

Toronto 2018 BUDGET



OPERATING BUDGET NOTES



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Toronto Realty Agency

2018 OPERATING BUDGET OVERVIEW

The first phase of the new Council approved real estate service delivery model includes the establishment of the Toronto Realty Agency (TRA). The Agency consists of an operational consolidation of Build Toronto (BT) and Toronto Port Lands Company (TPLC), and in conjunction with the City's Facilities Management and Real Estate Divisions, forms the organizational structure of the new real estate delivery model. The establishment of the full real estate model is expected to take place in a phased approach over three years, considered to be the "incubation period". TRA's mission is to manage the City's real estate portfolio, develop City building and lands for municipal purposes and deliver client-focused real estate solutions to City divisions, agencies and corporations.

2018 Budget Summary

The total cost to deliver these services to Toronto residents is \$11.434 million gross and \$0 million net as shown below:

(in \$000's)	2017 Budget*	2018 Preliminary Budget	Change	
			\$	%
Gross Expenditures	11,459.0	11,434.0	(25.0)	N/A
Revenues	11,459.0	11,434.0	(25.0)	N/A
Net Expenditures	0.0	0.0	0.0	N/A

*Prepared for comparative purposes and based on consolidated 2017 Operating Budgets for Build Toronto and Toronto Port Lands Corporation

TRA is self-sufficient and able to fully fund \$11.434 million in operating budget requirements for staffing, general administration and ancillary costs needed to fulfill its mandate. Funding is generated through revenue contributions from the existing operations within BT and TPLC.

FAST FACTS

- At its meeting on May 24, 25 and 26, 2017, City Council adopted a new real estate service delivery model for the City government that centralizes all real estate activities City-wide, including all real estate strategy and portfolio planning, major building projects, developments, real estate transactions and facilities management.
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX25.9>
- The Council approved real estate delivery model has led to the establishment of a City agency (the "Toronto Realty Agency"). The establishment of the full operating model is expected to take place in a phased approach over years 2018 to 2020, considered to be a three year "incubation period".
- The organization structure of the new real estate service delivery model includes the new Toronto Realty Agency (currently a consolidation of existing City owned corporations, Build Toronto and Toronto Port Lands Company) along with the Real Estate Services and Facilities Management divisions. These entities will collaborate with the other City Programs, Agencies, and Corporations and be responsible for: the consolidation of all real estate activities; management the City's real estate portfolio; development of City buildings and lands for municipal purposes; and the delivery of client-focused real estate solutions for client City Programs, Agencies and Corporations. In addition, the Toronto Realty Agency will leverage a real estate holding corporations with necessary real estate tools and instruments (e.g., to deliver joint ventures, facilitate development of surplus City-owned lands, manage environmentally sensitive properties, etc.).
- The new real estate service delivery model will encompass all real estate functions across all Agencies, Divisions and Corporations. The consolidation of Build Toronto and TPLC is the first step in this process, The organizational structure will evolve throughout the incubation period as real estate authorities and activities within other City Divisions, Agencies and Corporations are consolidated into the model.
- The City of Toronto, including all its Program areas, Agencies and Corporations, has one of the most significant real estate portfolios in the country, with holdings conservatively valued at \$27 billion including: 6,976 buildings; 106.3 million square feet (9.87 million square metres); and 28,882 acres of leased and owned land.
- The Toronto Realty Agency will begin operations on January 1, 2018.

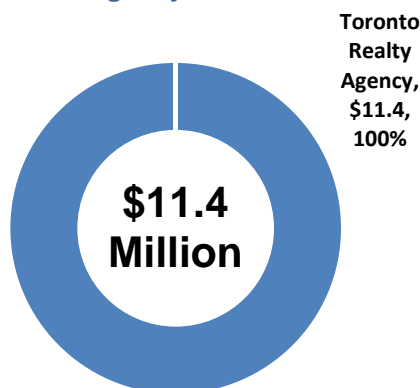
KEY SERVICE DELIVERABLES FOR 2018

The 2018 Preliminary Operating Budget will enable the TRA to start implementation of operations and work towards:

