

2018 Preliminary Operating Budget and 2018 - 2027 Preliminary Capital Budget & Plan

Budget Committee



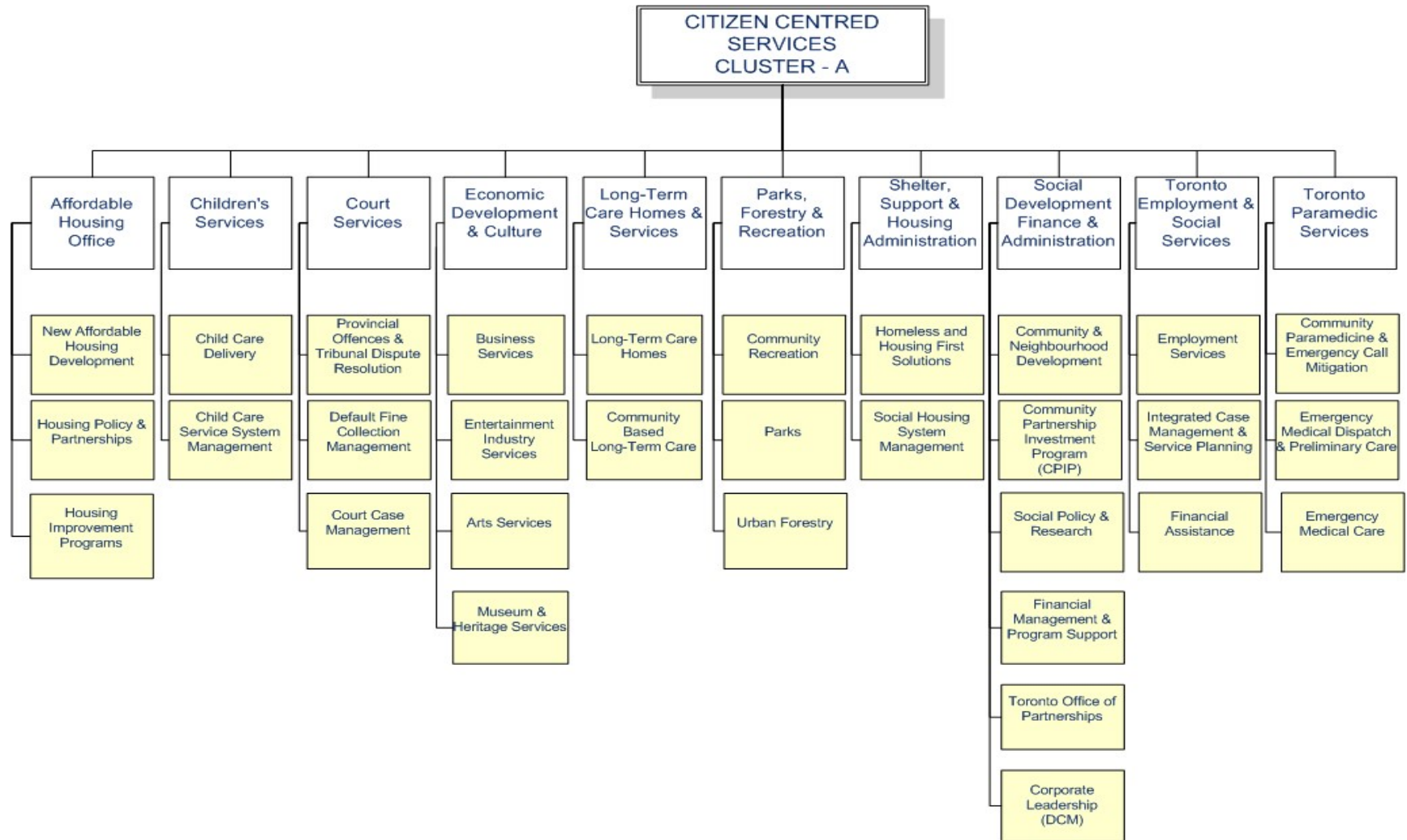
- Cluster Overview:
 - Cluster Services and Resources
- Operating Budget Overview
 - 2017 Service Performance
 - Key Issues, Objectives & Priority Actions
 - 2018 - 2020 Preliminary Operating Budget & Plan
- Capital Budget Overview
 - 2017 Capital Performance
 - Key Issues, Objectives & Priority Actions
 - 2018 - 2027 Preliminary Capital Budget & Plan

List of Appendices

| | Slides |
|---|--------|
| 2017 Key Service Accomplishments (by Program Area) | 42-44 |
| Key Service Issues & Priority Actions for 2018 (by Program Area) | 45-48 |
| Business Modernization & Transformation Initiatives (by Program Area) | 49-51 |
| Key Cost Drivers - Details | 52-61 |
| Service & Revenue Adjustments included in 2018 Preliminary Operating Budget | 62 |
| 2018 Key Complement Changes | 63-64 |
| New/Enhanced Services (Not Included in 2018 Preliminary Budget) | 65-68 |
| 2018 User Fee Changes | 69 |
| 2019 & 2020 Plan - Details | 70-73 |
| Operating Budget Variance as of Sep. 30, 2017 | 74 |
| Summary of Key Projects Completed in 2017 | 76-77 |
| Key Capital Issues & Challenges for 2018 and Beyond | 78-80 |
| Key Capital Objectives & Priority Actions | 81-84 |
| 2018-2027 Preliminary Capital Budget & Plan by Funding Source | 85 |
| Incremental Operating Impact of Capital | 86-87 |
| Capital Budget Variance as of Sep. 30, 2017 | 88-89 |

Cluster "A" Overview

Services Delivered By Citizen Centred Services “A”



Capital Assets To Deliver City Services



- 52 Early Learning & Child Care Centres
 - 25 Child Care Centres in City owned buildings
 - \$53.1 M asset replacement value
- 40 heritage properties comprising:
 - 100 buildings & over 200 public art installations
 - \$306 M asset replacement value
- 10 Long-term Care Homes with 2,641 beds
 - \$248.8 M asset book value
- 48 Ambulance Stations (including a Multi-Function Station)
 - Over 321,556 sq. ft. & \$139.1 M asset replacement value
- 215 Ambulances
 - \$35.9 M asset replacement value
- 100 Community space tenancies (in 66 buildings)

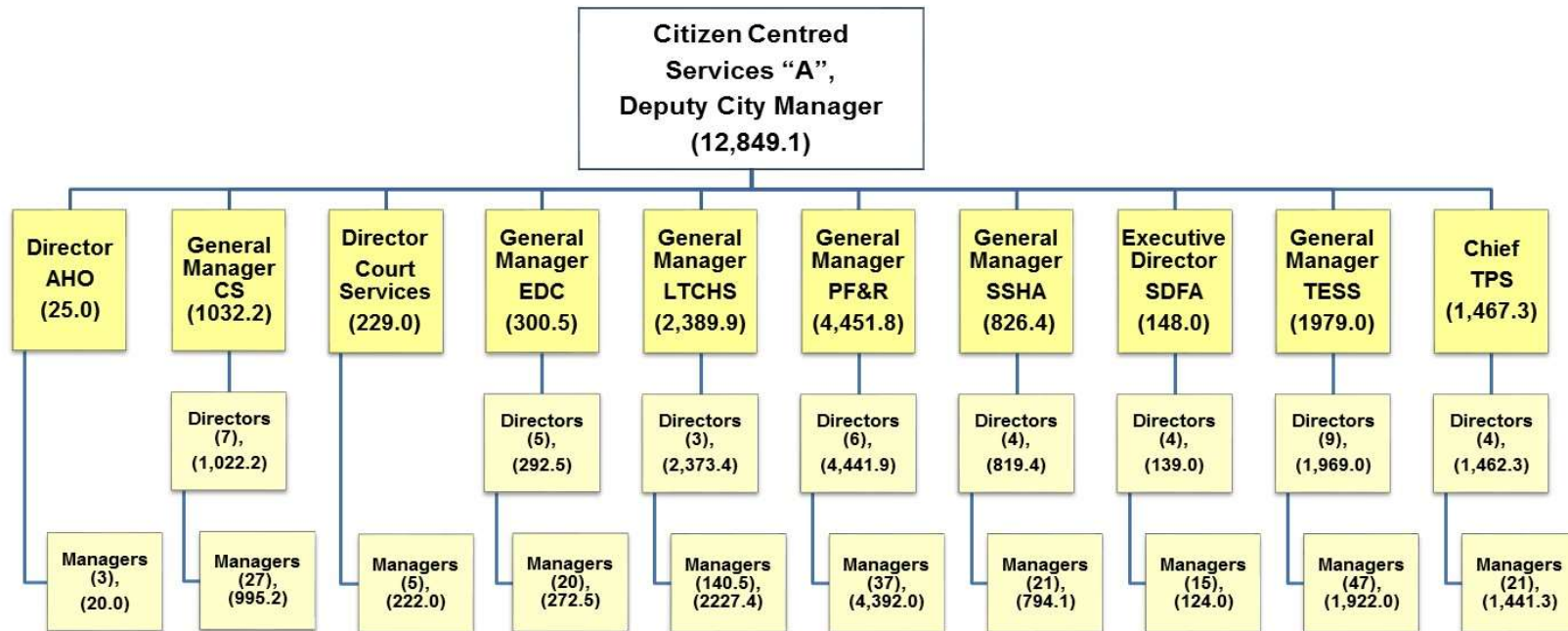
Capital Assets To Deliver City Services



- 20 City Shelter facilities (11 City operated; 9 Community Agency operated):
 - \$106.3 M asset replacement value
- Parks, Forestry & Recreation Assets:

| | | |
|-----------------------------------|---|--|
| 8,106 hectares of Parkland | 123 Community Recreation Centres | 120 Pools (61 indoor + 59 outdoor) |
| 40 Arenas with 48 Ice Pads | 61 Artificial Ice Rink Pads + 6 Skating Trails at 53 locations | 220 Water Play Areas / Wading Pools |
| 878 Playgrounds | 5 Golf Courses | 602 Tennis Courts |
| 5 Ferries | Over 500 km of Trails & Pathways | 4 Stadiums |

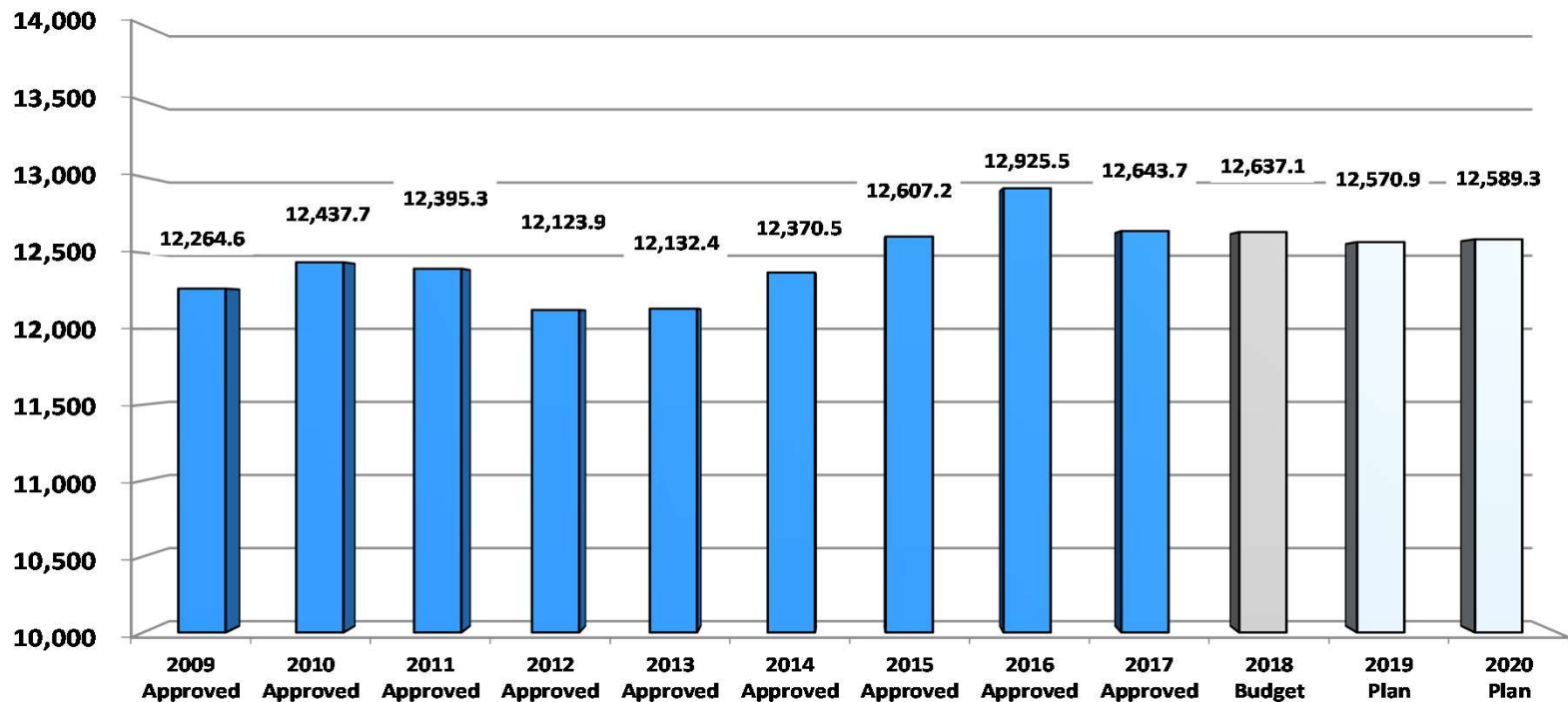
2018 Organizational Chart for Citizen Centred Services “A”



| Budget | Category | Senior Management | Management with Direct Reports | Non-Union / Exempt Professional & Clerical | Union | Total |
|--------------|-----------|-------------------|--------------------------------|--|-----------------|-----------------|
| Operating | Permanent | 52.0 | 815.4 | 612.5 | 8,497.5 | 9,977.4 |
| | Temporary | 0.0 | 36.4 | 53.3 | 2,570.0 | 2,659.7 |
| Capital | Permanent | 0.0 | 4.5 | 2.0 | 42.5 | 49.0 |
| | Temporary | 1.0 | 10.0 | 76.0 | 76.0 | 163.0 |
| Total | | 53.0 | 866.3 | 743.8 | 11,186.0 | 12,849.1 |

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)



Net reduction in 2018 is 6.6 positions:

- 27 additional positions for Children’s Services to meet new legislated staffing ratios
- 17.8 new positions for LTCHs to meet legislated service level standards for Resident Acuity
- Offset by:
 - Reduction of 43.0 positions in TESS re: service efficiencies & caseload reduction
 - Reduction of 31.0 positions in Court Services re: introduction of Administrative Penalty System for parking disputes

Vacancy Analysis



| Citizen Services Centred "A" | 2015 | | | 2016 | | | 2017 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 | 425.3 | 3.4% | 12,607.3 | 645.5 | 5.0% | 12,964.7 | 232.0 | 176.8 | 1.4% | 12,594.3 |
| Capital | 6.5 | 7.9% | 82.0 | 24.1 | 19.6% | 123.0 | 83.3 | 49.3 | 25.7% | 192.2 |
| Total | 431.8 | 3.4% | 12,689.3 | 669.6 | 5.1% | 13,087.7 | 315.3 | 226.1 | 1.8% | 12,786.5 |

Projected vacancy rate is **1.8%**

- includes the budgeted gapping rate of 1.7%



Operating Budget Overview

2017 Key Service Accomplishments

Advancing Council's Poverty Reduction Strategy

- **Open Door Affordable Housing (AH) Program launched**
 - 1,200 new affordable rental homes approved
(1st time City has exceeded its annual AH target)
- **Tenants First: Plan for 1st Phase of TCHC transformation**
- **Shelter capacity increased by 18% (793 beds added)**
- **Child Care (CC) expansion**
 - 162 new CC spaces; 2,916 additional Fee Subsidies
- **Social Procurement (SP) launched**
 - Toronto is the 1st municipal government to implement SP
- **Student Nutrition Program expanded**
- **Improved Access to Human Services**
 - 67 different intake phone numbers integrated into a single human services number for residents (416-338-8888)

2017 Key Service Accomplishments

- Toronto Local Appeal Body launched
- Administrative Penalty System for Parking Offences
- Facilities Master Plan (Parks, Forestry, Recreation)
- Ravine Strategy
- Canada 150 celebrations
- North American Indigenous Games, Invictus Games

Equity & Inclusion

- Toronto Action Plan to Confront Anti-Black Racism
- Toronto For All Campaign
- Equity Responsive budget review process

Key Service Issues & Challenges for 2018 & Beyond

Meeting the Needs of a Growing & Changing City

- Aging demographics
- Precarious employment for over 50% of employed residents
- Highest level of Youth Unemployment in Canada
- Waitlists for recreation programs, social housing, child care
- Need for affordable Housing & Child Care

Addressing Complex Needs of Vulnerable Torontonians

- Geographic concentration of poverty & Income polarization
- High levels of child poverty & increasing levels of seniors poverty
- Shelter occupancy above 90%
- Responding to service resistant, vulnerable people

Managing the Impact of Extreme Weather Events

Service Objectives & Key Priority Actions

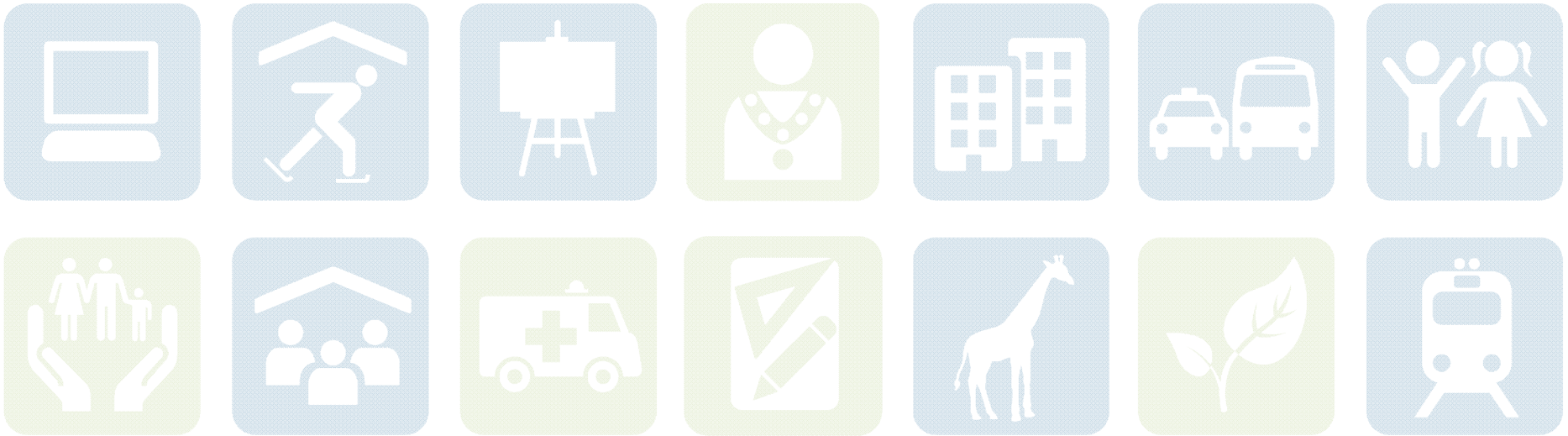
Strategies/Plans to Meet Needs of a Growing & Changing City

- Continue to move forward with **Poverty Reduction Strategy**
 - in partnership with other governments & community partners
- Implement **Child Care Growth Strategy**
 - leveraging provincial & federal investments
- Develop a plan to grow the **Shelter Infrastructure** system
- Implement **Toronto for All & Toronto Action Plan to Confront Anti-Black Racism**
- Continue to develop & grow City's **Social Procurement** program
- Develop & implement **Youth Employment Action Plan**
 - focused on increasing work-based learning opportunities for Youth
- Continue to advance City's **Seniors Strategy**
- **Modernize Social Housing system**, including TCHC Transformation

Business Modernization & Transformation

Client-Centred System & Service Level Transformation

- Human Services Integration
 - Transforming, Integrating delivery of Income Support programs
- Seniors Housing & Services Entity
- Administrative Penalty System for Parking Offences
- George Street Revitalization
- Multi-Functional Paramedic Stations
- Electronic Health Care Records for LTCHs
- On-line services:
 - Children's Services Family Portal
 - Film Permitting System
 - Recreation Registration and Space Booking
 - Wellbeing geographic data visualization & mapping

