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**A Message from the City** 



John Tory

The City of Toronto is booming and its success is vital to the ongoing economic success of Ontario and Canada.

We are Canada's economic engine but we are also a city where people from across our country and around the world want to live, work and play. Toronto is consistently ranked as one of the most livable cities in the world and one of the fastest growing in North America.

To continue advancing Toronto's prosperity, opportunity and great quality of life, we've created a budget that protects and preserves City services and keeps life for residents affordable, while making important investments in transit, housing, environmental sustainability, community safety, neighbourhood programs, and infrastructure.

This was a challenging budget year due to a shortfall of \$80 million in anticipated land transfer tax revenue and funding changes at the provincial level. Despite these challenges, City Council committed to keeping property taxes at the rate of inflation for the fifth year in a row.

For 2019, City Council approved a budget that enables the City to provide more than 150 programs for youth, seniors and our most vulnerable residents. It provides \$162 million in additional funding to the TTC to speed up work on transit-related projects and \$30 million in additional funding to the Toronto Police Service to hire 300 new police

officers this year. It also makes significant investments in our roads and infrastructure and important initiatives such as TransformTO - Toronto's new climate action strategy and the Vision Zero Road Safety Plan.

The budget ensures that we will have more recreation spaces for families, more youth hubs, more police officers, and more improvements to TTC service.

We will continue working with provincial and federal governments to secure more funding to help build much-needed infrastructure, supportive and affordable housing and tackle our capital backlog.

I look forward to continue working with my colleagues on City Council and the provincial and federal governments to ensure that Toronto continues to thrive for the good of our residents, all Ontario residents, and residents across Canada.

Sincerely,

Mayor John Tory City of Toronto This page intentionally left blank

CHIEF FINANCIAL OFFICER AND TREASURER MESSAGE



**Heather Taylor** 

As this is my first year as Chief Financial Officer and Treasurer, I am proud to present the 2019 Budget Summary Book on behalf of the City of Toronto. During this year's budget process our goal was to demonstrate accountability and transparency, and build trust and confidence by helping citizens understand where money is being spent and showing value in what we do.

This year, City Council approved a 2019 tax and rate combined operating budget of \$13.47 billion and a 10-year capital budget and plan of \$40.67 billion. They were developed using foundation principles such as equity responsive budgeting to ensure that resources and services were allocated to those who need them most; a property tax increase based on the cost of living, continued investments in 2018 Council approved initiatives; and recommendations from the Auditor General to realizing savings.

This budget maintains current service levels while making investments to build on the City's strategic priorities of modernization, mobility, affordable housing and financial sustainability. These investments include \$325 million for transit initiatives, \$187.8 million to reduce poverty and improve the wellbeing of Torontonians, and \$12.2 million for TransformTO strategies aimed at reducing the impacts of climate change.

These investments, along with many others in the budget, mean that residents in Toronto will be provided with more drop-in recreation programs; improved access to books and resources at the Toronto Public Library; safer streets for all road users through the implementation of the Vision Zero Road Safety Plan; and enhanced mobility through public transit.

In 2019, property taxes were increased by 1.8 per cent overall – that is a 2.55 per cent increase for residential properties, a 1.28 per cent increase for commercial properties and 0.85 per cent increase for industrial properties. This increase amounts to an additional \$104 for the average household. Residents will also pay an additional 0.5 per cent for the City Building Fund to support infrastructure projects such as transit and housing.

The 10-year capital budget includes \$12.78 billion dedicated to maintaining the City's assets and state of good repair. The City has added \$785 million in new investments to meet critical needs for transit, bridge rehabilitation, customer service modernization, emergency services, and accessibility improvements to City buildings. The remaining funds are allocated to service improvements to help prepare Toronto for future growth.

Given today's fiscal realities, our efforts to streamline processes and make better decisions is more relevant and necessary than ever, and we remain committed to improving the delivery of public services for the people of Toronto.

To obtain a better understanding of the impacts of the 10-year plan going forward, the City has created a four-year asset management plan and submitted a framework to the Province. This plan will help to gather information about critical projects, the condition of our assets, and the financing need and capacities within the market and the organization.

This year we are embarking on a journey to simplify and modernize the budget process. Over the next four years, incremental changes will be made to implement a multi-year, service-based budget. We are confident that by simplifying the tools we use and making the process less technical we will increase the understanding of the budget for Council and the public. This increased understanding will help enhance trust and confidence between City staff, City Council and the public we serve.

I would like to thank staff across the organization who have worked tirelessly to produce and deliver a staff recommended, balanced budget.

As we approach the 2020 budget process, the City continues to face many budgetary pressures and challenges. I am committed to working with other levels of governments to ensure that we support the complex needs of a growing municipality and build a prosperous, inclusive, and livable city with opportunity for all.

Sincerely,

Heather Taylor Chief Financial Officer and Treasurer

# **2019 Budget Overview**

### 2019 OPERATING AND CAPITAL BUDGET SUMMARY

Toronto, like other large cities, is facing urban challenges that include population growth, aging infrastructure, traffic congestion, disparities in income resulting in demand for more community and human services and the distribution of community services. Consequently, the City must fund and deliver a wide range of programs and services that extend beyond the mandate of smaller municipalities. City Council has adopted ambitious plans to address these issues and lead Toronto forward, however, the City needs to identify new revenue options to fund many of these solutions.

The demand for public services is rising, especially in the areas of public safety, transit, housing and poverty reduction. The City also has substantial capital needs for both new infrastructure and state of good repair (SOGR); a significant portion of these capital projects remain unfunded.

The pressure on expenses continues to increase faster than revenues. Although residential taxes have been rising higher than inflation, when combined with taxes on non-residential properties, the overall tax increase has consistently risen at a rate below inflation. Despite efficiencies, each year there is a significant gap that needs to be bridged in order to balance the Operating Budget. As a result, important projects are often deferred.

The City of Toronto's Roadmap to Financial Sustainability was approved by Executive Committee on March 19, 2018, with a recommendation for the City Manager to report back on individual strategies and key actions contained within the Long-Term Financial Plan, as appropriate, following the start of the 2018 to 2022 term of Council. The Plan provides a framework for financial decision-making, including strategies and key actions to facilitate multi-year, integrated, strategic decision-making aimed at improving the long-term financial stability of the City. Implementation of the strategies and key actions shift the City to a more strategic, long-term approach to service and financial planning and budgeting focusing on better integrating its policy, planning and budget process; value for money and performances; fair and adequate revenues; focus on financial health and intergovernmental fiscal framework.

### **CITY SERVICES**

The City's many services keep our homes and neighbourhoods safe and vibrant, encourage business growth and investments and make Toronto welcoming for visitors from around the world. Garbage collection, water testing and public parking are all examples of rate supported services the City provides every day.

<u>Community and Social Services</u> are a range of public services provided by the City that aim to build stronger communities, and promote equality and opportunity. The City's social safety net covers a broad spectrum of programs and include the following:

Affordable Housing Office; Children's Services; Court Services; Economic Development & Culture; Long-Term Care Homes & Services; Parks, Forestry & Recreation; Shelter, Support & Housing Administration; Social Development Finance & Administration; Toronto Employment & Social Services; and Toronto Paramedic Services.

<u>City Building and Infrastructure</u> refers to the physical networks, associated services and facilities essential to enable, sustain, or enhance societal living conditions and are necessary for the functioning of a modern City. These services include the following:

2019 City of Toronto Budget Summary

City Planning; Fire Services; Municipal Licensing & Standards; Policy, Planning, Finance & Administration; Engineering & Constructions Services; Toronto Building; Transportation Services; Waterfront Revitalization Initiative; Toronto Water; and Solid Waste Management Services.

<u>Internal and Financial Services</u> are corporate services that are administered to support the needs of City Programs and create more effective organizations. Internal and Financial Services include only those activities and resources that apply across an organization and not to those provided specifically to a program. These services include the following:

311 Toronto; Facilities, Real Estate, Environment and Energy; Fleet Services, Information & Technology; Legal Services; Office of the Chief Financial Officer; Office of the Controller; Sustainable Energy Plan; and Financial Services.

<u>City Governance and Other City Programs</u> are the foundation of local government in Toronto that manage elections operations, ensures government decision-making, support elected and accountability officials and deliver provincially delegated services. They ensure open government by managing and storing records, enabling corporate information stewardship, and delivering creative, printing and distribution services. These services include the following:

Office of the Mayor; City Council; Accountability Officers; City Clerk's Office; and City Manager's Office.

<u>Agencies</u> deliver other important services on behalf of the City and each has its own relationship with City Council to promote community wellness, health, safety, cultural and social standards of the City. These services include the following:

Arena Boards of Management; Association of Community Centres; Exhibition Place; Heritage Toronto; Theatres; Toronto & Region Conservation Authority; Toronto Atmospheric Fund; Parking Tags Enforcement & Operations; Toronto Police Services Board; Toronto Police Service; Toronto Public Health; Toronto Public Library; Toronto Transit Commission; Toronto Zoo; Yonge - Dundas Square; Create TO, and Toronto Parking Authority.

### **2019 OPERATING BUDGET**

The 2019 Council Approved Rate Supported Operating Budget is \$1.910 billion which is comprised of Toronto Water, Solid Waste Management Services and Toronto Parking Authority. The 2019 Council Approved Tax Supported Operating Budget is \$11.559 billion gross and \$4.313 billion net. In total, the City of Toronto's Council approved a balanced 2019 Tax and Rate Supported Operating Budget of \$13.469 billion with service spending plans, service budgets and associated service levels, and staffing.

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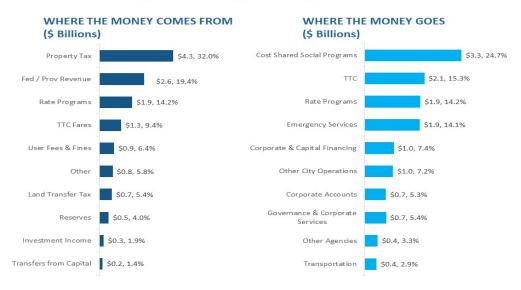
	2018		2019 Base	2019 New/ Enh.	2019 Budget	Change fr Approved	
(In \$000's)	Budget	Actual	Budget	Budget		\$ Incr / (Dcr)	%
Tax Supported Programs	11,219,168	10,925,842	11,495,048	63,779	11,558,827	339,659	3.0%
Rate Supported Programs	1,860,676	1,883,436	1,907,827	2,320	1,910,147	49,471	2.7%
Grand Total	13,079,844	12,809,278	13,402,875	66,099	13,468,974	389,130	3.0%

The 2019 Budget keeps the costs of City services affordable with a residential tax rate increase of 2.55%, an inflation-level increase. It focused on finding sustainable savings across City Programs, Agencies, and Accountability Offices. City and Agency staff explored and identified all services for base expenditure reductions and efficiency saving opportunities. Most Programs and Agencies had absorbed or offset inflationary and prior year costs and reduced the reliance on the use of one-time funding sources to do so. Overall, City Programs' budgeted increase was limited to just 1.1% over 2018, while Toronto Police and Toronto Transit Commission (TTC) budget increased by approximately 3% over 2018. The 2019 Council Approved Tax Supported Operating Budget represents an increase of \$339.7 million or 3.0% in gross expenditures and \$137.7 million or 3.3% in net expenditures over 2018. Limited use of one-time bridging strategies were employed that included expense deferrals and one-time reserve draws for various City Programs and Agencies.

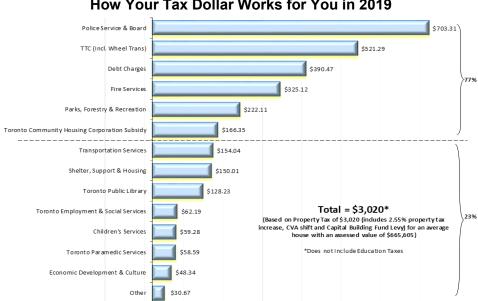
On the revenue side, TTC fares, user fees, charges and fines included in the 2019 Council Approved Budget total \$2.132 billion. In total, user fees have increased by \$37.6 million over the 2018 Budget. Municipal Land Transfer Tax (MLTT) revenue totals \$727.1 million and represents 6.3% of the City's revenues. Given MLTT volatility, staff will be developing a strategy to redirect some portion of the MLTT to fund capital costs and reduce the City's reliance on the MLTT to fund ongoing operating costs.

In addition to maintaining current programs and services, the 2019 Operating Budget also provides funding of \$63.779 million gross which will require tax funding of \$15.596 million for new and enhanced service investments. Investments in new and enhanced services are based largely on service priorities that were referred to or directed by City Council to be considered with the 2019 Budget to begin, advance and/or complete Council-adopted plans and strategies.

# Total Operating Budget: \$13.47B



When translated into an average tax bill of \$3,020 for the average value of a home assessed at \$665,605 the chart below shows how 2019 property taxes will be spent based on the approved 2.55% residential property tax rate increase.



### How Your Tax Dollar Works for You in 2019

### Outlook for 2020 and 2021

Based on the Council Approved 2019 Operating Budget, expenditures are forecasted to increase by \$598 million (gross) in 2020 and \$359 million (gross) in 2021. The projected expenditure pressures will be primarily driven by:

Reversal of one-time bridging strategies used to balance the 2019 Operating Budget;

- Annualized costs of 2019 new/enhanced service investments;
- Inflationary cost increases to maintain and provide prior year services and service levels, including the cost of living adjustments;
- Operating contribution to capital to finance the City's approved capital works program; and.
- Ongoing debt servicing costs for the City's approved capital works program.

Taking into account anticipated revenues changes, these cost pressures would be partially offset to \$393 million (net) for 2020 and \$243 million (net) for 2021, due to the multi-year strategy for waste diversion and moderate assessment growth.

When all the above factors are considered, the City will continue to experience a financial gap between expenses and revenues. Achieving fiscal sustainability in the face of these challenges requires City Council, with the support of staff, to develop and implement strategies to close the gap with:

- expenditure strategies that lower or alter spending by making changes to service levels or service delivery models and/or the mix of operating and capital spending; or
- revenue strategies that increase stable revenue through policy change by raising existing revenues or implementing new revenue options; or
- A combination of both the expenditure and revenue strategies.

### PHYSICAL INFRASTRUCTURE

The City has a stewardship over a vast asset inventory to support service delivery:- roads, expressways, bridges, traffic signal controls, water and wastewater treatment facilities, distribution and collection pipes, reservoirs, pumping stations, subways, streetcars, buses, civic centres, recreation facilities, social housing buildings, parkland and other lands. This infrastructure, excluding land, is currently estimated to be worth in excess of \$94 billion, based on replacement cost estimates.