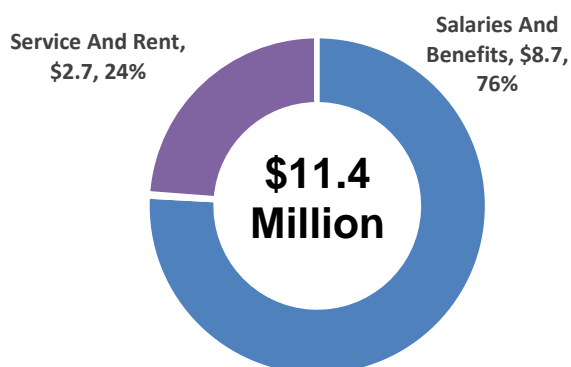
- Coordinate stewardship of the City's real estate assets, and the ability to execute a mandate focused on supporting programs and enabling city-building.
- A strong accountability and governance structure with the necessary Council oversight, and built in flexibility to operate in the changing marketplace.
- Provide real estate expertise to modernize and harmonize operations, and to drive service delivery to programs while maintaining a presence at the local / community levels.
- Maximize real estate value in pursuit of social, economic, environmental, and program benefits, while achieving new revenue and cost savings.

Where the money goes:

2018 Budget by Service

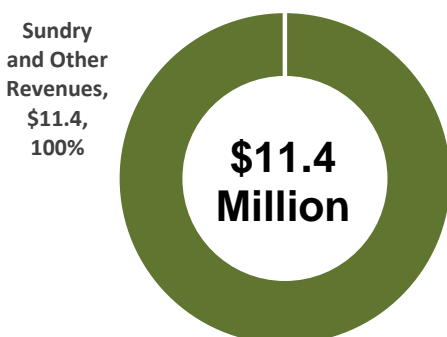


2018 Budget by Expenditure Category



Where the money comes from:

2018 Budget by Funding Source



OUR KEY ISSUES & PRIORITY ACTIONS

- **Self-sustaining** through the three year implementation phase of the new real estate model (2018-2020), funded through recurring lease revenue from Toronto Port Lands Company (TPLC) and proceeds from development sales by Build Toronto (BT).
 - ✓ These corporations are key pillars in the new real estate service delivery model and will also be relied upon to fund the new functions required of TRA.
- **Unlocking the Value** of the City's real estate portfolio and maximizing the use of City-owned space while meeting client program requirements.
 - ✓ Act on opportunities through detailed review, market research and analysis by qualified staff to ensure City's Real Estate portfolio meets the needs of City Programs and Agencies.
- Develop a City-Wide real estate strategy to be presented to City Council in Q1 of 2019.
- Begin to implement the new real estate service delivery model.
- Incorporating new functions, such as Customer Relationship Management and Portfolio Strategy Development, within the existing functions of the model.

2018 OPERATING BUDGET HIGHLIGHTS

- The 2018 Preliminary Operating Budget for TRA is \$11.434 million gross and \$0 million net, comprising:
 - ✓ Base expenditure of \$11.640 million gross for staffing, general and administration and ancillary costs representing the 2018 consolidated opening position of BT and TPLC general administration and staffing costs;
 - ✓ Efficiency savings of \$3.038 million gross realized from consolidation of general administration and staffing of Build Toronto (BT) and Toronto Port Lands Company (TPLC); and
 - ✓ New and enhanced funding of \$2.832 million gross and \$0 million net is for new Customer Relationship Management (CRM) and Portfolio Strategy Development functions.
- Ancillary and one-time costs incurred to transition to the new model and to start-up, establish and ensure operations of TRA will be:
 - ✓ Offset with revenue of \$11.434 million from contributions BT and TPLC.
- Staff complement consists of 51 positions in 2018.

Actions for Consideration

Approval of the 2018 Preliminary Budget as presented in these notes requires that:

1. City Council approve the 2018 Preliminary Operating Budget for Toronto Realty Agency (TRA) of \$11.434 million gross, \$0 million net for the following services:

<u>Service:</u>	<u>Gross (\$000s)</u>	<u>Net (\$000s)</u>
Toronto Realty Agency:	<u>11.434</u>	<u>0.000</u>
Total Agency Budget	<u>11.434</u>	<u>0.000</u>

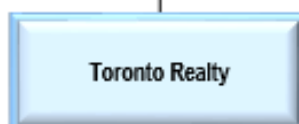
2. City Council approve the 2018 associated staff complement of 51.0 positions, comprising 0.0 capital project delivery positions and 51.0 operating service delivery positions.
3. City Council direct TRA staff to continue to work with City staff on establishing a comprehensive Program map, Service-Based budgets for TRA, and associated service levels and performance measures during 2018 for the 2019 Budget process.