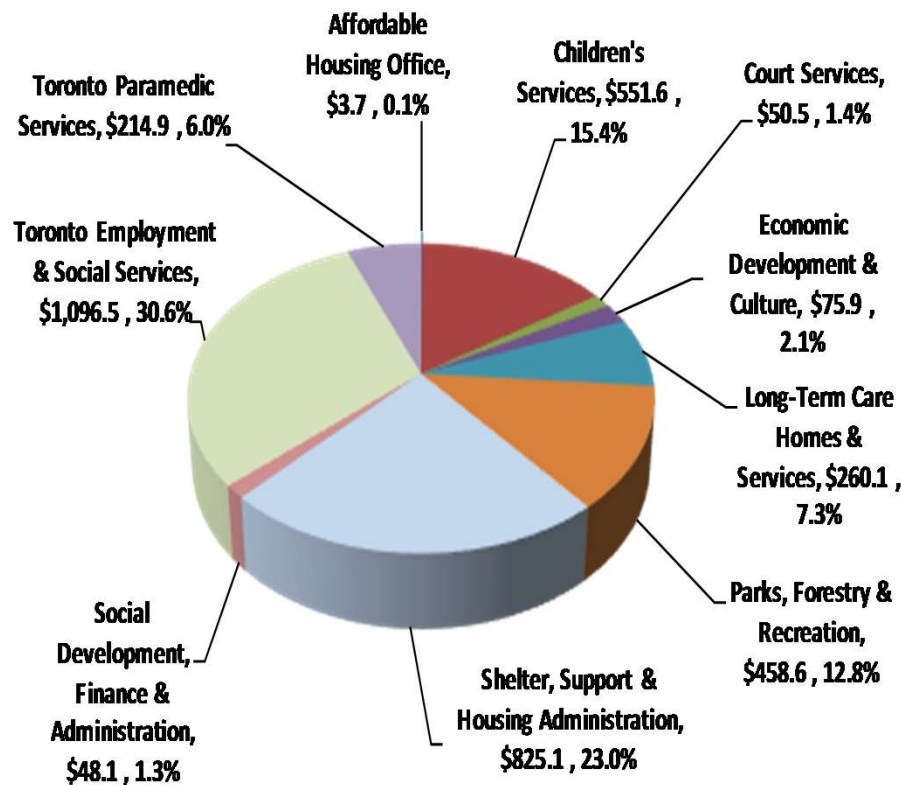


2018 - 2020 Preliminary Operating Budget & Plan

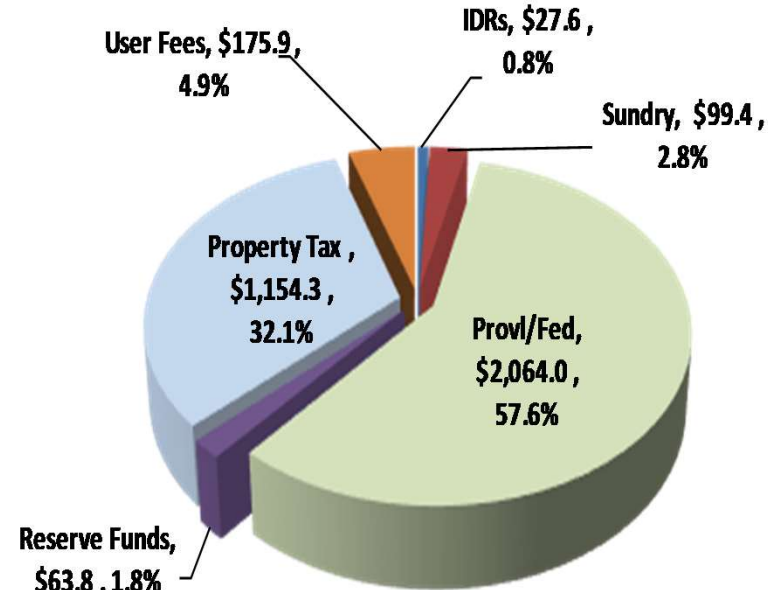


2018 Preliminary Operating Budget - Gross Expenditures by Program & Funding Source

Where the Money Goes
\$ 3,585.0 Million

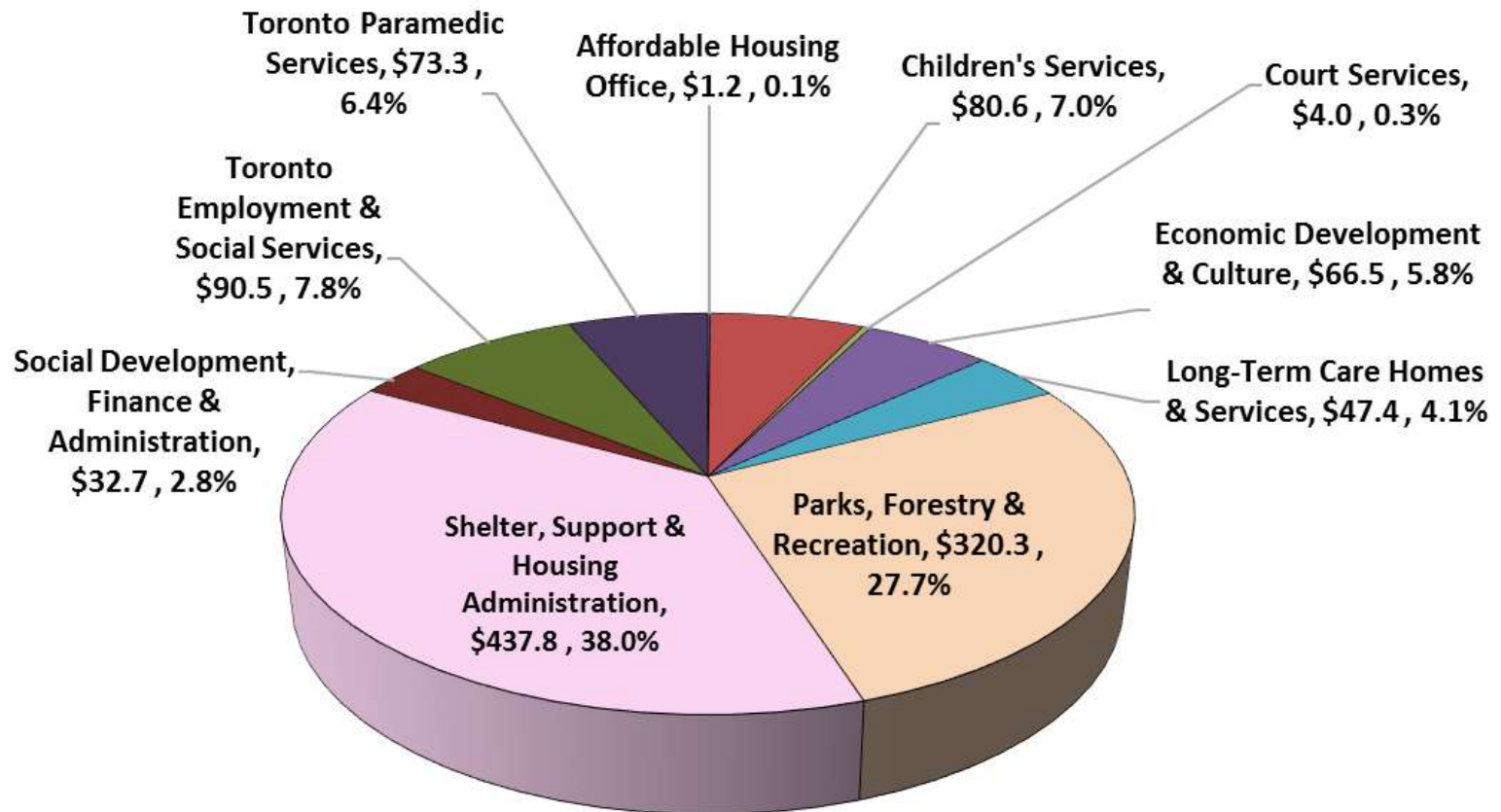


Where the Money Comes From
\$3,585.0 Million



2018 Preliminary Operating Budget - Tax Levy by Program

Where the Tax Levy Money Goes \$1,154.3 Million



2018 Operating Budget Summary - Recommended

| (In \$000s) | 2017 Budget | | 2018 Budget | | Change from 2017 Over (Under) | | | |
|--|--------------------|--------------------|--------------------|--------------------|-------------------------------|---------------|----------------|---------------|
| | Gross | Net | Gross | Net | Gross | | Net | |
| | | | | | \$ | % | \$ | % |
| Affordable Housing Office | 3,495.7 | 1,170.1 | 3,670.5 | 1,170.1 | 174.8 | 5.0% | - | |
| Children's Services | 537,902.3 | 80,682.9 | 551,561.3 | 80,583.7 | 13,659.0 | 2.5% | (99.2) | (0.1%) |
| Court Services | 52,706.3 | 8,077.2 | 50,488.0 | 3,986.7 | (2,218.3) | (4.2%) | (4,090.5) | (50.6%) |
| Economic Development & Culture | 83,075.8 | 66,450.4 | 76,000.0 | 66,450.4 | (7,075.8) | (8.5%) | - | |
| Long-Term Care Homes & Services | 257,034.1 | 47,376.1 | 260,156.4 | 47,376.1 | 3,122.3 | 1.2% | - | |
| Parks, Forestry & Recreation | 460,081.7 | 320,340.9 | 458,549.1 | 320,340.9 | (1,532.6) | (0.3%) | - | |
| Shelter, Support & Housing Admin | 602,039.9 | 165,432.2 | 581,301.8 | 194,018.1 | (20,738.1) | (3.4%) | 28,585.9 | 17.3% |
| Social Development, Finance & Admin | 50,944.2 | 32,199.3 | 48,098.9 | 32,745.5 | (2,845.3) | (5.6%) | 546.2 | 1.7% |
| Toronto Employment & Social Services | 1,083,491.5 | 110,536.3 | 1,096,476.0 | 90,516.5 | 12,984.5 | 1.2% | (20,019.8) | (18.1%) |
| Toronto Paramedic Services | 212,137.2 | 78,285.3 | 214,874.3 | 73,297.9 | 2,737.1 | 1.3% | (4,987.4) | (6.4%) |
| Citizen Centred Services "A" Excluding TCHC | 3,342,908.7 | 910,550.7 | 3,341,176.3 | 910,485.9 | (1,732.4) | (0.1%) | (64.8) | (0.0%) |
| Toronto Community Housing Corporation | 241,705.2 | 241,705.2 | 243,794.6 | 243,794.6 | 2,089.4 | 0.9% | 2,089.4 | 0.9% |
| Citizen Centred Services "A" Including TCHC | 3,584,613.6 | 1,152,255.9 | 3,584,970.9 | 1,154,280.5 | 357.0 | 0.0% | 2,024.6 | 0.2% |
| Approved Positions Including Capital | 12,831.3 | | 12,849.1 | | 17.8 | 0.1% | | |

Key Cost Drivers

| (In \$000s) | \$ | Position |
|---|-----------------|-------------|
| Key Cost Drivers | | |
| Social Housing - Continued Loss of Federal Funding | 9,736.9 | |
| Increasing Shelter Capacity to Meet Demand | 18,037.3 | |
| Total Pressure: Shelter Support & Social Housing | 27,774.2 | |
| Economic & Other Factors | 10,040.3 | 29.8 |
| Salary & Benefits | 8,781.5 | |
| Less: Provincial Upload of OW Benefits | (21,774.6) | |
| Net Expenditure Change | 24,821.4 | 29.8 |

Actions to Achieve Budget Reduction Target 2018 Service Change Summary

| Description (\$000s) | Total 2018 Service Changes | | | Incremental Change | | | |
|-------------------------|----------------------------|-------------------|---------------|--------------------|--------------|----------------|------|
| | \$ | \$ | # | 2019 Plan | | 2020 Plan | |
| | Gross | Net | Pos. | Net | Pos. | Net | Pos. |
| Line by Line Savings | (3,004.7) | (3,004.7) | | | | | |
| Base Revenue Changes | | (5,663.9) | | 3,000.0 | | | |
| Service Efficiencies | (5,331.9) | (5,292.1) | (29.7) | (1,220.1) | (7.0) | (61.8) | |
| Service Adjustments | (196.2) | (130.0) | | | | | |
| Revenue Adjustments | | (8,650.2) | | (1.0) | | 5,820.2 | |
| Cluster A Totals | (8,532.8) | (22,740.9) | (29.7) | 1,778.9 | (7.0) | 5,758.4 | |

Service Efficiencies included in 2018 Preliminary Operating Budget

| Description (\$000s) | Total 2018 Service Efficiencies Included | | | Incremental Change | | | |
|--|---|------------------|---------------|--------------------|--------------|---------------|------|
| | \$ | \$ | # | 2019 Plan | | 2020 Plan | |
| | Gross | Net | Pos. | Net | Pos. | Net | Pos. |
| Service Efficiencies | | | | | | | |
| Children's Services | (98.6) | (98.6) | | (130.0) | | | |
| Efficiency Savings from Customer Service Improvements | (15.2) | (15.2) | | (130.0) | | | |
| Savings from Merging Warden Woods with Satellite Site | (83.5) | (83.5) | | | | | |
| Court Services | (172.4) | (172.4) | | | | | |
| Reduction of cost due to the co-location of LAB and APS | (172.4) | (172.4) | | | | | |
| Long-Term Care Homes & Services | (707.8) | (518.0) | (1.7) | 32.5 | | (7.7) | |
| Consolidate & Streamline Operations | (351.4) | (161.6) | (1.7) | 29.7 | | (3.3) | |
| Transformation and Modernization of Model of Care | (356.4) | (356.4) | (0.0) | 2.8 | | (4.4) | |
| Parks, Forestry & Recreation | (301.8) | (301.8) | | | | | |
| UF - Contracted Services - Price Management | (301.8) | (301.8) | | | | | |
| Toronto Employment & Social Services | (4,051.3) | (4,201.3) | (42.0) | (1,122.6) | (7.0) | (54.1) | |
| Payment Processing Savings due to New Service Provider | (140.0) | (140.0) | | | | | |
| Rent from Wellesley Office Co-location | | (150.0) | | (150.0) | | | |
| Reduced Admin Burden due to Two Way Secure Email Project | (2,389.1) | (2,389.1) | (28.0) | (35.5) | | (4.2) | |
| Savings from Increased Supervisory Span of Control | (850.1) | (850.1) | (7.0) | (927.0) | (7.0) | (48.6) | |
| Family Support Admin Realignment due to Provincial Changes | (672.1) | (672.1) | (7.0) | (10.1) | | (1.3) | |
| Toronto Paramedic Services | | | 14.0 | | | | |
| NW District Centralized Vehicle Stocking/Cleaning/Maintenance - Additional Staff | | | 14.0 | | | | |
| Cluster A Totals | (5,331.9) | (5,292.1) | (29.7) | (1,220.1) | (7.0) | (61.8) | |

Enhanced Services included in 2018 Preliminary Operating Budget

| Description (\$000s) | Total 2018 Enhanced Services Included | | | Incremental Change | | | |
|---|--|-----|-------------|--------------------|-------------|-----------|-------------|
| | \$ | \$ | # | 2019 Plan | | 2020 Plan | |
| | Gross | Net | Pos. | Net | Pos. | Net | Pos. |
| Enhanced Services | | | | | | | |
| Long-Term Care Homes & Services | 2,068.8 | | 17.8 | | 25.0 | | 25.0 |
| Resident Acuity and Service Level Standards | 2,068.8 | | 17.8 | | 25.0 | | 25.0 |
| | | | | | | | |
| Cluster A Totals | 2,068.8 | | 17.8 | | 25.0 | | 25.0 |

New Services & Revenues Included in 2018 Preliminary Operating Budget

| Description (\$000s) | Total 2018 New Services Included | | | Incremental Change | | | |
|---|-------------------------------------|---------------|------|--------------------|------|-----------|------|
| | \$ | \$ | # | 2019 Plan | | 2020 Plan | |
| | Gross | Net | Pos. | Net | Pos. | Net | Pos. |
| New Services | 165.9 | | | 165.9 | | | |
| Economic Development & Culture | | | | | | | |
| IDC with Transportation to Provide Locate Services for BIAs | 165.9 | | | 165.9 | | | |
| New Revenue | | (56.4) | | | | | |
| Economic Development & Culture | | (45.9) | | | | | |
| New User Fees for the Market Gallery | | (45.9) | | | | | |
| Court Services | | (10.5) | | | | | |
| New User Fee for Court (Photocopy, Certified Copy) | | (10.5) | | | | | |
| | | | | | | | |
| Cluster A Totals | 165.9 | (56.4) | | 165.9 | | | |

Additional New / Enhanced Requests for Budget Committee Review & Consideration

| Summary: | 2018 | | | Incremental Impact | | | |
|--|-----------------|-----------------|---------------|--------------------|-------------|-----------------|----------|
| | Gross | Net | New Positions | 2019 Plan | | 2020 Plan | |
| | | | | Net | Position | Net | Position |
| Council Approved | 344.0 | 284.0 | 31.6 | 26.6 | - | 3.2 | - |
| Council Directed | 2,355.9 | 2,155.9 | 3.2 | 1.8 | - | - | - |
| Referred to the Budget Process | 5,823.1 | 4,399.2 | 28.8 | 981.3 | 5.0 | (118.4) | - |
| Referred to the Budget Process - Poverty Reduction | 56,890.1 | 7,317.0 | 60.4 | 15,898.0 | 5.0 | 24,210.1 | - |
| Staff Initiated | 6,288.8 | 996.7 | 16.1 | 1,437.3 | (0.0) | 1,455.9 | - |
| Total New/Enhanced Services Not Included | 71,701.9 | 15,152.8 | 140.1 | 18,345.0 | 10.0 | 25,550.8 | - |

For details please refer to Appendix (slides 65 – 68)

2019 & 2020 Plan

| Description | 2019 - Incremental Change | | | | 2020 - Incremental Change | | | |
|---|---------------------------|-------------------|-----------------|-----------------|---------------------------|-------------------|-----------------|--------------|
| | Gross Expense | Revenue | Net Expense | # Pos | Gross Expense | Revenue | Net Expense | # Pos |
| Prior Year Impact | 4,747.0 | (17,521.1) | 22,268.1 | (2.3) | (27,680.4) | (22,061.0) | (5,619.4) | (8.0) |
| Operating Impact of capital | 2,158.5 | (101.4) | 2,259.9 | (26.7) | (726.5) | (6,108.6) | 5,382.1 | 1.1 |
| Salaries and Benefits | 20,996.2 | 1,467.6 | 19,528.6 | | 11,313.3 | | 11,313.3 | |
| Economic Factors | 9,472.6 | | 9,472.6 | | 8,439.4 | | 8,439.4 | |
| Revenue Changes | | | | | | | | |
| Loss in Federal funding (TCHC and Non TCHC related) | | (8,643.0) | 8,643.0 | | | (19,957.0) | 19,957.0 | |
| Other Revenue Changes | (63,949.0) | (61,735.8) | (2,213.2) | | (28,717.0) | (24,726.4) | (3,990.6) | |
| Other Changes | | | | | | | | |
| TCHC's Loan Sinking Fund Contribution | | | | | 21,198.0 | | 21,198.0 | |
| Other Base Changes | (7,804.4) | (2,385.9) | (5,418.6) | (67.0) | (14,857.9) | (16,156.5) | 1,298.6 | 25.0 |
| Total Incremental Impact | (34,379.1) | (88,919.6) | 54,540.4 | (95.9) | (31,031.2) | (89,009.5) | 57,978.3 | 18.1 |
| Percentage Change versus Prior Year | | | 4.73% | (0.75%) | | | 4.80% | 0.14% |

TCHC Funding Strategy

EX26.1 “Tenant’s First – Phase 1 Implementation Plan”

- **Interim Funding Model** for TCHC
 - address Current & Short Term Operating & Capital Funding Shortfalls in 2018 & 2019

- **Permanent, Long Term Funding Solution** (by 2019)
 - New TCHC
 - New Seniors Housing & Services entity

Interim Funding Model for 2018 & 2019: TCHC

2017 Budget Process

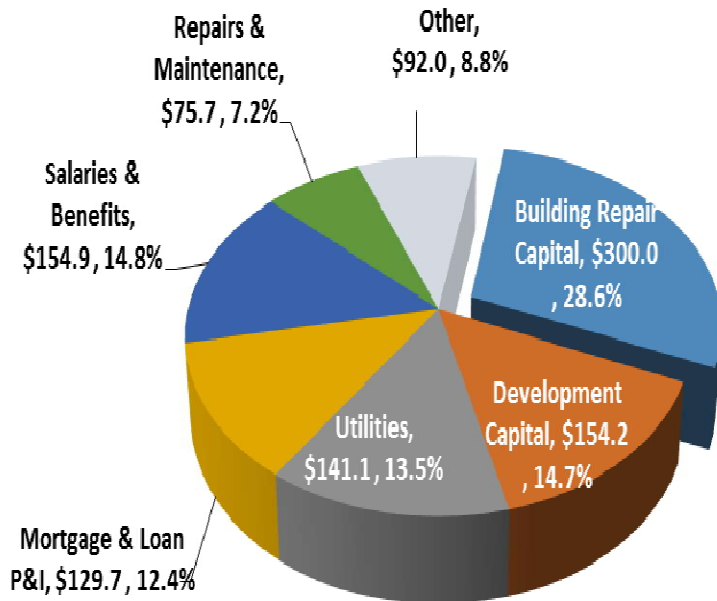
- Council increased TCHC subsidy by \$37M
- \$72M in Pressures deferred to 2018 Budget
 - \$54M Capital Repair Backlog + \$18M Sinking Fund Contribution

