase	2,000.0		2,000.0	3.3%						
EDC - IDC/IDR Changes	0.3		0.3	0.0%		0.3		0.3	0.0%	
PFR - Facilities Maintenance - Service Level Agreement	1,600.0		1,600.0	0.5%						
PFR - Utilities Retrofit Debt Repayment: Non Program and Parks	(520.0)		(520.0)	(0.2%)		(569.0)		(569.0)		
PFR - Contribution - Ferry Replacement Reserve	88.8		88.8	0.0%		106.6		106.6		
PFR - Contribution - Vehicle Replacement Reserve	304.5		304.5	0.1%		319.8		319.8		
SSHA - Additional funding to TCHC for Capital Repair backlog and Sinking Fund Contribution	72,000.0		72,000.0	18.0%						
SSHA - Social Housing Cost Increases - TCHC and Non-TCHC	721.0		721.0	0.2%		383.2		383.2	0.1%	
SSHA - Housing Stability Allowance and Homeless Partnering Strategy Grant cash flow changes	(18.7)	(533.7)	515.0	0.1%		496.1		496.1	0.1%	
SSHA - Community engagement costs for new shelter opening at 731 Runnymede Road	123.5		123.5	0.0%						
SSHA - Lease renewal for Social Housing Unit offices at 365 Bloor Street	7.5		7.5	0.0%						
SSHA - Project Management Office Costs for TCHC Implementation Plan	(9.5)		(9.5)	(0.0%)						
SSHA - Human Services Integration (HSI) Project	(116.7)		(116.7)	(0.0%)						
SSHA - Increase/(decrease) in IDC's	(108.6)		(108.6)	(0.0%)		4.1		4.1	0.0%	
SDFA - Realignment of Staff Workload	(34.0)		(34.0)	(0.1%)		(2.7)		(2.7)	(0.0%)	
SDFA - United Way Program Recovery		5.2	(5.2)	(0.0%)			4.9	(4.9)	(0.0%)	
SDFA - IDC/IDR Change	0.5		0.5	0.0%		0.5		0.5	0.0%	
TESS - IDC/IDR's Changes	(192.3)	(200.0)	7.7	0.0%		(191.8)	(200.0)	8.2	0.0%	
TPS - IDC / IDR	208.9	(323.6)	532.5	0.7%		96.1	(23.6)	119.7	0.2%	
TPS - Furnishings	(34.0)		(34.0)	(0.0%)						
TPS - Fuel Adjustments	6.1		6.1	0.0%						