Part 1

2018-2020 Service Overview and Plan

Program Map



Purpose:

As part of the centralized City-wide Real Estate model, the agency's mandate is to be stewards of the City's real estate assets, to drive a mandate focused on supporting programs, and to enable city-building. The agency will leverage its real estate expertise to lead a City-wide real estate strategy, identify opportunities to modernize and harmonize operations, to drive service delivery to programs, and maximize real estate value in pursuit of social, economic, environmental, and program benefits.



Service Customer

Toronto Realty

- Toronto Mayor and City Council
- Staff - City Divisions and Agencies
- Real Estate Developers
- Land Developers
- Corporation / Businesses

Indirect (Beneficial)

- Residents
- Visitors

Table 1
2018 Preliminary Operating Budget and Plan by Service

(In \$000s)	2017	2018 Preliminary Operating Budget			2018 Preliminary vs. 2017 Budget Change		Incremental Change			
	Budget*	Base	New/Enhanced	Total Budget			2019 Plan		2020 Plan	
By Service	\$	\$	\$	\$	\$	%	\$	%	\$	%
Toronto Realty Agency										
Gross Expenditures	11,459.0	8,602.4	2,831.6	11,434.0	(25.0)	(0.2%)	446.5	3.9%	238.5	2.0%
Revenue	11,459.0	8,602.4	2,831.6	11,434.0	(25.0)	(0.2%)	446.5	3.9%	238.5	2.0%
Net Expenditures	0.0	0.0	0.0	0.0	0.0	(0.0%)	(0.0)	(0.0%)	(0.0)	(0.0%)
Approved Positions	0.0	41.0	10.0	51.0	51.0	(0.0%)	0.0	(0.0%)	0.0	(0.0%)

*Prepared for comparative purposes and based on consolidated 2017 Operating Budgets for Build Toronto and Toronto Port Lands Corporation

Toronto Realty Agency's (TRA) 2018 Preliminary Operating Budget of \$11.434 million gross and \$0 million net represents the first year of operations for the Agency, starting January 1, 2018.

A comparative 2017 Approved Net Operating Budget was prepared based on Toronto Port Lands Company (TPLC) and Build Toronto's (BT) 2017 Board Approved Operating Budget. Below are factors that have contributed to the 2018 Preliminary Operating Budget:

- Base budget of \$8.602 million gross is comprised of 2018 staffing, general administration and ancillary costs of existing BT and TPLC operations of \$11.640 million gross, offset by savings of \$3.038 million from consolidation of staffing and support functions, inclusive of the reduction of 14.0 positions that previously existed in BT and TPLC.
 - For comparative purposes, complement requirements for the new TRA are decreased by 4.0 positions from Build Toronto's and TPLC's combined complement of 55.0 in 2017 mainly due to consolidation efficiencies.
- New and enhanced services of \$2.832 million represents staff costs for two critical new functions to be provided by TRA to enhance engagement, coordination, and strategic approach to real estate activities, in addition to one-time costs associated with transition, consolidation and setup of the new Agency. In total, 10.0 new positions are required to support these functions.
- Approval of the 2018 Preliminary Operating Budget will result in a total TRA staff complement of 51.0.
- On a net basis, the 2019 and 2020 Plan remain flat to 2018 Preliminary Operating Budget. Gross expenditure increases are mainly attributable to cost of living adjustments and annualization of salary costs for positions starting through the year in 2018, offset by the reversal of one-time consolidation costs in 2018.

Table 2
Key Cost Drivers

(In \$000s)	Total	
	\$	Position
Gross Expenditure		
Other Base Expenditures		
Salaries and Benefits	8,636.2	55.0
General and Administration	3,004.2	
Total Gross Expenditures	11,640.4	55.0
Revenues		
Base Revenues		
Contributions from Build Toronto (BT) and Toronto Port Lands Corporation (TPLC)	(11,640.4)	
Total Revenues	(11,640.4)	
Net Expenditures	(0.0)	55.0

Key cost drivers for Toronto Realty Agency (TRA) are discussed below:

Gross Expenditures

- Other Base Expenditures
 - Salaries and benefits of \$8.636 million for TRA are comprised of costs for 55 existing Build Toronto and Toronto Port Lands Company staff.
 - General and administrative costs of \$3.004 million are attributable to financial and legal expenses, marketing, Board & professional services, as well as, office occupancy and supplies.