### **City's Physical Infrastructure**



The City's road network, the majority of which was constructed in the 1950s and 1960s, is in need of major repair and rehabilitation. In recognition of the need to reduce the State-of-Good

Repair (SOGR) backlog related to the City's transportation infrastructure, the 2018 - 2027 Capital Budget and Plan for Transportation Services of \$5.168 billion focuses on maintaining these assets in a state of good repair (SOGR). Specifically, SOGR funding of \$654.348 million is included for major road rehabilitation, \$758.660 million for local road rehabilitation and \$2.300 billion for the F.G. Gardiner Expressway.

The City's water and wastewater network is similarly aged – with some of the City's pipes 100 years old and it has an accumulated state of good repair backlog estimated at \$1.482 billion in particularly for linear infrastructure, which may result in service interruption. Recognizing the need to largely eliminate the SOGR backlog, the City has responded with \$6.0 billion in State of Good Repair spending over the 10-year timeframe, fully funded from water revenues that will have rate increases by 5% for 2018 and 3% for 2019 through to 2028.

### 2019 - 2028 CAPITAL BUDGET AND PLAN

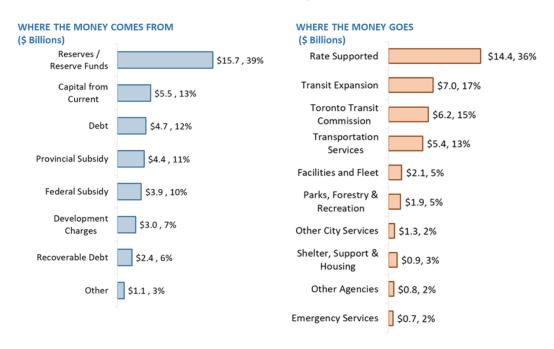
The City of Toronto's Council Approved 2019 - 2028 Tax and Rate Supported Capital Budget and Plan totals \$40.7 billion. The Tax Supported Programs comprise 65% or \$26.2 billion over the 10 years with the remaining funding of \$14.4 billion allocated attributable to the Rate Supported Programs.

2019 - 2028 CITY	COUNCIL APPROVED CAPITAL BUDGET AND PLAN
------------------	--

	2018		2019		2019 - 2028			
	Council A	pproved	Council A	approved	Debt Target	Council A	Approved	Debt Target
(\$000s)	Budget	Actual	Gross	Debt/ CFC		Gross	Debt/ CFC	
Tax Supported Programs	4,577,802	2,799,096	2,985,204	1,256,429	1,500,815	26,229,547	10,170,025	10,079,552
Rate Supported Programs	1,174,182	795,402	864,405			14,438,399		
Grand Total	5,751,984	3,594,498	3,849,609	1,256,429	1,500,815	40,667,946	10,170,025	10,079,552

The 2019 Council Approved Rate and Tax Supported Capital Budget totals \$3.8 billion and future year cash flow commitments of \$17.3 billion, for a total of \$21.2 billion. Furthermore, Council approved the 2020 - 2028 Capital Plan of \$19.4 billion, which will form the basis for developing future capital budgets, in accordance with the City's multi-year financial planning and budgeting policies and practices.

### Total 10 – Year Capital Budget and Plan \$ 40.7B:



As part of the 2018 Capital review process, steps were taken to create investment capacity to address Council directed key priorities and critical unmet needs. In the last 3 years, a significant portion of new capital funding was prioritized to undertake major capital projects to expand City transit (SmartTrack, Scarborough Subway Extension) and to reduce the SOGR backlog for major roads such as, the Gardiner Expressway Revitalization and to match federals state of good repair fund granted for this purpose. For 2019, any additional debt capacity was directed to critical mobility, city building, modernization, SOGR and other critical requirements.

As directed by Council, a thorough review of every Program and Agency Capital Plan was undertaken to more realistically match cash flow spending to project activities and timing, especially in the first 5 years of the Capital Plan's timeframe. In addition, leveraging City Building Fund as a recoverable debt and implementation of stage-gating for major capital projects where cash flow estimates were aligned with each stage gate provided debt funding of \$598 million to support additional capital projects that have a total project cost of \$785 million.

As a result, the 2019 - 2028 Council Approved Tax and Rate Supported Capital Budget and Plan provides more funding to meet the City's increasing capital needs for state of good repair, service improvement and growth related projects. The Council Approved 10-Year Capital Budget and Plan also stabilizes the state of good repair backlog in many areas, but not all. The Plan continues to fund the City's two largest transit investments – SmartTrack and the Scarborough Subway Extension, as well as rehabilitation work on the Gardiner Expressway, road resurfacing and reconstruction, and key capital projects to address traffic congestion.

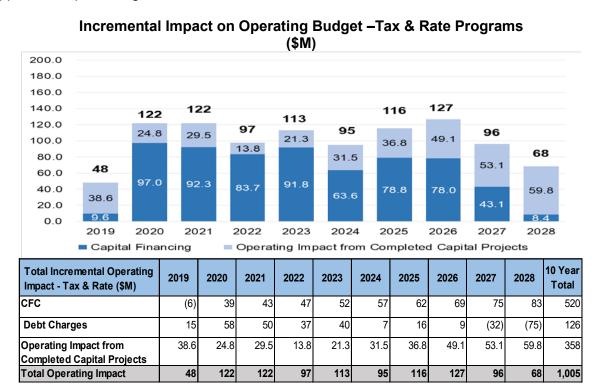
Despite added investment, critical state of good repair, service improvement initiatives, and transit expansion projects amounting to over \$30 billion over a 15 year planning period remain unfunded. Looking ahead, alternative revenue tools will be required in order to fund these critical projects and unmet needs. City staff will revisit long-term capital reallocations and establish various funding strategies.

### **Capital Budget Impact on the Operating Budget**

Every year, the operating impact from capital work is a key driver of the annual operating budget pressure. At the beginning of the 2019 Budget process, the incremental pressure from capital related costs totalled \$48 million. The approval of capital projects will impact the annual Operating Budget in the following ways:

- Principal and interest payments on issued debt to finance the capital plan (debt service costs). In 2019, \$608 million of debt service costs will be paid from the 2019 Operating Budget, representing a \$44 million incremental cost compared to 2018. Over the 10-year period, debt service cost will increase by a total of \$126 million by year 2028, should this capital plan be implemented.
- Direct contributions from the operating budget to finance pay-as-you-go capital projects
  thereby reducing the annual borrowing requirements (Capital from Current). In 2019, the
  CFC allocation from the Operating Budget to fund capital is \$387 million representing a
  \$35.1 million increase from 2018. Over the 10-year period, it' is expected that CFC funding
  will increase by \$520 million by year 2028.
- Increased operating costs including on-going maintenance and program costs for new
  infrastructure and rehabilitated or expanded facilities; cost to sustain new technology; and /
  or partially offset by efficiency savings from capital investments that reduce operating costs.
  In 2019, incremental operating impact of completed capital projects is \$38 million. By year
  2028, the incremental operating impact is expected to total \$358 million.

The annual operating impact from approval and implementation of the 2019 - 2028 Council Approved Capital Budget and Plan is illustrated below:



As the need for capital investment grows, the cost of servicing the debt and operating costs from completed capital work will continue to grow and compete for funding of City services.

### Total City State of Good Repair (SOGR) Backlog

Managing the accumulated SOGR backlog is a key capital strategic priority for the City and critical to ensuring that limited resources are allocated in a manner that maximizes the utility of the City's capital assets.

The 2019 - 2028 Tax and Rate Supported Capital Budget & Plan allocates \$19.6 billion or 49% of funding to maintain their assets in a state of good repair. As a result of this investment, the estimated accumulated SOGR backlog, is projected to increase from \$7.5 billion at the end of 2018 to \$9.5 billion in 2028. Expressed as a percentage of asset value, the backlog increases from 8.2% in 2019 to 8.8% over the 10-year period.

#### 10,000 20.0% 9,000 18.0% 8,000 16.0% 7.000 14.0% 6,000 12.0% 5,000 10.0% 4.000 3,000 6.0% 2.000 4.0% 1,000 2.0% 0 0.0% 2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 2028 Accumulated Backlog (Tax & Rate) - - Backlog % of Asset Value (Tax & Rate)

### **SOGR Funding & Backlog (Tax and Rate Supported)**

In addition, capital requirements resulting from population growth and demographic changes will add additional financial pressures. According to the Ontario Population Projections Update, the projected population growth of more than a million people in the City of Toronto, raising the population to 3.9 million people by 2041. Intense construction activity across the City and in particular the downtown core confirm these population projections.

More buses, social housing, recreation centres, etc. are required, which will put pressure on the City's capital and operating budgets to provide additional services, and build and operate new facilities. As a result, the City's unfunded capital projects continue to grow. The City is responding to the need to fully integrate City planning, service planning, and financial planning in order to provide sustainable strategies to address these service demands.

### The City's Budget Reconciling to a Full Accrual

Historically, government budgeting and financial statement reporting were based on a cash, or modified cash, basis, whereby governments budgeted and reported cash coming in through different revenue sources and cash going out for operating expenditures and debt repayment. The modified cash basis included some limited accruals for expenses incurred during the fiscal year being reported, and paid out after year-end.

Beginning in 2009, municipal accounting and financial statement reporting changed substantially with the adoption of full accrual accounting, and the requirement from the Public Sector Accounting Board (PSAB) to record tangible capital assets. With this accounting change, new information, such as amortization, replaced historically reported expenditures such as the cash used to replace capital assets. Other changes introduced in prior years, such as the recording of employee future benefit liabilities, had a material impact on reported revenues and expenses, as well as the City's annual surplus or deficit for financial statement purposes.

Applying the PSAB financial statement requirements to budgets, full accrual budgeting, provides more information as to whether the government entity (i.e. the City, including all of its agencies, and corporations) is in better or worse condition than the previous year. The changes may be as a result of government actions, (the budget), or inaction, (not addressing aging assets), or the result of factors beyond the government's control, (such as interest rate changes or natural disasters damaging government property).

The presentation of the City Budget on a full accrual bases also serves to meet the disclosure requirements of Ontario Regulation 286/09 "Budget Matters – Expenses". On an annual basis, the City prepares a report for adoption, prior to adoption of its budget, detailing amortization, post-employment benefits and landfill closure and post-closure expenses, if excluded from the budget.

The full accrual consolidated budget for 2019 (tax – operating and capital, water, solid waste, agencies and corporations) reflects a net surplus of \$2.4B as noted below:

	\$000's
City Council Approved - Tax & Rate support Expenditure Budget (Note 1)	13,460,000
Add:	
Amortization	1,267,000
Estimated change in post-employment liabilities	129,000
Estimated change in environmental liabilities	84,000
Deduct:	
Debt principal repayments budgeted and Sinking Fund earnings	(409,000)
Estimated Capital asset expenditures	(3,194,000)
Full Accrual Expenditure Budget	11,337,000
City Council Approved - Tax & Rate support Revenue Budget (Note 1)	13,460,000
Add:	
Estimated earnings from GBE	247,000
Full Accrual Revenue Budget	13,707,000
Net Surplus/deficit December 31, 2019 (Note 2)	2,370,000

Given the City's 2019 budget is prepared on a balanced basis, the budget itself is estimated to not impact the actual annual surplus. However, the increases and decreases are the result of the differences between cash budgeting and financial reporting:

The estimated capital asset expenditures and debt repayments represent cash budget expenses, however, are not considered expenses for financial reporting purposes therefore they are added to the accumulated surplus.

Note 1: Includes the City tax and rate based programs, and over 122 agencies and corporations which are consolidated as part of the City's annual financial statements.

Note 2: The surplus is due to a number of factors:

- The change in post-employment and other liabilities are growing, but not funded
- Estimated Capital asset expenditures are capitalized and represent City's investment in capital assets, with the asset value expensed over the life of the asset as amortization expense.
- Debt repayment are excluded as an expense for financial reporting purpose as it impact balance sheet.
- The excess earnings from GBE's (representing the full equity in the GBE less the dividend return) are not included in the City's 2019 budget estimate

The full accrual budget indicates a surplus of \$2.4B largely due to capital asset expenditures required to modernize the City's aging asset infrastructure.

# **About Toronto**

### **PROFILE ON TORONTO**

### **Toronto in World Rankings**

Toronto is one of the most liveable and competitive cities in the world as demonstrated by various international rankings and reports. In addition to securing its position on the world stage, Toronto's rankings confirm that it continues to offer a high quality of life for about 2.9 million residents who choose to live and work here.

### Annual Liveability Index

Economist Intelligence Unit, The Economist

According to the Economist, the City of Toronto ranked seven in 2018 among 140 global cities in an annual study that rates cities across five categories; stability, healthcare, culture and environment, education and infrastructure.

### Annual Tech Talent Scorecard

CBRE Group, Inc.

According to an annual survey of North American Tech markets by CBRE, the City of Toronto ranked fourth in 2018 among 50 cities on the Tech Talent scorecard, and was also ranked the fastest growing Tech market for the second year in a row. The survey examined thirteen metrics, including tech talent supply, growth, concentration, cost, completed tech degrees, industry outlook for tech job growth, and the outlook for both office and apartment rent cost growth.

### Innovation Cities Index

#### 2thinknow

In a report that has ranked the most innovative cities in the world since 2007, 2thinknow ranked Toronto 8<sup>th</sup> among 500 international cities studied. The study assesses each city's tech and startup activity as well as the health of its economy.

### Millennial Cities Ranking

### Nestpick

The City of Toronto ranked fifth in 2018 among 110 international cities in a study of indicators that millennials take into account when selecting a city to live in, namely: job availability, affordability, openness/tolerance and recreation/fun.

### Most High-Rise Buildings Under Construction in North America –

### Skyscraperpage.com

According to Skyscraperpage.com, a global provider of building information, Toronto continues to top their survey of cities with the most high-rise buildings under construction in North America, with a first place ranking next to second ranked New York City and third ranked Mexico City.

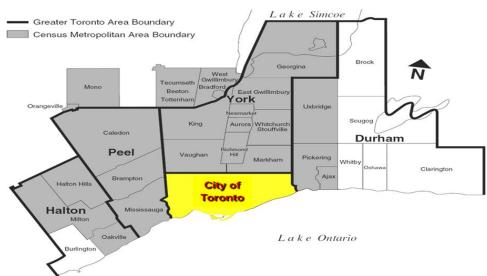
### City of Toronto, GTA and CMA

The City of Toronto is Canada's largest city with a population of 2.9 million residents. It is the heart of a large urban agglomeration of 6.4 million called the Greater Toronto Area (GTA)<sup>1</sup>. The City has one of the most ethnically diverse populations in North America. According to the 2011 National Household Survey, nearly half of the city's population (49%) considers itself as part of a visible minority group.

The City of Toronto is the major economic engine of the country. The City is both the political capital of the Province of Ontario and the corporate capital of Canada. As well, it is the major centre for culture, entertainment and finance in the country. The City is the home to more national and internationally ranked companies than any other city in Canada.