Interim Funding Strategy for 2018 & 2019

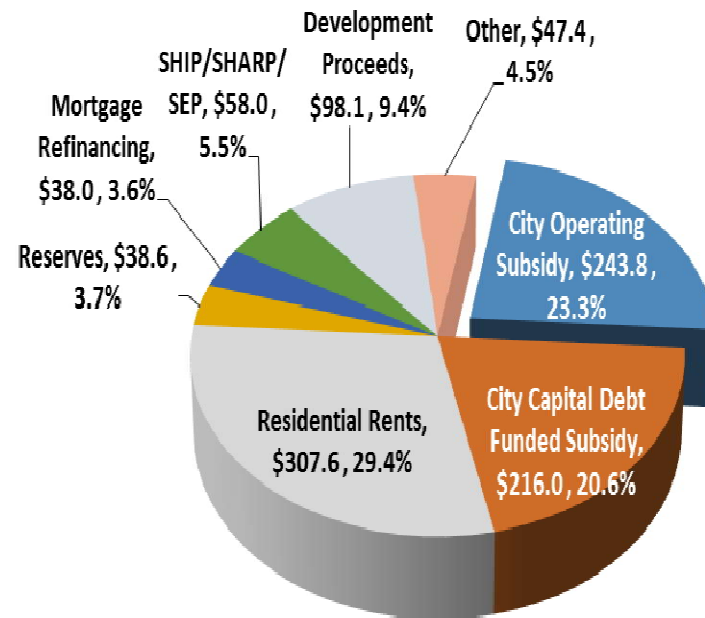
- Operating Subsidy \$243.8M (2017: \$241.7M)
- Net increase of \$2.1M for Rent Supplements
 - for 516 units, due to expiry of Federal Funding/Oper. Agreements
- \$279.2M funded directly from City debt, to address repair backlog & in-flight revitalization projects
 - \$216M for 2018 + \$63.2M for 2019
 - Eliminates \$54M subsidy increase to fund capital reserve
 - Prevents additional permanent unit closures

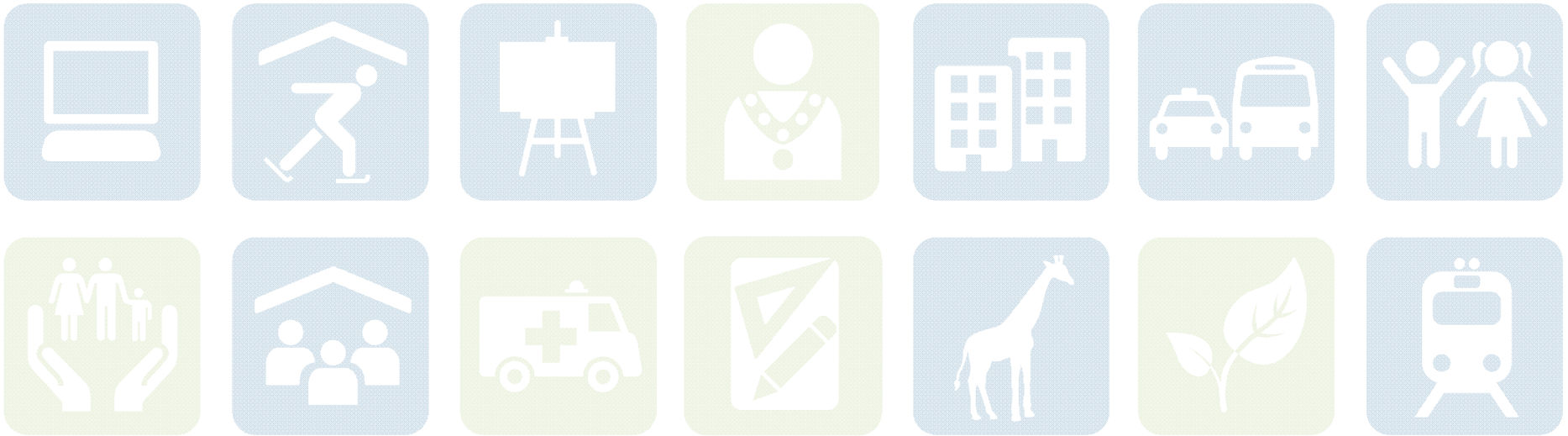
2018 TCHC Operating and Capital Budget Combined: Uses & Sources of Funds

Where the Money Goes
\$ 1,047.6 Million

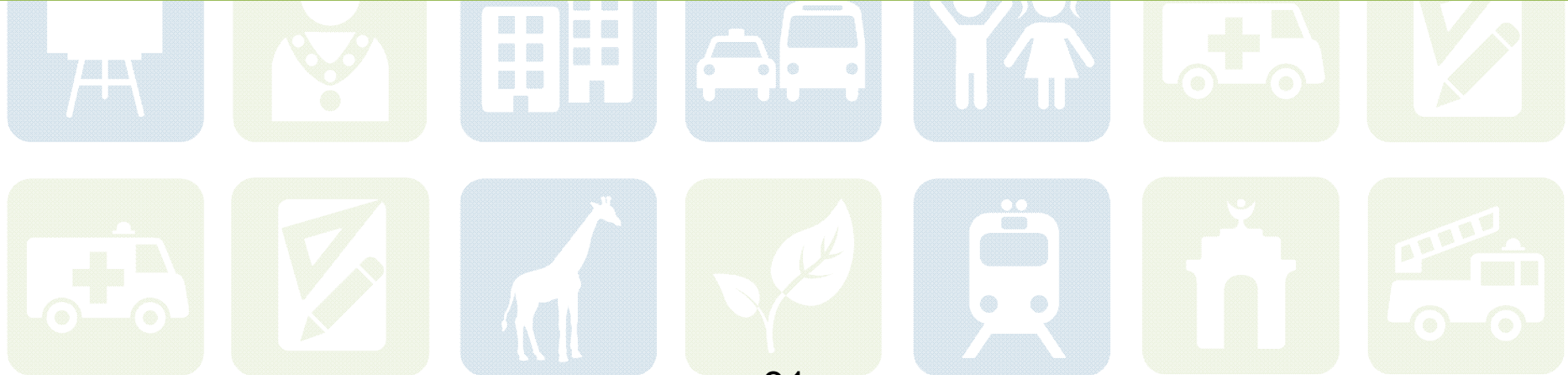


Where the Money Comes From
\$1,047.6 Million





2018 – 2027 Preliminary Capital Budget & Plan



Major Projects in the 2018 - 2027 Preliminary Capital Budget & Plan

- **George Street Revitalization (\$537.5M)**
 - \$492.7M for re-development of Seaton House site
 - \$44.8M for Transition Shelter Capacity
- **21 new Child Care Centres (1,110 new CC spaces) (\$49M)**
- **5 New Community Centres (\$243M)**
(Bessarion, Canoe Landing, Western North York, North East Scarborough, 40 Wabash)
- **Parks Development (\$166.9M)**
Mouth of the Creek; York Street Off-Ramp; 318 Queens Quay; Queen's Park; Lawrence Heights Phased Parks; Grand Avenue Park Expansion
- **2 New Pools (Wellesley, Davisville) (\$32.2 M)**
- **Replacement of 3 Ferry Boats (\$38.6M)**
- **2 Multi-Function Paramedic Stations + Ambulance Post (\$36.5M)**
- **TCHC In-Flight Revitalization projects (\$56M 2018; \$23M 2019)**
(Leaslie Nymark; Lawrence Heights (Phase 1); Regent Park (Phase 3, Block 27))

Major Projects in the 2018 - 2027 Preliminary Capital Budget & Plan

State of Good Repair Projects:

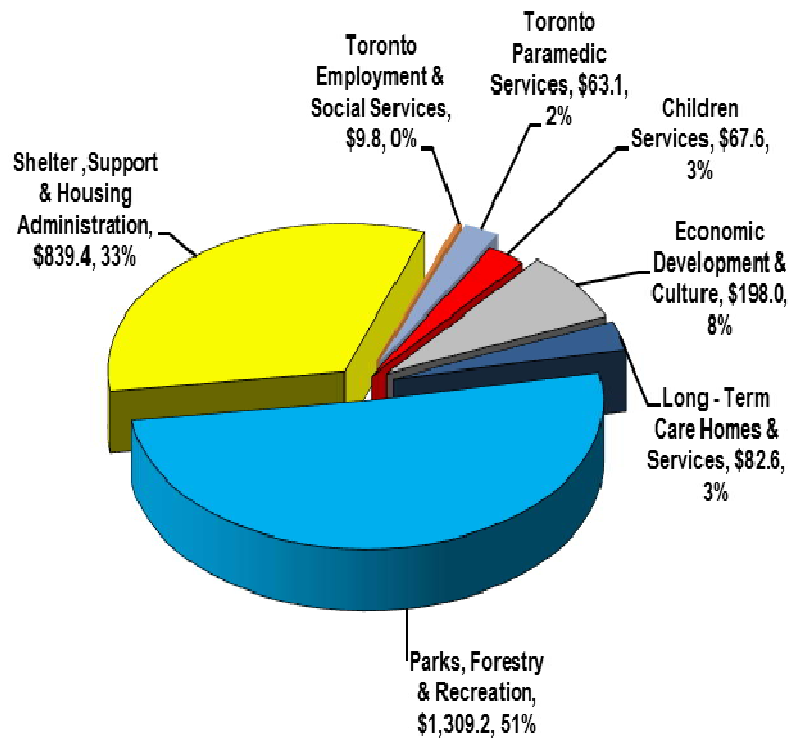
- Child Care Facilities (\$13.8M)
- Long-Term Care Homes (\$49.2M)
- Shelters (\$14.5M)
- TCHC (\$200M: \$160M for 2018; \$40M for 2019)
- Parks & Recreation Facilities (\$659.2M)
- Paramedics Medical Equipment (\$9.5M)

Key Capital Issues & Priority Actions for 2018

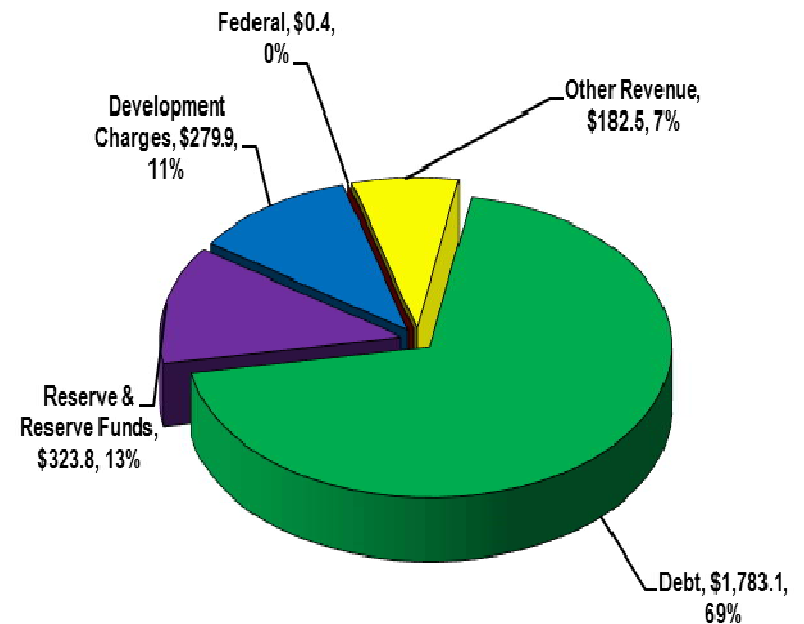
- George Street Revitalization
 - Securing Sites for Transition
- Choice Based Waiting List system (re: Housing)
- Expanding licensed Child Care spaces
- Multi-Function Paramedic Stations & Ambulance Post project
- State of Good Repair
 - including accessibility requirements

2018 – 2027 Preliminary Capital Budget & Plan Spending & Funding Sources

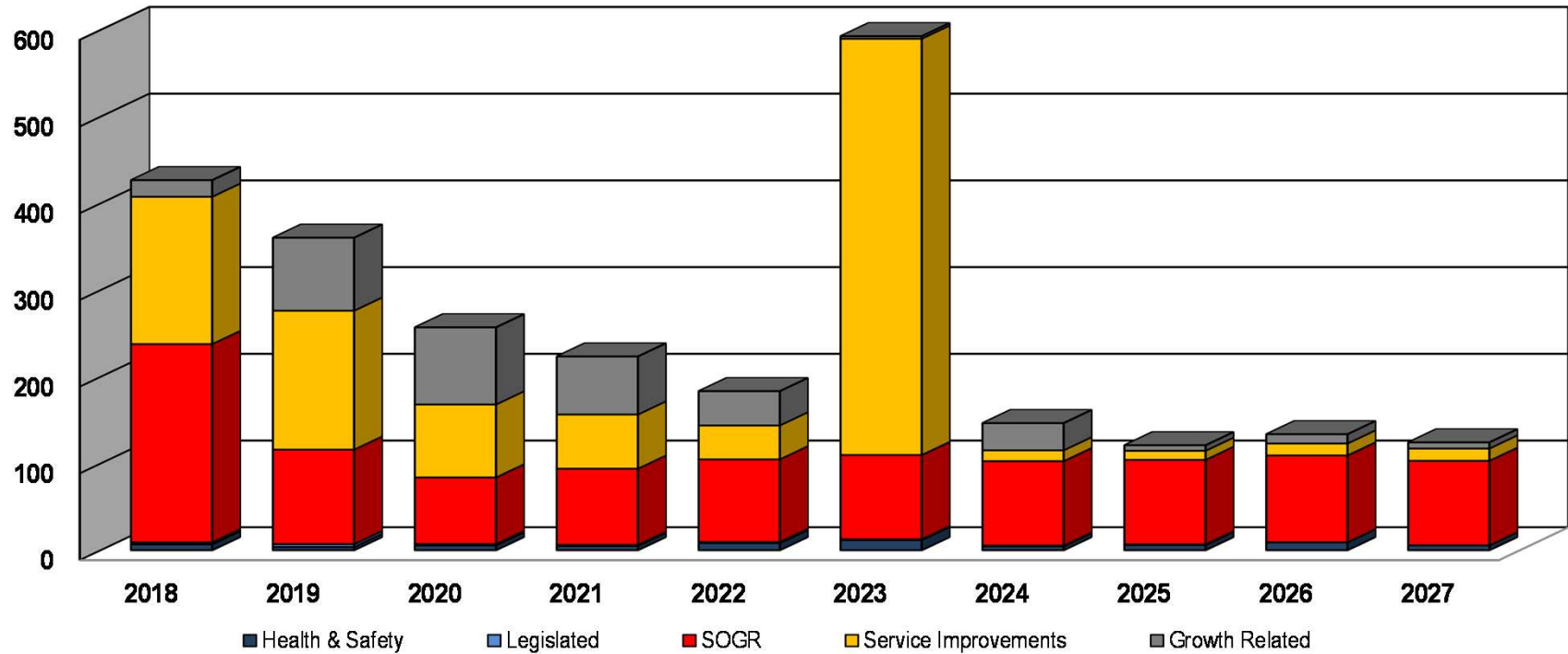
Where the Money Goes
\$2,569.6 Million



Where the Money Comes from
\$2,569.6 Million



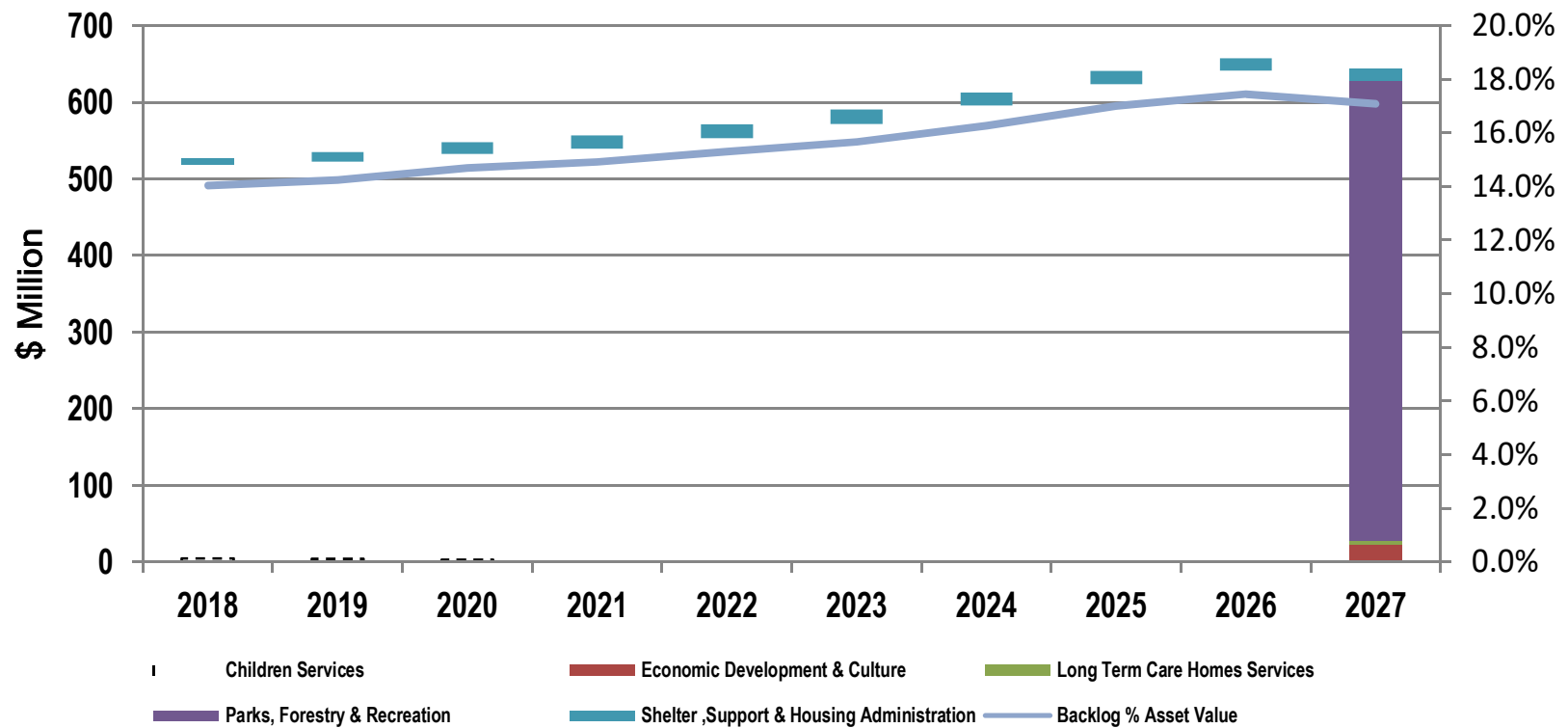
2018 – 2027 Preliminary Capital Budget & Plan by Project Category



| \$ Million | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | Total |
|----------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| Health & Safety | 6.8 | 3.7 | 5.6 | 5.0 | 8.2 | 11.7 | 4.6 | 6.1 | 9.1 | 5.6 | 66.3 |
| Legislated | 2.2 | 3.3 | 1.4 | 1.1 | 1.3 | 0.9 | 0.7 | 0.6 | 0.1 | 0.0 | 11.6 |
| SOGR | 228.7 | 109.0 | 76.9 | 88.0 | 95.3 | 97.2 | 97.4 | 97.6 | 100.1 | 97.6 | 1087.8 |
| Service Improvements | 169.9 | 160.2 | 84.1 | 62.5 | 39.1 | 480.1 | 12.5 | 10.5 | 13.8 | 14.2 | 1046.9 |
| Growth Related | 19.1 | 84.2 | 88.9 | 66.9 | 39.5 | 2.9 | 31.4 | 6.3 | 10.7 | 7.1 | 357.1 |
| Totals | 426.8 | 360.4 | 257.0 | 223.4 | 183.4 | 592.8 | 146.6 | 121.0 | 133.8 | 124.4 | 2569.6 |

