

2020 Budget Notes

Toronto Public Health

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What we do

Toronto Public Health provides programs, services and policy directions to achieve a healthy city for all, meet community public health needs, comply with the Ontario Public Health Standards, and contribute to the sustainability of the broader health system. Toronto Public Health delivers the following services: Chronic Diseases and Injury Prevention, Emergency Preparedness, Environmental Health, Family Health, Infectious Diseases, and Public Health Foundations.

Why we do it

Toronto Public Health reduces health inequities and improves the health of the whole population.

Who we serve

Chronic Diseases and Injury Prevention

- Children, Youth, Adults and Seniors
- Educational Institutes
- Employers

Beneficiaries

- Residents
- Families
- Neighbourhoods
- City and Agency Staff

Family Health

- Dental Clients - Children, Youth and Seniors
- Parents and Guardians
- Pregnant Women
- Youth and adults in their childbearing years

Beneficiaries

- Residents
- Families
- Neighbourhoods

Emergency Preparedness

- Community Partners
- Emergency Response Agencies
- Residents Affected by Emergencies

Beneficiaries

- Residents
- Emergency Services
- City and Agency Staff

Infectious Diseases

- Individuals at-risk of or with known/suspected reportable infectious disease
- Individuals at-risk for vaccine preventable disease
- Hospitals, Long-Term Homes, Retirement Homes, Correction Facilities

Beneficiaries

- General Public
- Health Care Providers

Environmental Health

- Food and Water Consumers
- Recreational Water Users
- Businesses

Beneficiaries

- Residents
- Neighbourhoods
- Health Care Providers

Public Health Foundations

- Children, Youth, Adults, and Seniors
- Educational Institutes
- Employers

Beneficiaries

- Residents
- Families
- Neighbourhoods
- City and Agency Staff

Budget at a glance

STAFF RECOMMENDED OPERATING BUDGET				STAFF RECOMMENDED 10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$199.7	\$189.0	\$189.0	Gross Expenditures	\$3.5	\$27.1	\$30.6
Gross Expenditures	\$269.1	\$270.8	\$273.5	Debt	\$3.5	\$27.1	\$30.6
Net Expenditures	\$ 69.4	\$ 81.8	\$ 84.5				
Approved Positions	1,921.2	1,913.2	1,915.2				

Key service outcomes

Outcomes	Description
Prepare for and respond to outbreaks and emergencies	Conduct surveillance activities to identify potential for outbreaks and emergencies. Ensure capacity is available to respond to new and emerging events and provide consistent and effective management of emergency situations.
Improve health status of the population	Design and deliver interventions that enable individuals to attain and sustain optimal health including achieving optimal preconception health, experiencing a healthy pregnancy, having the healthiest newborn; and promoting and educating residents on health issues such as nutrition, physical activity promotion, injury prevention, sun safety, tobacco use, diabetes prevention, substance misuse, and fall prevention.
Identify emerging trends that are impacting health on a population level and that exacerbate health inequalities	Use evidence-informed decision making model for public health intervention design and delivery; undertake research and engage, collaborate, and consult with City divisions and other stakeholders to advance and influence government policy that support optimal public health outcomes; promote healthy social, built and natural environments; and develop and pilot interventions to respond to emerging public health issues and challenges.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	# of surveillance indicators assessed, updated, and reported to monitor the health of Toronto's population	65	50	60	●
	# of students reached in higher needs elementary/middle schools with chronic diseases and injury prevention programs	81,000	78,000	76,500	●
	# of municipal policies advanced for healthy social, built and natural environments	15	10	10	●

This document reflects the 2020 Operating Budget and 2020-2029 Capital Budget and Plan as recommended by the City Manager and Chief Financial Officer and Treasurer, which differs from the budget approved by the Board of Health. Please refer to [Appendix 11](#) for details.

Our experience and success

- Delivered [T.O. Health Check: An Overview of Toronto's Population Health Status](#)
- Complete the construction of the [Dental Clinic](#) at the Scarborough Civic Centre
- Influenced policy on emerging public health issues such as vaccine hesitancy ([Moving to Acceptance: Toronto Public Health's Strategy to Address Vaccine Hesitancy](#)) and vaping ([Update on Aerosolized Liquid Products](#))

Key challenges and risks

- The Ontario Government's 2019 modernization efforts introduce uncertainty into the public health sector, particularly around governance and the funding model.
- Public health interventions are challenged to improve population health while addressing growing health disparities and meeting the needs of an increasingly diverse population.
- The importance of the social determinants of health and its influence on health requires public health to weigh in on a broad range of issues for which effective public health interventions have yet to be established.

Priority actions

- Adjust to funding and governance proposals put forward by the Ontario Government while still protecting and promoting the health of Torontonians
- Conduct systematic and routine analysis of surveillance information, including monitoring trends over time, emerging trends, and priority populations to identify and respond to areas of public health concern
- Complete implementation of the new Ontario Seniors Dental Care Program
- Advance research on effective public health interventions

Our key service levels



Student Nutrition Program

634 of school communities

211,000 of children and youth



Dental Treatment for Eligible Clients

26,500 of seniors, children and youth (17 years of age and younger)



Immunization Records Assessment

100% of immunization records for 7 to 17 year olds assessed

Key service deliverables

- Conduct ongoing surveillance and population health assessment for chronic and communicable disease and reproductive health outcomes, health inequities, and outbreak detection
- Identify public health issues and make recommendations to Board of Health and/or City Council for action to improve the health of Torontonians
- Respond to infection prevention and control (IPAC) issues, support IPAC activities in communal living settings (i.e. shelters), and provide IPAC and outbreak management support to health care settings (i.e. continuing care/rehabilitation sites)
- Inspect food premises; and respond to reports of foodborne illness and outbreaks, and food recalls
- Provide education and prevention interventions to populations at higher risk of developing chronic diseases like Type 2 diabetes
- Deliver educational sessions to improve families' knowledge in healthy pregnancy, growth and development, positive parenting, healthy eating, and breastfeeding

RECOMMENDATIONS

The City Manager and Chief Financial Officer and Treasurer recommend that:

1. City Council approve the 2020 Staff Recommended Operating Budget for Public Health of \$269.154 million gross, \$69.409 million net for the following services:

Service:	Gross (\$000s)	Revenue (\$000s)	Net (\$000s)
Chronic Diseases and Injury Prevention	44,477.2	30,550.2	13,927.0
Emergency Preparedness	2,492.1	1,467.2	1,024.9
Environmental Health	24,931.3	19,915.9	5,015.4
Family Health	109,679.4	88,336.6	21,342.8
Infectious Diseases	68,148.6	47,966.3	20,182.3
Public Health Foundations	19,425.2	11,508.7	7,916.5
Total Program Budget	269,153.8	199,745.0	69,408.8

2. City Council approve the 2020 staff complement for Public Health Services of 1,921.2 positions, comprising 10 capital positions and 1,911.2 operating positions.
3. City Council approve the 2020 other fee changes above the inflationary adjusted rate for Public Health Services identified in [Appendix 8](#), for inclusion in the Municipal Code Chapter 441 "Fees and Charges".
4. City Council direct the information contained in Confidential Attachment, remain confidential until the outcome of City Council's decision has been communicated to Unions and affected staff.
5. City Council approve 2020 Staff Recommended Capital Budget for Public Health Services with cash flows and future year commitments totaling \$8.492 million as detailed by project in [Appendix 5a](#).
6. City Council approve the 2021-2029 Staff Recommended Capital Plan for Public Health Services totalling \$22.124 million in project estimates as detailed by project in [Appendix 5b](#).

