

# 2023 Budget Notes

## Toronto Public Health

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### Description

In accordance with the Health Protection and Promotion Act, Toronto Public Health's purpose is to deliver public health programs, services, and policies to prevent the spread of disease and promote and protect the health of the people of Toronto. Toronto Public Health's programs, services and policy directions strive to create the optimal conditions to achieve a healthy city for all, meet population public health needs, comply with the Ontario Public Health Standards, and contribute to a broader sustainable health system.

### Why We Do It

Toronto Public Health contributes to the overall quality of life, but more particularly Toronto Public Health's desired outcomes are:

- Prevalence of chronic diseases is reduced and spread of communicable and infectious diseases in Toronto is prevented and controlled in a timely, responsive and equitable manner
- Toronto residents adopt more healthy behaviours
- Conditions are in place to reduce barriers and inequities that inhibit Torontonians from achieving health and well-being

*The City of Toronto aims to deliver these outcomes equitably, efficiently and with excellent customer service to help improve the lives of Torontonians and work to earn their trust and confidence.*

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## What Service We Provide

### Chronic Disease and Injury Prevention

**Who We Serve:** Everyone who lives, works or visits the City of Toronto.

**What We Deliver:** Programs and services that promote optimal nutrition and physical activity; diabetes prevention; skin cancer prevention; well-being promotion; adult oral disease management, including the Ontario Seniors Dental Care Program; and tobacco cessation programs.

**How Much Resources (gross operating budget):** \$51.8 million

### Emergency Preparedness

**Who We Serve:** Everyone who lives, works or visits the City of Toronto.

**What We Deliver:** Programs and initiatives that ensure that public health is prepared for and can respond to threats or disruptions to public health and public health programs and services.

**How Much Resources (gross operating budget):** \$2.3 million

### Environmental Health

**Who We Serve:** Everyone who lives, works or visits the City of Toronto.

**What We Deliver:** Programs and services to prevent and reduce the burden of food-borne illnesses; timely and effective detection, identification, and response to drinking water contaminants and illnesses; and inspection of recreational water facilities and public beaches to mitigate water-borne illness and hazards.

**How Much Resources (gross operating budget):** \$25.2 million

### Infectious Diseases Prevention

**Who We Serve:** Everyone who lives, works or visits the City of Toronto.

**What We Deliver:** Tuberculosis education and treatment services; sexual health clinics; infection control and prevention liaison services; investigation and management of infectious and communicable disease, such as COVID-19; inspection of personal service settings.

**How Much Resources (gross operating budget):** \$169.6 million

### Family Health

**Who We Serve:** Everyone who lives, works or visits the City of Toronto.

**What We Deliver:** Preconception, pregnancy, newborn, child, youth, parental, and family health programs including, breastfeeding clinics, healthy sexual health promotion and education; positive partnering sessions and supports; and child and youth oral health screening and treatment programs.

**How Much Resources (gross operating budget):** \$102.0 million

### Public Health Foundations

**Who We Serve:** Everyone who lives, works or visits the City of Toronto.

**What We Deliver:** Systematic and routine analysis of surveillance information, including monitoring of trends over time, emerging trends, and priority population; and conduct surveillance of community emergency planning and preparedness.

**How Much Resources (gross operating budget):** \$18.1 million

## Budget at a Glance\*

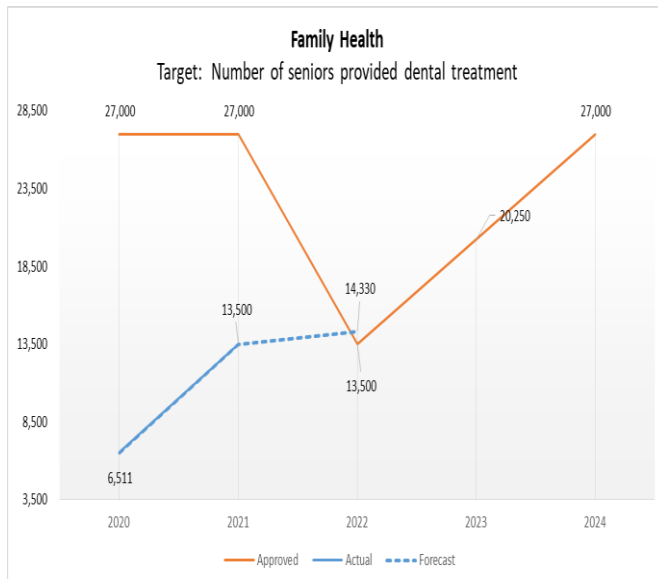
2023 OPERATING BUDGET			
\$Million	2023	2024	2025
Revenues	\$ 209.9	\$ 197.3	\$ 196.5
Gross Expenditures	\$ 369.0	\$ 274.6	\$ 273.9
Net Expenditures	\$ 159.1	\$ 77.3	\$ 77.4
Approved Positions	2,300.0	1,888.0	1,870.0

2023 - 2032 10-YEAR CAPITAL PLAN			
\$Million	2023	2024-2032	Total
Gross Expenditures	\$7.491	\$26.405	\$33.896
Debt	\$4.625	\$25.248	\$29.873
Provincial Funding	\$2.866	\$1.157	\$4.023

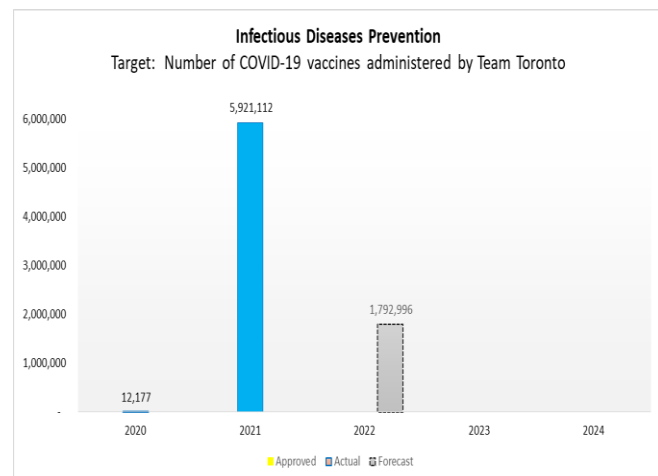
Note: Includes 2022 carry forward funding

\*This document reflects the 2023 Operating Budget and 2023-2032 Capital Budget and Plan as tabled by the City's City Manager and Chief Financial Officer and Treasurer, which differs from the budget approved by the Toronto Board of Health. Please refer to [Appendix 12](#) for details.