Base Revenues

- The costs of services delivered by TRA to the existing BT and TPLC corporations will be funded from lease revenues from TPLC and proceeds from BT.
 - This will be realized through service agreements that will be established between the corporations and the TRA allowing for full cost recovery and result in a net \$0 budget for the Agency.

Through the consolidation of BT and TPLC operations, TRA has generated 2018 service efficiencies of \$3.038 million gross and \$0 million net, as detailed on the following page:

Table 3
Actions to Achieve Budget Reduction Target
2018 Preliminary Service Change Summary

Description (\$000s)	Total Service Changes			Incremental Change			
	\$	\$	#	2019 Plan		2020 Plan	
	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Service Efficiencies							
Reduction in complement from consolidation of Build Toronto (BT) & Toronto Port Lands Corporation (TPLC) staff	(2,359.0)		(14.0)				
Efficiencies in general and administrative cost from consolidation	(679.1)						
Sub-Total	(3,038.1)		(14.0)				
Total Changes	(3,038.1)		(14.0)				

Service Efficiencies (Savings of \$3.038 million gross & \$0 million net)

- Savings of \$3.038 million will be realized as a result of the Build Toronto (BT) / Toronto Port Lands Company (TPLC) consolidation of staff and other general and administrative costs.
 - Efficiencies in staffing represents the majority of the savings of \$2.359 million through a complement reduction of 14.0 positions that were considered redundant based on similar job profiles between the two corporations.
 - Other savings will be realized, including office occupancy costs due to co-location of staff and the consolidation of marketing, and other general and administrative office expenses.

Table 4
2018 Preliminary New & Enhanced Service Priorities

Description (\$000s)	New and Enhanced		Total New and Enhanced			Incremental Change			
	Toronto Realty Agency		\$		Position	2019 Plan		2020 Plan	
	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
New Service Priorities									
Staff Initiated:									
Positions to support new TRA functions & Board	2,072.1		2,072.1		8.0		2.0		
One-time costs for consolidation and transition	759.5		759.5		2.0		(2.0)		
Sub-Total Staff Initiated	2,831.6		2,831.6		10.0				
Total New Service Priorities	2,831.6		2,831.6		10.0				
Total New / Enhanced Services	2,831.6		2,831.6		10.0				

New Service Priorities (\$2.832 million gross & \$0 million net)

- Under the new City-wide real estate service model approved by Council, two critical new functions will be introduced by the Toronto Realty Agency (TRA) to enhance engagement, coordination, and strategic approach to real estate activities. These include:
 - *Stakeholder/Client Relationship Management* – This team will be responsible for working to establish the overall real estate strategic framework for each client (stakeholder) entity. Working with the Portfolio and Asset Strategy team in the Agency, the real estate strategic framework will be used to help develop the overall Strategic Plan for the Agency. These positions will also be the point of contact for all senior staff at the City and associated Programs and Agencies with respect to their individual real estate requirements along with being responsible for relationship management and conflict resolution.

- **Portfolio/Asset Management Strategy** – This team will aid in the development of an overall strategy for the City's Land and Building Portfolio, undertaking analysis to serve City purposes/services and maximize the efficiency of the Portfolio. The primary responsibilities of this group will be to: (1) identify city-building and development opportunities to unlock value and maximize benefits for the City; (2) oversee the planning, framework, implementation, governance, creation and maintenance of the City-wide real estate data strategy (up to 8,000 real estate holdings), including defining and acquiring appropriate city-wide data and systems solutions; and (3) provide overarching policy, process and standards for the delivery of an efficient city-wide real estate portfolio.
- One-time costs will be required for 2.0 positions in 2018 to ensure business continuity and the efficient transition of operations, as well as other costs including marketing, I&T, and professional services required to setup the new Agency.