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2020 STAFF RECOMMENDED OPERATING BUDGET

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Staff Recommended Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Staff Rec'd Budget	Change v. 2019 Projected Actual	
						\$	%
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Chronic Diseases & Injury Prevention	30,947.2	29,791.6	30,550.2	0.0	30,550.2	758.6	2.5%
Emergency Preparedness	1,665.7	1,794.5	1,467.2	0.0	1,467.2	(327.3)	(18.2%)
Environmental Health	18,396.8	18,731.9	19,915.9	0.0	19,915.9	1,184.0	6.3%
Family Health	75,634.6	74,001.7	79,238.5	9,098.1	88,336.6	14,334.9	19.4%
Infectious Diseases	51,413.9	52,076.5	47,966.3	0.0	47,966.3	(4,110.3)	(7.9%)
Public Health Foundations	11,623.5	11,230.9	11,508.7	0.0	11,508.7	277.8	2.5%
Total Revenues	189,681.7	187,627.1	190,646.8	9,098.1	199,745.0	12,117.9	6.5%
Expenditures							
Chronic Diseases & Injury Prevention	44,647.6	43,381.6	44,422.2	55.0	44,477.2	1,095.6	2.5%
Emergency Preparedness	2,205.7	2,377.5	2,492.1	0.0	2,492.1	114.6	4.8%
Environmental Health	23,865.3	24,102.4	24,931.3	0.0	24,931.3	828.9	3.4%
Family Health	97,354.5	95,284.4	100,603.8	9,075.6	109,679.4	14,395.0	15.1%
Infectious Diseases	65,765.1	66,587.3	68,148.6	0.0	68,148.6	1,561.2	2.3%
Public Health Foundations	19,589.0	19,473.0	19,425.2	0.0	19,425.2	(47.8)	(0.2%)
Total Gross Expenditures	253,427.2	251,206.2	260,023.2	9,130.6	269,153.8	17,947.6	7.1%
Net Expenditures	63,745.5	63,579.1	69,376.3	32.5	69,408.8	5,829.7	9.2%
Approved Positions	1,881.4	1,932.1	1,860.2	61.0	1,921.2	(10.9)	(0.6%)

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$260.023 million gross reflecting an increase of \$8.817 million in spending above 2019 projected year-end actuals (prior to enhancements), predominantly arising from:

- \$4.334 million related to the new 100% provincially funded Ontario Seniors Dental Care Program, which was introduced in November 2019 – this program provides dental care to eligible low-income seniors;
- \$3.392 million reflects a partial easing of cost containment measures required in 2019 to address uncertainty created by the Ontario Government's spring 2019-20 Budget announcement; and
- \$1.100 million to address the increased cost of food (7.5%) for the Student Nutrition Program as calculated using the [Nutritious Food Basket Costing Tool in Toronto](#).
- Included in the budget are funding changes, effective January 1, 2020, for Ministry of Health funded programs which requires the city's additional contribution of \$4.324 towards a total funding shortfall of \$14.089 million. Please refer to Table 2a for more information.

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$9.131 million gross is predominately related to the new Ontario Seniors Dental Care Program which is fully funded by the Province.

EQUITY IMPACTS OF BUDGET CHANGES

Increasing equity for seniors with low-income: Toronto Public Health's 2020 Staff Recommended Operating Budget includes an annual investment of \$15.543 million for the new Ontario Seniors Dental Care Program which will have a positive impact on low-income seniors, increasing their access to dental care. This investment supports the Poverty Reduction Strategy.

2020 STAFF RECOMMENDED OPERATING BUDGET KEY DRIVERS

The 2020 Staff Recommended Operating Budget for Toronto Public Health is \$269.154 million gross or 7.1% higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget (includes efficiencies, prior to enhancements), Table 2b summarizes Efficiencies, and Table 2c summarizes New and Enhanced requests.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)	2018 Actuals	2019 Proj. Actuals	2020 Staff Rec'd Base Budget	Year over Year Changes	
				\$	%
Expenditures					
1 Salaries and Benefits	185,290.1	183,553.4	191,919.1	8,365.7	4.6%
2 Materials & Supplies	3,796.1	3,945.7	3,902.0	(43.7)	-1.1%
3 Equipment	1,338.7	1,134.1	873.2	(260.9)	-23.0%
4 Service and Rent	31,106.5	29,923.4	29,726.1	(197.3)	-0.7%
5 Contribution To Capital	1,367.9	1,377.1	1,377.4	0.3	0.0%
6 Other Expenditures	30,527.9	31,272.5	32,225.3	952.8	3.0%
Total Expenditures	253,427.2	251,206.2	260,023.2	8,816.9	3.5%
Revenues					
1 Provincial Subsidies	181,748.6	180,853.9	184,326.2	3,472.3	1.9%
2 Federal Subsidies	463.3	140.3	140.3		
3 User Fees & Donations	1,095.1	1,262.6	1,007.0	(255.6)	-20.2%
4 Transfers From Capital	1,662.1	2,117.0	1,521.5	(595.5)	-28.1%
5 Other Revenues	4,712.5	3,253.3	3,651.8	398.5	12.2%
Total Revenues	189,681.7	187,627.1	190,646.8	3,019.7	1.6%
Net Expenditures	63,745.5	63,579.1	69,376.3	5,797.2	9.1%

Salaries & Benefits:

Includes the full year impact of the implementation of the 100% provincially funded Ontario Seniors Dental Care Program (\$4.334 million) introduced in the fall of 2019 and reflects a partial easing of cost containment measures required in 2019 to address uncertainty created by the Ontario Government's spring 2019-20 Budget announcement (\$3.720 million).

Other Expenditures:

Increase in the cost of food for the Student Nutrition Program (\$1.100 million, 7.5% increase) based on the [Nutritious Food Basket Costing Tool in Toronto](#).

Provincial Subsidies:

The increase of \$3.472 million is the cumulative result of:

- Loss in revenue due to the changes in the provincial funding formula from 75% municipal/25% provincial and 100% provincial funded to 70% municipal/30% provincial for Ministry of Health funded programs (\$14.089 million); offset by
- One-time mitigation funding from the Ministry of Health (\$9.765 million) to assist in the transition of the funding changes, funding for the new Ontario Seniors Dental Care program launched in November 2019 (\$4.934 million), and partial easing of cost containment measures required in 2019 to address uncertainty created by the Ontario Government's spring 2019-20 Budget announcement (\$3.392 million).

Table 2b: Other Efficiencies / Savings

Recommendation	Type	(\$000s)										
		2020				2021 (vs 2019)			2022 (vs 2019)			
		Revenue	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions	
Municipal Dental Overlap with Ontario Seniors Dental Care Program	Efficiencies	-	(2,236.4)	(2,236.4)	(22.0)	(72.5)	(72.5)	-	(78.0)	(78.0)	-	
Enhanced Safe Water Initiative	Efficiencies	-	(87.2)	(87.2)	-	(0.8)	(0.8)	-	-	-	-	
Food Safety (Haines)	Efficiencies	-	(110.0)	(110.0)	-	-	-	-	-	-	-	
Confidential Operational & Service Efficiencies (#1-6)	Efficiencies	-	(2,836.4)	(2,836.4)	(28.0)	(98.1)	(98.1)	-	(108.5)	(108.5)	-	
Budget Increase/(Decrease)		-	(5,270.0)	(5,270.0)	(50.0)	(171.4)	(171.4)	-	(186.5)	(186.5)	-	

The Recommended 2020 Operating Budget includes \$5.270 million in gross expenditures reductions from efficiencies as part of the internal budget review noted below. The changes will have no impact on service levels.

Municipal Dental Overlap with new 100% provincially funded Ontario Seniors Dental Care Program (OSDCP):

- The province's income eligibility criteria for the OSDCP overlaps with the income eligibility criteria currently used in the Municipal Dental Program. As a result, a number of clients currently being served through the Municipal Dental Program will become eligible for service under the OSDCP.