## How Well We Are Doing – Behind the Numbers



- Dental care is a complex and multifactorial chronic disease that is heavily influenced by biomedical factors (diet, bacteria and host) and by social determinants of health.
- 2017 Statistics Canada data indicated that 48.6% of adults 54 years and over had no contact with a dental professional in the past 12 months. Lack of coverage is one of the main reasons why Canadians do not see a dental professional.
- The program seeks to address some of the barriers to accessing dental care by providing comprehensive dental care to eligible low-income seniors to help reduce unnecessary trips to the hospital, prevent chronic disease and increase quality of life for seniors.
- The program is being implemented through a phased approach; however, for 2021, 2022 and 2023 COVID-19 has/will adversely affected the delivery capacity of the program.



- Vaccines have greatly reduced diseases that once routinely harmed or killed babies, children, and adults.
- Vaccines help your body create protective antibodies that help it fight off infections.
- Vaccines offer the best protection against getting very sick from COVID-19.
- As of November 24, 2022, over 7.7 million vaccines have been administered by Team Toronto.
- For Toronto residents 12+: 93% have received their first dose, 90% have received their second dose, and 60% have received their third dose.
- A target for 2023 and beyond has yet to be established as the COVID-19 pandemic continues to evolve.

## How Well We Are Doing

Service	Measure	2020 Actual	2021 Actual	2022 Target	2022 Projection	Status	2023 Target	2024 Target
<b>Outcome Measures</b>								
<b>Chronic Disease and Injury Prevention</b>	Number of school communities that receive municipal funding for student nutrition programs	624	616	616	616	●	616	616
<b>Emergency Preparedness</b>	Maintain the availability of Toronto Public Health staff to respond to public health emergencies on a 24/7 basis	Achieved	Achieved	Achieved*	Achieved	●	Achieved	Achieved
<b>Environmental Health</b>	Percentage of High Risk food premises inspected at least 2 times per year	81%	32%	50%	20%#	●#	75%	100%

\* In 2022, in addition to continuing to respond to the COVID-19 pandemic, Toronto Public Health also responded other communicable diseases and outbreaks such as Monkeypox and Meningococcal disease.

# In 2022, as food premises slowly started to reopen, public health inspectors focused efforts on providing at least one inspection to food premises regardless of their risk category versus conducting a second inspection for all high risk food premises.

## How Well We Are Doing

Service	Measure	2020 Actual	2021 Actual	2022 Target	2022 Projection	Status	2023 Target	2024 Target
<b>Service Level Measures</b>								
<b>Family Health</b>	Number of seniors (65+) provided with dental treatment	6,511	13,500	13,500	14,330	●	20,250	27,000
<b>Infectious Diseases Prevention</b>	Percentage of active Tuberculosis (TB) cases completing adequate treatment according to the Canadian TB Standards	>95%	>95%	>95%	>95%	●	>95%	>95%
<b>Public Health Foundations</b>	Conduct systemic and routine analysis of surveillance information, including monitoring of trends over time, emerging trends, and priority populations	Achieved	Achieved	Achieved	Achieved	●	Achieved	Achieved
<b>Other Measures</b>								
<b>Infectious Diseases Prevention</b>	Number of COVID-19 vaccines administered by Team Toronto	12,177	5,921,112	--	1,792,996*		--	--

\* Data as of November 17, 2022

**2022 Projection to 2022 Target Comparison**  
 ● 80% - 100%      ● 64 - 79%      ● 63% and Under

## COVID-19 IMPACT AND RECOVERY

### 2023 Impact and Recovery

#### Operating Budget Impact

- The 2023 COVID-19 impact is projected to be similar to Toronto Public Health's 2022 experience:
  - \$1.3 million in foregone revenue for fee-based programs such as the food handler training fees.
  - \$49.1 million for extra-ordinary expenditures for the COVID-19 general response.
  - \$37.0 million for the COVID-19 immunization campaign.
  - \$6.0 million for the COVID-19 School Focused Nurses program.
  - \$3.6 million for the continued operation of the Voluntary Isolation Centre.
- Toronto Public Health will continue to seek reimbursement from the province for COVID-19 programs administered under the purview of the provincial government.

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#### Service Level Changes

- Service levels have been impacted as:
    - Approximately 20% of Toronto Public Health's permanent complement continue to be redeployed to the COVID-19 general and immunization response.
    - In 2023, over 80% of the programs, with defined service levels, will be operational. This represents a restart of ten of the eighteen public health programs which continued to be suspended in 2022.
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## EXPERIENCES, CHALLENGES AND PRIORITIES

### Our Experience and Success

- Toronto Public Health's focus in 2020 to 2023 has been and will continue to be responding to the COVID-19 pandemic.
- The response is organized along two general themes: case/outbreak management and vaccination.
- Our Response is and will continue to be multi-pronged, including but not limited to:
  - Advocating for and supporting public health measures, as appropriate;
  - Outbreak management and investigations;
  - Refining educational material to keep the public informed of new developments about COVID-19 and the pandemic at large;
  - Responding directly to citizen concerns and questions via multiple channels;
  - Conducting outreach activities and holding town halls and webinars for priority populations and communities;
  - Managing vaccine inventory and distribution;
  - Operating fixed, mobile and pop-up immunization clinics; and
  - Managing a voluntary isolation centre.
- As of November 2022, Toronto Public Health has:
  - managed 377,000 plus reported cases and 4,700 plus outbreaks;
  - hosted 2,100 plus clients in Toronto Voluntary Isolation Centre;
  - addressed 537,000 plus calls from the general public;
  - engaged with 57,000 plus individuals in over 1,200 plus information sessions; and
  - collaborated with Team Toronto to administer 7.7 million plus COVID-19 vaccines.