Table 5
2019 and 2020 Plan by Program

Description (\$000s)	2019 - Incremental Increase					2020 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	Position	Gross Expense	Revenue	Net Expense	% Change	Position
Known Impacts:										
Prior Year Impact										
Staffing changes from consolidation & new functions	507.5	(507.5)				187.0	(187.0)			
General & admin changes from consolidation	(61.0)	61.0				51.5	(51.5)			
Sub-Total	446.5	(446.5)				238.5	(238.5)			
Total Incremental Impact	446.5	(446.5)				238.5	(238.5)			

Future year incremental costs are primarily attributable to the following:

Known Impacts:

- Incremental staffing costs of \$0.508 million gross will be required in 2019 resulting from the elimination of the 2.0 positions required for business continuity and proper transition in 2018, offset by the addition of 2.0 new positions to support the Agency's procurement and development functions. Annualized costs for the new positions and adjustments for cost of living also contribute to the 2019 and 2020 incremental increases.
- Savings in general and administrative costs of \$0.061 million gross are anticipated in 2019 and are driven by consolidation, offset by the reversal of one-time costs for marketing, I&T, and professional services. Incremental costs in general and administrative costs in 2019 and 2020 are also reflective of adjustments for cost of living.
- These incremental costs will be funded by contributions from Build Toronto (BT) and Toronto Port Lands Company (TPLC), resulting in \$0 net impact.



Part 3

Issues for Discussion

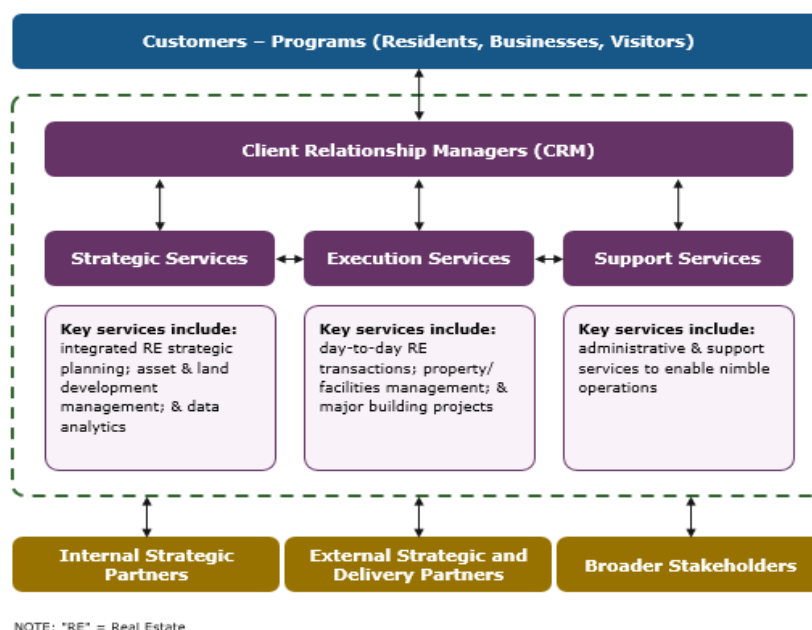
Issues Impacting the 2018 Budget

- *Agency Operations in Compliance with City Policies & Procedures*
 - As a City Agency, TRA must submit their Operating Budget and Capital Plan requests in accordance with the annual Budget Submission Guidelines and Instruction Manual, so that City staff can fully review Agency budget submissions as part of the Administrative Review process.
 - TRA and FPD staff will determine the Agency's Service-based Budgets, Service levels and Performance Measures for 2019 and onwards.
 - Any impacts to City or Agency operating budgets as a result of consolidation of real estate activities will be reported either through in-year adjustments or through future year budget processes.