Enhanced Safe Water Initiative:

- In 2019, this program was 100% provincially funded; effective January 1, 2020, the province will fund 70% of this program. As a 100% provincially-funded program enhancement, the funding was to augment supports through the development of educational materials, enhanced training for staff, and additional food-handler training.

Food Safety (Haines):

- In 2019, this program was 100% provincially funded; effective January 1, 2020, the province will fund 70% of this program. As a 100% provincially-funded program enhancement, the funds were used to augment supports for the Safe Water program for initiatives such as campaigns to increase public awareness of the SwimSafe disclosure program, providing enhanced training for staff and periodically improving the disclosure website.

The 2020 Operating Budget includes six Confidential Operational and Service Efficiencies. For more information, please refer to the Confidential Attachment under separate cover.

Table 2c: 2020 Key Drivers – New / Enhanced

New / Enhanced (\$000)	2020				2021 Annualized Gross	Equity Impact	
	Revenue	Gross	Net	Positions			
In \$ Thousands							
1	100% Provincially Funded Ontario Seniors Dental Care Program	9,098.1	9,075.6	(22.5)	61.0	8,907.9	High - positive
2	Creating Health Plus (CH+)		55.0	55.0		55.0	Low - positive
Total New / Enhanced		9,098.1	9,130.6	32.5	61.0	8,962.9	

100% Provincially Funded Ontario Seniors Dental Care Program

The Ontario Seniors Dental Care Program (OSDCP) is a new 100% provincially funded program (contributing up to \$15.543 million annually) which was launched in November 2019. The new program is available to all Ontario residents. The number of eligible low-income seniors (+65) who will receive dental treatment in Toronto under the new provincially funded program is projected to increase to 27,000 from the 10,000 per annum that have been historically received dental care under the Municipal Dental Program.

The OSDCP budget proposal's overall equity impact is high positive. Low-income seniors' access to health services will be positively impacted.

Creating Health Plus (CH+)

This investment (\$0.055 million) will support a Program Manager position at Creating Health Plus (CH+). CH+ is a partnership program that provides homeless and under-housed people regular and reliable access to fresh foods on a weekly basis at drop-ins in Toronto. Toronto Public Health currently provides in-kind support to CH+ through participation on the Advisory Committee and provision of nutrition advice. CH+ also receives support from Shelter Support and Housing Administration to cover the cost of food in the drop-ins across the City.

The Creating Health Plus (CH+) budget proposal's equity impact is low positive. The proposal will support the program to continue providing access to fresh food for individuals experiencing homelessness or individuals that are under-housed.

Note:

- For additional information on 2020 key cost drivers refer to Appendix 1 as well as [Appendix 2](#) for a more detailed listing and descriptions of the 2020 Staff Recommended Service Changes and [Appendix 3](#) for the 2020 Staff Recommended & Pending New and Enhanced Service Priorities, respectively.

2021 & 2022 OUTLOOKS**Table 3: 2021 and 2022 Outlooks**

(\$000s)	2019 Projected Actual	2020 Staff Rec'd Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	187,627.1	199,745.0	189,008.2	189,034.2
Gross Expenditures	251,206.2	269,153.8	270,834.4	273,495.5
Net Expenditures	63,579.1	69,408.8	81,826.2	84,461.3
Approved Positions	1,932.1	1,921.2	1,913.2	1,915.2

Key 2021 drivers**Salaries and Benefits**

- Inflationary increases for salary and benefits

Revenue Changes

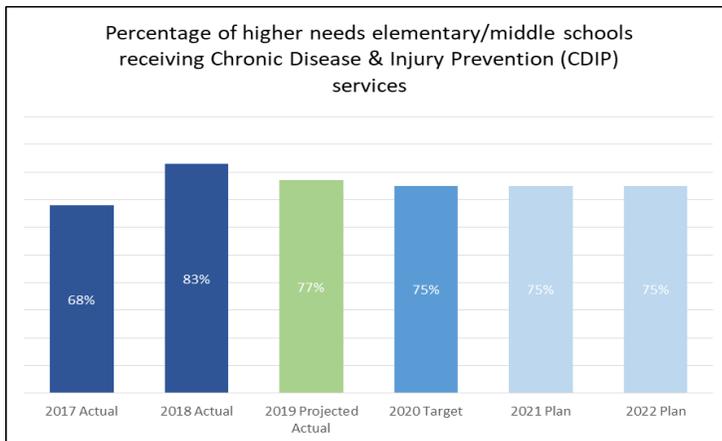
- Loss of one time mitigation funding from the Province (\$9.765 million)

Key 2022 drivers**Salaries and Benefits**

- Inflationary increases for salary and benefits

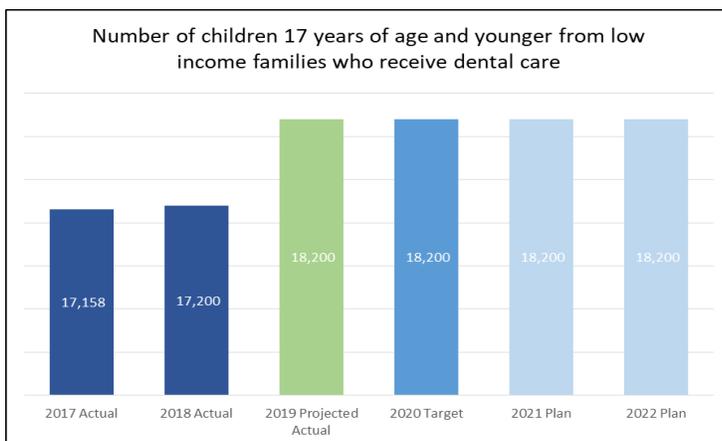
How well we are doing

Performance measures

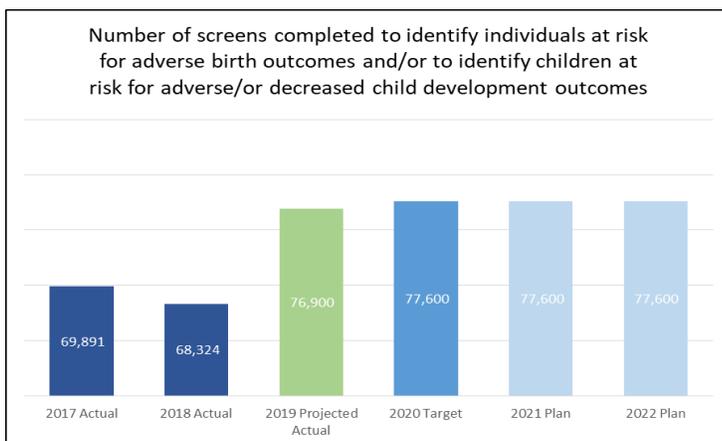


Behind the numbers

- Schools are the ideal setting to reach children with chronic disease and injury prevention (CDIP) interventions (e.g. nutrition, physical activity promotion, injury prevention, sun safety and tobacco use prevention).
- Toronto Public Health strives to
 - reach 75% of higher needs elementary/middle schools
 - increase the # of services within each school reached
- More CDIP services in schools supports increased awareness of and adoption of healthy behaviours, thus improving the health status of the population



- Poor oral health affects general health, self-esteem, social interaction, academic performance and quality of life
- Disadvantaged populations carry the burden of disease concentration
- Children 17 years of age and younger from low income families report improved oral health after receiving dental care