The GTA is one of the largest regional economies in North America, characterized by concentrated and fast-growing finance-related industries and highly specialized knowledge-based jobs. An estimated \$337 billion of goods and services (2017 - \$2007 \$s) are produced in the Toronto Census Metropolitan Area (CMA²). The City of Toronto accounts for just under 1/2 of this total, \$159 billion (2017 - in 2007 \$s). As well, the City accounts for 24% of Ontario's GDP and about 9% of the country's economic output. Toronto CMA is also the location of about 690 Canadian Head Offices, the most in Canada.

# City of Toronto, GTA and CMA



In addition to the modern network of highways and transcontinental railway lines that traverse the City of Toronto, local businesses are also well served by two airports: Pearson International

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<sup>&</sup>lt;sup>1</sup> Greater Toronto Area (GTA) refers to the City of Toronto plus the surrounding regions of Durham, York, Peel and Halton which include four upper tier and 24 lower tier municipalities.

<sup>&</sup>lt;sup>2</sup> Toronto CMA (Census Metropolitan Area) refers to the municipalities assigned by Statistics Canada on the basis of labour market and commuting criteria. It comprises the City of Toronto and 23 other municipalities.

Airport, the largest in Canada and Billy Bishop Toronto City Airport which is located near the downtown core. Union Station, the City's central, multimodal transportation hub is the busiest, multimodal, passenger transportation hub in Canada, serving a quarter-million people daily. It is connected to numerous methods of travel, including subway, commuter rail, commuter bus, passenger rail and bicycle. Union Station is undergoing a major revitalization to improve the quality and capacity of pedestrian movement, restore heritage elements and to transform Union Station into a major destination for shopping, dining and visiting. Substantial completion of the Revitalization Project is expected in 2019.

### **Key Employment Sectors**

Toronto has one of the most diverse economies in North America and provides companies with an equally rich mix of partners, suppliers and talented professionals to meet the demands of business today.

The Financial Services sector is emerging as the one of Toronto's highest growth industries with a large and highly concentrated workforce. The Toronto region is home to the functional head offices of the five major banks in Canada and the majority of foreign banks/subsidiaries/branches in Canada. Toronto was ranked 11<sup>th</sup> of 88 cities in the 2018 Global Financial Centres Index. According to a December 2018 Conference Board of Canada report, Toronto CMA's financial services sector directly employs approximately 275,000 people and is home to 43% of all financial services headquarters employment in Canada. Only the public services sector has a larger GDP impact in Toronto. Also, according to the report, Toronto's financial services industry generated a combined \$18.3 billion in fiscal benefits in 2017 to Canada, Ontario and the City of Toronto.

Toronto Region is home to one of the most vibrant biotechnology clusters in the world. The Discovery District is a downtown research park with 7 million square feet of facilities — Canada's largest concentration of research institutes, business incubators and business support services. The Medical and Related Sciences (MaRS) project, the Faculty of Pharmacy building at the University of Toronto, and the Centre for Cellular and Biomolecular Research (CCBR) help give the Discovery District its name.

Continued investment in the Arts, Entertainment and Recreation sector is vitally important for the attraction of tourists and film production to the City. Toronto has undergone a 'cultural renaissance' with the unprecedented building and architectural transformation of close to a dozen major arts and cultural institutions, including the Michael Lee-Chin Crystal (an expansion of the Royal Ontario Museum), the Art Gallery of Ontario, the new home of the Toronto International Film Festival, the Four Seasons Centre for the Performing Arts which is the new home of the National Ballet of Canada and the Canadian Opera Company, and the Gardiner Museum of Ceramic Art. In fall 2013, Ripley's Aquarium of Canada opened its doors as a major new tourist attraction in City featuring about 20,000 aquatic animals and over 100 interactive opportunities. The production of domestic and foreign film and television is a major local industry. Toronto contains the headquarters of the major English language Canadian television networks such as CBC, CTV, Citytv and Global. Toronto is home to two national daily newspapers (Globe and Mail and National Post), two local daily newspapers (Toronto Star and Toronto Sun), approximately 79 ethnic newspapers/magazines, and many other community papers.

The Toronto-Waterloo Innovation Corridor is one of the large largest technology clusters in North America, employing over 200,000 people at approximately 15,000 technology companies. 2019 City of Toronto Budget Summary

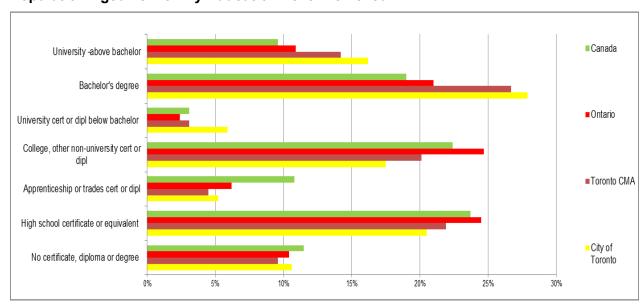
Shopify Inc. and Uber Technologies Inc. are two technology-related companies that announced large investments in the City of Toronto in 2018. Toronto has a vibrant web start-up scene and growing mobile application development community. Google Canada recently opened offices on Richmond Street, in the heart of the downtown core, showing a commitment to Toronto's technology sector. Likewise, three of the world's largest social networking sites - LinkedIn, Facebook Canada and Twitter Canada also established their head offices in Toronto.

The backbone of the technology sector in the Toronto CMA is its telecommunication infrastructure. Home to two of the three largest telecommunications companies in Canada as well as to smaller service providers, Toronto is connected by sophisticated high speed networks. A critical mass of talent and growing number of experienced developers has also helped Toronto become a successful mobile application development hub. Mobile development camps, incubators for mobile start-ups, and investments in Toronto mobile firm mean that mobile companies continue to thrive here.

### Workforce

Toronto has a large educated, skilled and multilingual workforce. Toronto is the home to four universities (University of Toronto, York University, Ryerson University, and Ontario College of Art and Design), and four community colleges (Centennial, Seneca, Humber and George Brown). Approximately 69% of Toronto residents aged 25-64 have post-secondary degrees, diplomas or certificates.

### Population Aged 25 - 64 By Education Level Achieved



With an estimated 1.5 million labour force in the City of Toronto, it continues to be a net importer of labour from the surrounding regions. The net inflow of people to the city is estimated to be over 200,000 people every day. However the surrounding regions are changing rapidly in that they are experiencing growth in manufacturing and other types of employment and thus transforming themselves from residential suburbs to employment destinations. The rest of the

GTA has now also become a net importer of labour from the surrounding regions beyond the GTA.

### **Economic Growth**

According to the Conference Board of Canada, the Canadian economy enjoyed moderate growth in 2018 after more robust growth in 2017. Economic growth is expected to slow further in 2019 as job growth and consumer spending slows further.

Canada's real GDP is forecasted to grow by 1.9% in 2019 before rebounding to 2.1% in 2020.

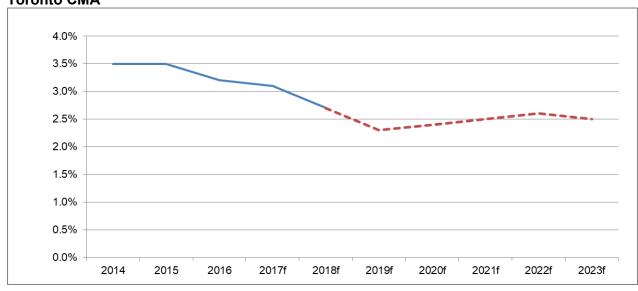
Ontario experienced a similar slowdown in economic activity in 2018 due to weaker household spending and a softer housing market.

Conference Board is forecasting that Ontario's real GDP will grow by 2.0% in 2019, after growing by 1.8% in 2018. The provincial economy is expected to grow slightly more in 2020 and 2021 with a forecast of 2.1% real GDP growth in both years.

In Toronto Census Metropolitan Area, the economy slowed from the stronger growth rates experienced in 2016 and 2017 but the economic growth remained moderately strong in 2018 led by strong service sector growth. The non-residential construction sector remained resilient as office building construction and transit expansion projects will continue to keep the construction industry busy. In particular, CIBC Square, a 2.7 million-square-foot bus terminal and office project near Union Station and the Eglinton Crosstown LRT line are two large multi-year construction projects underway in Toronto.

As the following chart illustrates, the Conference Board is forecasting that Toronto CMA is expected to slow from real GDP growth of 2.7% in 2018 to 2.3% in 2019, but continue to strengthen annually by 0.1% in 2020, 2021 and 2022. An expectation of rising interest rates and declining housing starts is expected to cool Toronto's construction markets somewhat in 2019.

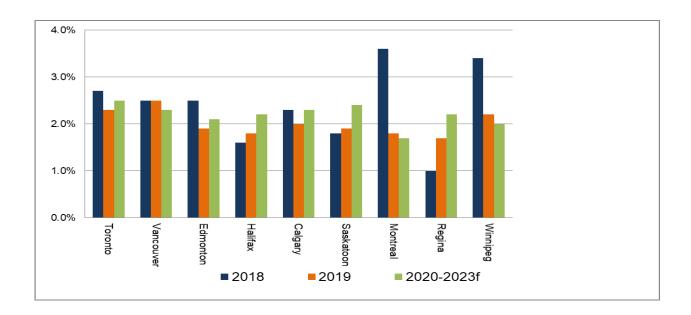
# GDP Growth Rate Toronto CMA



### **Real GDP Growth**

### **Major Canadian Cities (CMAs)**

The following chart compares the economic growth of major Canadian city-regions (CMAs). Toronto is expected to have healthy growth through the forecast period.

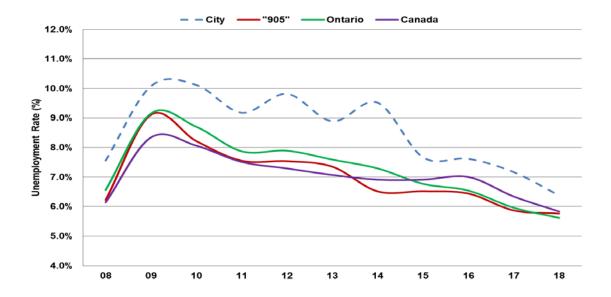


### **Unemployment Rate**

The City's unemployment rate has been trending lower since reaching a cyclical high of 8.7% (seasonally adjusted) in January 2016. In 2018, the City's seasonally adjusted unemployment rate was 6.4%. Healthy job creation was cited by the Conference Board of Canada for the downward trend in unemployment. This downward trend is consistent with the trend observed in 905 municipalities, Ontario and Canada.

### Unemployment Rate Trend - 2008 to 2018

City of Toronto, 905 Municipalities, Ontario and Canada

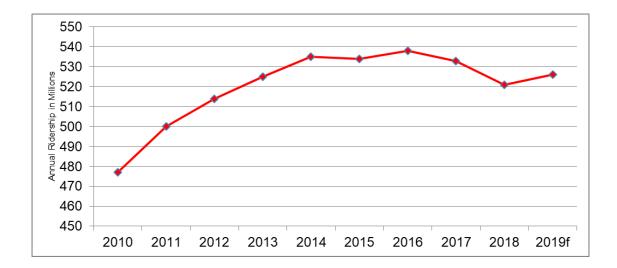


### **Social Assistance Caseload**

The number of cases and people on social assistance are largely associated with unemployment rate, and to a certain extent, population and participation rate. The City's Social Assistance (Ontario Works) caseload has followed a similar historical trend as its unemployment rate (although lagging by anywhere from 6 to 12 months). Since 2008, the average monthly caseload has risen from approximately 76,000 average monthly cases to a peak of approximately 104,000 average monthly cases in 2012, before dropping back as a result of improved employment conditions to approximately 84,000 average monthly cases from 2016 to 2018. A slight uptick to 86,000 average monthly cases has been budgeted in 2019.

### **Transit Ridership**

Transit ridership fell from 533 million rides in 2017 to 521 million rides in 2018. A slight recovery to 526 million rides has been budgeted for 2019. The last year with significant ridership growth was 2014. The transit agency brought forward a ridership growth strategy in December 2017 to address the issue of stalled ridership.





# TORONTO City Council

2018 - 2022



Mayor John Tory 416-397-CITY (2489)



Ward 1 **Etobicoke North Michael Ford** 416-397-9255 Suite C 40



Ward 2 **Etobicoke Centre Stephen Holyday** 416-392-4002 Suite B 26



Ward 3 **Etobicoke-Lakeshore Mark Grimes** 416-397-9273 Suite C 48



Ward 4 Parkdale-High Park **Gord Perks** 416-392-7919 Suite A 14



Ward 5 York South-Weston **Frances Nunziata** 416-392-4091



Ward 6 **York Centre James Pasternak** 416-392-1371 Suite A 22



Ward 7 **Humber River-Black Creek Anthony Perruzza** 416-338-5335 Suite C 41



Ward 8 **Eglinton-Lawrence** Mike Colle 416-338-2500 Suite A 20



Ward 9 Davenport Ana Bailão 416-392-7012



Ward 10 **Spadina-Fort York** Joe Cressy 416-392-4044 Suite C 53



Ward 11 **University-Rosedale** Mike Layton 416-392-4009 Suite C 47



Ward 12 Toronto-St. Paul's **Josh Matlow** 416-392-7906 Suite A 17



Ward 13 **Toronto Centre** Kristyn Wong-Tam 416-392-7903 Suite A 5



Ward 14 **Toronto-Danforth** Paula Fletcher 416-392-4060 Suite C 44



Ward 15 **Don Valley West** Jaye Robinson 416-395-6408 Suite A 12



Ward 16 **Don Valley East Denzil Minnan-Wong** 416-397-9256 Suite C 55



Ward 17 **Don Valley North Shelley Carroll** 416-338-2650 Suite A 3



Ward 18 Willowdale John Filion 416-395-6411 Suite B 36



Ward 19 **Beaches-East York Brad Bradford** 416-338-2755 Suite B 28



Ward 20 **Scarborough Southwest Gary Crawford** 416-392-4052 Suite A 11



Ward 21 **Scarborough Centre** Michael Thompson 416-397-9274 Suite B 31



Ward 22 Scarborough-Agincourt Jim Karygiannis 416-392-1374 Suite A 1



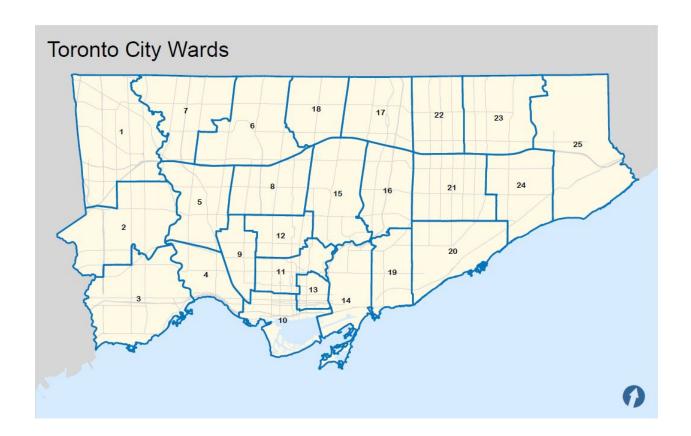
Ward 23 Cynthia Lai 416-338-2858 Suite A 8