2018 & 2019 Plan

Description (\$000s)	2018 - Incremental Increase					2019 - Incremental Increase					
	Gross Expense	Revenue	Net Expense	% Change	# Pos	Gross Expense	Revenue	Net Expense	% Change	# Pos	
Known Impacts:											
Revenue (specify)		9,649.0	(9,649.0)	(0.9%)			(9,036.5)	9,036.5	0.8%		
CS - Increase in Provincial Subsidy (1.5%)		4,202.0	(4,202.0)	(5.5%)			4,138.5	(4,138.5)	(5.4%)		
COURT - Provincial Upload of Court Services		316.0	(316.0)	(3.1%)							
PFR - Permit Volume Revenue Adjustment (Year 3 of 3)		(800.0)	800.0	0.3%							
PFR - Community Recreation - Location Permit Revenue		(400.0)	400.0								
PFR - Welcome Policy - National Child Care Benefit Phase Out		(200.0)	200.0				(200.0)	200.0			
SSHA - Loss in Federal/Provincial Revenue - TCHC and Non-TCHC		(9,736.9)	9,736.9	2.4%			(8,642.8)	8,642.8	2.2%		
SSHA - Change in Provincial Community Homelessness Prevention Initiative (CHPI) Funding		1,493.3	(1,493.3)	(0.4%)			1,130.7	(1,130.7)	(0.3%)		
TESS - Program Delivery Funding		(4,035.4)	4,035.4	3.7%							
TESS - OW Benefit Upload (97.2% to 100%)		21,774.6	(21,774.6)	(19.7%)							
TESS - OW Reserve Draw		(2,982.9)	2,982.9	2.7%			(5,481.9)	5,481.9	5.0%		
TPS - User Fees		18.3	(18.3)	(0.0%)			19.0	(19.0)	(0.0%)		
Total - Known Impacts	84,485.6	(18,507.1)	102,992.7	9.1%	32.7	21,846.5	(16,002.9)	37,849.4	3.3%	9.3	
Anticipated Impacts:											
Other (specify)											
CS - Economic Factors, primary cost of purchased chill	6,059.5		6,059.5	8.0%		5,335.1		5,335.1	7.0%		
CS - Funding Model Phased Reduction	(454.4)		(454.4)	(0.6%)		(29.8)		(29.8)	(0.0%)		
CS - TESS completion of HSI Capital Project	(116.7)		(116.7)	(0.2%)							
CS - General Operating Grant	850.0		850.0	1.1%		1,150.0		1,150.0	1.5%		
EDC - Discontinue Zion Church Cultural Centre as an EDC Program	(30.3)		(30.3)	(0.0%)							
PFR - User Fees - Inflationary Increase (estimated at 2.3%)		1,765.7	(1,765.7)	(0.6%)			1,806.3	(1,806.3)			
TESS - Paperless Office Initiative						(1,228.4)		(1,228.4)	(1.1%)	(14.0)	
TESS - Long-Term Plan to Reduce FTE	(7,018.3)		(7,018.3)	(6.3%)	(79.0)	(4,537.3)		(4,537.3)	(4.1%)	(46.0)	
Total - Anticipated Impacts	(710.2)	1,765.7	(2,475.9)	(0.2%)	(79.0)	689.6	1,806.3	(1,116.7)	(0.1%)	(60.0)	
Total Incremental Impact	83,775.4	(16,741.4)	100,516.8	8.9%	(46.3)	22,536.1	(14,196.6)	36,732.7	3.2%	(50.7)	



Capital Appendices

Major Capital Projects Completed in 2016

Program Area	Key Projects																																																						
Economic Development & Culture	<ul style="list-style-type: none"> • Permanent exhibits at the Fort York Visitor Centre. • Phase 8 of Casa Loma restoration which included restoration of Norman Tower • Phase 2 of the Guild Inn Cultural Precinct project; Phase 2, the Lyric Theatre, of Toronto Centre for the Arts Main Stage Theatre reconfiguration. • Re-restoration of Salmon Run, the public art and fountain between the CN Tower, Rogers' Centre and Ripley's Aquarium. • Streetscape improvements to the College Promenade BIA 																																																						
Long-Term Care Homes & Services	<table border="1"> <thead> <tr> <th></th> <th>Mechanical Upgrades</th> <th>Elevator Upgrades</th> <th>Security Cameras</th> <th>Lighting Upgrades</th> <th>Interior Upgrades</th> </tr> </thead> <tbody> <tr> <td>Bendale Acres</td> <td>✓</td> <td></td> <td>✓</td> <td></td> <td></td> </tr> <tr> <td>Carefree Lodge</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> <td></td> </tr> <tr> <td>Castleview Wychwood Towers</td> <td></td> <td></td> <td></td> <td>✓</td> <td>✓</td> </tr> <tr> <td>Cummer Lodge</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> <td></td> </tr> <tr> <td>Fudger House</td> <td></td> <td></td> <td>✓</td> <td></td> <td>✓</td> </tr> <tr> <td>Lakeshore Lodge</td> <td>✓</td> <td></td> <td>✓</td> <td>✓</td> <td></td> </tr> <tr> <td>Seven Oaks</td> <td>✓</td> <td></td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>Wesburn Manor</td> <td></td> <td></td> <td></td> <td></td> <td>✓</td> </tr> </tbody> </table>		Mechanical Upgrades	Elevator Upgrades	Security Cameras	Lighting Upgrades	Interior Upgrades	Bendale Acres	✓		✓			Carefree Lodge	✓	✓	✓			Castleview Wychwood Towers				✓	✓	Cummer Lodge	✓	✓	✓			Fudger House			✓		✓	Lakeshore Lodge	✓		✓	✓		Seven Oaks	✓		✓	✓	✓	Wesburn Manor					✓
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Wesburn Manor					✓																																																		