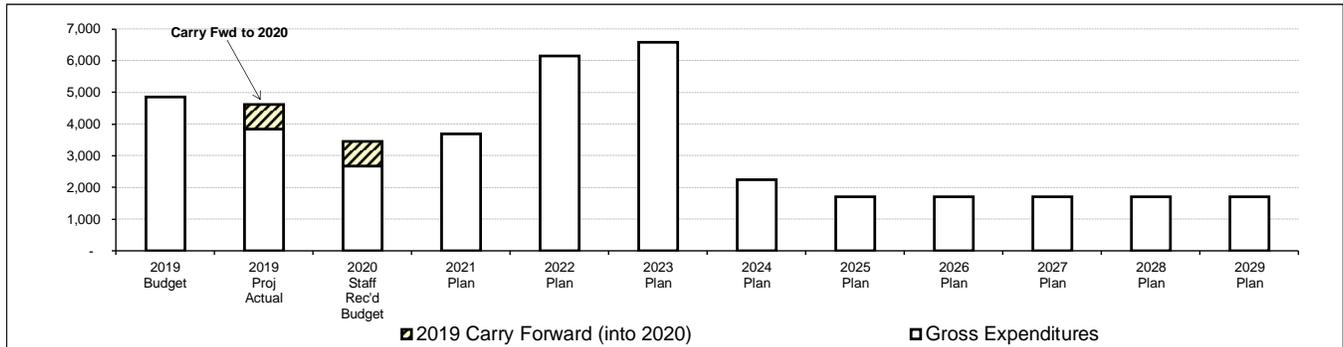


- Early identification screens can identify children with special needs as early as possible to improve developmental health outcomes
- Children (18 months to 5 years) are screened for nutritional risk factors which can lead to obesity, anemia, and can impact a child's readiness for school and ability to learn
- Postpartum depression screening is conducted to identify women at risk and to ensure services are offered to reduce the likelihood of harm to child and parent, and to decrease the impact of mental health illness for both parent and infant

2020 – 2029 STAFF RECOMMENDED CAPITAL BUDGET AND PLAN

2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview
(\$'000)



	2019		2020 Staff Recommended Capital Budget and 2021 - 2029 Capital Plan											2020 - 2024	2025-2029	Total 10 Year Plan	
	Budget	Projected Actual	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029					
	Gross Expenditures by Project Category:																
Health & Safety & Legislated																	
SOGR	1,202	1,192	1,448	1,915	3,229	3,361	304	-	-	-	624	823	10,257	1,447	11,704		
Service Improvement & Growth	3,662	2,642	2,009	1,769	2,916	3,228	1,937	1,700	1,700	1,700	1,076	877	11,859	7,053	18,912		
Total by Project Category	4,864	3,834	3,457	3,684	6,145	6,589	2,241	1,700	1,700	1,700	1,700	1,700	22,116	8,500	30,616		
Financing:																	
Debt	4,252	3,503	3,457	3,684	6,145	6,589	2,241	1,700	1,700	1,700	1,700	1,700	22,116	8,500	30,616		
Reserves/Reserve Funds	418	331	-	-	-	-	-	-	-	-	-	-	-	-	-		
Total Financing	4,669	3,834	3,457	3,684	6,145	6,589	2,241	1,700	1,700	1,700	1,700	1,700	22,116	8,500	30,616		

Changes to Existing Projects
(\$0.385 million)

- Increased funding of \$0.385 million for *DataMart Data Warehouse Phase 3* (2018-2023) as a result of scope changes to integrate Artificial Intelligence to support future program delivery decisions.

New Projects
(\$5.287 million)

- \$5.287 million for the *Inspection Management Implementation* project (2020-2023) to replace the current inspection systems which are approaching their obsolescence.

Capital Needs Constraints
(\$0.0 million)

- Toronto Public Health does not have any capital needs constraints over the 10-year planning horizon.

Note:

For additional information, refer to [Appendix 5](#) for a more detailed listing of the 2020 and 2021-2029 Capital Budget & Plan by project.

2020 – 2029 CAPITAL BUDGET AND PLAN

\$31 Million 10-Year Gross Capital Program

				
Decision Making	Workforce Capabilities	Business Processes	Information Technology	Access to Services
\$5M 16%	\$3M 10%	\$10M 32%	\$10M 32%	\$3M 10%
<ul style="list-style-type: none"> • DataMart/Data Warehouse • Geographical Information Enablement • Common Geographical Interface • Healthy Smart City - Data and Predictive Analytics • Healthy Smart Cities 	<ul style="list-style-type: none"> • Community Collaboration • Mobile Enablement 	<ul style="list-style-type: none"> • Electronic Medical Record • Correspondence and Communication Tracking System • Socio-Demographic Data Collection and Reporting • Call Centre Revitalization • Customer Relationship Case Management 	<ul style="list-style-type: none"> • Inspection Management • Early Abilities Information System • Implementation • Community Health Information System • Reporting Environment Enhancement 	<ul style="list-style-type: none"> • Public eLearning • Public Notifications and Advisories • Chemical Tracking Information System

How the Capital Program is Funded

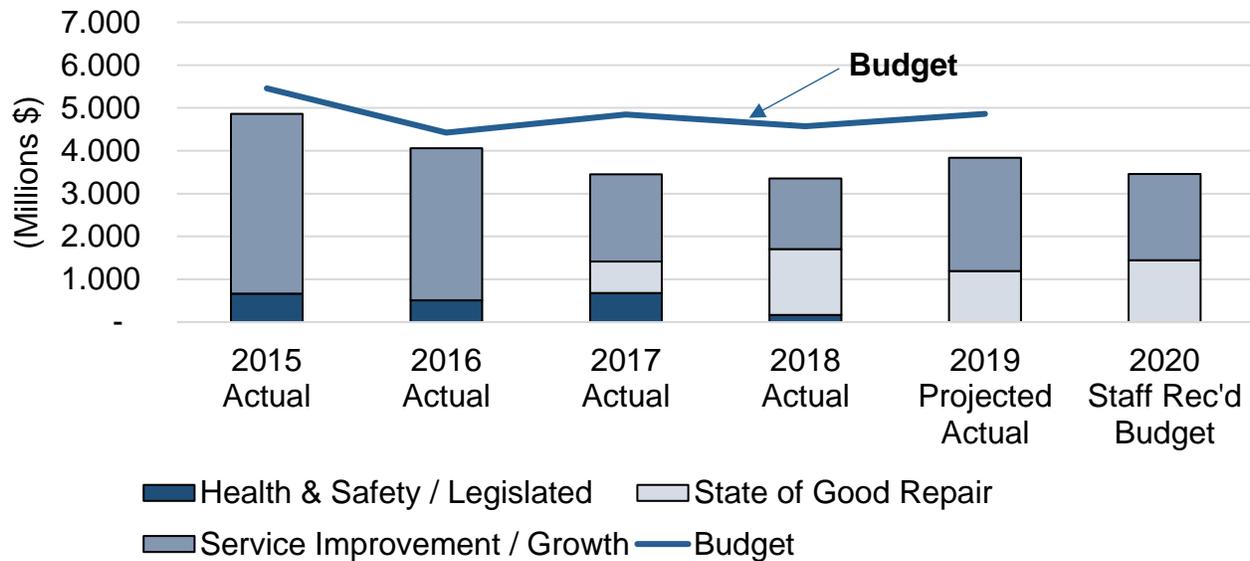
City of Toronto		Provincial Funding	Federal Funding
\$31 M 100%		\$0 M 0%	\$0 M 0%
Debt	\$ 31 M		

CAPACITY TO SPEND REVIEW

The Recommended 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the ten year capital plan. A review was undertaken to ensure budgets align with the Toronto Public Health's ability to spend and the markets capacity to deliver.

Key component in determining an appropriate level of annual cash flows include historical capacity to spend reviews by project categories (Chart 2 below) as well as the level of projected 2019 underspending that will be carried forward into 2020 to complete capital work.

Chart 2 – Capacity to Spend



Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Staff Rec'd Budget
Health & Safety / Legislated	0.667	0.512	0.677	0.167		
State of Good Repair			0.736	1.538	1.192	1.448
Service Improvement / Growth	4.197	3.548	2.037	1.653	2.642	2.009
Total	4.864	4.060	3.450	3.358	3.834	3.457
% Spent	89%	92%	71%	73%	79%	

Capacity to Spend Review Impact on the Recommended 10-Year Plan

Based on the review historical capital spending constraints, \$1.321 million in capital spending originally cash flowed in 2020 has been deferred to 2021 or future years.