Ward 24 Scarborough North Scarborough-Guildwood Scarborough-Rouge Park **Paul Ainslie** 416-392-4008 Suite C 52



Ward 25 Jennifer McKelvie 416-338-3771 Suite B 25



Ward Number	Ward Name	Councillor
1	Etobicoke North	Councillor Michael Ford
2	Etobicoke Centre	Councillor Stephen Holyday
3	Etobicoke-Lakeshore	Councillor Mark Grimes
4	Parkdale-High Park	Councillor Gord Perks
5	York South-Weston	Councillor Frances Nunziata
6	York Centre	Councillor James Pasternak
7	Humber River-Black Creek	Councillor Anthony Perruzza
8	Eglinton-Lawrence	Councillor Mike Colle
9	Davenport	Councillor Ana Bailão

Ward Number	Ward Name	Councillor
10	Spadina-Fort York	Councillor Joe Cressy
11	University-Rosedale	Councillor Mike Layton
12	Toronto-St. Paul's	Councillor Josh Matlow
13	Toronto Centre	Councillor Kristyn Wong-Tam
14	Toronto-Danforth	Councillor Paula Fletcher
15	Don Valley West	Councillor Jaye Robinson
16	Don Valley East	Councillor Denzil Minnan-Wong
17	Don Valley North	Councillor Shelley Carroll
18	Willowdale	Councillor John Filion
19	Beaches-East York	Councillor Brad Bradford
20	Scarborough Southwest	Councillor Gary Crawford
21	Scarborough Centre	Councillor Michael Thompson
22	Scarborough-Agincourt	Councillor Jim Karygiannis
23	Scarborough North	Councillor Cynthia Lai
24	Scarborough-Guildwood	Councillor Paul Ainslie
25	Scarborough-Rouge Park	Councillor Jennifer McKelvie

# **City Governance Structure**



1 Mayor



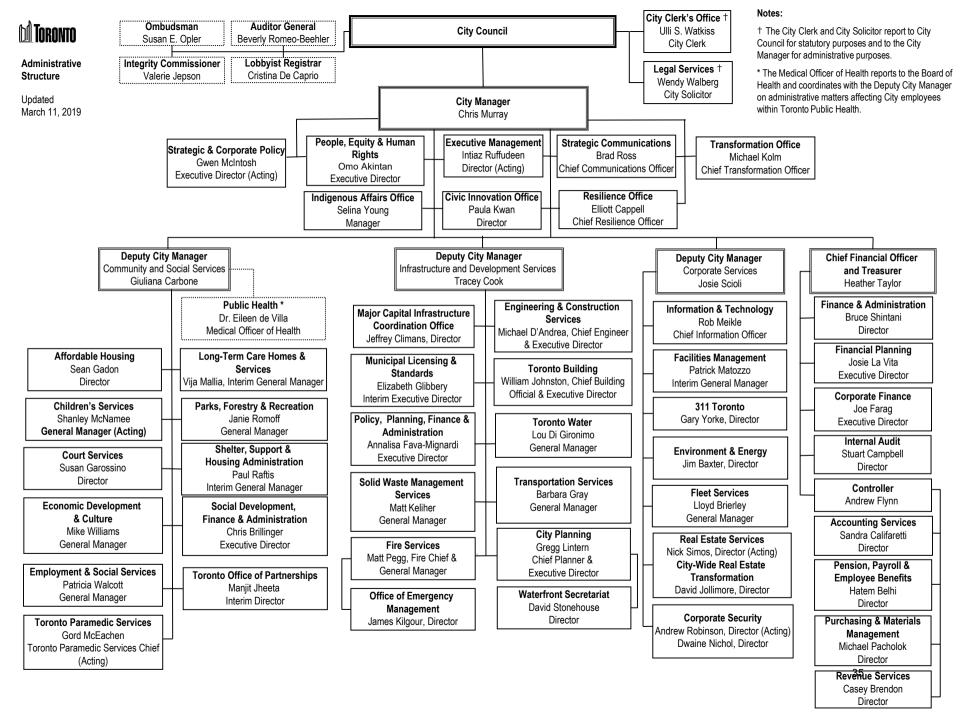
**25 Councillors** 





- Council Governance
  - > Executive Committee
  - ➢ 6 Standing Policy Committees
  - > 111 Boards of Management
  - > 2 Corporations

- Organization Governance
  - City Operations
    - ❖ 45 Division
      - 4 Accountability Offices
      - **4** 27,694
  - > Agencies:
    - ❖ 33 Agencies
    - ❖ 78 BIAs
    - **4** 28,140



### **Agencies**

### **Service Agencies**

- ➤ CreateTO
- > Exhibition Place Board of Governors
- > Heritage Toronto
- > TO Live
- > Toronto Atmospheric Fund
- > Toronto Board of Health and Toronto Public Health
- > Toronto Investment Board
- > Toronto Parking Authority
- > Toronto Police Services Board and Toronto Police Service
- > Toronto Public Library Board
- > Toronto Transit Commission
- > Toronto Zoo Board of Management
- > Yonge-Dundas Square Board of Management

> Toronto and Region Conservation Authority

### Community-Based Boards:

- > 83 Business Improvement Area (BIA) Boards of Management
- > Arena Boards of Management:
- George Bell Arena
- · Larry Grossman Forest Hill Memorial Arena
- · Leaside Memorial Community Gardens Arena
- · McCormick Playground Arena
- · Moss Park Arena
- North Toronto Memorial Arena
- Ted Reeve Community Arena
- · William H. Bolton Arena
- Community Centre Boards of Management (AOCCs):
- 519 Church Street Community Centre
- Applegrove Community Complex
- Cecil Community Centre
- Central Eglinton Community Centre
- Community Centre 55
- Eastview Neighbourhood Community Centre
- Ralph Thornton Community Centre
- Scadding Court Community Centre
- Swansea Town Hall Community Centre
- · Waterfront Neighbourhood Centre

### **Corporations**

### **City Corporations**

- > Build Toronto Inc.
- > Casa Loma Corporation
- > Invest Toronto Inc. (Dissolution in progress)
- > Lakeshore Arena Corporation
- > Toronto Community Housing Corporation
- > Toronto Hydro Corporation
- > Toronto Port Lands Company (Toronto Economic **Development Corporation**)

# **Partnered Corporations**

- > Toronto Pan Am Sports Centre
- > Waterfront Toronto (Toronto Waterfront Revitalization Corporation)

# **Adjudicative Bodies**

### Quasi-Judicial & **Adjudicative Boards**

- > Administrative Penalty Tribunal
- > Committee of Adjustment
- > Committee of Revision
- > Compliance Audit Committee
- > Dangerous Dog Review Tribunal
- > Property Standards Committee
- > Rooming House Licensing Commissioner 1
- > Sign Variance Committee
- > Toronto Licensing Tribunal
- > Toronto Local Appeal Body

### Notes:

1. Rooming House Licensing Commissioner and Deputy are Officers, rather than an agency of the City, but in all other respects function as a quasi-judicial and adjudicative board.

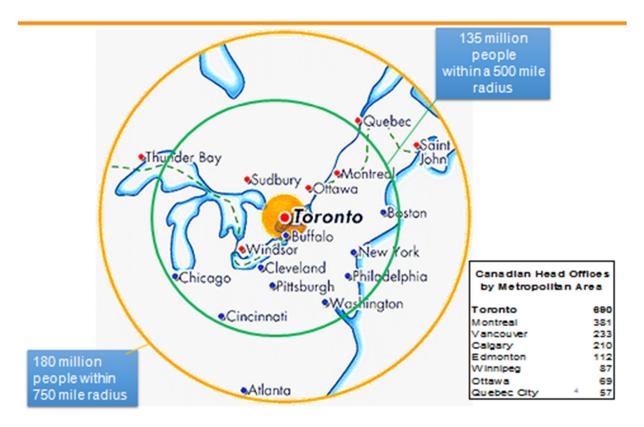
Updated: February 14, 2019

### **Partnered Agency**

**City Finance in Context** 

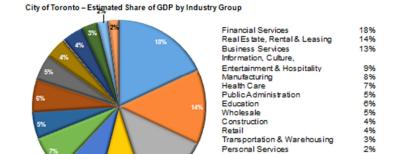
#### **ECONOMIC PROFILE**

# Centre for Commerce



# Broad and Diversified Economy

Large diversified economy that helps shield City from slowdown



Primary and Utilities

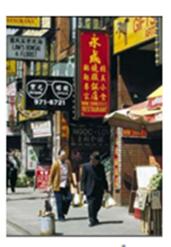
Source: Statistics Canada; Economic Development & Culture

# **Broad and Diversified Economy**

- · 6th Largest Government in Canada
- 4th largest City in North America by governed population - 2.8 million people
- Diversity is our strength 51% of population foreign born
- Toronto has 8% of Canada's population (33.5M) and 46% of the population of the Greater Toronto Area (GTA) 6.0M

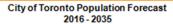


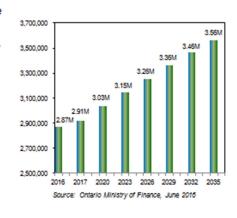




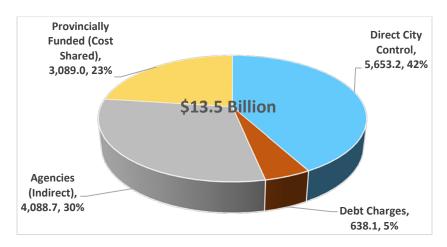
# Steady Population Growth

- Population growing steadily at approx. 25,000 people per year since 2006
- Downtown Toronto booming highly skilled, highly educated Echo Boomers opting for urban lifestyle
- The City's population is expected to reach 3.56 million by 2035





#### City Council has direct control of 42% of the Budget:



#### **Direct City Control**

- 311 Toronto
- Accountability Offices
- Affordable Housing Office
- City Clerk's Office
- City Council
- City Manager's Office
- City Planning
- Court Services
- Economic Development & Culture
- Engineering & Construction Services
- Facilities, Real Estate, Environment & Energy
- Fire Services
- Fleet Services
- Information & Technology

- Legal Services
- Mayor's Office
- Municipal Licensing & Standards
- Office of the Chief Financial Officer
- Office of the Treasurer
- Parks, Forestry & Recreation
- Policy, Planning, Finance & Administration
- Social Development, Finance & Administration
- Toronto Building
- Toronto Paramedic Services
- Transportation Services
- Corporate Accounts
- Solid Waste Management Services (Rate)
- Toronto Water (Rate)

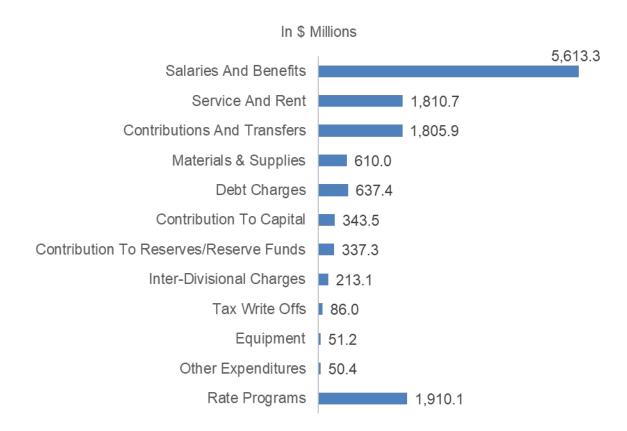
#### **Agencies (Indirect Control)**

- Arena Boards of Management
- Association of Community Centres
- Exhibition Place
- Heritage Toronto
- TOLive
- Toronto & Region Conservation Authority
- Toronto Police Service (Inc. Board)
- Toronto Public Library
- Toronto Transit Commission (Inc. Wheel Trans)
- Toronto Zoo
- Yonge-Dundas Square
- Toronto Parking Authority (Rate)
- Create TO

#### **Provincially Funded**

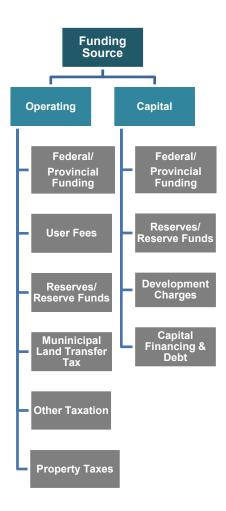
- Children's Services
- Long-Term Care Homes & Services
- Shelter, Support & Housing Administration
- Toronto Employment & Social Services
- Toronto Public Health

#### **Summary of Expenditures by Category – Total 2019 Operating Budget \$13.5 Billion:**



# **Funding**

The City funds both its Operating and Capital Budgets through various sources, the chart below provides a detailed presentation of how our Operating and Capital budget are funded. It also represents the order of funding that the City would consider before ultimately using property taxes as the funding source of last resort as the City makes every effort to maximize all other sources first. We are also mandated by City Council to keep property taxes below or equal to the rate of inflation.



The City's major funding sources of the 2019 Tax-Supported Operating Budget of \$11.56 billion gross are detailed in the table below. The Rate-Supported Operating budget (for Solid Waste Management, Toronto Water and Parking Authority) of \$1.91 billion gross is funded largely from user charges. Combined the 2019 Tax & Rate Supported Operating Budget totals \$13.47 billion gross.

Property Tax Levy	4,313
Provincial Subsidies	2,394
Federal Subsidies	214
Transit Fares	1,270
Other User Fees, Permits & Donations	722
MLTT	733
Fines & Penalties	140
Contributions From Reserves/Reserve Funds	537
Interest & Investment Income	251
Transfers From Capital	195
Sundry and Other Revenues	790
Sub-Total - Tax Supported Revenues (\$Millions)	11,559
Sub-Total Rate-Supported Revenues (\$Millions)	1,910
Tax & Rate-Supported Revenues (\$Millions)	13,469

#### **Property Tax Levy**

Property tax revenue is the City's single largest source of revenue. The City collects approximately \$4.3 billion from residential and business property owners for municipal purposes, which represents 37% of its total tax-supported Operating Budget.

Each year, the City is required by provincial legislation to establish tax rates that raise property tax revenues in the amount of the City's budgetary requirement. In addition, the City is also required to levy and collect property taxes for school purposes at the education tax rates set by the Province.

The amount of property taxes payable by a property is determined by multiplying the Current Value Assessment (CVA) of a property by the applicable tax rate for that class of property (e.g., residential, commercial, industrial, or multi-residential) subject to any legislative or Council-mandated adjustments. The total tax rate for a class consists of a municipal tax rate necessary to meet the City's budgetary requirement and the education tax rate necessary to raise the amount required by the Province for education funding.