### Key Challenges and Risks

- December 31, 2022 marks the 1,071 day anniversary of the first case of COVID-19 detected in Toronto; 2023 will be the fourth year of the pandemic.
- Like our peers in health care, Toronto Public Health staff are experiencing COVID-19 workplace fatigue in the form of burnout and mental distress, prompting many to leave the sector. The mental health and well-being of Toronto Public Health's staff will play an important role in the organization's ability to sustain an effective COVID-19 response, support a prolonged mass immunization campaign, and recover and rebuild non-COVID-19 programs and services.
- The resurgences of COVID-19 cases and the discovery of new variants of concerns continues to impact the resumption of some public health programs. The longer programs are delivered at a reduced level or suspended increases the risk of Torontonians overall health being negatively impacted in the short and long term.

### Priority Actions

- Continue the COVID-19 response and incorporate lessons learned to support Toronto Public Health's readiness for other emerging public health issues. The key objectives of the COVID-19 response continues to be:
  - Prevent loss of life,
  - Preserve the capacity of the healthcare system, and
  - Minimize the social and economic impacts.
- Continue to focus on the delivery of a comprehensive health system immunization program for COVID-19 and various other vaccine preventable diseases, such as influenza.
- Continue and enhance our response to the drug poisoning epidemic.
- Promote mental health.
- Rebuild public health functions.
- Implement wellness and health and safety programs to address COVID-19 workplace fatigue amongst Toronto Public Health staff.

**TABLED BUDGET**

The City Manager and Chief Financial Officer and Treasurer have tabled:

1. The 2023 Operating Budget for Toronto Public Health of \$368.967 million gross, \$209.894 million revenue and \$159.073 million net for the following services:

<b>Service:</b>	<b>Gross Expenditures (\$000s)</b>	<b>Revenue (\$000s)</b>	<b>Net Expenditures (\$000s)</b>
Chronic Diseases and Injury Prevention	51,761.2	30,709.1	21,052.1
Emergency Preparedness	2,274.1	2,080.5	193.6
Environmental Health	25,196.4	19,919.1	5,277.3
Family Health	102,034.2	79,209.3	22,824.9
Infectious Diseases	169,624.1	66,367.0	103,257.1
Public Health Foundations	18,076.8	11,608.8	6,468.0
<b>Total Toronto Public Health Budget</b>	<b>368,966.8</b>	<b>209,893.8</b>	<b>159,073.0</b>

- The above includes a 2023 budgeted staff complement for Toronto Public Health of 2,300.0 positions comprised of 29.0 capital positions and 2,271.0 operating positions.
2. The information contained in Confidential Attachment 1, remain confidential until the outcome of City Council's decision has been communicated to Unions and affected staff.
  3. The 2023 Capital Budget for Toronto Public Health with cash flows and future year commitments totaling \$17.900 million as detailed by project in [Appendix 6a](#).
  4. The 2024-2032 Capital Plan for Toronto Public Health totalling \$15.996 million in project estimates as detailed by project in [Appendix 6b](#).
  5. That all sub-projects with third party financing be approved conditionally, subject to the receipt of such financing in 2023 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs



# **2023 OPERATING BUDGET**

## 2023 OPERATING BUDGET OVERVIEW

Table 1: 2023 Operating Budget by Service

(In \$000s)	2021 Actual	2022 Budget	2022 Projection*	2023 Base Budget	2023 New / Enhanced	2023 Budget	Change v. 2022 Projection	
By Service	\$	\$	\$	\$	\$	\$	\$	%
<b>Revenues</b>								
Emergency Preparedness	1,459.0	1,902.7	1,003.2	2,080.5		2,080.5	1,077.3	107.4%
Public Health Foundations	9,832.6	12,889.0	9,100.2	11,608.8		11,608.8	2,508.6	27.6%
Chronic Diseases & Injuries	19,171.4	35,296.3	22,618.5	30,709.1		30,709.1	8,090.6	35.8%
Family Health	67,154.8	86,900.6	66,652.7	79,209.3		79,209.3	12,556.6	18.8%
Infectious Diseases	173,923.3	85,567.1	134,837.3	66,367.0		66,367.0	(68,470.3)	(50.8%)
Environmental Health	16,205.5	19,880.2	13,316.6	19,919.1		19,919.1	6,602.5	49.6%
<b>Total Revenues</b>	<b>287,746.6</b>	<b>242,435.9</b>	<b>247,528.5</b>	<b>209,893.8</b>		<b>209,893.8</b>	<b>(37,634.7)</b>	<b>(15.2%)</b>
<b>Expenditures</b>								
Emergency Preparedness	1,871.2	2,241.6	1,670.1	2,274.1		2,274.1	604.0	36.2%
Public Health Foundations	17,672.5	17,990.6	15,786.4	18,076.8		18,076.8	2,290.4	14.5%
Chronic Diseases & Injuries	28,355.4	55,268.7	31,589.6	51,761.2		51,761.2	20,171.6	63.9%
Family Health	84,339.2	114,480.0	88,495.9	102,034.2		102,034.2	13,538.3	15.3%
Infectious Diseases	244,622.5	156,118.1	213,562.5	169,624.1		169,624.1	(43,938.4)	(20.6%)
Environmental Health	20,671.9	24,682.7	19,904.4	25,196.4		25,196.4	5,292.0	26.6%
<b>Total Gross Expenditures</b>	<b>397,532.7</b>	<b>370,781.7</b>	<b>371,008.9</b>	<b>368,966.8</b>		<b>368,966.8</b>	<b>(2,042.1)</b>	<b>(0.6%)</b>
<b>Net Expenditures (including COVID-19)</b>	<b>109,786.1</b>	<b>128,345.8</b>	<b>123,480.4</b>	<b>159,073.0</b>		<b>159,073.0</b>	<b>35,592.6</b>	<b>28.8%</b>
<b>Required COVID-19 Support</b>	<b>88,180.9</b>	<b>59,555.2</b>	<b>71,961.8</b>	<b>87,421.7</b>		<b>87,421.7</b>	<b>15,459.9</b>	<b>21.5%</b>
<b>Net Budget (excluding COVID-19 supports)</b>	<b>21,605.2</b>	<b>68,790.6</b>	<b>51,518.6</b>	<b>71,651.3</b>		<b>71,651.3</b>	<b>20,132.7</b>	<b>39.1%</b>
<b>Approved Positions**</b>	<b>2,524.6</b>	<b>2,732.8</b>	<b>N/A</b>	<b>2,300.0</b>		<b>2,300.0</b>	<b>N/A</b>	<b>N/A</b>