As a result of this review the following key adjustments to the Capital Plan were made as noted below:

- Increased funding for DataMart Data Warehouse Phase 3 (\$0.385 million) and Inspection Management Implementation project (\$3.285 million) to address business requirements
- Reduced funding for Chemical Tracking Information System (\$0.028 million) and Common Geographical Interface (\$0.300 million)
- Cancelled Documents and Records Management projects (\$2.060 million) as the project has been incorporated within the scope of the corporate Enterprise Documents and Records Management Program
- Cancelled DataMart Data Warehouse Phase 4 (\$1.536 million) as current enterprise options are not yet available to meet Toronto Public Health's requirements

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2020 Capital Budget Plan will decrease future year Operating Budgets by a total of \$0.098 million net over the 2020 -2029 period, primarily due to the completion of five Information Technology projects that will streamline business processes, provide efficiencies and improve service delivery as shown in Table 4 below.

Table 4: Net Operating Impact Summary
(In \$000's)

Projects	2020 Budget		2021 Plan		2022 Plan		2023 Plan		2024 Plan		2020 - 2024		2020 - 2029	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
<i>Dental & Oral Health Information Systems Project</i>	22		(22)				(40)	(0.4)			0	-	0	-
<i>Community Health Information System</i>											(40)	(0.4)	(40)	(0.4)
<i>Datamart Data Warehouse Phase 3</i>			(4)		(38)	(0.2)					(42)	(0.2)	(42)	(0.2)
<i>Electronic Medical Records System Phase 3</i>	54		(68)	(0.8)							(14)	(0.8)	(14)	(0.8)
Sub-Total: Previously Approved	76	-	(94)	(0.8)	(38)	(0.2)	(40)	(0.4)	-	-	(97)	(1.4)	(96)	(1.4)
New Projects - 2019														
<i>Inspection Management - Implementation</i>									139		139	-	(3)	(1.0)
Sub-Total: New Projects - 2019	-	-	-	-	-	-	-	-	139	-	139	-	(3)	(1.0)
Total	76	-	(94)	(0.8)	(38)	(0.2)	(40)	(0.4)	139	-	44	(1.4)	(98)	(2.4)

The estimated savings and on-going maintenance costs have been identified for the following projects:

- The *Dental and Oral Health Information System* project's estimated ongoing annual cloud solution licensing and x-ray related costs beginning 2020 are expected to be completely absorbed by operational efficiencies in 2021.
- The *Community Health Information System* project, ending in 2021, will realize financial and operational efficiencies in 2023.
- The *DataMart Data Warehouse – Phase 3* project to be completed in 2020, will generate financial and operational efficiencies in 2022.
- The *Electronic Medical Records – Phase 3* project will end in 2020. The estimated ongoing annual cloud solution licensing costs are expected to be completely absorbed by financial and operational efficiencies after full implementation in 2021.
- The *Inspection Management – Implementation* project will end in 2023. The estimated platform software subscription costs beginning 2024 are expected to be completely absorbed by financial and operational efficiencies in 2025.

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

APPENDICES

Appendix 1

2020 Staff Recommended Operating Budget by Expenditure Category

Category (In \$000s)	2017	2018	2019	2019	2020	2020 Change from 2019	
	Actual	Actual	Budget	Projected Actual *	Total Staff Recommended Budget	Projected	Actual
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies	174,593.6	181,748.6	185,625.9	180,853.9	193,424.4	12,570	7.0%
Federal Subsidies	103.7	463.3	140.3	140.3	140.3		
User Fees & Donations	1,204.7	1,095.1	1,127.0	1,262.6	1,007.0	(256)	(20.2%)
Transfers From Capital	1,842.7	1,662.1	2,117.0	2,117.0	1,521.5	(596)	(28.1%)
Sundry and Other Revenues	2,944.8	3,113.3	2,103.1	1,514.0	1,935.4	421	27.8%
Inter-Divisional Recoveries	1,647.3	1,599.2	1,739.3	1,739.3	1,716.3	(23)	(1.3%)
Total Revenues	182,336.8	189,681.7	192,852.6	187,627.1	199,745.0	12,118	6.5%
Salaries and Benefits	179,957.4	185,290.1	187,874.2	183,553.4	198,042.9	14,489	7.9%
Materials & Supplies	4,023.0	3,796.1	4,097.4	3,945.7	4,340.5	395	10.0%
Equipment	1,583.5	1,338.7	1,501.4	1,134.1	951.0	(183)	(16.1%)
Service and Rent	27,887.6	31,106.5	30,712.6	29,923.4	32,216.7	2,293	7.7%
Contribution To Capital	1,319.4	1,367.9	1,373.8	1,377.1	1,377.4	0	0.0%
Other Expenditures	12,425.3	14,891.1	15,542.7	15,505.7	16,638.2	1,133	7.3%
Inter-Divisional Charges	15,282.3	15,636.8	15,627.4	15,766.9	15,587.1	(180)	(1.1%)
Total Gross Expenditures	242,478.6	253,427.2	256,729.3	251,206.2	269,153.8	17,948	7.1%
Net Expenditures	60,141.7	63,745.5	63,876.7	63,579.1	69,408.8	5,830	9.2%
Approved Positions	1,855.9	1,881.1	1,932.1	1,932.1	1,921.2	(10.9)	(0.6%)

* Year-End Projection Based on Q3 2019 Variance Report

Appendix 2

Summary of 2020 Service Changes

Form ID		Agencies - Cluster Program - Toronto Public Health	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
		2020 Staff Recommended Base Budget Before Service Changes:	265,293.2	190,646.8	74,646.4	1,910.15	12,590.4	2,823.3
20412		Confidential Operational & Service Efficiencies #1						
51	Positive	Description:						
<p>The 2020 Operating Budget includes operational and support efficiency savings of \$0.745 million gross and net. Please refer to the Confidential Attachment 1 under separate cover.</p> <p>Service Level Impact:</p> <p>The change will have no impact on service levels.</p> <p>Equity Statement:</p> <p>Please refer to the Confidential Attachment 1 under separate cover.</p> <p>Service: Family Health</p>								
		Total Staff Recommended Changes:	(744.6)	0.0	(744.6)	(7.00)	(28.4)	(30.7)
		Staff Recommended Service Changes:	(744.6)	0.0	(744.6)	(7.00)	(28.4)	(30.7)

Appendix 2

Summary of 2020 Service Changes

Form ID		Agencies - Cluster Program - Toronto Public Health	Adjustments				2021 Plan Net Change	2022 Plan Net Change	
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions			
19914		Confidential Operational & Service Efficiencies #2							
51	No Impact	Description:							
		The 2020 Operating Budget includes operational and support efficiency savings of \$0.280 million gross and net. Please refer to the Confidential Attachment 1 under separate cover.							
		Service Level Impact:							
		The change will have no impact on service levels.							
		Equity Statement:							
		Please refer to the Confidential Attachment 1 under separate cover.							
		Service: Chronic Diseases & Injuries							
		Total Staff Recommended Changes:	(280.0)	0.0	(280.0)	(3.00)	0.0	(0.0)	
		Staff Recommended Service Changes:	(280.0)	0.0	(280.0)	(3.00)	0.0	(0.0)	