Major Capital Projects Completed in 2016

Program Area	Key Projects
Parks, Forestry & Recreation	<p>New Builds:</p> <ul style="list-style-type: none"> McCowan District Park Phase 2 Development - AIR, Skating Trail and Fieldhouse (\$4.7 M); Lee Lifeson Art Park (\$2.2 M); New splash pads at Indian Line Park (\$0.600 M) and Vradenburg Park (\$0.500 M). <p>Improvements and Enhancement:</p> <ul style="list-style-type: none"> Berczy Park Redevelopment (\$7.500 M); Balmy Beach Park Accessibility Improvements (\$0.910 M); Wading Pool Conversion to Splash Pad at Thomson Memorial Park (\$0.600 M); Splash Pad added to a Wading Pool at High Park (\$0.540 M); and various splash pad improvements at the following parks: Glendora Park (\$0.270 M), Hendon Park (\$0.378 M), and Willowdale Park (\$0.253 M). <p>State of Good Repair:</p> <ul style="list-style-type: none"> Oriole Community Centre Rehabilitation (\$2.3 M); J.J. Piccininni Community Centre Rehabilitation (\$1.2 M); Esther Shiner Stadium Turf Replacement (\$0.800 M);
Shelter Support & Housing Administration	<ul style="list-style-type: none"> Completion of Phase I of George Street revitalization project. Acquisition/Renovation of Kingston Road property for opening in 2017 Acquisition of 63-65 Homewood Avenue property
Toronto Paramedic Services	<ul style="list-style-type: none"> Completed defibrillator replacement project for 96 Units Additional ambulance purchases of 19 units Continued progress on: adding power stretchers, and replacements of: ambulance radios; mobile data communications equipment ; and medical equipment

Capital Budget Variance as of Sep. 30, 2016

Program		2016 Approved Cash Flow	2016 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
CS	Q1	7.70	0.33	7.54	98.0%		G
	Q2	16.85	0.97	9.94	59.0%	↓	Y
	Q3	17.56	1.61	9.74	55.4%	↓	Y
Court Services	Q1	0.00	0.00	0.00	0.0%		R
	Q2	1.58	0.00	0.14	8.8%	↑	R
	Q3	1.58	0.00	0.14	8.8%	□	R
EDC	Q1	29.25	0.71	22.12	75.6%		G
	Q2	29.25	4.17	20.13	68.8%	↓	Y
	Q3	31.22	8.96	19.88	63.7%	↓	Y
LTCHS	Q1	30.17	3.19	29.43	97.5%		G
	Q2	30.19	9.77	29.45	97.5%	↑	G
	Q3	30.19	15.93	26.11	86.5%	↓	G
PF&R	Q1	234.20	6.71	144.95	61.9%		Y
	Q2	233.38	25.76	132.80	56.9%	↓	Y
	Q3	233.38	58.83	124.69	53.4%	↓	Y
SS&HA	Q1	31.08	8.15	26.16	84.2%		G
	Q2	31.08	8.99	18.25	58.7%	↓	Y
	Q3	31.08	12.34	15.91	51.2%	↓	Y
TESS	Q1	2.50	0.00	2.50	100.0%		G
	Q2	2.50	0.00	1.00	40.0%	↓	R
	Q3	2.50	0.00	1.00	40.0%	□	R
TPS	Q1	19.50	0.21	15.90	81.5%		G
	Q2	19.50	2.57	15.91	81.6%	↑	G
	Q3	19.50	8.54	15.91	81.6%	□	G
Total	Q2	367.02	106.20	213.38	58.1%		

Capital Budget Variance – as of Sept. 30, 2016

Key Points:

- YTD spending for Cluster A totalled \$106.2 M or 28.9% of 2016 Approved Capital Budget
- Spending rate for 3rd Q 2015 was 31.4%
- Rate expected to increase to \$213.4M or 58.1% by year-end
- Majority of Programs projecting a year-end spending rate between 60% and 50%
- Long-Term Care Homes & Services and Toronto Paramedic Services projecting spending rate of 86.5% & 81.6% respectively

Key Capital Issues & Priority Actions for 2017

Children’s Services	<p>Issues: Currently licensed child care serves less than 20% of the child population</p> <p>Priority Actions:</p> <ul style="list-style-type: none"> • Add 20 licensed Child Care Centres / 998 spaces • Continue capital maintenance of existing Child Care Centres. • Modernizing registration system for child care subsidies needs through customer Service improvements technology
Economic Development & Culture	<p>Issues: Gap between corporate affordability targets and the State of Good Repair backlog in the cultural properties inventory</p> <p>Priority Actions:</p> <ul style="list-style-type: none"> • Reduction to EDC State of Good Repair Backlog by \$13.8 M • Investing in IT : online film permit submission & tracking; • Restoration / preservation of museums, historical sites, & outdoor public art: Fort York, Montgomery’s Inn, John St. Roundhouse Machine Shop • BIA Streetscape, Commercial Façade Improvement and Mural projects
Long-Term Care Homes & Services	<p>Issues: Five of Toronto's ten long-term care homes (affecting 1,232 beds) need to be redeveloped to meet the Ministry of Health and Long-Term Care design standards.</p> <p>Priority Actions:</p> <ul style="list-style-type: none"> • Capital maintenance plan to address SOGR and health & safety requirements in 10 homes • Next phase of electronic health care records system project

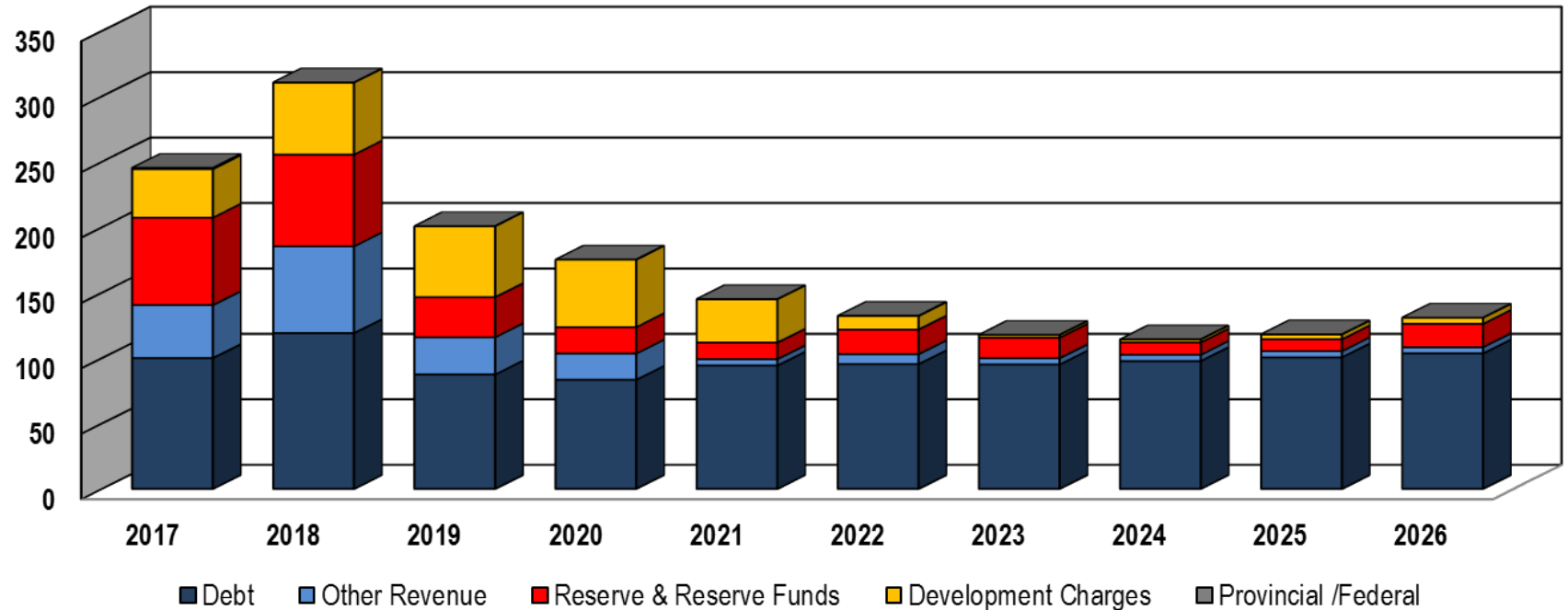
Key Capital Issues & Priority Actions for 2017