State of Good Repair Backlog

Accumulated Backlog as a % of Asset Value



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

Unfunded Capital Projects

| Project Description (\$ Millions) | Total Project Cost | Non-Debt Funding | Debt Required | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 |
|---|--------------------|------------------|----------------|------------|-------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Toronto Centre for the Arts | 30.0 | | 30.0 | 3.0 | 3.0 | 3.0 | 3.0 | 3.0 | 3.0 | 3.0 | 3.0 | 3.0 | 3.0 |
| Guild Public Art & Monument Conservation | 0.9 | | 0.9 | 0.1 | 0.3 | 0.2 | 0.1 | 0.2 | - | - | - | - | - |
| Economic Development & Culture | 30.9 | | 30.9 | 3.1 | 3.3 | 3.2 | 3.1 | 3.2 | 3.0 | 3.0 | 3.0 | 3.0 | 3.0 |
| Carefree Lodge (Esther Shiner Blvd) | 83.0 | 34.3 | 48.7 | - | 6.8 | 18.2 | 28.8 | 29.2 | - | - | - | - | - |
| Castleview Wychwood Towers Redevelopment | 121.4 | 40.2 | 81.2 | - | - | - | - | 1.5 | 5.7 | 35.6 | 38.1 | 40.5 | - |
| Lakeshore Lodge Redevelopment | 90.5 | 30.9 | 59.6 | - | - | - | - | - | 1.5 | 16.6 | 34.8 | 37.6 | - |
| Seven Oaks Redevelopment | 18.8 | 5.2 | 13.6 | - | - | - | - | - | - | - | - | 1.3 | 17.5 |
| Long Term Care Homes Services | 313.7 | 110.6 | 203.1 | - | 6.8 | 18.2 | 28.8 | 30.7 | 7.2 | 52.2 | 72.9 | 79.5 | 17.5 |
| SOGR projects to reduce backlog-2018 | 10.5 | | 10.5 | 0.4 | 4.1 | 3.6 | 1.6 | 0.8 | - | - | - | - | - |
| TCHC SOGR projects to reduce backlog | 2,610.0 | 519.7 | 2,090.3 | | | 350.0 | 350.0 | 350.0 | 350.0 | 350.0 | 350.0 | 350.0 | 160.0 |
| TCHC Revitalization - Planned Future Projects | 625.1 | 499.4 | 125.7 | | 0.3 | 51.8 | 52.1 | 89.9 | 33.6 | 30.9 | 73.5 | 153.3 | 139.6 |
| Shelter ,Support & Housing Administration | 3,245.6 | 1,019.1 | 2,226.5 | 0.4 | 4.4 | 405.5 | 403.7 | 440.8 | 383.6 | 380.9 | 423.5 | 503.3 | 299.6 |
| Ambulance Post Program | 2.0 | | 2.0 | - | 0.2 | 1.8 | - | - | - | - | - | - | - |
| Multi-Function Station #2 | 10.0 | (0.3) | 10.3 | - | 1.0 | 6.7 | 3.1 | (0.7) | - | - | - | - | - |
| Multi-Function Station #4 | 20.0 | | 20.0 | - | - | - | - | - | - | 0.5 | 8.5 | 9.5 | 1.5 |
| New Communications Centre | 75.0 | 56.3 | 18.8 | - | - | - | - | 0.6 | 9.4 | 40.0 | 25.0 | - | - |
| Toronto Paramedic Services | 107.0 | 56.0 | 51.0 | - | 1.2 | 8.5 | 3.1 | (0.1) | 9.4 | 40.5 | 33.5 | 9.5 | 1.5 |
| Cluster A Total | 3,697.2 | 1,185.7 | 2,511.5 | 3.5 | 15.7 | 435.3 | 438.7 | 474.5 | 403.2 | 476.6 | 532.9 | 595.2 | 321.6 |



APPENDICES



Operating Appendices

2017 Key Service Accomplishments

| Program | Key Accomplishments |
|--------------------------------|---|
| Affordable Housing Office | <ul style="list-style-type: none"> ▪ Oversight for \$330 M in fed/prov/City investments supporting 4,000 new affordable homes & repairs/modifications underway (885 completions in 2017) ▪ Of these above, 1,200 new affordable rental homes approved through the Open Door program, using City investments and streamlined planning approvals, and provincial land |
| Children's Services | <ul style="list-style-type: none"> ▪ Increased the number of new child care spaces by 2,916 ▪ Launched an Ontario Works (OW) Shared Clients Project between Toronto Employment & Social Services & Children's Services to streamline the processing of shared clients |
| Court Services | <ul style="list-style-type: none"> ▪ Establishment and administration of Toronto Local Appeal Body ▪ Transition of parking ticket process from the court system to an administrative penalty system (in collaboration with Legal Services & Revenue Services) |
| Economic Development & Culture | <ul style="list-style-type: none"> ▪ Delivered the City of Toronto's Canada 150 activities: produced Canada Days - 130 performances, over 1,000 artists from across Canada & the world; staged series of events, exhibits & activities at the historical museums; & developed the Canada 150 "MomenTO" program commemorating persons, places & events of significance to Toronto & Canada ▪ Supported the North American Indigenous Games, with over 5000 Indigenous youth participants, and the Invictus Games |

2017 Key Service Accomplishments

| Program | Key Accomplishments |
|--|---|
| Long-Term Care Homes & Services | <ul style="list-style-type: none"> Opened Phase II of Kipling Acres, bringing 145 long-term care beds back into service along with new community hub space Implementation of resident/client centred model of care that fosters inter-professional collaboration, transparency, accountability and care excellence |
| Parks, Forestry & Recreation | <ul style="list-style-type: none"> Worked with Toronto Regional Conservation Authority and other city departments to mitigate the high lake effect across the entirety of the Toronto waterfront Completion of the City's first interdivisional Ravine Strategy to guide use and management of the over 300km of Ravines in the City |
| Shelter, Support & Housing Administration | <ul style="list-style-type: none"> The emergency shelter system responded to increased needs from refugees adding more than 800 beds Opened a new 60 bed women's shelter and a new shelter for single men – both operated by non-profit organizations Assisted over 4,200 households with housing allowances |
| Social Development, Finance & Administration | <ul style="list-style-type: none"> Toronto Action Plan on Confronting Anti-Black Racism Toronto Action Plan for Transgender Youth Created and launched new Community Investment Funding Program totaling \$1.7M for Neighbourhood Micro Grants; Projects and Events, and Capacity Building and the MVP (most vulnerable person) grant totalling \$100,000 in support of TYES (Toronto Youth Equity Strategy) |

2017 Key Service Accomplishments

| Program | Key Accomplishments |
|--------------------------------------|---|
| Toronto Employment & Social Services | <ul style="list-style-type: none"> ▪ Supported 28,200 clients to find work and either exit OW or increase their earnings ▪ Implemented key recommendations of the City's Poverty Reduction Plan, including introducing programs aimed at supporting long-term clients with multiple barriers who are on social assistance such as youth with criminal justice experience, single parents, and newcomers ▪ Modernized and integrated services to improve access to services including: <ul style="list-style-type: none"> ➤ integrating 67 different intake / access phone numbers into a single human services number for residents – 416-338-8888 ➤ opening a third co-located site with Children Services ➤ introducing new e-communication options for clients ➤ introducing a new automated information sharing process with Toronto Community Housing Corporation (TCHC) to reduce/prevent evictions ➤ launching an integrated service delivery site with the Province to connect unemployed residents to new training opportunities and jobs arising from Crosstown Eglinton Construction |
| Toronto Office of Partnerships | <ul style="list-style-type: none"> ▪ United Way campaign, with a total exceeding the target of \$ 1.5 million raised ▪ Launched enterprise-wide cloud based e-Donation platform |
| Toronto Paramedic Services | <ul style="list-style-type: none"> ▪ Operation of first-ever multifunction station in the fall of 2017 ▪ Increased number of critically ill patients transported to specialty hospital care – e.g., heart attack (STEMI – 43% increase); stroke (19% increase) |

Key Service Issues & Priority Actions for 2018

| | |
|---------------------------|--|
| Affordable Housing Office | <p>Issues: Housing Opportunities Toronto ten-year targets of 10,000 new affordable rental & 2,800 new affordable ownership homes by 2020</p> |
| | <p>Priority Actions:</p> <ul style="list-style-type: none"> • Engage with fed-provincial initiatives under the new National Housing Strategy • Deliver the Open Door Affordable Housing program with new 2018 approvals • Oversight for fed/prov/City investments supporting new affordable homes and repairs/modifications for lower-income residents |
| 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"> • Implementation of Child Care Growth Strategy • Manage transfer of responsibility of Ontario Early Years Child and Family Centres from the Province to the City effective January 1, 2018 |
| 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: Complete the Transition from the Court system to an Administrative Penalty system for Parking Ticket Violations</p> |

Key Service Issues & Priority Actions for 2018

| | |
|---------------------------------|---|
| Economic Development & Culture | <p>Issue: Support the continued economic growth and investment in business, arts and culture, entertainment, and museums and heritage services across all of Toronto</p> |
| | <p>Priority Actions:</p> <ul style="list-style-type: none"> • Implement & support international partnership opportunities through inbound & outbound business missions & activation of Toronto Region Board of Trade World Trade Centre (WTC) Partnership to facilitate job growth, investment and international trade to global markets. • Increased focus outside the City core |
| Long-Term Care Homes & Services | <p>Issue: 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"> • Advance Capital Renewal Plan • Introduce New Model of Care and modernize resident/client healthcare records system |
| Parks, Forestry & Recreation | <p>Issues: Managing climate change and extreme weather events Significant increase in waitlist volumes (74%) over last 3 years for recreational programs Fair Workplaces, Better Jobs Act, 2017 (Bill 148) impact on part-time Recreation Workers</p> |
| | <p>Priority Actions:</p> <ul style="list-style-type: none"> • Implementation plans for parks and community services needs through major city planning initiatives: Facilities Master Plan, Parkland Strategy, & Ravine Strategy • Implement council approved service plans & initiatives including the Toronto Sport Plan, Skateboard Strategy, Basketball Development Plan and Tennis Excellences Framework |

Key Service Issues & Priority Actions for 2018

| | |
|--|--|
| Shelter Support & Housing Administration | <p>Issues</p> <p>Significant capital repair challenges faced by TCHC aging housing stock, and the 240 non-profit and co-operative housing providers</p> |
| | <p>Priority Actions:</p> <ul style="list-style-type: none"> • Developing new partnerships with housing providers where Operating Agreements are expiring. Ensuring valuable housing stock is maintained, improved and enhanced |
| Social Development, Finance & Administration | <p>Issues:</p> <p>Addressing the complex needs of vulnerable Torontonians that cross multiple service systems & jurisdictions</p> |
| | <p>Priority Actions:</p> <ul style="list-style-type: none"> ▪ Implement the Toronto For All brand, including issues facing Indigenous communities. ▪ Implement Year 1 of the Toronto Action Plan to Confront Anti-Black Racism ▪ Senior’s Strategy 2.0 |
| Toronto Employment & Social Services | <p>Issues:</p> <p>OW recipients are increasingly more distant from the labour market, remain on social assistance longer and require more intensive supports to transition to employment Provincial funding caps with no annual inflation adjustments</p> |
| | <p>Priority Actions:</p> <ul style="list-style-type: none"> • Increase the profile and success of the City’s Workforce Development initiatives • Continue to modernize the delivery of Ontario Works in Toronto to improve effectiveness and efficiency • Pilot and implement a common service planning model in order to improve client experience and outcomes |

Key Service Issues & Priority Actions for 2018

| | |
|---------------------------------------|---|
| <p>Toronto Office of Partnerships</p> | <p>Issues: Partnership opportunities are transforming and growing in complexity</p> <p>Priority Actions:</p> <ul style="list-style-type: none"> • Develop specific strategies dealing with significant philanthropic gifts • Develop a new, unique process to respond to innovative, software solution proponents offering to work with the City of Toronto • Continue to strengthen relationships with the post-secondary education sector through city-building initiatives |
| <p>Toronto Paramedic Services</p> | <p>Issues: System pressures due to a growing and aging population. Increasing number of emergency patient transports: projected 3% to 5% increase annually</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 call diversion strategies through Community Paramedicine • Operate the first Multi-Function Station to implement efficiencies in managing staff and resources |

Business Modernization & Transformation Initiatives

| Program Area | Transformation Initiative |
|--------------------------------|---|
| Affordable Housing Office | <ul style="list-style-type: none"> AHO and Shelter, Support & Housing Administration are transforming & modernizing two existing databases to align with more rigorous federal, provincial & City program monitoring and reporting requirements. |
| Children's Services | <ul style="list-style-type: none"> Launched the "My Child Care Account" self-serve functions including a mobile online application for fee subsidy. Enhanced business solutions for 1000+ child care services delivery & expanded online services to administer Home Child Care, Provincial Wage Enhancement & Special Needs Resources programs. Transfer of responsibility for the Family Support Programs; oversight from 44 programs to 262. |
| Court Services | <ul style="list-style-type: none"> Parking Tickets out of the Court-based system and moving to an Administrative Penalty System which 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. Established and administering the Toronto Local Appeal Body for minor variance & consent applications from the Ontario Municipal Board. |
| Economic Development & Culture | <ul style="list-style-type: none"> On-line Film Permitting System to enable production companies to secure permits from locations around the world, reducing duplication while increasing productivity. Improving the customer relationship management processes to track services, training and incentives. |

Business Modernization & Transformation Initiatives

| Program Area | Transformation Initiative |
|--|--|
| Long-Term Care Homes & Services | <ul style="list-style-type: none"> Implemented quality improvement projects such as: <ul style="list-style-type: none"> Improved laundry services Reduced medication reconciliation time and redirect more hours to direct care Enhanced the dining service and reduced service times Streamlined admissions process through reduced steps Streamlined dining service and related duration Reduced Convalescent Care application review process from 5 days to 1 day |
| Parks, Forestry & Recreation | <ul style="list-style-type: none"> Recreation Management Business Transformation for online registration & space booking Permit Process Review to simplify the requirements and reduce permitting timelines. Enterprise Work-order Management System to improve work planning, work order management & performance management in Forestry in 2018 and Parks & Community Recreation in the future stages eTime System time and attendance management & scheduling system |
| Shelter Support & Housing Administration | <ul style="list-style-type: none"> The George Street Revitalization co-locates affordable housing, long-term care, transitional and emergency shelter in one block in the downtown core. Transformative data analytics identifying and reporting on metrics for measuring existing services and areas of increased service pressure. SSHA is partnering with Children Services and Toronto Employment and Social Services in a human services integration project consolidating the web, phone and counter services to provide a one stop integrated approach to assisting a person or family that requires social assistance |

Business Modernization & Transformation Initiatives

| Program Area | Transformation Initiative |
|--|--|
| Social Development, Finance & Administration | <ul style="list-style-type: none"> ▪ Wellbeing Toronto visualization tool requires technical redesign to provide faster mapping rates and more efficient transfer and upload of geographic data such as census tracts and wards ▪ SPIDER (Specialized Program for Interdivisional Enhanced Responsiveness) delivers customized responses to vulnerable residents with elevated risks through coordinated, appropriate services. |
| 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. • Expand the existing channels of communication available for clients and staff to include the use of two way secure e-mail |
| Toronto Office of Partnerships | <ul style="list-style-type: none"> • E-Donations a cloud-based enterprise solution used for both general donations activities and emergency situation which also processes tax receipts and collects donor information |
| Toronto Paramedic Services | <ul style="list-style-type: none"> • Operate the first Multi-Function Station to improve efficiencies in managing staff & resources • Complete purchase of power stretchers to improve the health and safety of paramedics • Lean/Six Sigma position to assess efficiency opportunities in the division |

Key Cost Drivers - Details

| Description (\$000s) | Base Changes | |
|---|-------------------|---------------|
| | \$ | # |
| | Net | Pos. |
| Gross Expenditure Changes | 8,649.2 | 29.8 |
| Affordable Housing Office | 174.9 | |
| Prior Year Impact | 212.0 | |
| Addition of 2 temporary positions required for the implementation of the New Provincial Home for Good (HFG) Program | 251.6 | |
| Conversion of 1 temporary Housing Development Officer position to a permanent Program Officer position. | (27.1) | |
| Reversal of One-Time Social Infrastructure Fund (SIF) Expenditures | (12.5) | |
| Salaries & Benefits | (53.1) | |
| Salary & Benefits | (53.1) | |
| Other Base Expenditure Changes | 16.0 | |
| Legal Services - Anniversary pay increases for solicitors. | 16.0 | |
| Court Services | (2,045.9) | (29.0) |
| Prior Year Impact | (2,498.5) | (28.0) |
| Discontinuation of Provincial Offences Act (POA) System (for parking disputes) | (3,644.5) | (31.0) |
| Establishment of Administrative Penalty System (APS) | 294.5 | |
| Re-budgeting of One-time Mediation Pilot Costs | 122.3 | |
| Red Light Camera Expansion | 983.5 | |
| Reversal of One-time Local Appeal Body (LAB) | (474.9) | |
| Support for Parking Intervention post POA System (for parking disputes) | 220.6 | 3.0 |
| Salaries & Benefits | 344.7 | |
| Salaries & Benefits | 344.7 | |
| Other Base Expenditure Changes | 107.9 | (1.0) |
| APS Costs Adjustment | 135.3 | (1.0) |
| Interdepartmental charges | (42.8) | |
| Toronto Licensing Tribunal (TLT) Equipment and Other Costs | 15.4 | |
| Children Services | 14,035.6 | 24.7 |
| Prior Year Impact | (3,657.3) | (1.6) |
| 2018 annualization of positions approved with 2017 Provincial expansion | 1,976.0 | |
| Annualized Savings from the Closure of Capri TELCCC | (98.4) | (1.5) |
| Facilities Transformation Project EX25.1; allocation of maintenance based on new cost sharing agreement | 236.5 | |
| Reversal of the School Occupancy Grants as directed through approval of the 2017 Operating Budget | (5,821.2) | |
| Warden Woods amalgamation / expansion | 49.8 | (0.1) |

Key Cost Drivers - Details

| Description (\$000s) | Base Changes | |
|---|-----------------|-------------|
| | \$ | # |
| | Net | Pos. |
| Gross Expenditure Changes | | |
| <i>Children Services</i> | 14,035.6 | 24.7 |
| Salaries & Benefits | 1,608.9 | |
| <i>Salaries and Benefits, COLA and Progression Pay</i> | 1,608.9 | |
| Economic Factors | 7,820.3 | |
| <i>COLA increase for General Operating Grant (2.1%)</i> | 950.0 | |
| <i>COLA increase for purchased child care (2.1%)</i> | 6,853.2 | |
| <i>Utilities</i> | 17.1 | |
| Other Base Expenditure Changes | 8,263.7 | 26.4 |
| <i>Alignment of complement for TELCChildren Services to comply with Ministry guidelines</i> | 2,000.8 | 26.4 |
| <i>Change in Purchased Child Care Case Mix</i> | 236.3 | |
| <i>Contribution to Capital Growing Child Care for Toronto</i> | 339.0 | |
| <i>Inclusion of School Occupancy Grants as directed by City Council on July 4, 2017, in CD21.9 "Funding Formula for Occupancy Grants"</i> | 5,821.2 | |
| <i>Interdivisional adjustment</i> | (92.4) | |
| <i>Relocation of Lawrence East TELCCC</i> | (41.2) | |
| Economic Development & Culture | 526.9 | |
| Operating Impact of Capital Impact of Capital | 5.0 | |
| <i>Guild Revitalization Project - Arts Outreach Program at Native Learning Centre</i> | 5.0 | |
| Salaries & Benefits | 505.4 | |
| <i>COLA</i> | 127.3 | |
| <i>Gapping (maintain the 2017 Approved Rate)</i> | (871.6) | |
| <i>Progression Pay</i> | 300.1 | |
| <i>Salaries & Step</i> | 893.4 | |
| <i>Salary Adjustments - Correct Baseholder positions to reflect current salaries</i> | 56.2 | |
| Economic Factors | 9.7 | |
| <i>Corporate Economic Factors (Utilities)</i> | 9.7 | |
| Other Base Expenditure Changes | 6.8 | |
| <i>Interdepartmental charges</i> | 6.8 | |

Key Cost Drivers - Details

| Description (\$000s) | Base Changes | |
|---|-------------------|--------------|
| | \$ | # |
| | Net | Pos. |
| Gross Expenditure Changes | | |
| Long-Term Care Homes & Services | 2,306.7 | |
| Salaries & Benefits | 1,083.2 | |
| Salaries & Benefits Increase | 1,083.2 | |
| Economic Factors | 1,169.5 | |
| Hydro, Natural Gas and Water increase | 257.9 | |
| Increase in Facilities Maintenance Contractual Services | 911.6 | |
| Other Base Expenditure Changes | 54.0 | |
| Interdivisional Service Change | 54.0 | |
| Parks, Forestry & Recreation | (327.1) | 9.1 |
| Prior Year Impact | (5,403.7) | (0.6) |
| - One Time Cash in Lieu - Tree Planting | (500.0) | |
| - Reversal of One-Time Items (Zero-Based) | 1.2 | |
| Annualization - Efficiencies Approved in 201 | (608.7) | (4.4) |
| Annualization - Prior Year Operating Impact Of Capital | 318.1 | 4.5 |
| Annualization of Prior Year Approvals | 285.7 | (0.7) |
| EAB Management Plan - Year 7 | (4,900.0) | |
| Operating Impact of Capital Impact of Capital | 1,373.0 | 9.7 |
| Capital Delivery Positions (incl. deletions for project completion) | 1,096.0 | 5.6 |
| Operating Impacts of Completed Projects | 277.0 | 4.1 |
| Salaries & Benefits | 3,049.3 | (0.2) |
| Change in the PEP Projection from 2017 | 17.0 | (0.2) |
| Cost of Living Allowance (COLA) | 2,079.3 | |
| Gapping (maintain 2017 level) | (30.6) | |
| Progression Pay | 983.6 | |
| Economic Factors | 1,520.0 | |
| Corporate - Energy & Utilities | 956.7 | |
| Program - Parts & Accessories, Contracted Services | 563.3 | |
| Other Base Expenditure Changes | (865.7) | 0.2 |
| Change in Interdepartmental Charges | (350.2) | |
| Discontinue Thistletown Lease Agreement | (300.0) | |
| Ferry Reserve - Planned Increase | 233.0 | |
| Grenadier Pond Ice Monitoring Program | 86.0 | |
| Ravine and Watercourse Debris Removal | 5.5 | 0.2 |
| Sports Plan - Formalize Sport Development Programs | 50.0 | |
| Welcome Policy - Lower uptake (Align to Actuals) | (600.0) | |
| Wellesley - Magill Park Maintenance | 10.0 | |