\* 2022 Projection based on 9 Month Variance

\*\*YoY comparison based on approved positions

The 2023 Budget of \$159.073 million in net expenditures reflects a \$35.593 million or 28.8% increase from 2022 projections, which incorporates an overall increase in net COVID-19 impacts.

### KEY COST DRIVERS – FUNDING PRIORITIES

**Total 2023 Budget** expenditures of \$368.967 million gross reflecting a decrease of \$2.042 million in spending below 2022 projected year-end actuals predominantly due to right sizing of COVID-19 budget.

### EQUITY IMPACTS OF BUDGET CHANGES

**No significant equity impacts:** The changes in Toronto Public Health's 2023 Operating Budget do not have any significant equity impacts.

**2023 OPERATING BUDGET KEY DRIVERS**

The 2023 Operating Budget for Toronto Public Health of \$368.967 million is \$2.042 million gross or 0.6% lower than the 2022 Projected Actuals. Table 2 below summarizes the key cost drivers for the 2023 Budget.

**Table 2: 2023 Operating Budget by Revenue / Expenditure Category**

Category (In \$000s)	2020 Actual	2021 Actual	2022 Budget	2022 Projection*	2023 Budget	2023 Change from 2022 Projection	
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies	186,903.8	252,116.5	206,755.0	221,960.2	189,257.8	(32,702.4)	(14.7%)
Federal Subsidies	2,268.4	6,488.5	13,814.4	4,922.7	5,051.7	129.0	2.6%
User Fees & Donations	247.9	271.6	477.5	192.3	477.5	285.2	148.3%
Transfers From Capital	357.3	373.7	1,831.0	723.6	2,608.4	1,884.8	260.5%
Sundry and Other Revenues	18,418.7	26,057.8	14,282.8	16,205.6	7,193.0	(9,012.6)	(55.6%)
Inter-Divisional Recoveries	548.5	2,438.5	5,275.2	3,524.1	5,305.4	1,781.3	50.5%
<b>Total Revenues</b>	<b>208,744.6</b>	<b>287,746.6</b>	<b>242,435.9</b>	<b>247,528.5</b>	<b>209,893.8</b>	<b>(37,634.7)</b>	<b>(15.2%)</b>
Salaries and Benefits	200,718.6	296,444.6	274,908.4	278,744.4	279,066.0	321.6	0.1%
Materials & Supplies	3,432.4	7,553.9	9,957.2	7,497.9	8,816.7	1,318.8	17.6%
Equipment	1,170.1	2,257.6	2,128.6	1,757.7	2,062.4	304.7	17.3%
Service and Rent	31,919.0	49,992.9	49,428.8	37,218.0	38,878.0	1,660.0	4.5%
Contribution To Reserves/Reserve Funds	1,377.4	1,311.4					
Other Expenditures	16,039.7	23,534.7	17,419.9	28,937.6	23,317.4	(5,620.2)	(19.4%)
Inter-Divisional Charges	16,170.7	16,437.6	16,938.8	16,853.3	16,826.3	(27.0)	(0.2%)
<b>Total Gross Expenditures</b>	<b>270,827.9</b>	<b>397,532.7</b>	<b>370,781.7</b>	<b>371,008.9</b>	<b>368,966.8</b>	<b>(2,042.1)</b>	<b>(0.6%)</b>
<b>Net Expenditures</b>	<b>62,083.3</b>	<b>109,786.1</b>	<b>128,345.8</b>	<b>123,480.4</b>	<b>159,073.0</b>	<b>35,592.6</b>	<b>28.8%</b>

\*Projection based on 9 Month Variance

**Key Base Drivers:****Materials and Supplies:**

Increased spending for dental supplies for the Ontario Seniors Dental Care Program.

**Other Expenditures:**

Decrease in granting program related to COVID-19 immunization campaign.

**Revenue Changes:**

- Provincial Subsidies decrease are related to the mass immunization campaign which Toronto Public Health will continue to seek reimbursement from the Province. The City continues to expect reimbursement of immunization costs that are reflected in City-wide COVID support funding assumptions budgeted corporately.
- Sundry and Other Revenues reduced as the Toronto Voluntary Isolation Centre funding is expected to end March 2023.