Parks, Forestry & Recreation	Issues: Accessibility for Ontarians with Disabilities Act by 2025 for all facilities. Lack of long range plan to prioritize future investment and opportunities for parks and recreation facilities; facilitate service planning based on principles of inclusion, access, equity and quality.
	Priority Actions: <ul style="list-style-type: none"> • State of Good Repair maintenance and construction to accommodate accessibility requirements • Continue construction of Wellesley Community Centre Pool; and Riverdale Farm Simpson House improvements • Complete construction of the College Park Artificial Ice Rink; Grange Park; Ramsden Park and Harbor Square Park • Council approval of the 20-year Facilities Master Plan (FMP) for Parks and Recreation

Key Capital Issues & Priority Actions for 2017

Shelter Support & Housing Administration	Issues: Lack of affordable and supportive housing Lack of emergency shelter sites across the City
	Priority Actions: <ul style="list-style-type: none"> • Continue to move forward with Seaton House / George Street Revitalisation architecture and preconstruction work • 2 New shelter sites • State of good repair maintenance of 16 City owned and leased shelters • Modernization and renovation of 389 Church Street owned by the TCHC
Toronto Paramedic Services	Issues: Ensure outdated facilities and equipment are modernized to maximize efficiency and effectiveness.
	Priority Actions: <ul style="list-style-type: none"> • Open the first paramedic Multi-Function Station North West District • Addition of 9 new and 20 remount ambulances, defibrillators and power stretchers

2017 – 2026 Preliminary Capital Budget and Plan by Funding Source



\$ Million	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Debt	100.0	119.1	87.5	83.4	94.3	95.4	95.1	97.7	100.5	103.5	976.5
Other Revenue	40.5	66.3	28.4	20.0	4.8	7.6	4.8	4.8	4.8	4.8	186.9
Reserve & Reserve Funds	66.8	70.1	30.7	20.2	12.7	18.8	15.6	9.5	9.0	17.8	271.3
Development Charges	37.2	55.1	54.3	51.6	33.1	10.4	2.2	2.3	3.7	4.7	254.6
Provincial /Federal	0.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.8
Totals	245.3	310.6	200.8	175.2	145.0	132.2	117.7	114.2	118.1	130.9	1690.1

Incremental Operating Impact of Capital

Net Expenditures (\$000s)	2017 Preliminary Budget		2018 Plan		2019 Plan		2020 Plan		2021 Plan		2022 - 2026 Plan Plan		2017 - 2026 Total	
	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position
Previously Approved														
CS: Customer Service Improvements					(258.0)	1.0							(258.0)	1.0
LTCHS: -Kipling Acres	765.0												765.0	
LTCHS: -Electronic Healthcare Record System								(28.0)					(28.0)	
SSHA : Shelter land Acquisition			(84.0)										(84.0)	
TPS :Power Stretchers	113.0		(113.0)											
TPS: NW District Multi-Function Str (Wilson)	90.0		(45.0)										45.0	
TPS: Additional Ambulances	256.0		28.0		39.0		13.0		(42.0)				294.0	
TPS: 40 New Defibrillators	(88.0)												(88.0)	
TESS: Wellesley Place Renovation	(150.0)		(300.0)										(450.0)	
PFR :Arena	136.1	0.8	41.8	1.1									177.9	1.9
PFR: 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
PFR: Environmental Initiatives					100.3	0.9							100.3	0.9
PFR: Information Technology			358.9	3.1	387.2	3.3	119.9	1.0			50.1	0.4	916.1	7.8
PFR: Land Acquisition					556.1	4.7							556.1	4.7
PFR: Outdoor Recreation Centres	10.0		75.1	0.6	522.8	4.3	108.6	0.9					716.5	5.8
PFR: Park Development	706.4	3.6	773.5	6.4	478.5	4.0	637.7	5.4					2,596.1	19.4
PFR: Playgrounds/Waterplay	84.9	0.8	(24.0)	(0.2)	37.7	0.3							98.6	0.9
PFR: Pool					850.0	7.1	850.0	7.1					1,700.0	14.2
PFR: Special Facilities	198.1	1.5	75.1	0.6									273.2	2.2
PFR: Trails & Pathways	90.7	1.2	50.0	0.4	319.7	2.7			26.2	0.2			486.6	4.5
	2,220.0	7.9	1,422.0	17.1	3,833.9	35.0	3,968.5	33.3	2,531.3	32.0	50.1	0.4	14,025.8	125.8