Key Cost Drivers - Details

| Description (\$000s) | Base Changes | |
|--|--------------------|--------------|
| | \$ | # |
| | Net | Pos. |
| Gross Expenditure Changes | | |
| Social Development Finance and Administration | (2,740.1) | (2.0) |
| Prior Year Impact | (3,238.7) | (2.0) |
| Newcomer H.O.M.E. Portal | 110.0 | |
| Newcomer Service Kiosks | 24.4 | |
| TNR Long Term Waste Management Strategy Initiatives | 177.1 | |
| Youth Violence Prevention Initiatives | 243.0 | |
| Partial Reversal of Healthy Kids Community Challenge program | (670.8) | |
| Partial Reversal of Residential Energy Retrofit Program | (3,370.2) | |
| Reversal of Completed Pan Am Games Projects | (100.0) | |
| Reversal of One-Time Programs (Syrian Refugee, Social Procurement, Youth Civic Engagement Programming, Youth Space Enhancement Program) | (519.8) | (2.0) |
| Toronto Youth Job Corps - 2018 Incremental | 867.6 | |
| Salaries & Benefits | 86.5 | |
| COLA, Progression Pay, Benefits and Realignment | 86.5 | |
| Economic Factors | 409.1 | |
| Increase CPIP Grant Funding at 2.1% CPI | 409.1 | |
| Other Base Expenditure Changes | 3.0 | |
| IDC Changes | 3.0 | |
| Shelter, Support and Housing Administration | (18,207.8) | 17.0 |
| Prior Year Impact | 14,741.4 | |
| Additional expenditures required for the expansion of Winter Respite Services during the 2017/18 winter season. | 704.0 | |
| Annualization of Purchase of Service funding allocations and adjustments for shelter operators | 2,181.2 | |
| Anticipated expenditures required for the implementation of new Provincial Home for Good Program | 18,356.8 | |
| Deferral of the operating costs for 2 permanent shelters required for the implementation of the Seaton House Transition plan no longer anticipated to open in 2018 | (4,425.8) | |
| Operating costs for 2 permanent shelter sites required for the implementation of the Seaton House Transition Plan | 5,923.5 | |
| Projected operating costs for the new Youth-Link Shelter expected to open in 2018 | 1,150.0 | |
| Reversal of 2017 Council approved one-time funded affordable housing projects, 2016/17 Winter Respite Services and renovation costs of the new Youth-Link Shelter. | (9,148.4) | |

Key Cost Drivers - Details

| Description (\$000s) | Base Changes | |
|--|--------------------|--------------|
| | \$ | # |
| | Net | Pos. |
| Gross Expenditure Changes | | |
| Shelter, Support and Housing Administration | (18,207.8) | 17.0 |
| Delivery of Capital Projects | (2,202.0) | 9.0 |
| <i>Adjustment to the operating impacts of 2 transitional shelters anticipated to commence operations in Q3 of 2018.</i> | <i>(2,043.9)</i> | |
| <i>Deletion of Capital delivery positions required for the procurement and installation of the Choice Based Housing Access System.</i> | <i>(320.0)</i> | <i>(3.0)</i> |
| <i>Short term Capital delivery positions required for the procurement and installation of the Choice Based Housing Access System.</i> | <i>162.0</i> | <i>12.0</i> |
| Other Base Expenditure Changes | (32,039.4) | 8.0 |
| <i>2% Inflationary Increase for Purchase of Service Shelters</i> | <i>1,187.7</i> | |
| <i>2018 Housing Allowance Reserve Spending Plan</i> | <i>1,387.5</i> | |
| <i>Base budget changes for 2018 Affordable Housing projects</i> | <i>23,104.0</i> | |
| <i>Increase in shelter capacity to address demands</i> | <i>18,037.3</i> | |
| <i>Miscellaneous expenditure changes relating to federal/provincial funded social housing and homelessness prevention programs and Housing Allowance Reserve Contribution</i> | <i>(76,419.4)</i> | |
| <i>Repurposing of funding for Birkdale Shelter, Social Housing Waitlist applications and deletion of temporary positions relating to the Survivors of Domestic Violence Housing Benefit Pilot program.</i> | <i>-</i> | <i>8.0</i> |
| <i>Social Housing Provider Index Cost Factor Increases (TCHC related: \$0.107 million and Non-TCHC related: \$0.557 million)</i> | <i>663.6</i> | |
| Salaries & Benefits | 1,361.0 | |
| <i>Salary & Benefit Changes</i> | <i>1,361.0</i> | |
| Economic Factors | (68.8) | |
| <i>Absorption of Corporate Economic Factors</i> | <i>(47.3)</i> | |
| <i>Adjustment of -3% (from 4.8% to 1.8%) to projected Hydro costs as directed by FREEE based on the outcome of the Provincial Fair Hydro Plan</i> | <i>(68.8)</i> | |
| <i>Corporate Economic Factors (Utilities)</i> | <i>47.3</i> | |

Key Cost Drivers - Details

| Description (\$000s) | Base Changes | |
|---|-----------------|--------------|
| | \$ | # |
| | Net | Pos. |
| Gross Expenditure Changes | | |
| Toronto Employment & Social Services | 12,189.3 | 10.0 |
| Prior Year Impact | 9,668.3 | 10.0 |
| <i>Capital Delivery Positions (Human Services Intergration)</i> | 1,205.1 | 10.0 |
| <i>Position Transfer to City Managers Office for Web Content</i> | (1.6) | |
| <i>Reversal of OW Reserve Contribution in 2017</i> | 8,464.8 | |
| Salaries & Benefits | 1,778.1 | |
| <i>Salaries and Benefits Increase and Adjustments</i> | 1,778.1 | |
| Economic Factors | 21.0 | |
| <i>Inflationary Increase in Hydro, Natural Gas, and Water</i> | 21.0 | |
| Other Base Expenditure Changes | 721.9 | |
| <i>Interdivisional Charges</i> | 54.9 | |
| <i>Lease Costs Inflation and Co-Location Rent</i> | 666.9 | |
| Toronto Paramedic Services | 2,737.0 | |
| Prior Year Impact | (755.6) | (2.0) |
| <i>Annualization of Independence at Home (IAH) Program</i> | 95.2 | |
| <i>Discontinuation of Primary Care Paramedic (PCP) Program</i> | (300.0) | (2.0) |
| <i>Increase to CACC Base Funding for Administrative Overheads</i> | 16.7 | |
| <i>Reversal of One-Time Funding for Community Medicine Program</i> | (95.2) | |
| <i>Reversal of One-Time Metrolinx Reimbursement for LRT Project Planning</i> | (123.1) | |
| <i>Reversal of One-Time Provincial Funding for CAD Upgrade Training in the Central Ambulance Communications Centre (CACC)</i> | (349.2) | |
| Operating Impact of Capital Impact of Capital | 679.5 | 2.0 |
| <i>Delivery of Capital Projects (Power Stretchers, Additional Ambulances, NW Multi-Function Station)</i> | 365.5 | |
| <i>Temporary Capital Delivery Positions</i> | 314.0 | 2.0 |

Key Cost Drivers - Details

| | | |
|---|--|--------------------|
| Gross Expenditure Changes | | |
| Toronto Paramedic Services | | 2,737.0 |
| Salaries & Benefits | | (982.4) |
| COLA, Progression Pay, Step Increases and Realignment | | (982.4) |
| Economic Factors | | 195.4 |
| Medical Equipment, Computer Hardware and Software maintenance | | 143.6 |
| Utilities | | 51.7 |
| Other Base Expenditure Changes | | 3,600.2 |
| Furnishings | | 20.0 |
| Increased Fleet Maintenance | | 305.0 |
| Insurance Deductible Adjustment | | 62.6 |
| Interdivisional Charges | | 119.7 |
| Medical Supplies & Uniforms Cost Increases (Exchange Rate Fluctuation) | | 542.4 |
| Realignment of Budget between Services | | 14.3 |
| WSIB Increase | | 2,536.2 |
| Revenue Changes | | (16,172.1) |
| Affordable Housing Office | | 174.9 |
| Prior Year Impact | | 221.2 |
| Addition of 2 temporary positions required for the implementation of the New Provincial Home for Good (HFG) Program | | 251.6 |
| Conversion of 1 temporary Housing Development Officer position to a permanent Program Officer position. | | (17.9) |
| Reversal of One-Time Social Infrastructure Fund (SIF) Revenue | | (12.5) |
| Base Revenue Changes | | (46.3) |
| Adjustment to the Federal-Provincial Social Infrastructure Funding (SIF) grant revenue. | | (48.1) |
| Changes in Federal Homelessness Partnering Strategy (HPS) grant revenue | | 1.8 |
| Court Services | | 1,861.8 |
| Prior Year Impact | | (1,062.3) |
| Discontinuation of Provincial Offences Act (POA) System (for parking disputes) | | (3,031.1) |
| Red Light Camera Expansion | | 1,748.2 |
| Support for Parking Intervention post POA System (for parking disputes) | | 220.6 |
| Base Revenue Changes | | 2,924.1 |
| Administrative Penalty System (APS) Revenue Adjustment | | 156.7 |
| Interdivisional Revenues | | 588.2 |
| Provincial Court Security Upload | | 316.0 |
| Provincial Offences Act (POA) Fine Revenue Increase | | 1,863.2 |

Key Cost Drivers - Details

| Description (\$000s) | Base Changes | |
|--|-------------------|------|
| | \$ | # |
| | Net | Pos. |
| Revenue Changes | | |
| Children Services | 7,937.0 | |
| Base Revenue Changes | 7,937.0 | |
| 2018 annualization of positions approved with 2017 Provincial expansion | 1,976.0 | |
| Adjustment to Contribution from Capital with completion of Customer Service Improvement Project | (940.6) | |
| Contribution from Capital Growing Child Care for Toronto | 339.0 | |
| Increase in Parental Contribution based on actual experience | 3,621.5 | |
| Increased Provincial Subsidy (1.5%) | 2,941.1 | |
| Economic Development & Culture | 6.0 | |
| Base Revenue Changes | 6.0 | |
| Increased Capital Recovery from BIAs per Actual Experience and those projects previously not charged project management fees | 6.0 | |
| Long-Term Care Homes & Services | 1,243.4 | |
| Base Revenue Changes | 1,243.4 | |
| Long-Term Care Home User Fees | 284.0 | |
| Other Revenue adjustments (i.e. Cafeteria, Rental Revenues) | (6.0) | |
| Provincial Subsidies for Homes and Community Based Services | 965.4 | |
| Parks, Forestry & Recreation | (4,107.7) | |
| Prior Year Impact | (5,470.7) | |
| Annualization of Prior Year Approvals | 29.7 | |
| EAB Management Plan - Year 7 | (4,900.0) | |
| One-Time Provincial Funding - High Five Program | (22.3) | |
| One-Time Tree Planting (Tree Canopy Reserve) | (500.0) | |
| Prior Year Impact- Premier Sports Fields Fees: Year 3 | 8.8 | |
| Recovery - Park Maintenance S37 & S42 | (86.9) | |
| Base Revenue Changes | 1,363.0 | |
| Change in Interdepartmental Recoveries | (118.8) | |
| Operating Impacts of Capital - Increased User Fees | 27.7 | |
| Ravine and Watercourse Debris Removal | 5.5 | |
| Recovery from Capital for Positions incl. COLA, Step & Progression | 1,158.5 | |
| Recovery of Salaries & Benefits/Costs from Reserves | 270.1 | |
| Swiss Challenge Agreement - Game Streaming | 20.0 | |

Key Cost Drivers - Details

| Description (\$000s) | Base Changes | |
|---|--------------------|------|
| | \$ | # |
| | Net | Pos. |
| Revenue Changes | | |
| Social Development Finance and Administration | (3,467.6) | |
| Prior Year Impact | (3,467.6) | |
| <i>Newcomer H.O.M.E. Portal</i> | 110.0 | |
| <i>Newcomer Service Kiosks</i> | 24.4 | |
| <i>TNR Long Term Waste Management Strategy Initiatives</i> | 177.1 | |
| <i>Youth Violence Prevention Initiatives</i> | 243.0 | |
| <i>Decrease in Federal Subsidy and funding re-alignment</i> | (20.1) | |
| <i>IDR Changes</i> | (71.9) | |
| <i>Partial Reversal of Healthy Kids Community Challenge program</i> | (670.8) | |
| <i>Partial Reversal of Residential Energy Retrofit Program</i> | (3,370.2) | |
| <i>Reversal of Completed Pan Am Games Projects</i> | (100.0) | |
| <i>Reversal of One-Time Programs (Syrian Refugee, Social Procurement, Youth Civic Engagement Programming, Youth Space Enhancement Program)</i> | (519.8) | |
| <i>Reversal of One-Time Tax Stabilization Reserve Funding which supports one permanent position in the Toronto Newcomer Office</i> | (137.0) | |
| <i>Toronto Youth Job Corps - 2018 Incremental</i> | 867.6 | |
| Shelter, Support and Housing Administration | (52,324.0) | |
| Prior Year Impact | 9,912.4 | |
| <i>Additional funding from reserves approved by Council for the expansion of Winter Respite Services during the 2017/18 Winter season</i> | 704.0 | |
| <i>Anticipated grant funding for the implementation of new Provincial Home for Good Program</i> | 18,356.8 | |
| <i>Reversal of 2017 One-time funding for Affordable Housing projects, Winter Respite Services and opening of the new YouthLink Shelter</i> | (9,148.4) | |
| Base Revenue Changes | (62,236.4) | |
| <i>2018 Housing Allowance Reserve Spending Plan</i> | 1,387.5 | |
| <i>Base budget changes for 2018 Affordable Housing projects</i> | 23,104.0 | |
| <i>Loss in Federal Funding -Non-TCHC</i> | (3,627.8) | |
| <i>Loss in Federal Funding -TCHC</i> | (6,109.1) | |
| <i>Miscellaneous revenue changes relating to federal/provincial funded social housing and homelessness prevention programs</i> | (76,075.5) | |
| <i>Transfer from Capital to support the implementation of the Seaton House Transition Plan-Funding for the operations of 2 Temporary sites and Choice Based Housing Access System</i> | (915.4) | |

Key Cost Drivers - Details

| Description (\$000s) | Base Changes | |
|---|-----------------|-------------|
| | \$ | # |
| | Net | Pos. |
| Revenue Changes | | |
| Toronto Employment & Social Services | 24,887.0 | |
| Delivery of Capital Projects | 1,205.1 | |
| <i>Capital Delivery Positions (Human Services Intergration)</i> | 1,205.1 | |
| Base Revenue Changes | 23,681.9 | |
| <i>Decline in Program Delivery Funding due to Drop in Caseload</i> | (4,091.5) | |
| <i>Lease Costs Inflation and Co-Location Rent</i> | 516.9 | |
| <i>OW Reserve Draw to Fund Change in Program Delivery Envelope</i> | 5,481.9 | |
| <i>Provincial Upload of OW Benefits</i> | 21,774.6 | |
| Toronto Paramedic Services | 7,617.1 | |
| Prior Year Impact | 857.5 | |
| <i>Annualization of Independence at Home (IAH) Program (100% Provincially Funded)</i> | 95.2 | |
| <i>Increase to CACC Base Funding (100% Provincially Funded)</i> | 16.7 | |
| <i>Provincial Founding for the Annualization of 2016-2017 Staff Additions</i> | 1,613.1 | |
| <i>Reduction of Primary Care Paramedic Program (Recovery from Toronto Employment & Social Services)</i> | (300.0) | |
| <i>Reversal of One-Time Funding for Community Medicine Program</i> | (95.2) | |
| <i>Reversal of One-Time Metrolinx Reimbursement for LRT Project Planning</i> | (123.1) | |
| <i>Reversal of One-Time Provincial Funding for CAD Upgrade Training in the Central Ambulance Communications Centre (CACC)</i> | (349.2) | |
| Operating Impact of Capital Impact of Capital | 644.5 | |
| <i>Delivery of Capital Projects (Power Stretchers, Additional Ambulances, NW Multi-Function Station)</i> | 330.5 | |
| <i>Temporary Capital Delivery Positions</i> | 314.0 | |
| Base Revenue Changes | 6,115.1 | |
| <i>Interdivisional Recoveries</i> | 4.2 | |
| <i>Medical Supplies & Uniforms Cost Increases (Exchange Rate Fluctuation)</i> | 17.0 | |
| <i>Provincial Funding Increase</i> | 6,144.0 | |
| <i>Realignment of Budget between Services</i> | 14.3 | |
| <i>User Fees Changes (Reduced Volume for Standby Film Fees)</i> | (64.4) | |
| Cluster A Key Cost Driver Totals | 24,821.4 | 29.8 |

Service & Revenue Adjustments included in 2018 Preliminary Operating Budget

| Description (\$000s) | Total 2018 Service Changes Included | | | Incremental Change | | | |
|--|--|-------------------|---------------|--------------------|--------------|----------------|------|
| | \$ | \$ | # | 2019 Plan | | 2020 Plan | |
| | Gross | Net | Pos. | Net | Pos. | Net | Pos. |
| Line by Line Savings | (3,004.7) | (3,004.7) | | | | | |
| Children Services | (278.0) | (278.0) | | | | | |
| Economic Development & Culture | (120.1) | (120.1) | | | | | |
| Long-Term Care Homes & Services | (545.4) | (545.4) | | | | | |
| Parks, Forestry & Recreation | (1,094.3) | (1,094.3) | | | | | |
| Social Development Finance & Administration | (105.2) | (105.2) | | | | | |
| Shelter, Support & Housing Administration | (440.8) | (440.8) | | | | | |
| Toronto Employment & Social Services | (420.9) | (420.9) | | | | | |
| Base Revenue Change | | (5,663.9) | | 3,000.0 | | | |
| EDC Increase Film Permitting Revenues Due to Volume | | (64.7) | | | | | |
| EDC Increase Summer/Winterlicious Revenue Due to Volume | | (31.2) | | | | | |
| PFR User Fee Increase | | (2,075.1) | | | | | |
| PFR Welcome Policy Inflation | | 190.8 | | | | | |
| PFR Tree Canopy Reserve Draw for Tree Planting | | (500.0) | | | | | |
| SSHA Social Housing Reserve Fund draw as a Bridging Strategy | | (3,000.0) | | 3,000.0 | | | |
| SDFA Bridging Strategy- Fund SPIDER programming- SAS Res Draw | | (76.2) | | | | | |
| TPS User Fee Increase | | (107.5) | | | | | |
| Service Efficiencies | (5,331.9) | (5,292.1) | (29.7) | (1,220.1) | (7.0) | (61.8) | |
| Minor Service Change | (196.2) | (130.0) | | | | | |
| EDC Reduce Support to Downsview Park Arts Alliance | (20.0) | (20.0) | | | | | |
| EDC Reduction to Squares Program | (114.9) | (48.7) | | | | | |
| EDC Reduction to Public Art Operations and Maintenance | (36.3) | (36.3) | | | | | |
| EDC Reduce Doors Open Budget | (25.0) | (25.0) | | | | | |
| Revenue Adjustments | | (8,650.2) | | (1.0) | | 5,820.2 | |
| CS Draw from Child Care Expansion Reserve for Occupancy Grants | | (5,821.2) | | | | 5,821.2 | |
| EDC Event Support Staff Charge for Overtime Hours | | (8.0) | | (1.0) | | (1.0) | |
| EDC Increase Sponsorship Revenues | | (106.0) | | | | | |
| EDC Change General Admission Rates for Museums | | (15.0) | | | | | |
| TESS OW Reserve Draw as a Bridging Strategy | | (2,700.0) | | | | | |
| Cluster A Total Service & Revenue Changes | (8,532.8) | (22,740.9) | (29.7) | 1,778.9 | (7.0) | 5,758.4 | |