**Offsets and Efficiencies:**

2023 Budget includes service efficiencies of \$1.582 million gross and net as detailed in the Confidential Attachment 1.

**2024 & 2025 OUTLOOKS****Table 3: 2024 and 2025 Outlooks**

(\$000s)	2023 Budget	2024 Incremental Outlook	2025 Incremental Outlook
<b>Revenues</b>			
COVID-19 Revenue Impacts		(13,048.5)	
Delivery of Capital Positions		1,788.2	(863.0)
Federal Funding (iOAT)		(1,340.7)	
Miscellaneous		51.6	(1.4)
<b>Total Revenues</b>	<b>209,893.9</b>	<b>(12,549.5)</b>	<b>(864.4)</b>
<b>Gross Expenditures</b>			
Salaries and Benefits		4,296.9	367.0
Federal Funding (iOAT)		(1,340.7)	
COVID-19 Expenditure Impacts		(99,149.7)	
Delivery of Capital Positions		1,788.2	(863.0)
Operating Impact of Capital		216.0	(270.0)
Miscellaneous		(96.7)	3.2
<b>Total Gross Expenditures</b>	<b>368,967.1</b>	<b>(94,286.1)</b>	<b>(762.8)</b>
<b>Net Expenditures</b>	<b>159,073.2</b>	<b>(81,736.6)</b>	<b>101.6</b>
<b>Approved Positions</b>	<b>2,300.0</b>	<b>(412.0)</b>	<b>(21.0)</b>

**Key drivers**

The 2024 Outlook with total gross expenditures of \$274.681 million reflects an anticipated \$94.286 million or 25.6% decrease in gross expenditures above the 2023 Operating Budget; The 2025 Outlooks expects a further decrease of \$0.763 million or 0.3% below 2024 gross expenditures.

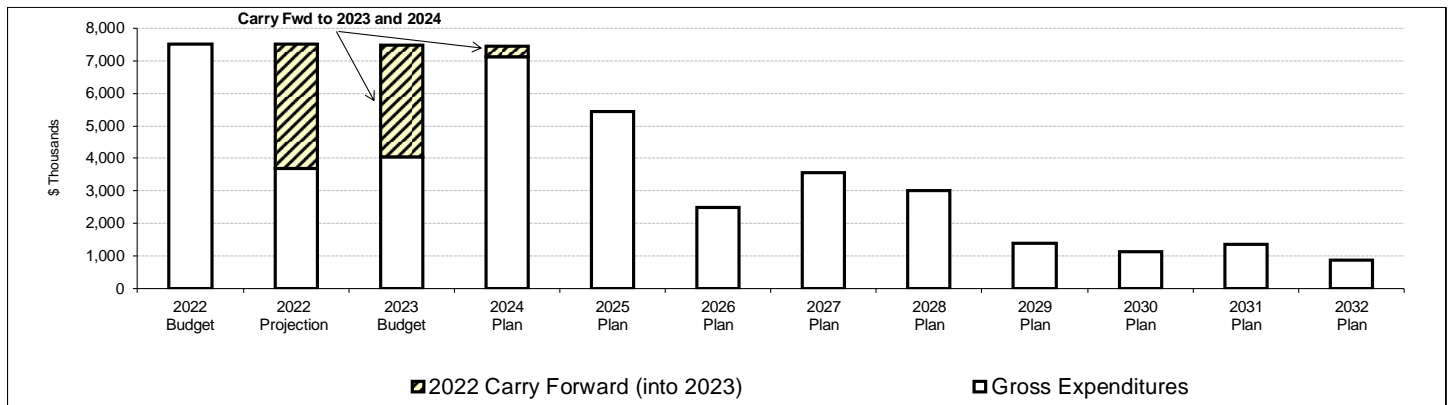
These changes arise from the following:

- COVID-19 impacts include a reduction of 421 temporary positions ending December 2023.
- Injectable Opioid Agonist Therapy (iOAT) funding ends March 2023.
- Salary and Benefits changes include step increases and cost of living adjustments.

# **2023 – 2032 CAPITAL BUDGET AND PLAN**

**2023 – 2032 CAPITAL BUDGET & PLAN OVERVIEW**

**Chart 1: 10-Year Capital Plan Overview**



In \$000's	2022		2023 Capital Budget and 2024 - 2032 Capital Plan										Total 10 Year Plan	
	Budget	Projected Actual	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032		
	<b>Gross Expenditures by Project Category:</b>													
Health & Safety & Legislated														
SOG	2,691	1,595	3,624	5,506	3,553			490	474	474				14,121
Service Improvement & Growth	4,809	1,852	3,867	1,605	1,882	2,509	3,557	2,536	934	653	1,361	870		19,775
<b>Total by Project Category</b>	<b>7,500</b>	<b>3,447</b>	<b>7,491</b>	<b>7,112</b>	<b>5,435</b>	<b>2,509</b>	<b>3,557</b>	<b>3,026</b>	<b>1,408</b>	<b>1,127</b>	<b>1,361</b>	<b>870</b>		<b>33,896</b>
<b>Financing:</b>														
Debt	4,602	2,495	4,625	5,955	5,435	2,509	3,557	3,026	1,408	1,127	1,361	870		29,873
Provincial	2,898	952	2,866	1,156										4,023
<b>Total Financing</b>	<b>7,500</b>	<b>3,447</b>	<b>7,491</b>	<b>7,112</b>	<b>5,435</b>	<b>2,509</b>	<b>3,557</b>	<b>3,026</b>	<b>1,408</b>	<b>1,127</b>	<b>1,361</b>	<b>870</b>		<b>33,896</b>

**Changes to Existing Projects**  
(\$1.964 Million)

The 2023-2032 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2023-2031):

- *Inspection Management Implementation* increases funding of \$1.964 million due to project change in scope.

**New Projects**  
(\$7.293 Million)

The 2023-2032 Capital Budget and Plan includes new projects. Key projects are as follows:

- *Infectious Disease Management and Surveillance Information System* (\$6.790 million) will provide Case Contact and Outbreak Management (CCM) to prevent and control the spread of communicable diseases in Toronto.
- *TCHIS Map-Us Upgrade* (\$0.503 million) will deliver a replacement mapping tool to support Public Health programs' ability to schedule services.

**Capital Needs Constraints**  
(\$1.536 Million)







Toronto Public Health has one unmet project over the 10-year planning horizon:

- The *Community Collaboration - Implementation (2026-2028)* IT project which is dependent on the results of the *Seed* funded project included in the 10-year plan. The goal of the project is to implement secure community collaboration solutions to improve information sharing.