Issues Impacting Future Years

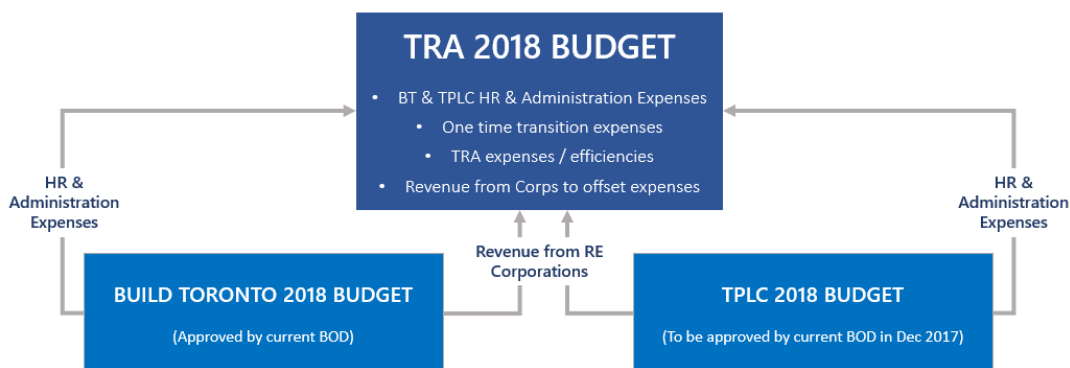
- *Governance Structure for Toronto Realty Agency (TRA)*
 - Council approved the real estate delivery model that led to the establishment of a new realty agency, Toronto Realty Agency (TRA). TRA is to manage the City's real estate portfolio, develop City buildings and lands for municipal purposes and deliver client-focused real estate solutions to City Programs, Agencies and Corporations.
 - The Toronto Realty Agency will also leverage a real estate holding corporation with necessary real estate tools and instruments (e.g., to deliver joint ventures, manage environmentally sensitive properties, etc). Refer to Figure 1 below for the proposed operating model of the Agency:

Figure 1: Toronto Realty Operating Model



- While the Agency comes into existence on January 1, 2018, the establishment of the full operating model is expected to take place over years 2018 to 2020, considered to be a three year "incubation period".
- The consolidation of real estate activities across City Programs, Agencies and Build Toronto (BT) and Toronto Port Land Company (TPLC) will continue to occur over this incubation period.

- Initial benefits and savings have been identified through the consolidation of BT and TPLC and is reflected in the 2018 Preliminary Operating Budget of TRA. The City is also expected to realize benefits over this timeframe as consolidation of activities occur.
 - Anticipated efficiencies will be identified as part of the multi-year planning and budgeting process with actual efficiency savings to be considered by Council through future year budget processes.
- Starting January 1, 2018, staff and the administration of Build Toronto (BT) and Toronto Port Lands Company (TPLC) will be moved to the new Agency. The corporate entities will retain their current contractual obligations with third parties but decisions will be made by the Toronto Realty Agency's management team and Board of Directors.
- TRA will continue to develop its governance structure and model during its incubation period, in coordination with the City's policies and procedures.
- *Financial reliance on Build Toronto (BT) and Toronto Port Lands Company (TPLC)*
- The operations of the Toronto Realty Agency (TRA) and the new real estate delivery model are reliant upon the financial performance of Build Toronto (BT) & Toronto Port Lands Company (TPLC), as presented in the funding model below.



- To deliver the services provided by TRA, the Agency will incur costs associated with staffing, professional services, marketing & communication, and other general and administrative expenses. These costs will be reimbursed by both BT and TPLC through the use of the service agreements, allowing for full cost recovery and a net \$0 impact on the Agency. Contributions from BT and TPLC will be the only funding source for TRA during the incubation period.
- Noted below are future risks to the revenue streams and viability of the BT and TPLC and accordingly, are risks to the funding mechanisms of TRA. Existing reserves and cash balances within these two corporations are however, more than sufficient for TRA over its incubation period. As such, the below factors can be considered low risks to TRA's short term viability.
- Port Lands Flood Protection Project - The Toronto Port Lands will be undergoing a significant multi-year construction project aimed at providing flood protection for 240 hectares of land. The project will impact the future revenue stream of TPLC's leasing and licensing revenue. The full impact on future revenue is still being determined, however, there is expected to be a loss of recurring revenues in TPLC. It is expected the corporation will remain a going concern, however, any lost revenue will affect the revenue and cash reserves available to fund the Toronto Realty Agency's expenses.
 - Availability of Surplus City Properties to Develop - Build Toronto's revenues are reliant upon a pipeline of surplus properties to be transferred from the City to be developed and sold for proceeds. The

transfer of properties and the associated proceeds from disposition will be necessary to fund Toronto Realty Agency's operating expenses over the incubation period.