2018 Key Complement Changes

| Division | 2017 Approved Staff Complement | 2018 Complement Changes | | | | | | | | | |
|--|--------------------------------|-------------------------|---------------------------------------|----------------------------------|--------------|---------------|--------------------------|-------------------------------|-------------------------------------|-------------------------------|---------------------------|
| | | Prior Year Impact | Operating Impacts of Capital Projects | Capital Project Delivery Changes | Base Changes | Efficiencies | Service Changes Included | Total Base Complement Changes | New/Enh Service Priorities Included | Total 2018 Preliminary Budget | Change from 2017 Approved |
| Affordable Housing Office | | | | | | | | | | | |
| Children's Services | 6.0 | | | | (2.0) | | | 4.0 | | 4.0 | (2.0) |
| Court Services | | | | | | | | | | | |
| Economic Development & Culture | 10.0 | | | | | | | 10.0 | | 10.0 | |
| Long-Term Care Homes & Services | | | | | | | | | | | |
| Parks, Forestry & Recreation | 140.7 | (1.3) | | 5.6 | | | | 145.0 | | 145.0 | 4.3 |
| Shelter, Support & Housing Administration | 31.0 | | | 9.0 | | | | 40.0 | | 40.0 | 9.0 |
| Social Development, Finance & Administration | | | | | | | | | | | |
| Toronto Employment & Social Services | | | | 11.0 | | | | 11.0 | | 11.0 | 11.0 |
| Toronto Paramedic Services | | | | 2.0 | | | | 2.0 | | 2.0 | 2.0 |
| Subtotal - Capital | 187.7 | (1.3) | - | 27.6 | (2.0) | - | - | 212.0 | - | 212.0 | 24.3 |
| Affordable Housing Office | 25.0 | - | - | - | (0.0) | - | - | 25.0 | - | 25.0 | (0.0) |
| Children's Services | 1,001.5 | (1.6) | - | - | 28.4 | - | - | 1,028.2 | - | 1,028.2 | 26.8 |
| Court Services | 258.0 | (28.0) | - | - | (1.0) | - | - | 229.0 | - | 229.0 | (29.0) |
| Economic Development & Culture | 290.5 | (0.0) | - | - | (0.0) | - | - | 290.5 | - | 290.5 | (0.0) |
| Long-Term Care Homes & Services | 2,373.9 | - | - | - | 0.0 | (1.7) | - | 2,372.1 | 17.8 | 2,389.9 | 16.1 |
| Parks, Forestry & Recreation | 4,302.1 | 0.7 | 11.8 | (7.6) | (0.1) | - | - | 4,306.8 | - | 4,306.8 | 4.7 |
| Shelter, Support & Housing Administration | 778.4 | - | - | 0.0 | 8.0 | - | - | 786.4 | - | 786.4 | 8.0 |
| Social Development, Finance & Administration | 150.0 | (4.0) | - | - | 2.0 | - | - | 148.0 | - | 148.0 | (2.0) |
| Toronto Employment & Social Services | 2,011.0 | - | - | (1.0) | (0.0) | (42.0) | - | 1,968.0 | - | 1,968.0 | (43.0) |
| Toronto Paramedic Services | 1,453.3 | (2.0) | - | (0.0) | (0.0) | 14.0 | - | 1,465.3 | | 1,465.3 | 12.0 |
| Subtotal - Operating | 12,643.6 | (35.0) | 11.8 | (8.6) | 37.3 | (29.7) | - | 12,619.3 | 17.8 | 12,637.1 | (6.5) |
| Total Citizen Focused Services A | 12,831.3 | (36.3) | 11.8 | 19.0 | 35.3 | (29.7) | - | 12,831.3 | 17.8 | 12,849.1 | 17.8 |

2018 Key Complement Changes

Base Changes:

- Children's S. - Base: Legislates Staffing Ratio Requirements 25.2, Age Mix 1.2, PEP correction relating to Capri closure & high/low enrolments (5.5),
- Court Services - Prior Year impact: net reduction of 28 FTEs due to introduction of Administrative Penalty System for Parking Disputes
- PFR - Operating impact of capital 9.8 largely due to the MS Class system replacement
- SSHA – 9.0 capital positions for Choice base system; 8.0 positions for operation of Birkdale shelter
- TESS – 11.0 positions for the delivery of capital projects for Human Services Integration Phase 2.

Efficiencies:

- TESS – reduction of 43.0 FTEs due to lower caseload and service efficiencies from 2-way secure email communication implementation. Reduction of 28.0 due to span of control review 7.0 and Family Support 7.0.
- Toronto Paramedic Services - recommended new request include 14 new staff for the NW district centralized vehicle stocking/cleaning/maintenance station

New and Enhanced:

- Long-Term Care Homes & Services - Resident Acuity and Service level standards funding increase - 17.8 and streamlining operations reduction of 1.74

New/Enhanced Services (Not Included in 2018 Preliminary Budget)

| Description (\$000s) | 2018 | | | Incremental Impact | | | |
|--|----------------|----------------|---------------|--------------------|----------|------------|----------|
| | Gross | Net | New Positions | 2019 Plan | | 2020 Plan | |
| | | | | Net | Position | Net | Position |
| Council approved: | 344.0 | 284.0 | 31.6 | 26.6 | - | 3.2 | - |
| Parks, Forestry & Recreation | 344.0 | 284.0 | 31.6 | 26.6 | - | 3.2 | - |
| New Service Priorities: | 344.0 | 284.0 | 31.6 | 26.6 | - | 3.2 | - |
| Waterfront Lifeguard (Transfer from Police) | 344.0 | 284.0 | 31.6 | 26.6 | - | 3.2 | - |
| Council Directed: | 2,355.9 | 2,155.9 | 3.2 | 1.8 | - | - | - |
| Economic Development & Culture | 2,200.0 | 2,000.0 | - | - | - | - | - |
| Increase Grants to Specialized Collections Museums | 106.0 | 106.0 | - | - | - | - | - |
| Indigenous Culture | 300.0 | 300.0 | - | - | - | - | - |
| Major Cultural Organizations - Harbourfront Centre | 250.0 | 250.0 | - | - | - | - | - |
| Museums Marketing Expansion | 200.0 | 200.0 | - | - | - | - | - |
| Music Strategy Roll-Out | 200.0 | 200.0 | - | - | - | - | - |
| New Year's Eve | 425.0 | 225.0 | - | - | - | - | - |
| Public Art Operations and Maintenance | 219.0 | 219.0 | - | - | - | - | - |
| Toronto Arts Council - Grant Program | 500.0 | 500.0 | - | - | - | - | - |
| Parks, Forestry & Recreation | 155.9 | 155.9 | 3.2 | 1.8 | - | - | - |
| Enhanced Service Priorities | 155.9 | 155.9 | 3.2 | 1.8 | - | - | - |
| Swim to Survive (Phase 3) | 155.9 | 155.9 | 3.2 | 1.8 | - | - | - |

New/Enhanced Services (Not Included in 2018 Preliminary Budget)

| Description (\$000s) | 2018 | | | Incremental Impact | | | |
|--|----------------|----------------|---------------|--------------------|------------|----------------|----------|
| | Gross | Net | New Positions | 2019 Plan | | 2020 Plan | |
| | | | | Net | Position | Net | Position |
| Referred to the Budget Process: | 5,823.1 | 4,399.2 | 28.8 | 981.3 | 5.1 | (117.4) | - |
| Economic Development & Culture | 1,812.0 | 762.0 | - | (470.0) | - | 20.0 | - |
| Construction Mitigation Best Practices, Options & Support | 300.0 | 300.0 | - | (300.0) | - | - | - |
| Local Capacity Building Program - Retail Areas | 262.0 | 262.0 | - | 30.0 | - | 20.0 | - |
| Study of the Current State and Future of the City's Retail | 200.0 | 200.0 | - | (200.0) | - | - | - |
| Toronto Significant Events Investment Program | 1,050.0 | - | - | - | - | - | - |
| Parks, Forestry & Recreation | 2,164.6 | 1,790.7 | 20.8 | 227.7 | 1.1 | 23.1 | - |
| Centennial West Pool Programming Reinstatement | 329.3 | 158.8 | 3.6 | 59.6 | 0.9 | 2.9 | - |
| Horticulture and Urban Agriculture | 683.3 | 683.3 | 6.3 | 8.9 | - | 3.1 | - |
| Horticulture Bed Rejuvenation Cycle - Phase 1 | 74.1 | 74.1 | 1.1 | 15.6 | - | 2.7 | - |
| Improve Natural Environment Trails - Phase 1 | 159.1 | 159.1 | 2.0 | 55.2 | - | 5.8 | - |
| Park Ranger Program - Phase 1 | 89.7 | 89.7 | 1.0 | 32.0 | - | 3.0 | - |
| Parks Plan-Enhanced Maintenance and Quality Management | 492.2 | 492.2 | 5.1 | 10.9 | - | 5.6 | - |
| SH Armstrong Pool Programming Reinstatement | 139.6 | 133.5 | 0.8 | 45.5 | 0.3 | - | - |
| Tree Protection Enforcement-Convert from Temp to Permanent | 197.3 | - | 1.0 | - | - | - | - |
| Social Development, Finance & Administration | 1,846.5 | 1,846.5 | 8.0 | 1,223.6 | 4.0 | (160.5) | - |
| Enhanced Service Priorities | 1,846.5 | 1,846.5 | 8.0 | 1,223.6 | 4.0 | (160.5) | - |
| Action Plan to Confront Anti-Black Racism | 995.4 | 995.4 | 5.0 | 458.2 | 2.0 | (174.9) | - |
| Community Services Partnership Funding Increase | 450.0 | 450.0 | - | - | - | - | - |
| Community Space Tenancy Policy | 75.0 | 75.0 | - | - | - | - | - |
| Extension of Toronto For All Campaign | 100.0 | 100.0 | - | 240.0 | - | - | - |
| Toronto Strong Neighbourhoods Strategy | 226.1 | 226.1 | 3.0 | 525.4 | 2.0 | 14.4 | - |

New/Enhanced Services (Not Included in 2018 Preliminary Budget)

| Description (\$000s) | 2018 | | | Incremental Impact | | | |
|---|-----------------|----------------|---------------|--------------------|------------|-----------------|----------|
| | Gross | Net | New Positions | 2019 Plan | | 2020 Plan | |
| | | | | Net | Position | Net | Position |
| Referred to the Budget Process - Poverty Reduction: | 56,890.1 | 7,317.0 | 60.4 | 15,898.0 | 5.0 | 24,210.1 | - |
| Children's Services | 48,039.5 | 2,106.8 | 48.4 | 7,594.0 | - | 1,602.7 | - |
| New Service Priorities: | 48,039.5 | 2,106.8 | 48.4 | 7,594.0 | - | 1,602.7 | - |
| Additional 825 Spaces to Support Growth | 12,000.0 | - | - | - | - | - | - |
| Child & Family Centres (CFC) Administration Program Support | 2,698.9 | - | 14.0 | - | - | - | - |
| Child and Family Centres (CFC) Program Delivery | 23,825.2 | - | - | - | - | - | - |
| Child Care Expansion (Firgrove / Ancaster) increased spaces | 534.0 | 106.8 | 6.4 | (6.0) | - | 2.7 | - |
| City 20% Share of Prov/ Federal Growth Subsidy | 2,000.0 | 2,000.0 | - | 7,600.0 | - | 1,600.0 | - |
| Increased Provincial Support for Programming | 4,313.0 | - | - | - | - | - | - |
| Increased staffing to manage growth | 2,668.4 | - | 28.0 | - | - | - | - |
| Shelter, Support & Housing Administration | 3,019.0 | - | - | - | - | - | - |
| TCHC's Tenants First Implementation Project | 3,019.0 | - | - | - | - | - | - |
| Social Development, Finance & Administration | 5,055.0 | 4,855.0 | 1.0 | 7,779.9 | - | 22,603.4 | - |
| New Service Priorities: | 5,055.0 | 4,855.0 | 1.0 | 7,779.9 | - | 22,603.4 | - |
| Poverty Reduction Strategy - Equity Responsive Budgeting | 105.0 | 105.0 | 1.0 | 29.9 | - | 3.4 | - |
| Poverty Reduction Strategy - Poverty Reduction Evaluation | 150.0 | 150.0 | - | (150.0) | - | - | - |
| Transit Fare Equity Program - Phase 1 | 4,800.0 | 4,600.0 | - | 3,400.0 | - | 100.0 | - |
| Transit Fare Equity Program - Phase 2 | - | - | - | 4,500.0 | - | 3,200.0 | - |
| Transit Fare Equity Program - Phase 3 | - | - | - | - | - | 19,300.0 | - |

New/Enhanced Services (Not Included in 2018 Preliminary Budget)

| Description (\$000s) | 2018 | | | Incremental Impact | | | |
|--|-----------------|-----------------|---------------|--------------------|-------------|-----------------|----------|
| | Gross | Net | New Positions | 2019 Plan | | 2020 Plan | |
| | | | | Net | Position | Net | Position |
| Referred to the Budget Process - Poverty Reduction: | | | | | | | |
| Toronto Employment & Social Services | 421.4 | - | 6.0 | - | - | - | - |
| New Service Priorities: | 421.4 | - | 6.0 | - | - | - | - |
| Add. Positions to Administer Transit Fare Equity Program | 421.4 | - | 6.0 | - | - | - | - |
| Toronto Paramedic Services | 355.2 | 355.2 | 5.0 | 524.1 | 5.0 | 4.0 | - |
| Enhanced Service Priorities | 355.2 | 355.2 | 5.0 | 524.1 | 5.0 | 4.0 | - |
| Community Medicine @ Home Program Expansion | 355.2 | 355.2 | 5.0 | 524.1 | 5.0 | 4.0 | - |
| Staff Initiated: | 6,288.8 | 996.7 | 16.1 | 1,437.3 | (0.0) | 1,455.9 | - |
| Parks, Forestry & Recreation | 5,782.3 | 656.3 | 12.1 | 1,446.3 | (0.0) | 1,450.0 | - |
| Achieve Tree Canopy Goal - Expand Tree Care & Maintenance | 5,030.0 | - | 1.0 | 1,440.0 | (0.0) | 1,450.0 | - |
| Address Unmet Demand for Recreation Programs (Phase 1) | 482.3 | 386.3 | 11.1 | 6.3 | - | - | - |
| Bluffer's Park - Traffic Management Plan | 270.0 | 270.0 | - | - | - | - | - |
| Shelter, Support & Housing Administration | 286.5 | 120.4 | 4.0 | 101.0 | (0.0) | 5.9 | - |
| Transformative Data Analytics Team | 286.5 | 120.4 | 4.0 | 101.0 | (0.0) | 5.9 | - |
| Toronto Paramedic Services | 220.0 | 220.0 | - | (110.0) | - | - | - |
| New Service Priorities: | 220.0 | 220.0 | - | (110.0) | - | - | - |
| Custodial & Maintenance - NW Multi-function Station at 1300 Wilson | 220.0 | 220.0 | - | (110.0) | - | - | - |
| Total New/Enhanced Services Not Included | 71,701.9 | 15,152.8 | 140.1 | 18,345.0 | 10.1 | 25,551.8 | - |

2018 User Fee Changes

| Fee Description | 2017 Fee | Recommended 2018 Fee | % Increase | Incremental Revenue (\$000's) |
|--|----------|-------------------------|------------|-------------------------------------|
| Parks, Forestry & Recreation | | | | |
| PFR User Fee Inflationary Increase | various | various | 2.12% | \$1,884.40 |
| Total Incremental Revenue | | | | \$1,884.40 |
| Toronto Paramedic Services | | | | |
| TPS - Volume Changes | various | various | 0.00% | -\$64.42 |
| TPS - Inflationary Increases | various | various | 0.00% | \$107.46 |
| Total Incremental Revenue | | | | \$43.04 |
| Cluster A - Total Incremental Revenue | | | | \$1,927.44 |

Refer to Appendix 7 of Programs' Analysts Notes for details

2019 & 2020 Plan - Details

| Description (\$000s) | 2019 - Incremental Change | | | | 2020 - Incremental Change | | | |
|---|---------------------------|-------------------|-----------------|--------------|---------------------------|-------------------|------------------|--------------|
| | Gross Expense | Revenue | Net Expense | # Pos | Gross Expense | Revenue | Net Expense | # Pos |
| Known Impacts: | | | | | | | | |
| Prior Year Impact | 4,747.0 | (17,521.1) | 22,268.1 | (2.3) | (27,680.4) | (22,061.0) | (5,619.4) | (8.0) |
| CS - Provincially funded expansion | 59.6 | 59.6 | | | 40.7 | 40.7 | | |
| CS - Warden Woods amalgamation / expansion | 9.4 | | 9.4 | | 4.7 | | 4.7 | |
| CS - Closure of Capri TELCCC | (1.5) | | (1.5) | | (0.4) | | (0.4) | |
| Court - Reversal of one-time mediation costs | (122.3) | | (122.3) | | | | | |
| Court - Annualization of costs for the Provincial Offences Act (POA) System (for parking disputes) | (2,380.7) | (3,795.1) | 1,414.4 | | (25.0) | 0.5 | (25.5) | |
| EDC - Extended Starter Company Initiative | (873.3) | (873.3) | | | | | | |
| EDC - One time draw from Reserve for Colborne Lodge | (0.4) | (0.4) | | | | | | |
| PFR - EAB Management Plan | 1,300.0 | 1,300.0 | | | (3,500.0) | (3,500.0) | | |
| PFR - Reversal of High Five Project | (199.1) | (110.0) | (89.1) | (2.0) | (72.3) | | (72.3) | |
| PFR - Reversal of Advancement of Tree Maintenance | (2,100.0) | (2,244.6) | 144.6 | (5.0) | | | | |
| PFR - Reversal of Tree Canopy Working Group | (176.1) | (229.5) | 53.4 | (2.0) | | | | |
| PFR - Reversal of Beach Life Guard Transition | (77.0) | (77.0) | | | | | | |
| PFR - Reversal of DARP positions | (190.7) | (190.7) | | (3.0) | | | | |
| PFR - Annualization of 2018 requests | 137.4 | 58.4 | 79.0 | 1.8 | 28.8 | 17.8 | 11.0 | |
| PFR - Zero based user fee review | (100.0) | | (100.0) | | | | | |
| PFR - National Child Care Benefit Phase Out | | (200.0) | 200.0 | | | (200.0) | 200.0 | |
| SSHA - Transfer of 1 Policy Development Officer | | | | (1.0) | | | | |
| SSHA - Additional funding for the pilot expansion of Winter Respite Services (2018/2019 yr) | 2,695.0 | (3,399.0) | 6,094.0 | (1.0) | (6,094.0) | | (6,094.0) | |
| SSHA - Operating costs for 2 GSR permanent sites | 4,426.0 | | 4,426.0 | 18.0 | 411.0 | | 411.0 | |
| SSHA - Expenditures related to the Street Needs Assessment survey | (77.0) | (77.0) | | | | | | |
| SSHA - Implementation of the Provincial Home for Good Program | 3,979.0 | 3,979.0 | | | (18,357.0) | (18,357.0) | | (8.0) |
| SSHA - One time funding to provide surge capacity in shelter to address surge in demand from new arrivals | | (3,000.0) | 3,000.0 | | | | | |
| SDFA - TNR Long Term Waste Management Strategy Initiatives | 7.8 | 7.8 | | | 6.7 | 6.7 | | |
| SDFA - H.O.M.E. Portal with WoodGreen Community Services | (255.0) | (255.0) | | | | | | |
| SDFA - Youth Violence Prevention Initiatives | (243.0) | (243.0) | | (1.0) | (81.7) | (81.7) | | |
| SDFA - Newcomer Service Kiosks | (62.1) | (62.1) | | | | | | |
| TESS - OW Reserve Draw for Further Reduction | | (2,700.0) | 2,700.0 | | | | | |
| TESS - Reduced Admin Burden due to Two Way Secure Email Project | (35.5) | | (35.5) | | (4.2) | | (4.2) | |
| TESS - Savings from increased Supervision Span of Control | (927.0) | | (927.0) | (7.0) | (48.6) | | (48.6) | |
| TESS - Family Support Admin Realignment due to Provincial Changes | (10.1) | | (10.1) | | (1.3) | | (1.3) | |
| TESS - OW Reserve Draw Reduction | | (5,481.9) | 5,481.9 | | | | | |
| TPS - Increase to CACC Base Funding for Administrative Overheads | 12.7 | 12.7 | | | 11.9 | 11.9 | | |
| TPS - Work Term Student Harmonization | 0.9 | | 0.9 | | 0.2 | | 0.2 | |
| TPS - Reduction in Primary Care Paramedic Program | (50.0) | | (50.0) | | | | | |