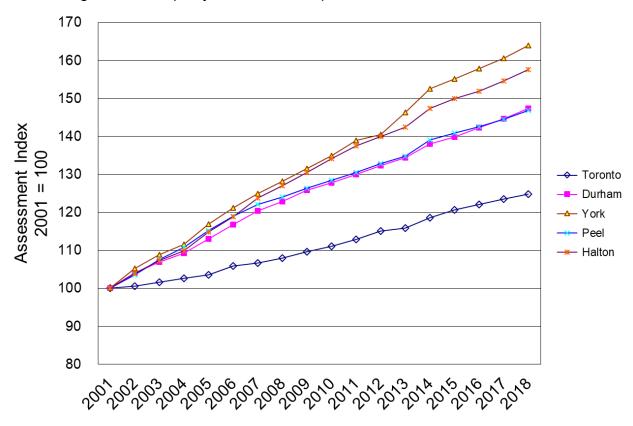
The Municipal Property Assessment Corporation (MPAC), a provincial agency, is responsible for property assessment in Ontario and preparing the assessment rolls for municipalities on a Current Value Assessment (CVA) basis. The CVA of a property represents an estimated market value, or the amount that the property would sell for in an open market, arm's length sale between a willing seller and a willing buyer at a fixed point in time.

Over the last two decades, the GTA experienced quite remarkable economic and population growth following the recession of the early 1990s. The Toronto region (CMA) contains a number of the fastest-growing municipalities in Canada. The bulk of the new construction and the associated assessment increases are located in the surrounding areas in the GTA. For example, from 2001 to 2018 the rest of the GTA had cumulative assessment increases in excess of 40%: York Region: 64%, Halton Region: 58%, Peel Region: 47%, and Durham Region: 47%. By contrast, Toronto's property assessment in

2017 is just 25% above its 2001 level, partly due to the conversion of certain industrial properties into residential properties. This trend is illustrated in the chart to follow:

### **Property Tax Assessment Growth 2001 to 2018**

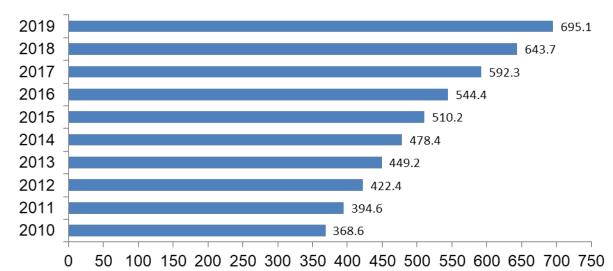
The line graph compares property assessment growth for the City of Toronto from 2001 to 2018 in comparison to assessment growth experienced by York, Halton, Peel and Durham Regional Municipality over the same period.



#### **Total Property Tax Assessment Values (\$B)**

#### City of Toronto 2010-2019

This bar chart shows the City of Toronto's current value assessment in billions of dollars from 2010 to 2019. In 2019, Toronto was assessed to have \$695.1 Billion in Property Assessment.



Note: property tax assessment per annual City of Toronto tax levy bylaw

In Toronto, tax ratios for the commercial and industrial tax classes exceed the provincial thresholds, as shown in the following chart.

This chart shows the City of Toronto's tax ratios by property type (multi-residential, commercial and industrial) vs Provincial Threshold ratios from 2011 to 2019.

	2011	2012	2013	2014	2015	2016	2017	2018	2019	Provincial
	Taxation	Threshold								
	Year	Ratios								
Multi-										
residential	3.31	3.26	3.18	3.07	3.00	2.90	2.66	2.52	2.34	2.74
Commercial	3.23	3.17	3.12	3.07	3.00	2.90	2.85	2.85	2.78	1.98
Industrial	3.23	3.17	3.12	3.07	3.00	2.90	2.83	2.84	2.76	2.63

Note: Tax ratios per annual City of Toronto tax levy bylaw

#### Toronto's Tax Ratios vs. Provincial Threshold Ratios

Beginning in 1998, Ontario municipalities whose commercial, industrial or multi-residential tax ratios exceeded threshold ratios established by the Province were restricted from passing on municipal property levy increases to those classes. Since 2004, the Ontario Government made adjustments to the municipal rules under the Ontario Property Tax System, which amongst other things, allowed tax rate increases on the non-residential classes to be no more than 50% of the tax rate increase for the residential tax class. Although the relaxing of the restriction on non-residential classes is not permanent, it does provide partial relief from the budgetary levy restrictions imposed by Provincial legislation.

In late 2005, Council approved a comprehensive property tax policy "Enhancing Toronto's Business Climate - It's Everybody's Business" to improve the business climate in the City. In 2006, Council implemented the policy of limiting municipal tax rate increases within the Commercial, Industrial, and Multi-Residential tax classes to one-2019 City of Toronto Budget Summary

third of the residential tax rate increase (i.e. a 3% residential tax increase would result in a 1% non-residential tax rate increase). This measure was designed to reduce non-residential tax ratios to 2.5 times the residential rate over 15 years. In addition, the policy provided for an accelerated tax rate reduction for neighborhood retail and small businesses that would see their tax ratios fall to 2.5 times residential over a ten year period.

Other City efforts to enhance competitiveness have resulted in a successful agreement with the provincial government to reduce Business Education Tax (BET) rates (for Toronto businesses) closer to the average of surrounding GTA municipalities, creating a new, fair water rate structure for industrial and manufacturing companies and continuing the relief of development charges for the city's commercial industry.

The Municipal Act and the City of Toronto Act mandates limits on re-assessment related tax increases (10% for the 2017 year for the commercial, industrial and multi-residential property classes). The tax revenue adjustments as a result of this cap, however, are fully recovered by tax adjustments that clawed-back from properties facing tax decreases.

Special provisions to provide tax relief for low-income seniors and disabled persons, as well as charities and similar organizations, are also required. Tax relief policies in effect for 2018 include:

#### **Residential Property Tax Increase Deferral Program**

This program gives low-income seniors and low-income persons with a disability the opportunity to apply for a deferral of property tax increases.

To qualify for a deferral of a property tax increase the applicant must:

- Have a combined household income of \$50,000 or less and
- Be 65 years of age or older; or
- Be 60-64 years of age and be in receipt of a Guaranteed Income Supplement under the Old Age Security Act: if widowed, be in receipt of the Spouse's Allowance under the Old Age Security Act; or
- Be 50 years of age or older and be receiving either a pension or a pension annuity resulting from a pension plan under the Income Tax Act (Canada); **or**
- Be a person with a disability and be in receipt of disability benefits.

#### Residential Property Tax Increase Cancellation Program

This program gives low-income seniors and low-income persons with a disability the opportunity to apply for a cancellation of property tax increases.

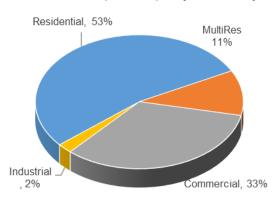
To qualify for a cancellation of a property tax increase for 2018 the applicant must:

- Have a combined household income of \$41,228 or less and
- Have a residential assessment of \$975,000 or less and
- Be 65 years of age or older; or

- Be 60-64 years of age and be in receipt of a guaranteed income supplement under old age security act; if widowed, be in receipt of the spouse's allowance under the old age security act; or
- Be a person with a disability and be in receipt of disability benefits.

#### **City of Toronto Property Tax Levy**





The chart below illustrates the 2019 taxes payable for the average household in Toronto with an assessed value of \$665,605.

	2019 Tax Rate	2019 Property Tax
Municipal Purposes	0.453770%	\$3,020
Education Purposes	0.1700000%	\$1,061
Total	0.623770%	\$4,081

#### Other Taxation

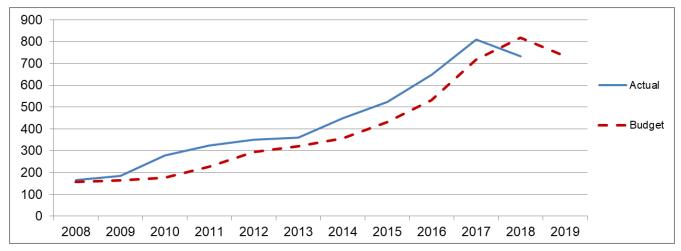
The City of Toronto is the only Ontario municipality with the legislative authority (City of Toronto Act, 2006) to allow it to levy taxes other than property taxes. The Municipal Land Transfer Tax (MLTT) was implemented on February 1, 2008, and Personal Vehicle Tax (PVT) on September 1, 2008. On December 16, 2010, however, City Council approved the termination of the City's Personal Vehicle Tax (PVT) effective January 1, 2011.

MLTT revenues continue to exceed expectations. In 2019, budgeted gross MLTT revenues were \$733 million (including transaction fees). This represents an increase of \$110 million or 16% when compared to the 2017.

The chart that follows illustrates how actual revenues from 2008-2018 compare with budget revenues for the same period.

#### **MUNICIPAL LAND TRANSFER TAX**





City Council approved the Third Party Sign Tax in 2009. Implementation of the tax, however, was delayed by a court challenge from the outdoor advertising industry. After a favourable court ruling in 2012, the City retroactive collected sign tax revenues for the period from 2009 to 2012. The Third Party Sign Tax generates approximately \$11 million per year for the City.

#### **User Fees**

User fees are the City's third largest source of funding for the Operating Budget after Grants and Subsidies from Other Governments. Excluding Rate-Supported Programs, the City collects approximately \$2.0 Billion in user fee revenues annually through approximately 3,000 individual user fees. The largest component is TTC passenger fares of \$1.3 Billion, which generates about 66% of the TTC's operating funding.

As a result of a comprehensive User Fee Review in 2011, City Council approved a new corporate policy for establishing the initial and annual price of a user fee and determining the amount that should be recovered.

A new funding system for Solid Waste Management Services, the volume-based rate structure, was implemented November 1, 2008 to fund the service objective of 70% waste diversion. This funding plan transforms Solid Waste Management (garbage, recycling, green bin, litter prevention, landfill management and other diversion programs) from being property-tax-based to user-fee-based, and its fees are now part of the City's Utility Bill, together with the water charges. The entire Solid Waste Management program is now funded from revenue other than property taxes (representing user fees, funding from Waste Diversion Ontario, and sales proceeds from recyclable materials).

The following link can be used for more detailed information related to the City's User Fee Policy on our website:

http://www.toronto.ca/legdocs/mmis/2011/ex/bgrd/backgroundfile-40701.pdf

#### **Development Charges**

Development charges are fees collected from developers at the time a building permit is issued and represent an important source of funding for the Capital Budget. The fees help pay for the cost of growth-related, eligible capital projects (and related operating costs). Most municipalities in Ontario use development charges to ensure that the cost of providing infrastructure to service new development is not imposed on existing residents and businesses in the form of higher property taxes.

City Council adopted a new Development Charges Bylaw on May 1<sup>st</sup>, 2018, in accordance with the requirements of the Development Charges Act, 1997 and related Regulations, with 50% of the increase implemented on November 1, 2018, 80% on November 2019 and the full rates coming into effect on November 1, 2020.

The following categories of services are eligible for varying pre-determined portions of development charge revenues:

- Spadina Subway Extension -4.0%
- Transit (Balance) 34.1%
- Parks and Recreation 13.6%
- Library 2.9%
- Subsidized Housing 5.6%
- Police 1.6%
- Fire 0.7%
- Emergency Medical Services 0.6%
- Development-related Studies 0.7%

- Civic Improvements 0.4%
- Child Care 1.0%
- Health 0.1%
- Pedestrian Infrastructure 0.1%
- Roads & Related 14.9%
- Water 7.4%
- Sanitary Sewer 9.0%
- Stormwater Management 2.6%
- Shelter 0.7%

Note: Percentages relate to Development Charges for a Two Bedroom and Larger Apartment effective on November 1<sup>st</sup>, 2018.

## **Funding Transfers from Other Governments**

The City receives grants and subsidies from other orders of government which are mainly for mandated programs such as Social Assistance, Child Care, Public Health, Social Housing, and some Transit capital funding. These transfers represent about 23% of its Tax-Supported Operating Budget.

#### **RESERVES AND RESERVE FUNDS**

Reserves and Reserve Funds are monies set aside by Council to finance future expenditures for which it has authority to spend money, to defend the City against an unbudgeted or unforeseen event that may result in a budget deficit such as an economic downturn, to smooth out future program expenditures which may fluctuate from one year to the next, or to accumulate funds for future capital requirements or contingent liabilities. While the reserve fund balances would appear to be a large sum, it should be noted that the majority of these funds are committed to special purposes.

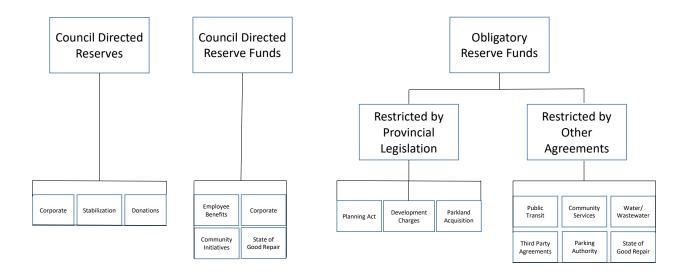
Toronto Municipal Code, Chapter 227 - Reserves and Reserve Funds - provides all pertinent information regarding the City's reserves and reserve funds, including definitions, the authority to establish new reserves and reserve funds, closing out inactive reserves and reserve funds, as well as the use and administration of reserves and reserve fund monies. A link to Chapter 227 of the Toronto Municipal Code is provided below:

http://www.toronto.ca/legdocs/municode/1184 227.pdf

The City maintains approximately 265 active Reserves and Reserve Funds (including Obligatory Reserve Funds) that are classified into three major categories, namely Council-Direct Reserves, Council-Directed Reserve Funds and Obligatory Reserve Funds, or Deferred Revenues. They are sub-divided into 16 sub-categories according the nature of their purposes.

The main difference between Reserves and Reserve Funds is that earnings from the investment of Reserve Funds must be allocated to and form part of the reserve fund, while earnings from Reserves flow to the Operating Budget as investment revenue. In addition, Reserve Funds are restricted to fund specific purposes set out by bylaws, legislation or agreements. The Chart below shows our structure:

#### Reserves & Reserve Funds Structure



#### Council-Directed Reserves and Reserve Funds

Council Directed Reserves and Reserve Funds are made up of several major categories: Corporate, Employee Benefits, Stabilization for Operations, Corporate, State of Good Repair (Capital), Community Initiatives and Donations. These funds have been set aside by Council to earmark revenues to finance a future expenditure for which it has authority to spend money, to defend the City against "rainy days", e.g. economic downturn or other extraneous reasons resulting in a budget deficit, to smooth out future program expenditures which may fluctuate from one year to the next, or to accumulate funds for future capital requirements.

#### **Deferred Revenues**

Funds that are set aside for specific purposes by legislation, regulation or agreement and may only be used in the conduct of certain programs or the completion of specific work are reported as Deferred Revenues (previously Obligatory Reserve Funds). These include funds received from the other orders of government, Development Charges from third parties earmarked for certain purposes, e.g. Transit, Social Housing, Parkland Acquisition, Long Term Care Homes and Services. These amounts are recognized as liabilities in the year the funds are deposited, and received into revenue in the fiscal year the related expenditures are incurred or services performed. These funds are all committed, for uses including funding the City's priority capital needs like transit expansion.