**Note:**

For additional information, please refer to [Appendix 6](#) for a more detailed listing of the 2023 and 2024-2032 Capital Budget & Plan by project; [Appendix 8](#) for Capacity to Spend Review; and [Appendix 9](#) for Capital Needs Constraints, respectively

**2023 – 2032 CAPITAL BUDGET AND PLAN****\$33.9 Billion 10-Year Gross Capital Program**

					
<b>Decision Making</b>	<b>Workforce Capabilities</b>	<b>Business Processes</b>	<b>Information Technology</b>	<b>Access to Government Services</b>	<b>Access to Services</b>
\$5.4 M 15.8%	\$1.3 M 3.9%	\$13.3 M 39.2%	\$5.9 M 17.4%	\$3.9 M 11.4%	\$4.1M 12.3%
Datamart/Data Warehouse  Geographical Information Enablement  Common Geographical Interface  Healthy Smart City - Data and Predictive Analytics  Healthy Smart Cities	Community Collaboration - Seed  Mobile Enablement	Electronic Medical Record  Socio-Demographic Data Collection and Reporting  Call Centre Revitalization  Customer Relationship Case Management  Infectious Disease Management and Surveillance Information System	Inspection Management  TCHIS Map-Us Upgrade  Community Health Information System	Public eLearning  Public Notifications and Advisories	Ontario Seniors Dental Care Program (Dental Vans, new and renovation of existing Dental Clinics)

**How the Capital Program is Funded**

<b>City of Toronto</b>		<b>Provincial Funding</b>	<b>Federal Funding</b>
<b>\$29.9 M</b>		<b>\$4.0 M</b>	<b>\$0 M</b>
<b>88.1%</b>		<b>11.9%</b>	<b>0%</b>
Debt	\$29.9 M		

**OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS**

Approval of the 2023 Capital Budget will impact the 2024 Operating Budget by a total cost of \$0.216 million net arising from completing the Electronic Medical Record Phase 3 project, as shown in Table 4 below.

**Table 4: Net Operating Impact Summary**

Projects	2023 Budget		2024 Plan		2025 Plan		2026 Plan		2027 Plan		2023-2027		2023-2032	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
<b>Previously Approved</b>														
Electronic Medical Record			216.0		(270.0)	(3.0)					(54.0)	(3.0)	(54.0)	(3.0)
Inspection Management Implementation							554.0		(567.3)	(4.0)	(13.3)	(4.0)	(13.3)	(4.0)
<b>Sub-Total: Previously Approved</b>			<b>216.0</b>		<b>(270.0)</b>	<b>(3.0)</b>	<b>554.0</b>		<b>(567.3)</b>	<b>(4.0)</b>	<b>(67.3)</b>	<b>(7.0)</b>	<b>(67.3)</b>	<b>(7.0)</b>
<b>New Projects - 2023</b>														
<b>Sub-Total: New Projects - 2023</b>														
<b>New Projects - Future Years</b>														
<b>Sub-Total: New Projects - Future Years</b>														
<b>Total (Net)</b>			<b>216.0</b>		<b>(270.0)</b>	<b>(3.0)</b>	<b>554.0</b>		<b>(567.3)</b>	<b>(4.0)</b>	<b>(67.3)</b>	<b>(7.0)</b>	<b>(67.3)</b>	<b>(7.0)</b>

Previously Approved projects

- *The Electronic Medical Records – Phase 3 project* will complete in 2023. The estimated ongoing annual cloud solution licensing costs are expected to be completely absorbed by financial and operational efficiencies after full implementation in 2024.
- *The Inspection Management – Implementation project* will complete in 2025. The estimated platform software subscription costs beginning in 2026 are expected to be completely absorbed by financial and operational efficiencies in 2027.



# APPENDICES

## Appendix 1

## COVID-19 Impact and Recovery

COVID-19 Impacts	In \$ Thousands				
	2022 Net		2023		
	Budget	Projection*	Revenues	Gross	Net
<b>Revenue Loss</b>					
Vaccine Doses <sup>1</sup>	140.6	140.6	(140.6)		140.6
City Dental Clinics <sup>1</sup>	630.0	630.0	(630.0)		630.0
Food Handler's Training <sup>1</sup>	549.9	549.9	(549.9)		549.9
<b>Sub-Total</b>	<b>1,320.5</b>	<b>1,320.5</b>	<b>(1,320.5)</b>		<b>1,320.5</b>
<b>Expenditure Increase</b>					
<b>Extra-Ordinary (Contact and Containment) <sup>1</sup></b>					
Overtime, Additional Staff Salaries & Benefits <sup>1</sup>	53,181.0	59,583.0		44,069.1	44,069.1
Contractors, Personal Protective Equipment and Supplies <sup>1</sup>	5,053.8	3,764.3		5,053.8	5,053.8
<b>Mass Immunization Clinics (MICs) <sup>2</sup></b>		7,294.1		36,978.3	36,978.3
<b>School-Focused Nurses <sup>3</sup></b>			5,950.0	5,950.0	
<b>Overdose Prevention w/SSHA <sup>4</sup></b>			3,527.8	3,527.8	
<b>Voluntary Isolation Centres <sup>5</sup></b>			3,570.7	3,570.7	
<b>Sub-Total</b>	<b>58,234.8</b>	<b>70,641.3</b>	<b>13,048.5</b>	<b>99,149.7</b>	<b>86,101.2</b>
<b>Total COVID-19 Impact</b>	<b>59,555.3</b>	<b>71,961.8</b>	<b>11,728.0</b>	<b>99,149.7</b>	<b>87,421.7</b>

\* 2022 Projection based on 9-month variance.

<sup>1</sup> 100% funding for eligible expenses has been committed by the Ministry of Health as part of its extra-ordinary COVID-19 cost recovery initiative.

<sup>2</sup> MIC extended to Jun 2023.