2019 & 2020 Plan - Details

| Description (\$000s) | 2019 - Incremental Change | | | | 2020 - Incremental Change | | | |
|--|---------------------------|----------------|-----------------|---------------|---------------------------|------------------|-----------------|------------|
| | Gross Expense | Revenue | Net Expense | # Pos | Gross Expense | Revenue | Net Expense | # Pos |
| Known Impacts: | | | | | | | | |
| Operating Impact of capital | 2,158.5 | (101.4) | 2,259.9 | (26.7) | (726.5) | (6,108.6) | 5,382.1 | 1.1 |
| EDC - Enhancement of Arts and Culture Services at Clark Centre for the Arts | 202.5 | | 202.5 | 3.0 | 206.8 | 73.7 | 133.1 | 1.4 |
| PFR - Delivery of Cap positions | (2,529.0) | (2,163.9) | (365.1) | (31.1) | (6,571.1) | (6,280.4) | (290.7) | (54.4) |
| PFR - Operating impact of capital projects | 1,723.4 | 43.4 | 1,680.0 | 13.4 | 5,585.9 | 103.0 | 5,482.9 | 54.1 |
| SSHA - Transfer from capital budget for the implementation of the Choice based Housing Access System | (168.0) | (936.0) | 768.0 | | (4.0) | (139.0) | 135.0 | |
| SSHA - Operating costs of 2 transitional shelters required for GSR project: Seaton House Transition Plan | 2,550.0 | 2,578.0 | (28.0) | (12.0) | (14.0) | | (14.0) | |
| TESS - Human service Integration - Position Funded by Capital | 188.3 | 188.3 | | | 35.4 | 35.4 | | |
| TPS - Delivery of Capital Projects | 185.3 | 182.8 | 2.5 | | 28.5 | 92.7 | (64.2) | |
| TPS - Temporary Capital Delivery Positions | 6.0 | 6.0 | | | 6.0 | 6.0 | | |
| Salaries and Benefits | 20,996.2 | 1,467.6 | 19,528.6 | | 11,313.3 | | 11,313.3 | |
| AHO - Salaries and Benefits | 70.4 | | 70.4 | | 55.6 | | 55.6 | |
| CS - COLA, Progression & Step Increase | 1,535.8 | | 1,535.8 | | 1,041.5 | | 1,041.5 | |
| Court - Salaries and Benefits | 429.7 | | 429.7 | | 238.2 | | 238.2 | |
| EDC - COLA | 194.9 | | 194.9 | | 2.3 | | 2.3 | |
| EDC - Progression Pay | 311.5 | | 311.5 | | 316.1 | | 316.1 | |
| EDC - Salaries and Step | 180.8 | | 180.8 | | 232.6 | | 232.6 | |
| EDC - Salary Adjustments (Adjustments to PEP) | 1.0 | | 1.0 | | 2.4 | | 2.4 | |
| LTCHS - Salaries & Benefits Increases | 2,226.4 | | 2,226.4 | | 1,471.4 | | 1,471.4 | |
| PFR - COLA | 3,035.7 | | 3,035.7 | | 20.3 | | 20.3 | |
| PFR - Progression Pay | 1,020.7 | | 1,020.7 | | 1,035.9 | | 1,035.9 | |
| PFR - Salaries and Steps | 389.3 | | 389.3 | | 1,139.2 | | 1,139.2 | |
| PFR - Benefits | 1,173.9 | | 1,173.9 | | 600.8 | | 600.8 | |
| PFR - Impact of Minimum Wage Increase | 2,538.4 | | 2,538.4 | | | | | |
| SSHA - Salaries & Benefits | 1,548.0 | (55.0) | 1,603.0 | | 1,141.0 | | 1,141.0 | |
| SDFA - Salaries & Benefits Increases (excluding Non Union COLA) | 435.3 | | 435.3 | | 391.4 | | 391.4 | |
| TESS - COLA, Step Increases, Progression Pay and Benefits | 3,661.8 | | 3,661.8 | | 2,120.8 | | 2,120.8 | |
| TPS - Salaries & Benefits | 2,242.6 | 1,522.6 | 720.0 | | 1,503.8 | | 1,503.8 | |
| Economic Factors | 9,472.6 | | 9,472.6 | | 8,439.4 | | 8,439.4 | |
| CS - Divisional Economic Factors | 8,727.2 | | 8,727.2 | | 8,488.6 | | 8,488.6 | |
| PFR - Energy and Utilities | 556.7 | | 556.7 | | | | | |
| PFR - Other Inflationary Increases | 166.1 | | 166.1 | | (45.4) | | (45.4) | |
| TPS - Economic Factors for Medical and Computer Maintenance | 22.6 | | 22.6 | | (3.8) | | (3.8) | |

2019 & 2020 Plan - Details

| Description (\$000s) | 2019 - Incremental Change | | | | 2020 - Incremental Change | | | |
|--|---------------------------|-------------------|----------------|--------------|---------------------------|-------------------|-----------------|-------|
| | Gross Expense | Revenue | Net Expense | # Pos | Gross Expense | Revenue | Net Expense | # Pos |
| Known Impacts: | | | | | | | | |
| Revenue Changes | (63,949.0) | (72,256.6) | 8,307.6 | | (28,717.0) | (46,598.7) | 17,881.7 | |
| SSHA - Cashflow changes relating to 2018 affordable housing projects, Social Infrastructure Fund and Social Housing Apartment Retrofit grant | (63,949.0) | (63,925.0) | (24.0) | | (28,717.0) | (28,697.0) | (20.0) | |
| SSHA - Loss in Federal funding (TCHC and Non TCHC related) | | (8,643.0) | 8,643.0 | | | (19,957.0) | 19,957.0 | |
| AHO - Interdepartmental Revenue | | 2.0 | (2.0) | | | 0.6 | (0.6) | |
| AHO - Homelessness Partnering Grant | | 5.4 | (5.4) | | | 3.4 | (3.4) | |
| CS - Increased provincial subsidy | | (787.9) | 787.9 | | | 9.3 | (9.3) | |
| PFR - Parks - Reverse Section 37 & 42 Funding | | (197.1) | 197.1 | | | | | |
| PFR - Swiss Game Stream Challenge | | | | | | 2.0 | (2.0) | |
| PFR - Permit Volume Reserve Adjustment - final | | (800.0) | 800.0 | | | | | |
| PFR - Park Permit Volume Decline | | (400.0) | 400.0 | | | | | |
| PFR - Location Permit Revenue Deferral | | (400.0) | 400.0 | | | | | |
| SSHA - Provincial Social Housing programs revenue changes | | (300.0) | 300.0 | | | (45.0) | 45.0 | |
| SSHA - Community Homelessness Prevention initiative grant cashflow changes | | 1,137.0 | (1,137.0) | | | | | |
| TPS - User Fee for Inflationary Increase | | 24.1 | (24.1) | | | 24.1 | (24.1) | |
| TPS - Provincial Funding | | 2,027.9 | (2,027.9) | | | 2,060.9 | (2,060.9) | |
| Other (Specify) | (2,103.5) | (4,372.7) | 2,269.1 | (2.0) | 3,990.5 | (12,316.5) | 16,307.0 | |
| SSHA - TCHC's loan Sinking Fund contribution | | | | | 21,198.0 | | 21,198.0 | |
| AHO - Legal Services - Anniversary pay increases for solicitors | 10.1 | | 10.1 | | 10.3 | | 10.3 | |
| CS - IDC/IDR | 28.3 | | 28.3 | | (18.4) | (2,200.0) | 2,181.6 | |
| CS - Alignment of complement for TELCCC for compliance with Ministry guidelines | 50.0 | | 50.0 | | 31.6 | | 31.6 | |
| CS - Relocation of Lawrence East TELCCC | 41.2 | | 41.2 | | | | | |
| CS - Contribution to Capital TCS | 1,066.0 | 1,066.0 | | | (50.0) | (50.0) | | |
| Court - IDC/IDR | 4.8 | 16.4 | (11.6) | | 1.5 | 11.0 | (9.5) | |
| Court - APS Costs Adjustments | (0.3) | | (0.3) | | (1.2) | | (1.2) | |
| Court - TLE Equipment and Other costs | (9.0) | | (9.0) | | | | | |
| EDC - Event Support Staff Changes for Overtime hours | | 1.0 | (1.0) | | | 1.0 | (1.0) | |
| EDC - IDC with Transportation to provide Local Services for BIAs | 165.9 | | 165.9 | | | | | |
| PFR - Change in IDC | 122.0 | | 122.0 | | 77.9 | | 77.9 | |
| PFR - Ferry Reserve Contribution | 237.7 | | 237.7 | | 242.4 | | 242.4 | |
| PFR - Insurance Deductible - Automobile & Property | 88.9 | | 88.9 | | | | | |
| SSHA - Base Expenditure Changes | 2,431.0 | | 2,431.0 | | (2,813.0) | | (2,813.0) | |
| SSHA - Adjustment to hydro costs and other exp | (251.0) | | (251.0) | | (41.0) | | (41.0) | |
| SSHA - Changes in legislated indexed cost factors - Non TCHC | (3,422.0) | | (3,422.0) | | (2,870.0) | | (2,870.0) | |
| SSHA - Changes in legislated indexed cost factors - TCHC | 2,889.0 | | 2,889.0 | | (1,752.0) | | (1,752.0) | |
| SSHA - IT support for the Centralize Wait List | 40.0 | | 40.0 | | 3.0 | | 3.0 | |
| SSHA - Federal Homelessness Partnering Strategy Grant extension | (2,162.0) | (2,162.0) | | | (1,081.0) | (1,081.0) | | |

2019 & 2020 Plan - Details

| Description (\$000s) | 2019 - Incremental Change | | | | 2020 - Incremental Change | | | |
|---|---------------------------|-------------------|------------------|---------------|---------------------------|-------------------|-----------------|--------------|
| | Gross Expense | Revenue | Net Expense | # Pos | Gross Expense | Revenue | Net Expense | # Pos |
| Known Impacts: | | | | | | | | |
| Other (Specify) | | | | | | | | |
| SSHA - Annualization impact from the City's acquisition of the Birkdale shelter | 10.0 | | 10.0 | | 3.0 | | 3.0 | |
| SSHA - IDC/IDR | (238.0) | | (238.0) | | 25.0 | | 25.0 | |
| SSHA - Housing Allowance spending plan changes | (188.0) | (188.0) | | | | | | |
| SDFA - Residential Energy Retrofit Program | (1,150.0) | (1,150.0) | | | (2,000.0) | (2,000.0) | | |
| SDFA - Healthy Kids Community Challenge | (1,925.0) | (1,925.0) | | (2.0) | | | | |
| SDFA - Toronto Youth Job Corps | (1.6) | | (1.6) | | (3,878.0) | (3,769.9) | (108.2) | |
| SDFA - IDC/IDR and Other Changes | (5.0) | (163.1) | 158.0 | | (4.5) | (53.9) | 49.4 | |
| TESS - IDC | 79.3 | (276.2) | 355.5 | | (3,120.3) | (3,126.8) | 6.5 | |
| TPS - Furnishings | (42.0) | | (42.0) | | | | | |
| TPS - IDC/IDR | 26.2 | (7.0) | 33.2 | | 27.2 | (46.9) | 74.1 | |
| TPS - Medical Supplies and Uniform Cost Increase | | 262.7 | (262.7) | | | | | |
| TPS - Fleet Maintenance | | 152.5 | (152.5) | | | | | |
| Total - Known Impacts | (28,678.2) | (92,784.2) | 64,105.9 | (30.9) | (33,380.8) | (87,084.8) | 53,704.0 | (6.9) |
| Anticipated Impacts: | | | | | | | | |
| Revenue Changes | | | | | | | | |
| PFR - User Fee Inflation Increase | | 1,877.8 | (1,877.8) | | | 1,915.3 | (1,915.3) | |
| Other (Specify) | | | | | | | | |
| CS - Efficiency savings from customer service improvements | (130.0) | | (130.0) | | | | | |
| CS - Occupancy Grants | | | | | | (5,821.2) | 5,821.2 | |
| LTCHS - IDC | 2.7 | | 2.7 | | 2.8 | | 2.8 | |
| LTCHS - Resident Acuity and Service Level Standards | 1,986.8 | 1,986.8 | | 25.0 | 1,981.2 | 1,981.2 | | 25.0 |
| LTCHS - Electronic Health Care software & maintenance | | | | | 500.0 | | 500.0 | |
| TESS - Savings from Future Transformation and Modernization Project | (3,328.7) | | (3,328.7) | (39.0) | (94.3) | | (94.3) | |
| TESS - Process Streamlining from Service Delivery Model Project | (2,594.1) | | (2,594.1) | (30.0) | (4.5) | | (4.5) | |
| TESS - Efficiency Savings through Converting to Paperless Office | (1,144.6) | | (1,144.6) | (14.0) | (34.6) | | (34.6) | |
| TESS - Reduced Summary Receptionist due to Technology initiative | (493.0) | | (493.0) | (7.0) | (1.0) | | (1.0) | |
| Total - Anticipated Impacts | (5,700.9) | 3,864.6 | (9,565.5) | (65.0) | 2,349.6 | (1,924.7) | 4,274.3 | 25.0 |
| Total Incremental Impact | (34,379.1) | (88,919.6) | 54,540.4 | (95.9) | (31,031.2) | (89,009.5) | 57,978.3 | 18.1 |

Operating Budget Variance as of Sep. 30, 2017

| 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 | (0.3) | ▼ | (0.3) | ▼ | (0.0) | — | ⊕ | (0.3) | ▼ | (0.3) | ▼ | 0.0 | — | ⊕ |
| Children's Services | (8.6) | ▼ | (0.1) | ▼ | (8.6) | — | ⊕ | (16.7) | ▲ | (4.7) | ▲ | (12.0) | — | ⊕ |
| Court Services | (3.1) | ▼ | 7.5 | ▲ | (10.7) | ▼ | ⊕ | (5.2) | ▼ | 0.6 | ▲ | (5.8) | ▼ | ⊕ |
| Economic Development & Culture | 0.2 | ▲ | (0.3) | ▲ | 0.5 | ▲ | ⊕ | 1.6 | ▲ | 1.4 | ▲ | 0.3 | ▲ | Ⓡ |
| Toronto Paramedic Services | (0.2) | ▼ | 1.1 | ▲ | (1.3) | ▼ | ⊕ | 0.0 | ▲ | 1.1 | ▲ | (1.1) | ▼ | ⊕ |
| Long Term Care Homes and Services | (8.3) | ▼ | (7.6) | ▼ | (0.7) | ▼ | ⊕ | (11.1) | ▼ | (10.2) | ▼ | (0.9) | ▼ | ⊕ |
| Parks, Forestry & Recreation | 4.5 | ▼ | (7.3) | ▼ | 11.9 | ▼ | Ⓡ | (14.7) | ▼ | (18.6) | ▼ | 3.9 | ▲ | Ⓡ |
| Shelter, Support & Housing Administration | (31.0) | ▼ | (47.2) | ▼ | 16.3 | ▲ | Ⓡ | (21.0) | ▼ | (31.5) | ▼ | 10.5 | ▲ | Ⓡ |
| Social Development, Finance & Administration | (1.4) | ▼ | (1.5) | ▼ | 0.1 | — | ⊕ | (6.5) | ▼ | (6.5) | ▼ | (0.0) | — | ⊕ |
| Toronto Employment & Social Services | 5.7 | ▲ | 5.8 | ▲ | (0.2) | ▲ | ⊕ | 5.9 | ▲ | 5.9 | ▲ | (0.0) | — | ⊕ |
| Total | (42.5) | ▼ | (49.8) | ▼ | 7.3 | ▲ | ⊕ | (67.9) | ▼ | (62.7) | ▼ | (5.2) | ▲ | Ⓡ |
| Year-to-Date Net Variance | 85% to 105% Ⓢ | | 0% to 85% Ⓡ | | >105% | | Year-End ⊕ | <=100% Ⓡ | | >100% | | | | |

Key points:

YTD Gross Net underspending of \$7.3M or 0.9% (\$42.5M or 1.7% Gross) is primarily driven by:

- Shelter, Support and Housing Administration - \$16.3M Net overspending primarily related to the sustained increase in demand for services in Hostel services.
- Parks, Forestry & Recreation - \$11.9M Net overspending due to unplanned expenditures to mitigate the damage due to high water levels at the Toronto Island, and under-achieved revenue as a result of Spring flooding.
- Court Services - \$10.7M Net underspending primarily due to lower salaries and benefits as a result of vacant positions, and temporary increase in revenue due to a shift in the method of recognizing revenue.

Projected Year-end favourable Net expenditure variance of \$5.2M or 0.9% (\$67.9M or 1.9% Gross) is primarily driven by:

- Children's Services - \$12.0M underspending as a result of the increased contribution from the provincial Government late in the year. Unused funding will be contributed to the Child Care Expansion Reserve Fund to be invested in 2018 as per provincial guidelines.
- Court Services - \$5.8M underspending mainly due to operational savings resulting from vacant positions and other non-salary expenses.
- Shelter, Support and Housing Administration - \$10.5M overspending from sustained demand for Hostel Services resulting from continued occupancy pressures.
- Parks, Forestry and Recreation - \$3.9M unfavourable Net primarily driven by Toronto Islands flooding, resulting in lost revenue from ferry, permit and user fees.



Capital Appendices

Summary of Key Projects Completed in 2017

| Program Area | Key Projects |
|---------------------------------|---|
| Economic Development & Culture | <ul style="list-style-type: none"> ▪ All of the 2017 Canada 150 Capital Projects (except Fort York Visitor Centre) ▪ Huron Square project in the Chinatown BIA ▪ Public art "Three Points Where Two Lines Meet" by Young and Giroux ▪ Completed Design Development for the Spencer and Rosa Clark Arts Centre, EDC's signature project of the Guild Inn Revitalization |
| Long-Term Care Homes & Services | <ul style="list-style-type: none"> ▪ Opened Phase II of Kipling Acres bringing 145 long-term care beds back into service along with new community hub space ▪ Acquired new electronic healthcare system ▪ The following projects completed to maintain homes in a state of good repair: <ul style="list-style-type: none"> ✓ Building automation system upgrades; Nurse call system upgrades; Installation of security cameras; HVAC replacements; Elevator upgrades; Boiler and compressor replacements; Nursing station renovations; Divisional laundry equipment replacement project. |
| Toronto Paramedic Services | <ul style="list-style-type: none"> ▪ Opened 1300 Wilson Avenue Multi-Function Station ▪ Completed Public Access defibrillator replacement project (96 Units) ▪ Continued progress on: adding power stretchers and ambulances; replacements of: ambulance radios; mobile data communications equipment; and medical equipment |

Summary of Key Projects Completed in 2017

| Program Area | Key Projects |
|--|--|
| Parks, Forestry & Recreation | <p>New Builds:</p> <ul style="list-style-type: none"> York Community Centre (\$33.270M); Connorvale Park New Baseball Field and Parking (\$0.935 M); New splash pad at Vradenburg Park (\$0.655M) <p>Improvements and Enhancement:</p> <ul style="list-style-type: none"> Berczy Park Redevelopment (\$7.910 M); Grange Park Redevelopment (\$5.501 M); Kew Gardens Park and Streetscape Improvements with BIA (\$1.033 M); Elm Park Playground, Splash Pad, Trail and Path (\$0.980M); 5 Participatory Budgeting Pilot projects in two wards (\$0.370 M) <p>State of Good Repair:</p> <ul style="list-style-type: none"> Guildwood Park Infrastructure Rehabilitation (\$4.900M); Albion Arena SOGR & Accessibility Upgrades (\$2.708M); Commander Park Arena New Roof (\$1.190M); Bluffers Park Seawall Repairs (\$1.185M); Prince of Wales Artificial Ice Rink – SGR Upgrades (\$0.950M); North Park Two Bridges and Trail Improvements (\$0.674M) |
| Shelter Support & Housing Administration | <ul style="list-style-type: none"> Pre-development work of acquired property at 63-65 Homewood Avenue |

Key Capital Issues & Challenges for 2018 and Beyond

| | |
|---------------------------------|---|
| Children's Services | <p>Issue: Currently licensed child care serves less than 20% of the child population</p> <p>Challenge:</p> <ul style="list-style-type: none"> To increase the number of child care spaces, focusing primarily on spaces for children 0-4 and maintain directly operated child care centres in a state of good repair |
| Economic Development & Culture | <p>Issue: Gap between corporate affordability targets and the State of Good Repair backlog in the cultural properties inventory.</p> <p>Challenges:</p> <ul style="list-style-type: none"> Gap between corporate affordability targets and the State of Good Repair backlog in the cultural properties inventory Meeting compliance deadlines for Universal Accessibility – some exemptions for portfolio for AODA but not all buildings in cultural portfolio are fully AODA accessible such as theatres |
| Long-Term Care Homes & Services | <p>Issue: 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>Challenges:</p> <ul style="list-style-type: none"> Securing the upfront City funding for redevelopment. Redevelopments costs are partially offset by MOHLTC per diem subsidy over 25 years |