#### **Reserve Sub-Categories**

**Corporate** - Reserves that provide funding for capital and operating items of a corporate nature. The Reserves with the largest balances are: Capital Financing, Working Capital and Vehicle & Equipment Replacement.

**Stabilization** – Reserves that provide funding to stabilize the City's budgets from year to year due to various unanticipated financial pressures. The stabilization reserves with the largest balances are: Water/Wastewater, Assessment Appeal and Tax Rate.

**Donations –** Reserves that provides funding for various projects.

#### **Council Directed Reserve Fund Sub-Categories**

**Employee Benefits** – Reserve Funds for the employee benefit costs of employees and retirees, as directed by Council. The reserve funds with the largest balances are: Employee Retiree Benefits, Sick Leave and Worker's Compensation.

**Corporate** - Reserve Funds for capital and operating items of a corporate nature, as directed by Council. The reserve funds with the largest balances are: Strategic Infrastructure Partnership, Land Acquisition and Transit Infrastructure.

**Community Initiatives** - Reserve Funds that provide funding for a variety of grants programs, as directed by Council. The reserve funds with the largest balances are: Childcare Capital Cost, Child Care Expansion and Capital Revolving – Affordable Housing.

**State of Good Repair** – Reserve Funds for the rehabilitation and major repair of City assets, as directed by Council. The reserve funds with the largest balances are: Waste Management, Solid Waste Perpetual Care and Public Realm.

#### Obligatory Reserve Fund Sub-Categories (Also known as Deferred Revenues)

**Development Charges** – Reserve Funds that hold funding received from real estate developers that will be used offset the capital cost of providing growth-related municipal infrastructure that may be required as a result of the new development. The reserve funds with the largest balances are: Parks & Recreation, Transit and Water.

**Community Services** – Reserve Funds for specific community services by legislation, regulation or agreement. The reserve funds with the largest balances are: National Child Benefit, Social Housing Federal and Kids @Computers Scholarship Project.

**Parkland Acquisition/New Development** – Reserve Funds that provide funding for the acquisition of parkland and/or other public recreational purposes, including the erection of buildings and the acquisition of machinery for park or recreational purposes. The reserve funds with the largest balances are: Alternative Parkland Dedication, City-Wide Land Acquisition and South District Local Land.

**Third Party Agreements** - Reserve Funds that provide funds for purposes established in agreements with a third party. The reserve funds with the largest balances are: Section 16, Gardiner West and Public Realm Improvement.

**Public Transit Funds** – Funds received from Other Orders of Government that are specific to public transit expansion. The reserve funds with the largest balances are: MoveOntario 2020, Toronto-York Spadina Subway Extension and Canadian Strategic Infrastructure.

**State of Good Repair** – Reserve Funds that are set aside by reason of legislation, regulation or agreement for the rehabilitation and major repair of City assets. The reserve funds with the largest balances are: Building Code Act Service Improvement and Harbourfront Parkland.

**Water/Wastewater** – Reserve Funds that are set aside by reason of legislation, regulation or agreement for water/wastewater Reserve Funds capital projects. The reserve funds with the largest balances are: Wastewater Capital and Water Capital.

**Parking Authority** - Reserve Funds that are set aside by legislation, regulation or agreement with the Toronto Parking Authority. The reserve funds with the largest balances are: Parking Authority Shopping Mall Rented Properties and Parking Payment In Lieu.

**Planning Act** – Reserve Funds that hold and dispense funds collected under the Provincial Planning Act. The reserve funds with the largest balances are: Section 37, Section 45 and Transportation Cash-in-Lieu.

# MAJOR RESERVES & RESERVE FUNDS/GROUPS WITH MAJOR REVENUE SOURCES AND SERVICES PROVIDED

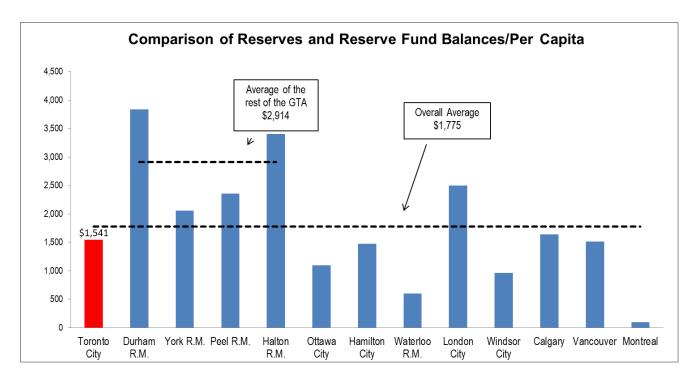
Reserve Type	Major Funding Source(s)	Services Provided
Capital Financing	Prior Year Surplus revenue.	Funding primarily for priority transit and transportation projects and other major city building projects.
Development Charges	Property Developers.	Funding for all growth related municipal infrastructure.
Donations	Citizen and corporate donations.	Funding for a wide variety of projects across all program areas.
Employee Benefits	Non-Program Operating Budget.	Funding for employee benefits costs for employees and retirees.
Land Acquisition	Proceeds from sale of lands.	Multiple accounts used by individual programs or all programs to help fund the acquisition of land.
Parkland Acquisition	Contributions from Property Developers for cash in lieu of parklands.	Funding is used by Parks, Forestry & Recreation Division to acquire property for parklands.
Section 37	Contributions from property owners as set out in a development agreement under Section 37 of the Provincial Planning Act.	Funds are used by the City for a wide variety of community improvements identified in site specific bylaws.
Stabilization	Program operating contributions.	Holds funds to stabilize the City's program budgets from year to year due to various unanticipated financial pressures.

State of Good Repair	Program operating contributions.	A variety of SOGR program/project specific accounts existing to hold funds for the rehabilitation and major repair of major city assets, as directed by Council.
Strategic Infrastructure Partnership	One-time monetization of a corporate hydro bond.	Provides funding for major infrastructure programs (ie. transit and waterfront) in partnership with other orders of government and major environmental capital projects with external funding partners.
Tax Rate Stabilization	Prior Year Surplus revenue.	Provides funding for any future operating deficit.
Transit	Funding from provincial and federal orders of government.	Funding for replacement and new transit vehicles and related infrastructure.
Vehicle & Equipment	Program operating contributions.	Vehicles and equipment for all major programs
Waste Management	Fees changed to households for waste collection.  Fees collected at solid waste transfer stations.	Funding for development and operation of city's waste facilities.
Water/Wastewater Capital	Net revenues from water/wastewater operations.	Holds funding for water/wastewater capital projects.
Working Capital	Prior Year Surplus revenue.	Holds funding to stabilize the City's budgets from year to year due to various unanticipated financial pressures.

On a comparative basis, the City's overall reserve fund balance on a per capita basis is much lower than those in other Ontario jurisdictions. Toronto's 2017 reserve per capita of \$1,514 was considerably less than the rest of the GTA (\$2,914) and the average of all of the cities and municipalities shown in the chart below (\$1,775). The City has established long-term reserve strategies for major reserves, e.g. employee benefits reserves, landfill sites and water and wastewater stabilization reserves, and make sure

that adequate funds are in place, by determining needs and establishing contribution policies.

# Comparison of Per Capita Reserves and Reserve Fund Balances as at December 31, 2017



Sources: Ontario Ministry of Municipal Affairs & Housing – 2017 FIR Regional data consolidated for upper and lower tiers Balances include Obligatory Reserve Funds/Deferred Revenues

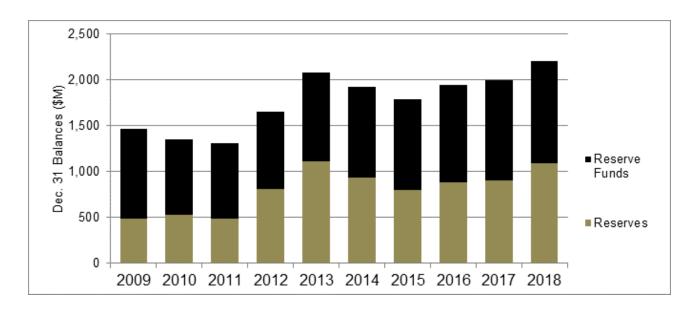
### Reserve and Reserve Funds Matrix, by major reserve fund grouping

			Community		Development	Parkland	Third Party	Public	Water/			Employee	State of
PROGRAM/R&RF CATEGORY		Stabilization		Donations		Acquisition	Agreements	Transit	Wastewater	Authority	Act		Good Repair
Affordable Housing Office	Х	Х	Х		Х						Х	Х	
Children's Services	Х		Х		Х						Х	Х	Х
City Council	Х											Х	
City Planning	X						X				X	X	
Courts Services	X	X										X	
Economic Development & Culture	X	Х	X	Х			X				Х	X	X
Emergency Medical Services	X				Х							X	
Facilities Management	X											X	X
Finance	X	X			X		X				Х	X	
Fire	X			Х	Х							Х	
Fleet Services	X											Х	
Long-Term Care Homes & Services	X		X		Х						X	Х	X
Municipal Licensing & Standards	Х		X									Х	
Parks, Forestry & Recreation	X			Х	Х	X	X				Х	Х	X
Police	X				Х							Х	
Public Health	X				Х							Х	
Shelter, Support & Housing Admin.	X	Х			X						Х	Χ	X
Social Development	X	Х	X		X							Χ	
Solid Waste Management Services	X				X							X	X
Technical Services	Х											Х	
Toronto Building	Х											Х	
Toronto Parking Authority	X									Х		Х	
Toronto Water	Х	X			Х				Х			Х	
Transit	Х	X			Х		Х	Х				Х	
Transportation Services	X	Х			Х			Х			Х	Х	X
Zoo	Х											X	X

The following chart shows the historical trend of reserve and reserve fund balances since 2009. The chart shows the consolidated balance growing for the last three years (2016-2018) to a level of \$2.2 billion after a short period of decline in 2014 and 2015.

City's Reserves and Reserve Funds

(Excluding Obligatory Reserve Funds/Deferred Revenues)



### **CAPITAL FINANCING AND DEBT**

The City borrows money to finance capital expenditures. It cannot borrow to finance operating expenditures under the City of Toronto Act. The goal for capital financing is to maximize all funding from external sources, including federal and provincial governments, development charges, donations and reserve funding, before using the City's own revenue sources, namely operating contributions to capital and the issuance of debt. Toronto has enjoyed relatively low debt levels in the past; however, in light of the growing capital infrastructure needs, there is a sizeable and growing gap between future capital expenditure needs and ongoing sustainable revenue sources. As well, the City does not have the fiscal capacity for all necessary growth related expenditures, e.g. TTC and Transportation Services needs.

The City has implemented a framework for developing multi-year capital and operating budgets that ensure that limited resources are aligned to priorities to maximize the benefits for Toronto's residents.

In 2010, the City refinanced parts of its debt by paying down existing debt and borrowing funds for selected projects on 30-year terms as opposed 10-year terms. The 30-year debt was used to finance long-term assets to more closely match the life span of the infrastructure being built or purchased, e.g. subway tunnels and subway cars.

The City's net long-term outstanding debt is expected to increase from \$5.4 billion in 2019 and grow to \$6.4 billion by 2025 in order to finance key transportation and TCHC SOGR projects, and then it is anticipated to decline to \$5.2 billion by 2028.

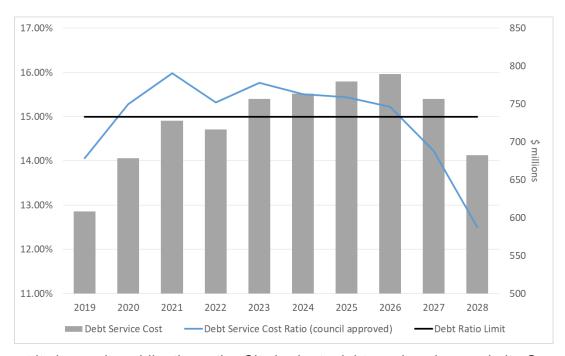
# **Debt Services Ceiling**

City Council has ultimate authority in setting borrowing restrictions as the City of Toronto is exempt under the City of Toronto Act from the Provincial Municipal Act requirement that generally limits long-term borrowing of other municipalities to 25% of most own-source revenues (excluding development charges). Nevertheless, the City of Toronto's debt service limit is well under the Provincial standard.

City Council previously approved a debt service limit such that the debt service cost (annual principal and interest payments) would not exceed 15 per cent of property tax revenues. This limit means that at least 85 cents on each tax dollar raised is available for operating purposes. In the 2019 Budget, Council approved a Capital Plan that funds new capital investments of \$783 million to address key mobility, city building and SOGR needs. As shown in the chart to follow, the City is expected to have an average debt service charges to Property Tax Levy ratio over the next ten years of 14.93%. While the debt service ratio exceeds 15%, the average over ten years remains within the City's current debt service ratio policy. The ratio peaks in 2021 at close to 16.0%.

#### Tax-Supported Debt Services as a % of the Property Tax Levy – 2019 to 2028

This chart shows a line graph of the forecasted ratio of the City's annual debt charges as percentage of the annual property tax levy from 2019 to 2028 (see left vertical axis). It also shows a bar chart of forecasted debt service costs from 2019-2028.



To meet its borrowing obligations, the City budgets debt service charges in its Operating Budget to repay both the principal and interest cost associated with its debt issuance for capital projects. In 2019, the debt service charge is budgeted at \$608 million, increasing steadily to \$682 million by 2028.

#### **INVESTMENT ACTIVITIES AND CAPITAL MARKETS**

#### **Investment Activity**

The City owns the Long Term Fund, Short Term Fund and the Sinking Fund, each having specific goals and objectives. The Long Term Fund and Sinking Fund are managed by the Toronto Investment Board and administered by City staff. The Short Term Fund is managed by City staff. The Long Term Fund is positioned to fund the City's future reserve and reserve fund requirements and therefore takes a longer view of the market. The Short Term Fund is primarily focused on ensuring that adequate liquidity is maintained to meet the immediate cash flow requirements of the City's daily operations. The Sinking Fund is for the use of retiring the City's debt as it becomes due and payable. The City also manages other smaller funds where the assets are not owned by the City (e.g. Trust Funds).

#### Long Term Fund and Short Term Fund

Investment earnings consist of the annual earned interest income and capital gains/losses that are realized on the portfolio. In 2018, investment earnings on the City's managed funds totalled of \$156.5 million. The earnings were allocated to the Operating Budget (\$109.4 million) and reserve funds (\$47.1 million) according to the Council-approved interest allocation policy.