Appendix 2

Summary of 2020 Service Changes

Form ID		Agencies - Cluster Program - Toronto Public Health	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
20062		Municipal Dental - Overlap w/Ontario Seniors Dental Care Pgm						
51	No Impact	Description:						
<p>The 2020 Operating Budget includes efficiency savings of \$2.236 million gross and net and a reduction of 22 permanent positions from the introduction of the new 100% provincially funded Ontario Seniors Dental Care Program (OSDCP) for low income seniors (65+). The province's income eligibility criteria for the OSDCP overlaps with the income eligibility criteria currently used by the Municipal Dental Program. As a result, a number of clients currently being served through the Municipal Dental Program will become eligible for service through the OSDCP.</p>								
Service Level Impact:								
This change will have no impact on approved service levels.								
Equity Statement:								
The Municipal Dental Program (MDP) budget proposal will have no equity impact on seniors currently using the MDP because they will continue to receive treatment under the Ontario Seniors Dental Care Program.								
Service: Family Health								
		Total Staff Recommended Changes:	(2,236.4)	0.0	(2,236.4)	(22.00)	(72.6)	(78.0)
		Staff Recommended Service Changes:	(2,236.4)	0.0	(2,236.4)	(22.00)	(72.6)	(78.0)

Appendix 2

Summary of 2020 Service Changes

Form ID		Agencies - Cluster Program - Toronto Public Health	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
20387		Confidential Operational & Service Efficiencies #3						
51	No Impact	Description:						
<p>The 2020 Operating Budget includes operational and support efficiency savings of \$0.595 million gross and net. Please refer to the Confidential Attachment 1 under separate cover.</p> <p>Service Level Impact:</p> <p>The change will have no impact on service levels.</p> <p>Equity Statement:</p> <p>Please refer to the Confidential Attachment 1 under separate cover.</p>								
		Service: Chronic Diseases & Injuries						
		Total Staff Recommended Changes:	(154.6)	0.0	(154.6)	(1.56)	(6.1)	(6.8)
		Service: Family Health						
		Total Staff Recommended Changes:	(344.8)	0.0	(344.8)	(3.48)	(13.7)	(15.1)
		Service: Infectious Diseases						
		Total Staff Recommended Changes:	(35.7)	0.0	(35.7)	(0.36)	(1.4)	(1.6)
		Service: Public Health Foundations						
		Total Staff Recommended Changes:	(59.5)	0.0	(59.5)	(0.60)	(2.4)	(2.6)
		Staff Recommended Service Changes:	(594.6)	0.0	(594.6)	(6.00)	(23.6)	(26.0)

Appendix 2

Summary of 2020 Service Changes

Form ID		Agencies - Cluster Program - Toronto Public Health	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
20403		Confidential Operational & Service Efficiencies #4						
51	No Impact	Description:						
<p>The 2020 Operating Budget includes operational and support efficiency savings of \$0.200 million gross and net. Please refer to the Confidential Attachment 1 under separate cover.</p> <p>Service Level Impact:</p> <p>The change will have no impact on service levels.</p> <p>Equity Statement:</p> <p>Please refer to the Confidential Attachment 1 under separate cover.</p> <p>Service: Infectious Diseases</p>								
		Total Staff Recommended Changes:	(200.2)	0.0	(200.2)	(2.00)	(7.9)	(8.7)
		Staff Recommended Service Changes:	(200.2)	0.0	(200.2)	(2.00)	(7.9)	(8.7)

Appendix 2

Summary of 2020 Service Changes

Form ID		Agencies - Cluster Program - Toronto Public Health	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
20407		Confidential Operational & Service Efficiencies #5						
51	No Impact	Description:						
<p>The 2020 Operating Budget includes operational and support efficiency savings of \$0.572 million gross and net. Please refer to the Confidential Attachment 1 under separate cover.</p> <p>Service Level Impact:</p> <p>The change will have no impact on service levels.</p> <p>Equity Statement:</p> <p>Please refer to the Confidential Attachment 1 under separate cover.</p>								
Service: Chronic Diseases & Injuries								
		Total Staff Recommended Changes:	(70.1)	0.0	(70.1)	(0.50)	(2.4)	(2.6)
Service: Family Health								
		Total Staff Recommended Changes:	(362.1)	0.0	(362.1)	(3.50)	(14.2)	(15.6)
Service: Infectious Diseases								
		Total Staff Recommended Changes:	(70.1)	0.0	(70.1)	(0.50)	(2.4)	(2.6)
Service: Public Health Foundations								
		Total Staff Recommended Changes:	(70.1)	0.0	(70.1)	(0.50)	(2.4)	(2.6)
		Staff Recommended Service Changes:	(572.4)	0.0	(572.4)	(5.00)	(21.5)	(23.3)

Appendix 2

Summary of 2020 Service Changes

Form ID		Agencies - Cluster Program - Toronto Public Health	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
20413		Confidential Operational & Service Efficiencies #6						
51	No Impact	Description:						
<p>The 2020 Operating Budget includes operational and support efficiency savings of \$0.445 million gross and net. Please refer to the Confidential Attachment 1 under separate cover.</p> <p>Service Level Impact:</p> <p>The change will have no impact on service levels.</p> <p>Equity Statement:</p> <p>Please refer to the Confidential Attachment 1 under separate cover.</p>								
Service: Chronic Diseases & Injuries								
Total Staff Recommended Changes:			(75.6)	0.0	(75.6)	(0.85)	(2.8)	(3.4)
Service: Environmental Health								
Total Staff Recommended Changes:			(66.7)	0.0	(66.7)	(0.75)	(2.5)	(3.0)
Service: Family Health								
Total Staff Recommended Changes:			(124.5)	0.0	(124.5)	(1.40)	(4.7)	(5.5)
Service: Infectious Diseases								
Total Staff Recommended Changes:			(133.4)	0.0	(133.4)	(1.50)	(5.0)	(5.9)
Service: Public Health Foundations								
Total Staff Recommended Changes:			(44.5)	0.0	(44.5)	(0.50)	(1.7)	(2.0)
Staff Recommended Service Changes:			(444.7)	0.0	(444.7)	(5.00)	(16.7)	(19.8)

Appendix 2

Summary of 2020 Service Changes

Form ID		Agencies - Cluster Program - Toronto Public Health	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
20414		Enhanced Safe Water Initiative						
51	No Impact	Description:						
<p>The 2020 Operating Budget includes efficiency savings of \$0.087 million gross and net. This reduction stems from the change in provincial funding from 100% to 70% effective Jan 1, 2020. In 2019 this was a 100% provincially-funded program enhancement used to augment supports for the Safe Water program for initiatives such as campaigns to increase public awareness of the SwimSafe disclosure program, providing enhanced training for staff and periodically improving the disclosure website.</p>								
Service Level Impact:								
This change will have no impact on approved service levels.								
Equity Statement:								
The budget proposal is unlikely to have an equity impact.								
Service: Environmental Health								
		Total Staff Recommended Changes:	(87.2)	0.0	(87.2)	0.00	(0.8)	0.0
		Staff Recommended Service Changes:	(87.2)	0.0	(87.2)	0.00	(0.8)	0.0

Appendix 2

Summary of 2020 Service Changes

Form ID		Agencies - Cluster Program - Toronto Public Health	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
20415		Food Safety Program (Haines)						
51	No Impact	Description:						
<p>The 2020 Operating Budget includes efficiency savings of \$0.110 million gross and net. This reduction stems from the change in provincial funding from 100% to 70% effective Jan 1, 2020. In 2019, this was a 100% provincially-funded program enhancement used to augment the Food Safety program and will result in a reduction in the development of educational materials, enhanced training for staff, and additional food-handler training.</p>								
Service Level Impact:								
This change will have no impact on approved service levels.								
Equity Statement:								
The proposal is unlikely to have an equity impact.								
Service: Environmental Health								
Total Staff Recommended Changes:			(110.0)	0.0	(110.0)	0.00	0.0	
Staff Recommended Service Changes:			(110.0)	0.0	(110.0)	0.00	0.0	
<hr/>								
Summary:								
Staff Recommended Service Changes:			(5,270.0)	0.0	(5,270.0)	(50.00)	(171.4)	
Staff Recommended Base Budget:			260,023.2	190,646.8	69,376.3	1,860.15	12,419.0	
			2,636.8					

Appendix 3

Summary of 2020 New / Enhanced Service Priorities Included in Budget

Form ID		Agencies - Cluster Program - Toronto Public Health	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

20095 100% Provincially Funded Low Income Seniors Dental Care Program

74 Positive **Description:**

Funding to add 61 permanent positions to expand the 100% provincially funded Ontario Seniors Dental Care Program (OSDCP) implemented in the fall of 2019. The OSDCP will provide up to \$15.543 million annually to support service delivery, expenditures in equipment, supplies, lab services and contractual agreements with specialty services.