<sup>3</sup> Extended to Jul 2023.

<sup>4</sup> Work funded through IDR with SSHA. SSHA recovers this under their COVID funding envelop.

<sup>5</sup> Extended to March 2023. Federally funded through PHAC.

## **Appendix 2**

### **2023 Affordability Measures**

**N/A**

## **Appendix 3**

### **Summary of 2023 Service Changes**

**N/A**

## **Appendix 4**

### **Summary of 2023 New / Enhanced Service Priorities Included in Budget**

**N/A**

## **Appendix 5**

### **Summary of 2023 New / Enhanced Service Priorities Not Included in Budget**

**N/A**

## Appendix 6

### 2023 Capital Budget; 2024 - 2032 Capital Plan Including Carry Forward Funding

Projects (In \$000s)	2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2023 - 2032 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
Call Centre Revitalization					630	1,000					1,630			1,630
Common Geographical Interface (CGI)				250	344						594			594
Community Collaboration - Seed			193								193			193
Community Health Information System	29										29	29		
Customer Relationship Case Management					707	676	540	275			2,198			2,198
Datamart Data Warehouse	57										57			57
Dental Clinic Renovation - 160 Borough Drive	119										119			119
Electronic Medical Record	825										825			825
Geographic Information Enablement				190	265						455			455
Healthy Smart Cities									992	870	1,862			1,862
Healthy Smart City - Data and Predictive Analytics			472	395	671	860					2,398			2,398
Infectious Disease Mgmt and Surveillance Inf. Syst	1,345	3,651	1,794								6,790	6,790		
Inspection Management Implementation	1,851	1,751	1,759								5,361	5,361		
Mobile Enablement							394	378	369		1,141			1,141
Ontario Senior Dental Care Program 2022-23	1,557	1,156									2,714			2,714
Ontario Seniors Dental Care Program	1,309										1,309			1,309
Public eLearning			550	942	940						2,432			2,432
Public Notifications & Advisories						490	474	474			1,438	1,438		
Socio-Demographic Data Collection and Reporting		449	667	732							1,848			1,848
TCHIS Map-Us Upgrade	399	104									503		503	
<b>Total Expenditures (including carry forward from</b>	<b>7,491</b>	<b>7,112</b>	<b>5,435</b>	<b>2,509</b>	<b>3,557</b>	<b>3,026</b>	<b>1,408</b>	<b>1,127</b>	<b>1,361</b>	<b>870</b>	<b>33,896</b>		<b>14,121</b>	<b>19,775</b>

### Appendix 6a

#### 2023 Cash Flow and Future Year Commitments Including Carry Forward Funding

Projects (In \$000s)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total 2023 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
Community Collaboration - Seed			193								193	193		
Community Health Information System	29										29	29		
Datamart Data Warehouse	57										57	57		
Dental Clinic Renovation - 160 Borough Drive	119										119	119		
Electronic Medical Record	825										825	825		
Infectious Disease Mgmt and Surveillance Inf. Syst	1,345	3,651	1,794								6,790			6,790
Inspection Management Implementation	1,851	1,751	1,759								5,361	3,397	1,964	
Ontario Senior Dental Care Program 2022-23	1,557	1,156									2,714	2,714		
Ontario Seniors Dental Care Program	1,309										1,309	1,309		
TCHIS Map-Us Upgrade	399	104									503			503
<b>Total Expenditures (including carry forward from 2022)</b>	<b>7,491</b>	<b>6,663</b>	<b>3,746</b>								<b>17,900</b>	<b>8,643</b>	<b>1,964</b>	<b>7,293</b>

## Appendix 6b

### 2024 - 2032 Capital Plan

Projects (In \$000s)	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2024 - 2032 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
Call Centre Revitalization				630	1,000					1,630			1,630
Common Geographical Interface (CGI)			250	344						594			594
Customer Relationship Case Management				707	676	540	275			2,198			2,198
Geographic Information Enablement			190	265						455			455
Healthy Smart Cities								992	870	1,862			1,862
Healthy Smart City - Data and Predictive Analytics		472	395	671	860					2,398			2,398
Mobile Enablement						394	378	369		1,141			1,141
Public eLearning		550	942	940						2,432			2,432
Public Notifications & Advisories					490	474	474			1,438		1,438	
Socio-Demographic Data Collection and Reporting	449	667	732							1,848			1,848
<b>Total Expenditures</b>	<b>449</b>	<b>1,689</b>	<b>2,509</b>	<b>3,557</b>	<b>3,026</b>	<b>1,408</b>	<b>1,127</b>	<b>1,361</b>	<b>870</b>	<b>15,996</b>		<b>1,438</b>	<b>14,558</b>