Incremental Operating Impact of Capital

Net Expenditures (\$000s)	2017 Preliminary Budget		2018 Plan		2019 Plan		2020 Plan		2021 Plan		2022 - 2026 Plan Plan		2017 - 2026 Total	
	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position
New Projects -2017														
SSHA : George Street Revitalization			1,234.5	18.0	411.5								1,646.0	18.0
PFR: Arena			10.0	0.3									10.0	0.3
PFR: Community Centres			52.6	0.4			100.0	0.8					152.6	1.2
PFR: Environmental Initiatives					40.0	0.3	210.0	1.8					250.0	2.1
PFR: Information Technology					5.8								5.8	
PFR: Outdoor Recreation Centres			25.1	0.2									25.1	0.2
PFR: Park Development			489.0	4.5	679.0	5.9	286.1	2.4					1,454.1	12.8
PFR: Playgrounds/Waterplay			56.9	0.5	17.7	0.1							74.6	0.6
PFR: Trails & Pathways					20.0	0.2							20.0	0.2
Sub-Total			1,868.1	23.9	1,174.0	6.5	596.1	5.0					3,638.2	35.4
New Projects - Future Years														
ED&C - Economic Competitiveness Data Mgt Solution			100.0										100.0	
ED&C - The Guild Revitalize Project			5.0		212.0		125.0		(8.0)				334.0	
TPS: Multi-Function Stn #2 (Progress)											60.0		60.0	
PFR: Arena					2.5	0.1	376.0	9.4					378.5	9.5
PFR: Community Centres									855.1	10.7	3,295.1	27.5	4,150.2	38.2
PFR: Environmental Initiatives			3.1		100.2	0.8	115.1	0.9	115.1	0.9	645.9	5.5	979.4	8.1
PFR: Information Technology			93.4	0.8	201.7	1.7	105.1	0.9	105.1	1.1			505.3	4.5
PFR: Outdoor Recreation Centres					9.9	0.1							9.9	0.1
PFR: Park Development			18.6	0.1	363.1	3.1	344.9	2.9	35.1	0.3			761.7	6.4
PFR: Parking Lots and Tennis Courts							37.7	0.3					37.7	0.3
PFR: Playgrounds/Waterplay	10.2	0.0	(4.3)		24.8	0.2	(12.0)	(0.1)			27.7	0.2	46.4	0.3
PFR: Pool											856.7	7.1	856.7	7.1
PFR: Special Facilities			0.4				37.7	0.3					38.1	0.3
PFR: Trails & Pathways					70.0	0.6			125.1	1.0	16.2	0.1	211.3	1.7
Sub-Total	10.2	0.0	216.2	0.9	984.2	6.6	1,129.5	14.6	1,227.5	14.0	4,901.6	40.4	8,469.2	76.5
Total	2,230.2	7.9	3,506.3	41.9	5,992.1	48.1	5,694.1	52.9	3,758.8	46.0	4,951.7	40.8	26,133.2	237.7