- A future year outlook has been completed for the incubation period (2018-2020) and determined that there are sufficient revenues and cash reserves from Build Toronto's development sales and TPLC's recurring leasing/licensing revenues to ensure funding for TRA operations.
- Below are links to Build Toronto's and TPLC's most recent financial statements (fiscal year 2016). A review of these will illustrate the viability of the funding sources for the TRA.

Build Toronto 2016 Financial Statements - <https://www.toronto.ca/legdocs/mmis/2017/ex/bgrd/backgroundfile-104798.pdf>

TPLC 2016 Financial Statements - <https://www.toronto.ca/legdocs/mmis/2017/ex/bgrd/backgroundfile-104774.pdf>

- Dividend commitments to the City from BT and TPLC will not be negatively impacted by the new model.

Issues Referred to the 2018 Operating Budget Process

New & Enhanced Not Included in the 2018 Preliminary Operating Budget

The following initiative has not been included in the 2018 Preliminary Operating Budget. It is included for Council's consideration as part of the 2018 Budget Process.

Description (\$000s)	Total New and Enhanced			Incremental Change			
	Toronto Realty Agency		Position	2019 Plan		2020 Plan	
	Gross	Net	#	Net	Pos.	Net	Pos.
New Service Priorities							
Referred to Budget Process:							
Toronto Realty Agency 2018 Contingency Budget	879.0						
Sub-Total Referred to Budget Process	879.0						
Total New Service Priorities	879.0						
Total New / Enhanced Services	879.0						

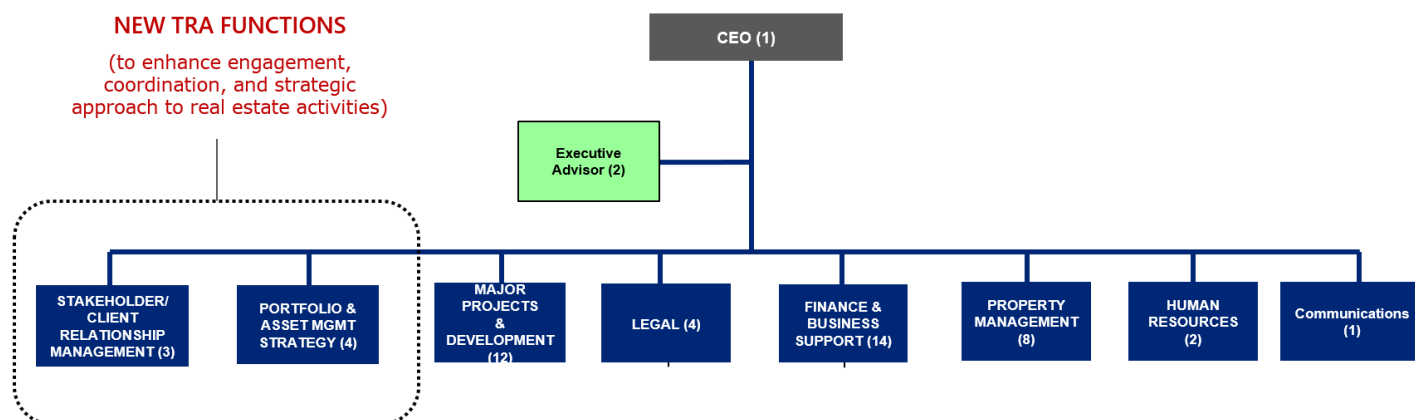
- At its Board meeting on November 27, 2017, the Toronto Realty Agency (TRA) Board approved a motion for a provision of \$0.879 million to be referred to the 2018 Budget Process. This provision is for additional human resource or professional services expenditures.
 - The Toronto Realty Agency Board at its meeting on November 27, 2017, considered "*Toronto Realty Agency 2018 Operating Budget Request (RA6.3)*" and recommended TRA's request of \$0.879 million gross and \$0 million net to provide TRA with agility to handle greater than anticipated demand on services provided by the Agency.
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.RA6.3>
 - The Board felt it was important that TRA has an ability to adapt and address higher than anticipated demand levels given that it is in its first year of operations.
 - The provision would allow for additional staff or consulting, and the Board stipulated that use of funds within this provision must be pre-approved by the Board prior to expenditure of the funds.
- The provision of \$0.879 million would be funded directly through the accumulation of revenues and cash reserves generated by the existing Toronto Port Lands Company (TPLC) and Build Toronto (BT) corporations, with a \$0 net impact to the City.