## Appendix 7

### Reporting on Major Capital Projects: Status Update

N/A

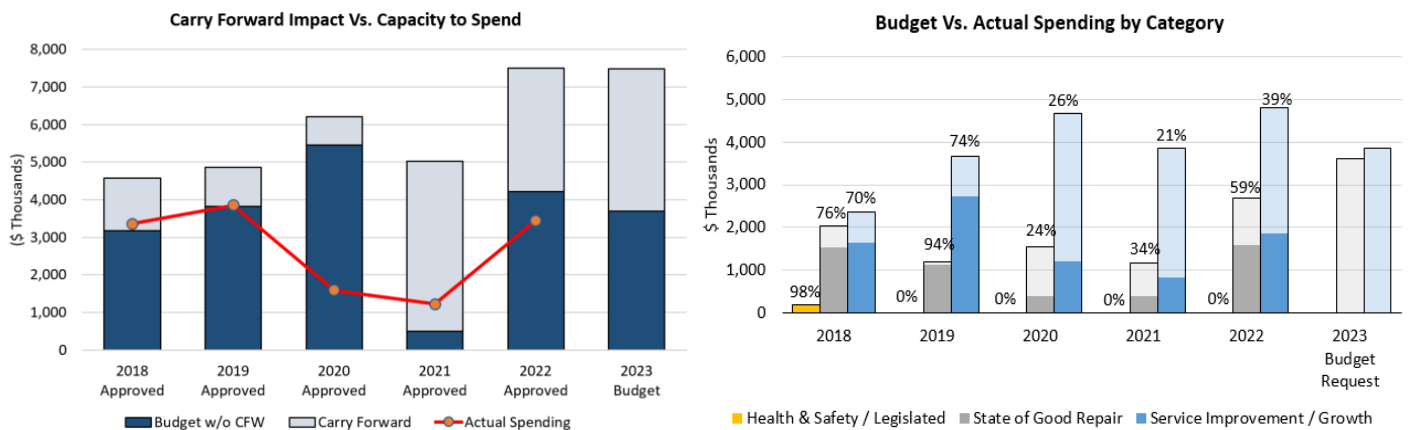
## Appendix 8

### Capacity to Spend Review

The 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 Toronto Public Health's ability to spend and the markets capacity to deliver.

A key component in determining an appropriate level of annual cash flows includes historical capacity to spend reviews by project categories (Chart 3 below) as well as the level of projected 2022 underspending that will be carried forward into 2023 to complete capital work.

Chart 3 – Capacity to Spend



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

Based on the review of historical capital spending constraints and a capacity to spend review, \$3.451 million in capital spending originally cash flowed in 2022 has been deferred to 2023, with an additional \$0.345 million deferred to 2024. Adjustments to the Capital Plan are noted below:

- Deferral of \$1.818 million on Dental Clinic's renovations and building of dental vans for the Ontario Seniors Dental Care Program.
- Deferral of \$1.633 million for information technology projects as resources were redeployed to support the COVID-19 Response.



## Appendix 9

### Summary of Capital Needs Constraints

Project Description	Total Project	Non-Debt Funding	Debt Required	Cash Flow (In \$ Thousands)										
				2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
<b>NOT INCLUDED</b>														
<i>Community Collaboration Implementation</i>	1,536		1,536				251	701	584					
<b>Total Needs Constraints (Not Included)</b>	<b>1,536</b>		<b>1,536</b>				<b>251</b>	<b>701</b>	<b>584</b>					

## Appendix 10

### Inflows and Outflows to/from Reserves and Reserve Funds

#### 2023 Operating Budget

#### Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2023	2024	2025
		\$	\$	\$
<b>Beginning Balance*</b>		<b>8,805.4</b>	<b>8,977.1</b>	<b>9,152.1</b>
Public Health	XR1108			
<i>Withdrawals (-)</i>				
<i>Contributions (+)</i>				
<i>Interest Income</i>		171.7	175.1	178.5
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>8,977.1</b>	<b>9,152.1</b>	<b>9,330.6</b>
<b>Balance at Year-End</b>		<b>8,977.1</b>	<b>9,152.1</b>	<b>9,330.6</b>

### Inflows and Outflows to/from Reserves and Reserve Funds

#### 2023 – 2032 Capital Budget and Plan

#### Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	Total
XR2123	Beginning Balance	3,349.1	3,414.4	3,481.0	3,548.9	3,618.1	3,688.6	3,760.6	3,833.9	3,908.6	3,984.9	3,349.1
Dev Charges RF - Health	<i>Withdrawals (-)</i>											
	<b>Total Withdrawals</b>	-	-	-	-	-	-	-	-	-	-	-
	<i>Contributions (+)</i>											
	<i>Interest Income</i>	65.3	66.6	67.9	69.2	70.6	71.9	73.3	74.8	76.2	77.7	713.5
	<b>Total Contributions</b>	<b>65.3</b>	<b>66.6</b>	<b>67.9</b>	<b>69.2</b>	<b>70.6</b>	<b>71.9</b>	<b>73.3</b>	<b>74.8</b>	<b>76.2</b>	<b>77.7</b>	<b>713.5</b>
<b>Balance at Year-End</b>		<b>3,414.4</b>	<b>3,481.0</b>	<b>3,548.9</b>	<b>3,618.1</b>	<b>3,688.6</b>	<b>3,760.6</b>	<b>3,833.9</b>	<b>3,908.6</b>	<b>3,984.9</b>	<b>4,062.6</b>	<b>4,062.6</b>

## Appendix 11

### Glossary

**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 Service Priorities:** 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

**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).

## Appendix 12

### Board Approved Vs. Tabled Budget

#### 2023 Operating Budget – Board Approved Vs. Tabled Budget

\$ Millions	Board	City Staff	Difference	
	Approved	Recommended	\$	%
Revenues	210.3	209.9	0.4	0.2%
Gross Expenditures	369.6	369.0	0.6	0.2%
Net Expenditures	159.3	159.1	0.2	0.1%
Approved Positions	2,310.0	2,300.0	10.0	0.4%

The difference between the Board Approved and City Budget reflects adjustments to align budgeted amounts with corresponding federal funding and a change in the delivery of Capital positions.

#### 2023-2032 Capital Budget and Plan – Board Approved Vs. Tabled Budget

\$ Millions	Board	City Staff	Difference	
	Approved	Recommended	\$	%
<b>2023</b>				
Gross Expenditures	5.1	7.5	(2.4)	-32.4%
Debt	3.9	4.6	(0.7)	-15.8%
Provincial	1.2	2.9	(1.7)	-59.3%
<b>2024-2032</b>				
Gross Expenditures	26.4	26.4		
Debt	25.2	25.2		
Provincial	1.2	1.2		
<b>Total</b>				
Gross Expenditures	31.5	33.9	(2.4)	-7.2%
Debt	29.1	29.9	(0.7)	-2.4%
Provincial	2.3	4.0	(1.7)	-42.2%

The difference of (\$2.429) million is due to the change of 2022 carry forward funding from the Ontario Dental Care Program (provincial funded), Electronic Medical Records-Phase 3 and Dental Clinic Renovation projects.