The 2018 distribution of investment earnings is summarized in the table below:

#### **Investment Portfolio Income for the Year 2018 (\$millions)**

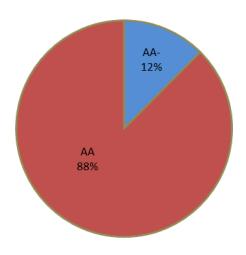
Portfolio	Average Fund Balance	Earned Income	Earned Return on Capital*
1. Long Term Fund	\$2,819.3	\$93.8	3.3%
2. Short Term Fund	\$2,982.0	\$62.7	2.1%
Total General Funds	\$5,801.3	\$156.5	2.7%

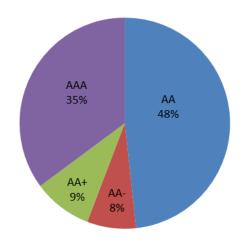
<sup>\*</sup> Earned Return on Capital includes earned interest income and realized capital gain.

The Operating Budget component was over budget in the Non-Program account by \$2.2 million. This variance was mainly attributable to the delay in transition phase of broadening Funds' asset mix to equities and real assets. In return, cash accumulated for these new asset classes continued to earn interest, at rates higher than forecasted.

The City's Short Term Fund and Long Term Fund continue to exhibit high credit quality, especially during these extended periods of economic turbulence. The pie charts to follow show a breakdown of the City's Short Term Fund and Long Term Fund by credit quality (i.e. AAA, AA+, AA).

# Credit Quality – Short Term Fund, Long Term Fund, and Sinking Funds As at December 31, 2018





**Credit Quality – Short Term Fund** 

Credit Quality - Long Term Fund

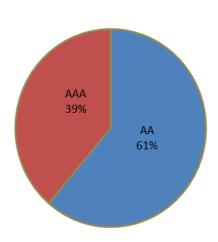
Alt Text: embedded in pie charts above.

# Sinking Fund

Sinking Fund was established by the City and is required by legislation when a municipality issues sinking fund debt. Sinking Fund contributions are invested and earn income to accumulate sufficient funds to retire the sinking fund debt at maturity. The City made \$291.0 million in sinking fund contributions in 2018.

Sinking Fund assets as at December 31, 2018 were \$1.7 billion to fund debt of \$6.6 billion maturing between 2018 and 2046. These assets are invested in high quality fixed income securities as shown in the pie chart below. In 2018, investment income for sinking funds was \$54.1 million, representing a rate of return of 3.2%. Additional contributions from the City will be received annually during the period from 2018 to 2046.





Alt Text: embedded in pie chart above.

#### **CREDIT RATINGS**

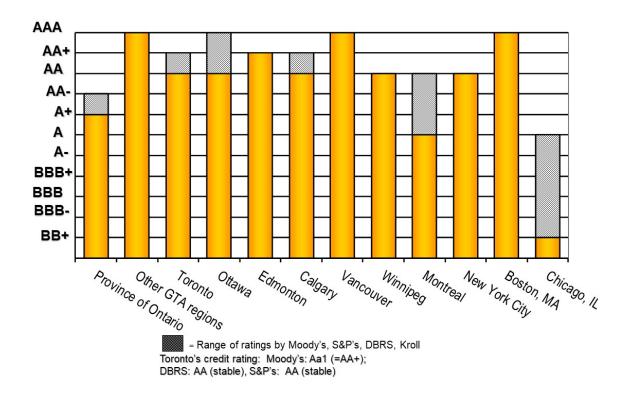
The City of Toronto is recognized as an important participant in global financial markets. The maintenance of a high quality credit rating is essential to ensure that the City's ability to access the most cost-effective world capital markets will continue as it needs to borrow funds for capital purposes.

Credit rating agencies assess the City's financial position by comparing it with other cities and regions. A number of factors affect the credit rating, such as quality of management; strength of economy; level of reserves, state of repair of assets, debt levels, etc. If a municipality's current debt levels and future trends appear to be high, this will have a negative impact on its credit rating. If debt levels are considered low, this will have a positive impact. The rating essentially indicates the City's ability to make payments on the debt now and in the future.

Credit ratings affect the City's ability to borrow, as well as the cost of borrowing. A higher rating translates into a lower cost of borrowing, as well as a wider market for investors to invest in City debt. Below a certain rating, investors may have policies that don't allow them to purchase the City's debt. Then the City would have to offer a higher interest rate to attract investors.

The City's credit rating remains comparable to other large North American cities such as New York, Boston, Vancouver and Montreal.

#### **Toronto's Credit Rating**



Currently, the City of Toronto's credit ratings are:

- AA with a stable outlook from Standard and Poor's Canada (S&P's) confirmed October 12, 2018
- AA with a stable trend from the Dominion Bond Rating Service Ltd.(DBRS) confirmed September 26, 2018
- Aa1 with a stable outlook from Moody's Investor Service confirmed April 23, 2018

City of Toronto's Credit Rating History	1997 and Prior	1998-2001	2002-2018
Dominion Bond Rating Service	AAA	AA (High)	- AA (Stable)
Standard and Poor's	AA+/ AAA	AA+	- AA (Stable)
Moody's Investors Services	Aa2	Aa2	- Aa1 (Stable) (Equivalent to AA+)

Credit Rating agencies regularly issue reports respecting the industries and individual issuers. Here are some of the excerpts from those reports that generally explained the high rating held by the City of Toronto:

"The stable outlook reflects our expectation that in the next two years Toronto's broad economy will continue to expand, supporting revenue growth...The City has managed its budget pressures well while maintaining high levels of reserves and liquid assets...Its economy is the deepest and most diversified in the country, which we believe limits volatility."

#### Standard & Poor's

"The City's large and diversified economy, competitive tax burden, and robust liquidity position are important credit strengths."

#### **Dominion Bond Rating Service**

"The City of Toronto's Aa1 rating benefits from a low debt burden, a healthy liquidity profile evidenced by a net cash position, a large and diversified economic base as well as a track record of consolidated surpluses since 2008... The rating also reflects the city's additional unique taxation powers, which allow it to access additional revenue sources besides property taxes and user charges for environmental services."

# **Moody's Investors Services**



#### Overview

The City's integrated planning and performance framework is built upon a multi-year approach designed on the best practice of linking long term service and financial planning, priority setting, performance monitoring, evaluation and reporting based on the services the City delivers. This framework, illustrated below, allows the City to ensure the effectiveness and efficiency of services that respond to public needs, while improving accountability and transparency.

Through this approach, the City has achieved major strides in providing a common model that the entire organization can follow, as well as communicating to everyone what is important. It also helps to create the right balance between what the organization can afford to do versus what the organization would like to do, and aligns resources to ensure that initiatives support the strategic objectives and priorities.

# City of Toronto's Framework

Integrated Planning and Performance Framework



As illustrated by the above triangle, Council sets the direction with its goals and priorities. The strategic direction determined by Council forms the basis for the development of the Corporate Strategic Plan. This integrated framework enables the City to take a multi-year view to guide the service planning and budgeting process and also ensures resources are allocated to fund services and the priority actions that will contribute to achieving Council goals.

On the Performance side, there are efficiency and effectiveness metrics, and performance measurement in place to track progress on service priorities, service delivery and service levels. Through this process, the City knows whether the investment undertaken are truly helping in delivering those services to meet objectives, and if those objectives are indeed meeting the outcomes of Council directives.

In summary, the Integrated Planning and Performance Framework focuses on "results". It enables the City to:

- Focus strategic investments to achieve results and intended outcomes
- Provide increased transparency and accountability regarding the services it delivers to the public
- Take a multi-year view to guide the City's service planning and budgeting process. This
  approach ensures that resources are efficiently allocated to services to achieve long-term
  strategic outcomes
- Monitor results and impact of services; thereby providing staff and Council with the added capacity to re-allocate resources based on short and long-term goals and priorities.

The Integrated Planning and Performance Framework allows City Council to achieve its vision, mission and strategic actions by monitoring performance and allocating resources, in accordance with its budget principles and policies, through the City's multi-year service-based planning and budgeting process.

#### **Council's Vision for the City of Toronto**

#### Toronto is a caring and friendly city.

We have opportunities to sustain and enrich our lives and reach our highest potential. Our diversity is valued and celebrated and our communities are a source of pride. We are actively involved in the social, cultural and political life of the city.

#### Toronto is a clean, green and sustainable city.

We integrate environmental stewardship into our daily activities. We maintain and improve the health of the environment for present and future generations.

#### Toronto is a dynamic city.

As the nation's leading economic engine, we are a centre of innovation and growth with a strong international presence. Our dynamic city is well positioned to succeed in the world economy.

#### Toronto invests in quality of life.

We invest in quality of life – socially, economically, culturally and environmentally – to make Toronto a desirable place to live, prosper and visit.

#### **Mission Statement for City Government**

The Government of the City of Toronto champions the economic, social and environmental vitality of the city. The City strives to provide high quality and affordable services that respond to the needs of our communities and invests in infrastructure to support city building. The City is a leader in identifying issues of importance and in finding creative ways of responding to them.

The City of Toronto promotes and maintains a system of responsible and accountable governance where the interests of individuals and communities are balanced with those of the city as a whole. Public participation is an integral part of the City's decision-making processes.

#### Our actions are guided by the following principles

- Advocacy
  - We are advocates on behalf of our city's needs with other orders of government
- Community Participation
  - We facilitate active community involvement in all aspects of civic life, both locally and city-wide
- Equity
  - We respond to and support diverse needs and interests and work to achieve social justice
- Effectiveness
  - We set and accomplish objectives, pursue innovative approaches, safeguard public assets and make efficient use of our resources
- Leadership
  - We plan for change and take a leadership role on issues of importance to the City

### Partnerships

We actively seek out partnerships with constituents, community groups, businesses and other public institutions and orders of government

## Sustainability

We integrate environmental, social, economic and fiscal perspectives in our actions

#### LONG-TERM FINANCIAL PLAN

The Long-Term Financial Plan: The City of Toronto's Roadmap to Financial Sustainability was approved by Executive Committee on March 19, 2018, with a recommendation for the City Manager to report back on individual strategies and key actions contained within the Long-Term Financial Plan, as appropriate, following the start of the 2018 to 2022 term of Council.

The Long-Term Financial Plan provides a framework for longer-term financial decision-making, including strategies and key actions to facilitate multi-year, integrated, strategic decision-making. It does not provide a detailed implementation plan so as to respect the role of City Council and the existing political decision-making processes in determining the way forward for Toronto. It offers a series of practical steps which, if assessed and implemented, will help City Council realize the positive vision it has established.

The key actions and strategies contained in the Long-Term Financial Plan are intended to improve the long-term financial stability of the City. Implementation of the actions and directions will shift how the City approaches financial decision-making through its annual budget, service and financial planning, key expenditure, revenue and asset strategies, and intergovernmental fiscal frameworks.

#### **Key Challenges**

There are four key challenges to delivering on Council's directions:

# Moderate but growing risk, notably revenue volatility

- Municipal Land Transfer Tax
- Impact on current service levels

# Gap between service commitments and revenue

Growing gap between spending and Council directions for increased service levels

#### Modernization and transformation

Needed to achieve efficiencies and savings

#### Intergovernmental transfers

- City still pays disproportionate share of costs for services that provide regional and province-wide benefit
- Uncertain intergovernmental relationships going forward

# **Key Principles**

This report also outlines five principles to support Council's priorities. Within each principle there are a number of key actions. How Council uses each principle and key action will be dependent on its desired strategic direction.

Better information to support strategic decision-making	2. Improve value for money	3. Secure adequate and fair revenue
Better use of existing Council decision making processes, structures & tools	Set more strategic labour relations objectives	Adopt property tax policies to link tax increases with multi-year expenditures
Align policy & financial direction	Rebuild back-office functions & front-line operations	Reduce cyclical risk of MLTT by allocating portion of revenue to capital reserves
Implement operating & capital budget changes to support decision-making	Modernize & transform how the City does business	Ensure property development levies pay for cost of growth
Improve risk analysis & reporting	Adopt new models of procurement	Identify all costs & report annually on tax & fee discounts, rebates, exemptions
		Develop a user fees pricing strategy

4. Improve focus on financial balance sheet	5. Better integration with provincial & federal
& financial health	policies & fiscal direction
Establish goals & report on financial health measures annually	Continue to pursue share policy outcomes with senior orders of Gov't
Review debt service ratio and increase limit, as appropriate	Development a strategic intergovernmental approach based on Council's priorities
Review reserve & reserve fund adequacy	Augment provincial & federal investments in Toronto in a fair & equitable manner
Explore revenue performance of Toronto Hydro & TPA	
Optimize investment returns through Investment Board	

#### Multi-Year Service-Based Planning and Budgeting Process

The City's planning and budgeting process is intended to establish a longer-term focus regarding the allocation of resources required to deliver the programs and services needed by the community, and to accomplish Council's goals and priorities for its term of office by integrating (a) Service Planning and Priority Setting and (b) Multi-Year, Service-Based Budgeting.

The City's Multi-Year Financial Planning and Budgeting process has the following key elements:

- Engages stakeholders in priority-setting through upfront public consultation;
- Has a long-term perspective for planning and budgeting that promotes service and fiscal sustainability;
- Introduces a structured service planning process that links resource allocations to service objectives and targets driven by Council priorities over a multi-year timeframe;
- Is service-based and performance-focused: it focuses budget decisions on service objectives, service levels, results and outcomes using performance targets and metrics
- Emphasizes the evaluation of service performance so that planned results are achieved;
- Establishes roles and responsibilities for Standing Committees, the Budget Committee and Executive Committee.

This approach establishes and reinforces the relationship between Council priorities and strategic actions with program-level plans and resources; and enables Programs and Agencies to set achievable objectives with realistic timeframes and provides a more efficient, systematic and consistent methodology to allocate resources across all services.

#### **Service-Based Planning**

Service Planning is a key pillar of the Integrated Planning and Performance Framework as it provides the link between strategies and budgets. It links Council's strategic goals, community, corporate and service objectives to service delivery plans and provides a tool that supports informed decision-making. A Service Plan addresses strategic issues, as well as operational issues by establishing service objectives with strategies and priority actions, targets, and performance measures to assess results.

The financial planning cycle incorporates key elements of management accountability that begins with the strategic directions established by the Mayor and Council.

# Toronto's Planning and Budgeting Cycle



The Service Planning process is guided by the following key principles:

- The service planning cycle will be aligned with Council's term of office and service plans will be reviewed in subsequent years to address emerging issues, evaluate performance, and confirm or recommend service priority changes.
- The service planning process will incorporate strategic directions and corporate priorities and will provide a link to the multi-year budgeting process for resource allocation and performance reporting through service objectives and priority actions.
- Meaningful collaboration of clients and stakeholders through upfront consultation that will provide input into the planning and budgeting process.
- Service plans will identify performance measures that will be used to assess service efficiency and effectiveness.
- Service plans will be presented on the service view (program map) structure.