Appendices

Appendix 3

2018 Organization Chart



2018 Total Complement

	Category	Senior Management	Management with Direct Reports	Management without Direct Reports/Exempt Professional & Clerical	Union	Total
Operating	Permanent	11.0	9.0	31.0		51.0
	Temporary					-
	Total Operating	11.0	9.0	31.0	-	51.0
Grand Total		11.0	9.0	31.0	-	51.0

Appendix 4

Summary of 2018 Service Changes

2018 Operating Budget - Preliminary Service Changes Summary by Service (\$000's)

Form ID		Agencies - Cluster Program - Toronto Realty Agency	Adjustments				2019 Plan Net Change	2020 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
2018 Preliminary Base Budget Before Service Changes:			11,640.4	11,640.4	0.0	55.00	(0.0)	(0.0)
15357		Toronto Realty Agency Savings 2018 Operating Budget						
51	No Impact	Description: As part of the new real estate service delivery model approved by City Council (EX25.9), the staffing and other general and administrative costs of Build Toronto and TPLC will be removed from the current corporations and consolidated into the new Toronto Realty Agency. Savings in staffing and other general and administrative costs will be realized as a result of the consolidation in 2018. Service Level Impact: There is no service impact resulting from this efficiency. Equity Statement: There are no equity impacts. Service: Toronto Realty Agency						
Preliminary Service Changes:			(3,038.1)	(3,038.1)	0.0	(14.00)	(0.0)	0.0
Total Preliminary Service Changes:			(3,038.1)	(3,038.1)	0.0	(14.00)	(0.0)	0.0
Summary:								
Total Preliminary Service Changes:			(3,038.1)	(3,038.1)	0.0	(14.00)	(0.0)	0.0
Total Preliminary Base Budget:			8,602.4	8,602.4	0.0	41.00	(0.0)	(0.0)

Appendix 5

Summary of 2018 New / Enhanced Service Priorities

2018 Operating Budget - Preliminary New and Enhanced Services Summary by Service (\$000's)

Form ID		Agencies - Cluster	Adjustments				2019 Plan Net Change	2020 Plan Net Change																		
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions																				
15355		Program - Toronto Realty Agency	Toronto Realty Agency New Services 2018 Operating Budget																							
74	No Impact	Description: As part of the new real estate service delivery model approved by City Council (EX25.9), two new service pillars that did not previously exist will form part of the new Agency. The focus of which will be stakeholder/client relationship management and optimizing the City's lease portfolio through a long term strategy and data analytics. The 2018 Toronto Realty Agency budget submission includes 10 new positions to support these new functions. In addition to the new positions, additional one-time operating costs are required due to the consolidation of the two corporations and harmonizing their operational processes. Service Level Impact: Creation of 2 new service pillars (1) Stakeholder/Client Relationship Management (2) Portfolio/Asset Management Strategy Equity Statement: There is no equity impact resulting from this request. Service: Toronto Realty Agency Preliminary New / Enhanced Services: <table><tr><td>2,831.6</td><td>2,831.6</td><td>0.0</td><td>10.00</td><td>0.0</td><td>0.0</td></tr><tr><td>2,831.6</td><td>2,831.6</td><td>0.0</td><td>10.00</td><td>0.0</td><td>0.0</td></tr></table> Total Preliminary New / Enhanced Services: <table><tr><td>2,831.6</td><td>2,831.6</td><td>0.0</td><td>10.00</td><td>0.0</td><td>0.0</td></tr></table>							2,831.6	2,831.6	0.0	10.00	0.0	0.0	2,831.6	2,831.6	0.0	10.00	0.0	0.0	2,831.6	2,831.6	0.0	10.00	0.0	0.0
2,831.6	2,831.6	0.0	10.00	0.0	0.0																					
2,831.6	2,831.6	0.0	10.00	0.0	0.0																					
2,831.6	2,831.6	0.0	10.00	0.0	0.0																					
Summary:																										
Total Preliminary New / Enhanced Services:			2,831.6	2,831.6	0.0	10.00	0.0	0.0																		

Category:

71 - Operating Impact of New Capital Projects
72 - Enhanced Services-Service Expansion

74 - New Services
75 - New Revenues