Key Capital Issues & Challenges for 2018 and Beyond

| | |
|---|---|
| <p>Parks, Forestry & Recreation</p> | <p>Issues:</p> <ul style="list-style-type: none"> • Accessibility for Ontarians with Disabilities Act by 2025 for all facilities. • Mitigate the impact of high water levels on Toronto Islands and along the Waterfront |
| | <p>Challenge:</p> <ul style="list-style-type: none"> • Limited Corporate Funding for State of Good Repair and Service Improvement |
| <p>Shelter Support & Housing Administration</p> | <p>Issues:</p> <ul style="list-style-type: none"> • Aging infrastructure in shelters & social housing stock with unfunded capital repair backlog • Demand for Shelter & Social Housing services has been trending up |
| | <p>Challenge:</p> <ul style="list-style-type: none"> • Securing properties for shelter transition plan. |

Key Capital Issues & Challenges for 2018 and Beyond

| | |
|---|--|
| <p>Toronto Paramedic Services</p> | <p>Issues:</p> <ul style="list-style-type: none"> • Increase in Service Demand driven by aging and growing population results in the need for infrastructure growth • Ensure the Health & Safety of Paramedics by improving equipment to help reduce musculoskeletal injuries for Paramedics <p>Challenges:</p> <ul style="list-style-type: none"> • Ensure the infrastructure and resources are in place to service increased demand • Ensure the Health & Safety of Paramedics by improving equipment to help reduce musculoskeletal injuries for Paramedics |
| <p>Toronto Employment & Social Services</p> | <p>Issues:</p> <ul style="list-style-type: none"> • Child Care Fee Subsidy, Ontario Works, and Housing Subsidy programs are delivered in silos and consequently, clients are forced to navigate multiple service pathways to access services. <p>Challenges:</p> <ul style="list-style-type: none"> • Alignment of business processes with the new software and hardware • Compliance with regulations pertaining to sharing of information |

Key Capital Objectives & Priority Actions

| | |
|--------------------------------|--|
| Children’s Services | <p>Objectives: Build licensed child care capacity to meet demand. Launch technology to improve service for families. Deliver capital objectives through state of good repair.</p> |
| | <p>Key Priority Actions:</p> <ul style="list-style-type: none"> • Add 21 licensed Child Care Centres / 1110 spaces • Continue capital maintenance of existing Child Care Centres. • Expand “My Child Care Account “ and launch Growing Child Care for Toronto”. • Funding operators to create new infant, toddler and/or preschool spaces and new funding to build new child care spaces for children aged 0-4 in the community |
| Economic Development & Culture | <p>Objectives:</p> <ul style="list-style-type: none"> • Enhance the preservation of Toronto’s heritage and expand opportunities for the public to experience and appreciate the history of Toronto. • Enhance the public realm, revitalize neighborhoods and generate economic growth |
| | <p>Key Priority Actions:</p> <ul style="list-style-type: none"> • Invest \$20 million over 10 years to restore / preserve heritage elements, including museums, historical sites, as well as outdoor public art. • Revitalize the Guild Inn and Casa Loma |

Key Capital Objectives & Priority Actions

| | |
|--|--|
| <p>Long-Term Care Homes & Services</p> | <p>Objectives: To maintain the City’s LTC homes ensuring the safety, security and comfort of residents; mitigating risk to the City; and meeting compliance with all legislated requirements.</p> |
| | <p>Key Priority Actions:</p> <ul style="list-style-type: none"> • George Street Revitalization Project includes the redevelopment of the first home • Capital maintenance to address SOGR and health & safety requirements in 10 homes • Implement new healthcare record and resident information management system. • Staged mandatory redevelopment of 5 homes as part of the capital renewal strategy. |
| <p>Parks, Forestry & Recreation</p> | <p>Objectives: Maintain the health & safety and state of good repair of existing assets, while also satisfying demand for growth and service improvement</p> |
| | <p>Key Priority Actions:</p> <ul style="list-style-type: none"> • State of Good Repair maintenance and construction to accommodate accessibility requirements • Implement modernization, transformation, and innovation processes such as CATS-TASS (eTime) Interface for Recreation Worker Scheduling, Recreation Management Business Transformation (CLASS), and the Enterprise Work Management Solution |

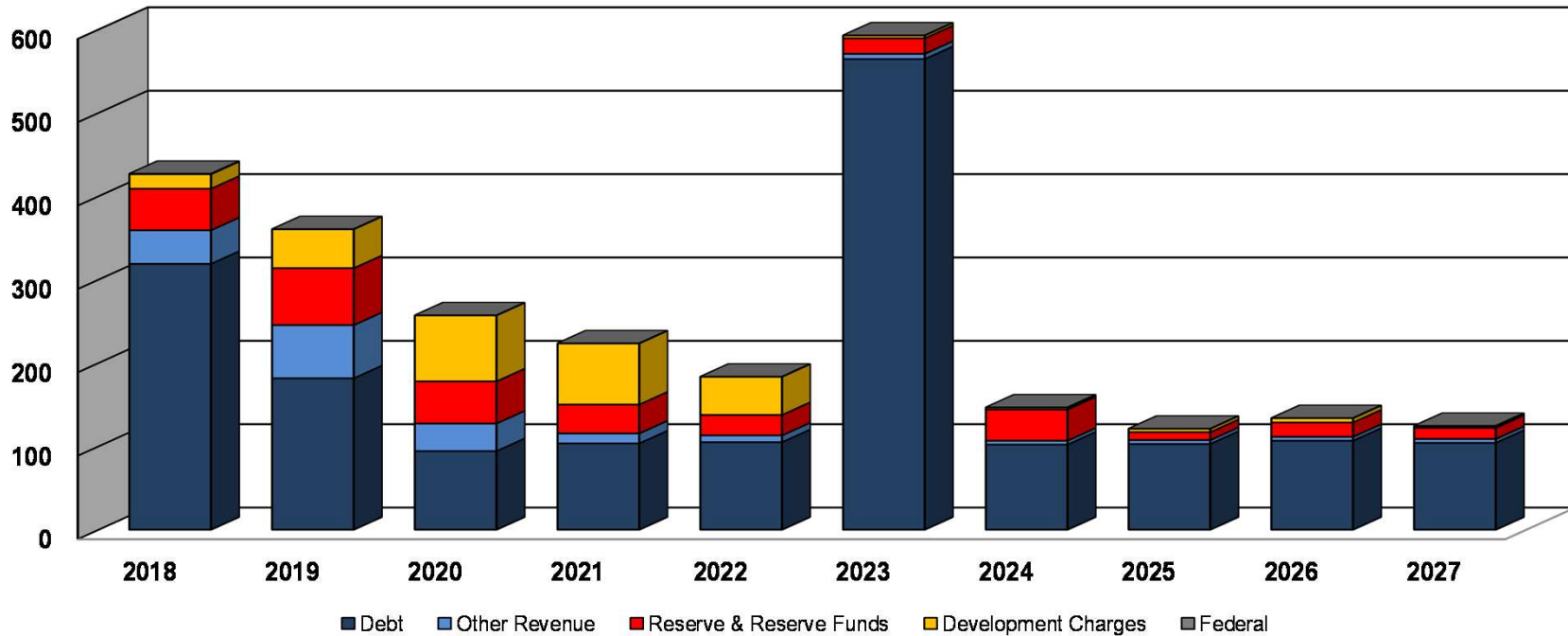
Key Capital Objectives & Priority Actions

| | |
|---|--|
| <p>Shelter Support & Housing Administration</p> | <p>Objectives:</p> <ul style="list-style-type: none">• Transforming the shelter system and enhancing support mechanisms to prevent homelessness.• Securing sites for GSR Transition.• Transform access to social housing through development an integrated, choice-based housing access system. <p>Key Priority Actions:</p> <ul style="list-style-type: none">• The search for shelter sites has intensified with SSHA and Facilities and Real Estate Management Division collaborating in the search for suitable properties.• Continue implementation of the Choice Based Waiting List system. |
|---|--|

Key Capital Objectives & Priority Actions

| | |
|---|--|
| <p>Toronto Paramedic Services</p> | <p>Objectives:</p> <ul style="list-style-type: none"> • Transition to new, larger Multi-Function stations to meet growing service demands for emergency response • Ensure the health and safety of the public and personnel |
| | <p>Key Priority Actions:</p> <ul style="list-style-type: none"> • Continued expansion of Multi-Function Station program and an Ambulance Post project • Addition of new vehicles for Community Paramedicine Program. • Addition of new ambulances, power stretchers and defibrillators to meet growth demands. |
| <p>Toronto Employment & Social Services</p> | <p>Objectives:</p> <ul style="list-style-type: none"> • Deliver integrated Access and Intake for core City income support programs |
| | <p>Key Priority Actions:</p> <ul style="list-style-type: none"> • Implement integrated contact centre for human services • Implement integrated client profile and knowledge base for human services |

2018 – 2027 Preliminary Capital Budget and Plan by Funding Source



| \$ Million | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | Total |
|-------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| Debt | 318.8 | 181.6 | 94.2 | 103.5 | 104.9 | 564.5 | 102.0 | 102.8 | 106.7 | 104.1 | 1783.1 |
| Other Revenue | 40.3 | 63.8 | 33.1 | 12.0 | 8.2 | 6.4 | 4.7 | 4.7 | 4.7 | 4.7 | 182.5 |
| Reserve & Reserve Funds | 49.8 | 68.3 | 50.6 | 34.6 | 24.6 | 18.5 | 37.4 | 9.5 | 17.2 | 13.3 | 323.8 |
| Development Charges | 17.4 | 46.7 | 79.1 | 73.4 | 45.8 | 3.4 | 2.5 | 4.1 | 5.3 | 2.3 | 279.9 |
| Federal | 0.4 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.4 |
| Totals | 426.8 | 360.4 | 257.0 | 223.4 | 183.4 | 592.8 | 146.6 | 121.0 | 133.8 | 124.4 | 2569.6 |

Incremental Operating Impact of Capital

| Net Expenditures (\$000s) | 2018 Preliminary Budget | | 2019 Plan | | 2020 Plan | | 2021 Plan | | 2022 Plan | | 2023 - 2027 Plan Plan | | 2018 - 2027 Total | |
|--|-------------------------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|-----------------------|----------|-------------------|----------|
| | \$ | Position | \$ | Position | \$ | Position | \$ | Position | \$ | Position | \$ | Position | \$ | Position |
| Previously Approved | | | | | | | | | | | | | | |
| CS: Customer Service Improvements | (15.0) | | (29.0) | 1.0 | | | | | | | | | (44.0) | 1.0 |
| PFR: Information Technology | | | | | | | | | 26.0 | 0.6 | | | 26.0 | 0.6 |
| PFR: Land Acquisition | | | 45.0 | 0.5 | 46.0 | 0.5 | | | | | | | 91.0 | 1.0 |
| PFR: Outdoor Recreation Centres | 166.3 | 2.1 | 261.3 | 5.4 | 516.0 | 7.0 | | | | | | | 943.6 | 14.5 |
| PFR: Park Development | 42.3 | 1.0 | 324.5 | 3.4 | 601.0 | 5.5 | 363.6 | 3.4 | 322.0 | 2.8 | 52.0 | 0.5 | 1,705.4 | 16.6 |
| PFR: Playgrounds/Waterplay | | | 50.0 | 0.4 | 12.0 | 0.1 | | | | | | | 62.0 | 0.5 |
| PFR: Pool | | | | | 600.0 | 11.0 | | | | | | | 600.0 | 11.0 |
| PFR: Arena | 11.4 | 0.3 | 34.0 | 0.8 | 34.0 | 0.8 | | | | | | | 79.4 | 1.9 |
| PFR: Community Centres | | | 136.7 | 2.0 | 1,083.0 | 19.3 | 1,195.6 | 31.3 | 147.0 | 1.3 | | | 2,562.3 | 53.8 |
| PFR: Other | | | 65.0 | 0.6 | 285.0 | 2.6 | 120.0 | 1.1 | 15.0 | 0.1 | | | 485.0 | 4.4 |
| SSHA : George Street Revitalization | 1,941.0 | | 4,841.4 | | 813.5 | | | | | | (1,260.8) | | 6,335.1 | |
| SSHA : Choice Base Housing Access System | (1,729.8) | 9.0 | (962.3) | (9.0) | (827.4) | | | | | | | | (3,519.5) | |
| TPS: Additional Ambulances | 63.0 | | 69.0 | | (65.0) | | (14.0) | | | | | | 53.0 | |
| TPS: Multi- Function Station # 2 | | | | | | | | | 270.0 | | (61.0) | | 209.0 | |
| TPS: NW District Multi-Function Stn (Wilson) | (45.0) | | | | | | | | | | | | (45.0) | |
| TPS: Multi- Function Station # 3 | | | | | | | | | | | 122.0 | | 122.0 | |
| TPS: Ambulance Post Program | | | | | | | | | | | 3.0 | | 3.0 | |
| TPS: New Defibrillators | | | | | | | | | 330.0 | | | | 330.0 | |
| TPS: Power Stretchers | 17.0 | | (65.0) | | | | | | | | | | (48.0) | |
| | 451.2 | 12.4 | 4,770.6 | 5.0 | 3,098.1 | 46.7 | 1,665.2 | 35.8 | 1,110.0 | 4.8 | (1,144.8) | 0.5 | 9,950.3 | 105.2 |

Incremental Operating Impact of Capital

| Net Expenditures (\$000s) | 2018 Preliminary Budget | | 2019 Plan | | 2020 Plan | | 2021 Plan | | 2022 Plan | | 2023 - 2027 Plan Plan | | 2018 - 2027 Total | |
|---|-------------------------|-------------|----------------|------------|----------------|-------------|----------------|-------------|------------------|-------------|-----------------------|-------------|-------------------|--------------|
| | \$ | Position | \$ | Position | \$ | Position | \$ | Position | \$ | Position | \$ | Position | \$ | Position |
| New Projects - 2018 | | | | | | | | | | | | | | |
| CS: TCS Growing Child Care for Toronto | | | (64.0) | | (211.0) | | (391.0) | | (157.0) | 2.6 | 471.0 | | (352.0) | 2.6 |
| EDC: Museums & Heritage Services IT Infrastructure | | | 15.0 | | | | | | | | | | 15.0 | |
| EDC: The Guild Revitalization Project | 5.0 | | 202.0 | 3.0 | 133.0 | 1.4 | (8.0) | 1.2 | | | | | 332.0 | 5.6 |
| PFR: Information Technology | | | (173.0) | (3.0) | 1,506.0 | 2.0 | | | | | | | 1,333.0 | (1.0) |
| PFR: Outdoor Recreation Centres | | | 27.0 | 0.3 | 60.0 | 0.9 | | | | | | | 87.0 | 1.1 |
| PFR: Park Development | | | 223.0 | 1.9 | 308.0 | 2.9 | 179.8 | 1.8 | 84.0 | 0.7 | | | 794.8 | 7.4 |
| PFR: Playgrounds/Waterplay | | | 108.0 | 1.2 | 54.0 | 0.6 | | | | | | | 162.0 | 1.8 |
| PFR: Arena | 30.0 | 0.8 | 36.0 | 0.8 | 37.0 | 0.9 | | | | | | | 103.0 | 2.4 |
| PFR: Community Centres | | | | | 31.0 | 0.6 | | | | | | | 31.0 | 0.6 |
| PFR: Other | | | 6.0 | | 214.0 | 2.0 | 69.0 | 0.6 | | | | | 289.0 | 2.6 |
| TESS / CS/ SSHA: Human Services Integration Service (HSI) | | | | | | | | | (2,390.6) | | | | (2,390.6) | |
| Sub-Total | 35.0 | 0.8 | 380.0 | 4.2 | 2,132.0 | 11.2 | (150.2) | 3.6 | (2,463.6) | 3.3 | 471.0 | | 404.2 | 23.1 |
| New Projects - Future Years | | | | | | | | | | | | | | |
| PFR: Outdoor Recreation Centres | | | | | 15.0 | 0.3 | 30.0 | 0.5 | 225.2 | 4.1 | 150.0 | 2.5 | 420.2 | 7.4 |
| PFR: Park Development | | | | | 330.0 | 2.9 | 184.4 | 1.9 | 534.4 | 7.9 | 120.0 | 1.1 | 1,168.8 | 13.8 |
| PFR: Arena | | | | | | | 245.4 | 13.5 | | | | | 245.4 | 13.5 |
| PFR: Community Centres | | | | | | | | | 147.4 | 2.7 | 2,520.0 | 66.0 | 2,667.4 | 68.7 |
| PFR: Other | | | | | 122.0 | 1.0 | 140.2 | 1.4 | 122.0 | 1.1 | 998.0 | 13.7 | 1,382.2 | 17.2 |
| Sub-Total | | | | | 467.0 | 4.2 | 600.0 | 17.3 | 1,029.0 | 15.8 | 3,788.0 | 83.3 | 5,884.0 | 120.6 |
| Total | 486.2 | 13.1 | 5,150.6 | 9.2 | 5,697.1 | 62.2 | 2,115.0 | 56.7 | (324.6) | 23.9 | 3,114.2 | 83.8 | 16,238.5 | 248.9 |

Capital Budget Variance as of Sep. 30, 2017

| Program | | 2017 Approved Cash Flow | 2017 Expenditure | | | Trending | Alert (Benchmark 70% spending rate) |
|----------------|----|-------------------------|------------------|---------------------|---------------|----------|-------------------------------------|
| | | | YTD Spending | Year-End Projection | % at Year End | | |
| CHS | Q1 | 39.84 | 1.06 | 18.37 | 46.1% | | Ⓜ |
| | Q2 | 39.84 | 2.34 | 16.04 | 40.3% | ↓ | Ⓜ |
| | Q3 | 40.52 | 4.49 | 16.20 | 40.0% | ↓ | Ⓜ |
| Court Services | Q1 | 1.56 | 0.00 | 1.35 | 86.7% | | Ⓞ |
| | Q2 | 1.56 | 0.05 | 1.35 | 86.7% | ↓ | Ⓞ |
| | Q3 | 1.56 | 0.06 | 0.79 | 50.8% | ↓ | Ⓢ |
| EDC | Q1 | 31.86 | 1.11 | 23.69 | 74.4% | | Ⓞ |
| | Q2 | 31.93 | 3.03 | 24.49 | 76.7% | ↑ | Ⓞ |
| | Q3 | 31.82 | 6.05 | 20.08 | 63.1% | ↓ | Ⓢ |
| LTCHS | Q1 | 20.45 | 0.77 | 19.69 | 96.3% | | Ⓞ |
| | Q2 | 16.40 | 2.47 | 14.76 | 90.0% | ↓ | Ⓞ |
| | Q3 | 16.40 | 4.77 | 13.92 | 84.9% | ↓ | Ⓞ |
| PF&R | Q1 | 236.67 | 8.69 | 146.06 | 61.7% | | Ⓢ |
| | Q2 | 239.77 | 41.80 | 144.33 | 60.2% | ↓ | Ⓢ |
| | Q3 | 238.83 | 82.03 | 143.31 | 60.0% | ↓ | Ⓢ |
| SS&HA | Q1 | 52.94 | 0.19 | 40.70 | 76.9% | | Ⓞ |
| | Q2 | 52.94 | 1.55 | 21.52 | 40.6% | ↓ | Ⓜ |
| | Q3 | 42.41 | 3.21 | 6.67 | 15.7% | ↓ | Ⓜ |
| TESS | Q1 | 5.35 | 0.00 | 5.35 | 100.0% | | Ⓞ |
| | Q2 | 7.85 | 0.14 | 5.35 | 68.2% | ↓ | Ⓢ |
| | Q3 | 7.84 | 0.04 | 2.50 | 31.9% | ↓ | Ⓜ |
| TPS | Q1 | 14.62 | 0.60 | 12.05 | 82.4% | | Ⓞ |
| | Q2 | 14.62 | 3.92 | 12.05 | 82.4% | □ | Ⓞ |
| | Q3 | 14.62 | 8.61 | 11.94 | 81.7% | ↓ | Ⓞ |
| TOTAL | Q1 | 403.29 | 12.42 | 267.26 | 66.3% | | Ⓢ |
| | Q2 | 404.90 | 55.31 | 239.89 | 59.2% | ↓ | Ⓢ |
| | Q3 | 393.99 | 109.27 | 215.42 | 54.7% | ↓ | Ⓢ |

Ⓞ > 70%

Ⓢ between 50% and 70%

88

Ⓜ < 50% or > 100%

Capital Budget Variance – as of Sept. 30, 2017

Key Points:

- YTD spending for Cluster A totalled \$109.2 M or 27.8% of 2017 Approved Capital Budget
- YTD Spending rate for 3rd Q 2016 was 28.9%
- Rate expected to increase to \$215.4M or 54.7% by year-end
- Majority of Programs projecting year-end spending rate between 15.7% to 63.1%
- Long-Term Care Homes & Services and Toronto Paramedic Services projecting spending rate of 84.9% & 81.7% respectively