Service Level Impact:

The Ontario Seniors Dental Care Program is accessible by all Ontario residents. On full implementation, operating capacity will allow for an additional 17,000 eligible low income seniors (65+) to receive dental treatment increasing capacity to 27,000.

Equity Statement:

The Ontario Seniors Dental Care Program budget proposal's overall equity impact is high positive. Low-income seniors' access to health services will be positively impacted. The new funded program will increase the number of eligible low income seniors (+65) that will receive dental treatment.

Service: Family Health

Total Staff Recommended Changes:	9,075.6	9,098.1	(22.5)	61.00	(1.6)	(1.7)
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Staff Recommended New/Enhanced Services:	9,075.6	9,098.1	(22.5)	61.00	(1.6)	(1.7)
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Appendix 3

Summary of 2020 New / Enhanced Service Priorities Included in Budget

Form ID		Agencies - Cluster Program - Toronto Public Health	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

20965		Creating Health Plus (CH+)					
74	Positive	Description:					

Funding of \$0.055 million gross and net is included to support a Program Manager position at Creating Health Plus (CH+). CH+ is a partnership program that provides homeless and under-housed people regular and reliable access to fresh foods on a weekly basis at drop-ins in Toronto. CH+ evolved in response to research that identified considerable nutritional gaps in meals served at Toronto drop-ins. Toronto Public Health (TPH) currently provides in-kind support to CH+ through participation on the Advisory Committee and provision of nutrition advice. CH+ also receives support from Shelter Support and Housing Administration to cover the cost of food in the drop-ins across the City.

Service Level Impact:

This change will have no impact on approved service levels.

Equity Statement:

The Creating Health Plus (CH+) budget proposal's equity impact is low positive. The proposal will support the program to continue providing access to fresh food for individuals experiencing homelessness or individuals that are underhoused.

Service: Chronic Diseases & Injuries

Total Staff Recommended Changes:	55.0	0.0	55.0	0.00	0.0	0.0
Staff Recommended New/Enhanced Services:	55.0	0.0	55.0	0.00	0.0	0.0

Summary:

Staff Recommended New / Enhanced Services:	9,130.6	9,098.1	32.5	61.00	(1.6)	(1.7)
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Appendix 4

Summary of 2020 New / Enhanced Service Priorities Not Included in Budget

N/A

Appendix 5

2020 Capital Budget; 2021 - 2029 Capital Plan Including Carry Forward Funding

Project Code		2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2020 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PH001	Dental and Oral Health Information System	146										146			146
PH002	Correspondence and Communication Tracking System - Seed	39										39			39
PH003	Community Collaboration - Seed	211										211			211
PH004	Datamart Data Warehouse - Phase 3	1,008										1,008			1,008
PH005	Electronic Medical Record - Phase 3	605										605			605
PH006	Correspondence and Communication Tracking - Implementation		165	488								653			653
PH007	Community Collaboration - Implementation		534	599	731							1,864			1,864
PH008	Electronic Medical Record - Phase 4		598	1,434	1,826	237						4,095			4,095
PH009	Healthy Smart City - Data and Predictive Analytics		472	395	671	866						2,404			2,404
PH010	Geographical Information Enablement					190	265					455			455
PH011	Common Geographical Interface (CGI)					250	344					594			594
PH012	Mobile Enablement					394	378	369				1,141			1,141
PH013	Public eLearning						365	610				975			975
PH014	Socio-Demographic Data Collection and Reporting						348	721	779			1,848			1,848
PH015	Call Centre Revitalization								414	400		814			814
PH016	Customer Relationship Case Management								507	676	275	1,458			1,458
PH017	Healthy Smart Cities										602	602			602
PH018	Community Health Information System	785	411									1,196	1,196		
PH019	Inspection Management - Implementation	663	616	2,001	2,007							5,287		5,287	
PH020	Early Abilities Information System Implementation		544	1,088	1,022							2,654		2,654	
PH021	Chemical Tracking Information System (ChemTRAC)		344	140	332	304						1,120		1,120	
PH022	Reporting Environment Enhancement									267	349	616			616
PH023	Public Notifications & Advisories									357	474	831			831
Total Expenditures (including carry forward from 2019)		3,457	3,684	6,145	6,589	2,241	1,700	1,700	1,700	1,700	1,700	30,616	-	11,704	18,912

Appendix 5a

2020 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
PH001	Dental and Oral Health Information System	146										146	146		
PH002	Correspondence and Communication Tracking System - Seed	39										39	39		
PH003	Community Collaboration - Seed	211										211	211		
PH004	Datamart Data Warehouse - Phase 3	1,008										1,008	623	385	
PH005	Electronic Medical Record - Phase 3	605										605	605		
PH018	Community Health Information System	785	411									1,196	1,196		
PH019	Inspection Management - Implementation	663	616	2,001	2,007							5,287			5,287
Total Expenditure (including carry forward from 2019)		3,457	1,027	2,001	2,007	-	-	-	-	-	-	8,492	2,820	385	5,287

The 2020 Cash Flow and Future Year Commitments as noted in the table above, reflects a sub-set of the 10-Year Capital Plan. This sub-set consists of 2020 and future year cash flow funding estimates for projects that have either previously received Council approval or will require approval in 2020 to begin, continue or complete capital work. This approval will enable Toronto Public Health to begin work and/or commit funding for expenses that may not be incurred until 2021 or future years.

Appendix 5b

2021 - 2029 Capital Plan

Project Code	(In \$000s)	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2021 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PH006	Correspondence and Communication Tracking - Implementation	165	488								653			653
PH007	Community Collaboration - Implementation	534	599	731							1,864			1,864
PH008	Electronic Medical Record - Phase 4	598	1,434	1,826	237						4,095			4,095
PH009	Healthy Smart City - Data and Predictive Analytics	472	395	671	866						2,404			2,404
PH010	Geographical Information Enablement				190	265					455			455
PH011	Common Geographical Interface (CGI)				250	344					594			594
PH012	Mobile Enablement				394	378	369				1,141			1,141
PH013	Public eLearning					365	610				975			975
PH014	Socio-Demographic Data Collection and Reporting					348	721	779			1,848			1,848
PH015	Call Centre Revitalization							414	400		814			814
PH016	Customer Relationship Case Management							507	676	275	1,458			1,458
PH017	Healthy Smart Cities									602	602			602
PH020	Early Abilities Information System Implementation	544	1,088	1,022							2,654		2,654	
PH021	Chemical Tracking Information System	344	140	332	304						1,120		1,120	
PH022	Reporting Environment Enhancement								267	349	616		616	
PH023	Public Notifications & Advisories								357	474	831		831	
Total Expenditures		2,657	4,144	4,582	2,241	1,700	1,700	1,700	1,700	1,700	22,124	-	5,221	16,903

Appendix 6

Reporting on Major Capital Projects: Status Update

N/A

Appendix 7

Summary of Capital Needs Constraints

(In \$ Millions)

N/A

Appendix 8

2020 User Fee Changes (Excludes User Fees Adjusted for Inflation)

Table 8a - New User Fees

Not Applicable

Table 8b – Fees Above Inflation

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2019	2020	2021	2022	
					Approved Rate	Above Inflation Adjustments	Budget Rate	Plan Rate	Plan Rate
PH005	Food handler training	Healthy Environments	Full Cost Recovery	Per person	\$46.46	\$0.99	\$48.41	\$49.46	\$50.54
PH006	Examination testing and issuing of food handler certificate	Healthy Environments	Full Cost Recovery	Per Certification	\$54.91	\$0.99	\$57.04	\$58.27	\$59.54

Table 8c - User Fees for Discontinuation

N/A

Table 8d - User Fees for Technical Adjustments

N/A

Table 8e - User Fees for Transfers

N/A

Table 8f - User Fees for Rationalization

N/A

Appendix 9

Inflows and Outflows to/from Reserves and Reserve Funds
2020 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2020 \$	2021 \$	2022 \$
Beginning Balance *		409.33	660.43	911.53
Vehicle Reserve - Public Health	XQ1101			
<i>Withdrawals (-)</i>				
Toronto Public Health		0.00	0.00	0.00
Other Division/Agency Withdrawals		0.00	0.00	0.00
	Total Withdrawals	0.00	0.00	0.00
<i>Contributions (+)</i>				
Toronto Public Health		113.01	113.01	113.01
Other Division/Agency Contributions		138.09	138.09	138.09
	Total Contributions	251.10	251.10	251.10
Total Reserve / Reserve Fund Draws / Contributions		251.10	251.10	251.10
Balance at Year-End		660.43	911.53	1,162.63

* Based on 9-month 2019 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2020 \$	2021 \$	2022 \$
Beginning Balance *		29,462.41	26,435.42	23,282.94
Insurance Reserve Fund	XR1010			
<i>Withdrawals (-)</i>				
Toronto Public Health		0.00	0.00	0.00
Other Division/Agency Withdrawals		-65,835.19	-65,966.23	-65,970.84
	Total Withdrawals	-65,835.19	-65,966.23	-65,970.84
<i>Contributions (+)</i>				
Toronto Public Health		497.77	497.77	497.77
Other Division/Agency Contributions		62,310.43	62,315.97	62,325.20
	Total Contributions	62,808.21	62,813.74	62,822.97
Total Reserve / Reserve Fund Draws / Contributions		-3,026.99	-3,152.49	-3,147.87
Balance at Year-End		26,435.42	23,282.94	20,135.07

* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2020 \$	2021 \$	2022 \$
Beginning Balance *		-6,320.55	9,760.42	25,844.18
Vehicle Reserve- It Sustainment	XQ1508			
<i>Withdrawals (-)</i>				
Toronto Public Health		0.00	0.00	0.00
Other Division/Agency Withdrawals		-4,597.31	-4,594.52	-4,594.72
	Total Withdrawals	-4,597.31	-4,594.52	-4,594.72
<i>Contributions (+)</i>				
Toronto Public Health		766.64	766.64	766.64
Other Division/Agency Contributions		19,911.64	19,911.64	19,911.64
	Total Contributions	20,678.28	20,678.28	20,678.28
Total Reserve / Reserve Fund Draws / Contributions		16,080.97	16,083.76	16,083.57
Balance at Year-End		9,760.42	25,844.18	41,927.75

* Based on 9-month 2019 Reserve Fund Variance Report

Inflows and Outflows to/from Reserves and Reserve Funds**2020 – 2029 Capital Budget and Plan****Program Specific Reserve / Reserve Funds**

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2019	Contributions / (Withdrawals)											
			2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	Total	
XR1108 Toronto Public Health Efficiency Reserve Fund	Beginning Balance	427	96	96	96	96	96	96	96	96	96	96	96	96
	<i>Withdrawals (-)</i>													
	<i>Expansion of Scarborough Dental Clinic</i>	(331)												-
	Total Withdrawals	(331)	-	-	-	-	-	-	-	-	-	-	-	-
	Contributions (+)													-
Total Contributions		-	-	-	-	-	-	-	-	-	-	-	-	
Other Program/Agency Net Withdrawals and Contributions														-
Balance at Year-End		96	96	96	96	96	96	96	96	96	96	96	96	-

* Based on 9-month 2019 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

N/A

Appendix 10

Glossary of Terms

Approved Position: Permanent or temporary positions that support the delivery of City services and service levels as approved by Council.

Actuals: An actual financial amount paid (or received) for the delivery of City services (these exclude any commitments to be paid in the future).

Capacity to Spend: Ability to spend money along with the capacity to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

Capital Budget: A Capital Budget is the City's plan to acquire / build assets or extend the useful life of existing assets; an example of a capital expenditure is the construction of a new community centre.

Capital Needs Constraints: The capital needs that cannot be accommodated within the capital plan that the Division or Agency have the capacity to deliver.

Complement: Positions that support the delivery of City services and service levels as approved by Council.

Efficiencies: Reductions in the cost of delivering a service without a reduction in service level.

New / Enhanced: New and enhanced service changes resulting in an increase in service levels from what was previously approved by Council.

Operating Budget: An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provided services; an example of an operating cost would be the cost to run the TTC subways.

Operating Impact of Completed Capital Projects: The additional expense (or savings) and positions needed to operate or maintain a new asset; an example would be the additional expense and staff needed to operate a recently completed community centre.

Rate Supported Budget: Budget fully funded by user fees such as Solid Waste, Toronto Water and Toronto Parking Authority

Staff Recommended Operating / Capital Budget: An operating or capital budget recommended by City Manager and Chief Financial Officer and Treasurer to City Council for consideration and approval.

State of Good Repair (SOGR): The cost of maintaining assets to ensure they are able to support the delivery of City services and meet service outcomes

Tax Supported Budget: Budget funded by property taxes.

User Fees: Program generated fee and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).

Value Based Outcome Review (VBOR): The City conducted a Value Based Outcome Review in 2019 for all of its operations and agencies to identify specific opportunities and strategies to maximize the use of tax dollars, enhance its financial sustainability while achieving service outcomes. These opportunities will help the City chart its financial course in the next four years.

Appendix 11

Board Approved Vs. City Staff Recommended Budget

2020 Operating Budget – Board Approved Vs. City Staff Recommended Budget

\$ Millions	Board Approved	City Staff Recommended	Difference	
			\$	%
Revenues	200.1	199.7	0.4	0.2%
Gross Expenditures	270.0	269.2	0.8	0.3%
Net Expenditures	69.9	69.4	0.5	0.7%
Approved Positions	1,921.2	1,921.2	(0.0)	-0.0%

The difference between the Board Approved and Staff Recommended Budget is mainly driven by the following:

- Student Nutrition Program for Independent Schools for \$0.303 million gross and net.
- Further benefits adjustments post BOH Budget Submission of \$0.582 million gross and \$0.179 million net.

2020-2029 Capital Budget and Plan – Board Approved Vs. City Staff Recommended Budget

\$ Millions	Board Approved	City Staff Recommended	Difference	
			\$	%
2020				
Gross Expenditures	2.676	3.457	-0.781	-22.6%
Debt	2.676	3.457	-0.781	-22.6%
2021-2029				
Gross Expenditures	27.159	27.159	0.000	
Debt	27.159	27.159	0.000	
Total				
Gross Expenditures	29.835	30.616	-0.781	-2.6%
Debt	29.835	30.616	-0.781	-2.6%

The \$0.781M difference between the Board Approved and Staff Recommended 2020-2029 Capital Budget and Plan is comprised of carry forward funding from 2019 into 2020 for the following projects:

- Dental and Oral Health Information System \$0.146 million
- Correspondence and Communication Tracking System – Seed \$0.011 million
- Community Collaboration – Seed \$0.110 million
- DataMart Data Warehouse - Phase 3 \$0.177 million
- Community Health Information System \$0.005 million
- Electronic Medical Record - Phase 3 \$0.332 million