#### **Multi-Year Budgeting**

The multi-year service based budgeting approach enables Programs and Agencies to set achievable objectives with realistic timeframes and provides a more efficient, systematic and consistent approach to allocate resources across all services, guided by the following principles:

Based on Council's multi-year service priorities and budget targets, the 10-Year Capital Budget and Plan and the 3-Year Operating Budget and Plan are established.

Capital and Operating Budgets are reaffirmed each year in order to appropriate funds.

- The City Manager (CM) and Deputy City Manager & Chief Financial Officer (DCM-CFO) review all Program and Agency Budgets to ensure that resources are allocated to service priorities efficiently and effectively; ensure compliance with budget directions, guidelines and targets.
- The Budget Committee members conduct team member reviews of staff recommended budgets in the Fall prior to Budget Launch to determine whether services are delivered efficiently and effectively and resource requests are aligned to service priorities and meet budgetary directions and quidelines.
- The Budget Committee review process includes public deputations.
- The Tax-Supported Operating and Capital Budgets are approved no later than mid-February (in a non-election year).
- The Rate-Supported Operating and Capital Budgets are approved by December of the previous year (in a non-election year).

The budget process incorporates the following key elements to support the multi-year budgeting approach:

- Staff prepares and Council approves a 1-year Operating Budget with a 2-year Plan and a 10-year Capital Plan comprised of a 1-year Capital Budget with an accompanying 9year Plan. The City's multi-year budgets establish a longer-term focus regarding the allocation of resources required to deliver the services and service levels needed by the community, and to accomplish Council's goals and priorities.
- Over the years, the City has increasingly focused its operating budget deliberations on the services and services levels provided to the public. This has moved the City from solely examining the operating budget in the traditional expenditure view. City Council approves a service-based Operating Budget and 2-year Plan that has been reoriented to a service view, with key financials, staff complement, service level and performance information organized by the 155 services and their activities as articulated in Program Maps.
- On the capital side, the City's capital budget and plan has migrated from a 1-year budget and 9 year forecast to a 1-year budget and 9-year plan based on annual debt affordability and a focus on how investments address the City's backlog on state of good repair while balancing service improvement and growth projects that contribute to City building objectives.
- Notwithstanding the above advancements made in multi-year planning and budgeting. the City has yet to fully implement the service planning and priority setting phase of the integrated service-based planning and budgeting process. True multi-year budgeting cannot occur in the absence of a process that establishes both an "expenditure plan" as well an "investment plan" over a longer term horizon that can guide multi-year budgets.

#### **Reporting and Monitoring**

The City is committed to establishing a common approach to the monitoring and reporting of financial and non-financial information, including staff complement and performance measures. The principles, protocols and practices that will guide the monitoring and reporting of budget and performance information will ensure consistency; enhance the financial management of the City's affairs; and support fiscally responsible decision-making.

Monitoring of the approved Operating Budget will occur on an ongoing basis to assess whether targets are being met, assess performance, guide decision-making and provide transparency and accountability for how resources are managed. Budget monitoring will identify variances from plans; changing patterns or circumstances that need corrective actions; and assess the extent to which resources are being used efficiently and effectively in contributing to strategic goals and Council's priorities.

Pursuant to prudent financial management practices and budgetary control, the quarterly and year-end operating and capital variance reports will be submitted to Committee and Council to provide information on how approved operating and capital funds are spent, and on an exception basis, identify issues that require direction and/or decisions of City Council.

#### PERFORMANCE MEASUREMENT AND BENCHMARKING INITIATIVES

To provide context when examining Toronto's service delivery performance, it is important to consider that municipal property taxes represent approximately 10 per cent of the total taxes, in all forms, paid annually by an average family to all orders of government. These various forms of taxes include income taxes, consumption taxes such as the Harmonized Sales Tax, and embedded taxes, which are included in the price of items such as gasoline, liquor and tobacco. Property tax is based on a percentage of the assessed value of land and buildings. Property tax is highly visible as it is one of the only forms of tax where taxpayers receive a bill. The discussion that provides the performance measurement and benchmarking results for 36 of the major services the City of Toronto provides with its 10 per cent share of the total tax dollar.

Toronto's annual <u>Performance Measurement and Benchmarking Report</u> (PMBR) is published by the City Manager's Office and provides service or activity level indicators and performance measurement results for 36 of the City's service areas. It includes up to ten years of historical data, colour-coded summaries of results, and supporting charts to describe trends.

The Performance Measurement and Benchmarking Report also provides an external perspective, comparing to other Canadian municipalities. Using colour-coded summaries, Toronto's results are ranked by quartile and compared to 15 other municipalities of the Municipal Benchmarking Network Canada (formerly known as the Ontario Municipal CAO's Benchmarking Initiative, or OMBI). As of 2017, MBNCanada includes municipalities across Canada, providing services to over 12 million people.

By examining our own operations and working with other municipalities through the <u>Municipal Benchmarking Network of Canada</u>, these processes encourage Toronto's service areas to continuously look for opportunities to improve operations and performance.

#### **SUMMARY OF TORONTO'S RESULTS**

Toronto is unique among Canadian municipalities because of its size and role as Ontario's and Canada's economic engine. It is also the centre of Ontario's business, culture, entertainment, sporting and provincial and international governance activities.

Despite the unique characteristics of Toronto, there is great value in comparing results to other municipalities. Through the MBNCanada partnership, performance measurement results are shared between municipalities and are included in Toronto's own Benchmarking Report.

By examining our own operations, and by working with other municipalities through the MBNCanada process, these practices encourage Toronto's service areas to continuously improve. The 36 municipal services included in the Report each have a colour coded summary of results, a reference to their respective charts and a detailed narrative. Each year, there are a total of 538 indicators and performance measures collected by the MBNCanada partnership. Highlights of Toronto's overall results are described in the sections below.

#### **Comparing Toronto's Results Over Time**

Examples of areas in which Toronto's 2017 service/activity levels or performance measures have improved in relation to the previous year include:

- Decreases in the amount of fuel consumed by City fleet vehicles, meaning better fuel efficiency (Community Impact)
- High and relatively stable rate (91%) of satisfaction among long-term care home residents and families (Customer Service)
- Decrease in the Social Assistance response time to inform a client they are eligible for assistance (Customer Service)
- Decrease in the operating cost of wastewater collection, treatment & disposal (Efficiency)

Examples of areas in which Toronto's 2017 service/activity levels or performance measures have <u>worsened</u> in relation to the previous year include:

- Number of Passenger Trips Per In-Service Vehicle Hour decreased (Utilization/ Efficiency)
- Increase in collision rates and road congestion (Community Impact)
- Increase in average length of stay in emergency shelters (Community Impact)

#### **Comparing Toronto's Results to Other Municipalities**

Examples of areas where Toronto has <u>favourable</u> service levels or <u>perform better</u> in relation other cities include:

- Higher number of library holdings/collections per capita (Service Level Indicator)
- Lower Operating Cost (CMI Adjusted) per Long Term Care Home Bed Day compared to others (Efficiency)
- Highest rate of transit vehicle hours provided per capita (Service Level Indicator)
- Lower cost to manage investments (Total Management Expense Ratio) compared to others (Efficiency)
- Highest diversion rate for houses and multi-residential buildings compared to others (Community Impact)

Examples of areas where Toronto has <u>unfavourable</u> service levels or <u>perform worse</u> in relation other cities include:

- Lower rate of collection on fines defaulted in 2017 compared to others (Efficiency)
- Lower clearance rates for violent crime compared to others (Clearance Rates/Customer Service)
- Higher rate of water main breaks compared to others (Customer Service)
- Higher total cost of solid waste diversion compared to others (Efficiency)

It is important to understand the factors can impact Toronto's results. All Municipalities perform well at some things and poorly in others. The MBNCanada network provides an opportunity for those municipalities to highlight areas where they could learn from others, or share their successes. Please visit the City of Toronto's Benchmarking Report on the website.

#### TORONTO IN INTERNATIONAL RANKINGS AND REPORTS

Toronto is one of the most liveable, competitive, and safest cities in the world as demonstrated by various international rankings and reports issued by external organizations. In addition to securing its position on the world stage, Toronto's rankings confirm that it continues to offer a high quality of life for the 2.93 million residents who live and work here. The comparative ranking reports must be reviewed critically, as the methodologies and data sources used are not always provided in the supporting documents. The highlights of some of the rankings are provided below.

#### 2018 Most Livable Cities

Toronto ranked 7th (tied with Tokyo) for the world's most livable cities (3rd in North America) according to the Economist Intelligence Unit. Cities are rated across five categories; stability, healthcare, culture and environment, education and infrastructure. On a score of 1 to 100, Toronto received an overall score of 97.2. Toronto received high scores in stability, healthcare and education. The cities that were rated ahead of Toronto included San Francisco (first), New York (second) and London (third).

#### 2018 Mercer Quality of Living Survey

The 2018 Mercer Quality of Living Survey ranked Toronto as the 16<sup>th</sup> best city to live in. The annual survey evaluated 231 cities, and assessed conditions related to quality of living in each city. The ten categories in the report include political & social, economic, socio-cultural, medical, education, public services and transportation, recreation, consumer goods, housing, and natural environments. Toronto tied with Melbourne in the ranking, but came ahead of other cities such as Luxembourg, Ottawa, and Hamburg.

#### 2017 Global Fintech Centres of the Future

Toronto was ranked fourth in the world in the list of global fintech centres of the future, according to a survey published by the Toronto Financial Services Alliance and Z/Yen. The survey was based on responses from 300 individuals working in financial centres across the world.

#### 2017 Safe Cities Index

The Economist Intelligence Unit (EIU) released its 2017 Safe Cities Index, ranked Toronto at 4<sup>th</sup> of 60 cities. Toronto's rank improved from 8<sup>th</sup> place in the previous report and is the only Canadian city in the top 50. The study by EIU examined four categories including digital security, health security, infrastructure safety and personal safety. Toronto results were rated favourably in the areas for personal security and digital security.

More information about Toronto's rankings is available from the City of Toronto website.

#### THE WORLD COUNCIL ON CITY DATA AND ISO-37120 STANDARDS

In addition to the benchmarking and performance initiatives described in the sections above, there is also a need to complement existing benchmarking work within Canada by comparing Toronto's results to other global cities.

Toronto, in partnership with the Global Cities Indicator Facility based at the University of Toronto, is a member of the World Council on City Data (WCCD) and has released a new International Standard for city indicators, or the ISO-37120. The availability of reliable and comparable indicator data as a result of the ISO-37120 certification presents an opportunity to work with other global WCCD members, to compare, share and learn from each other on different approaches to urban issues. To date, the WCCD <a href="https://doi.org/10.1001/jas.2001/j

The WCCD initiative has 100 indicators across a range of themes relating to quality of life indicators and outcomes or impacts that these services have on residents. WCCD certification levels are based on the number of indicators reported by the city. Using the ISO standardized city indicators provides cities with a common language and standardized technical definitions in measuring city performance, as well as a global framework for third party verification of city data. International standardization of city data is important so that the data is reliable and useful for making meaningful comparisons among cities.

Comparable data supports more informed and fact-based decision making on urban issues that are important to residents, and will enable cities to share better practices in becoming sustainable and prosperous.

WCCD data from Toronto, and other participating cities is available from the WCCD Open Data Portal.

#### TORONTO PROGRESS PORTAL

The City continues to promote a continuous improvement culture in order to provide our residents and businesses with services that are as efficient and effective as possible, looking for the optimal combination of efficiency, quality and beneficial impact on our communities.

For additional <u>information on the City of Toronto's progress</u> please visit the Toronto Progress Portal at www.toronto.ca/progress.

#### **2019 Budget Process**

Each year the City of Toronto develops its operating and capital budgets on the basis of the budget directions, targets, and schedule approved by City Council. The budget process is based on principles of good governance and leading practices in financial planning and budgeting, including:

- Service-based budgeting
- · Public education and engagement
- Accessible information
- Transparent decision-making
- · Equity responsive budgeting

In support of the City's multi-year planning and budgeting framework, the operating budget is developed and assessed on a three-year basis in order to show trends, future impacts and provide analysis of potential growth. The capital budget differs in that a Ten Year Capital Budget and Plan is established to provide a long term range of infrastructure needs, financing requirements, and future operating impacts. However, in accordance with the City of Toronto Act, Council must approve and adopt an annual capital and operating budget based on one year.

The City's budget process is comprised of 3 major phases that incorporates the rate-supported (utility) and tax-supported budgets. Each phase involves a collaborative effort between City Administration, Program and Agency staff, and Council Committees. The 3 major phases of the budget process are:

- 1) Budget submission
- 2) Administrative reviews
- 3) Committee and Council reviews

The 2019 budget process began with budget submissions due in June 2018, followed by various rounds of administrative reviews, and the public launch of the budget on January 28<sup>th</sup> 2019.

#### **Budget Submission**

For the 2019 budget process, City Programs and Agencies develop their budgets based on the City Council approved targets, directions and guidelines issued by the City Manager and the Chief Financial Officer. Each Program and Agency initially prepares an operating budget submission based on what is required to maintain current service levels. The 10 Year Capital Budget and Plan submission from each Program and Agency is updated based on affordability targets and must demonstrate commitment to achieve a balance between maintaining existing assets through investment in state of good repair projects, while financing service improvements and growth related projects that address service gaps and priorities on a citywide basis.

As part of the equity responsive budgeting process, all City Programs and Agencies are also required to apply an equity impact analysis to budget change proposals in the Staff Recommended Operating Budget.

For each budget change proposal, staff prepare an equity impact statement that

- indicates whether the proposal will have a negative, positive or no impact on equity,
- identifies the affected equity-seeking group(s),
- describes how the proposal decreases or increases barriers to equity, and
- evaluates the level of impact (low, medium, high).

The equity impact statements are included in the Divisional Budget Notes and summarized in a Budget Briefing Note. The analysis is intended to guide budget decisions to support the City of Toronto's policy goals related to equity, such as the Poverty Reduction Strategy.

#### **Administrative Reviews**

In collaboration with City Programs and Agencies, the administrative review process undertaken by City staff provides structure and consistency in establishing predictable capital spending and debt limits through focusing on project readiness and capacity to deliver, as well as assessing projects based on needs and benefits. With respect to operating spending, the administrative reviews focus on the confirmation of compliance with directions and guidelines and the evaluation of service-based budgeting and actual expenditures, revenues and complement, business case cost/benefit justification for funding requests and service level impacts.

This approach incorporates resource allocation, prioritization, outcomes, service performance, evaluation of internal and external factors, and cost analysis, to arrive at a preliminary budget and plan for operating and capital.

#### **Committee and Council Reviews**

The reviews of the budget during this phase known as the political process incorporate public input and focus on major fiscal and policy issues. To give the public ample opportunity to participate in the budget process, town-hall meetings are conducted by City Councillors to educate constituents and receive input on the preliminary budgets. The public is also provided the opportunity for input staff presentation of programs and agencies budgets during the Budget Committee review of the process. These actions encourage public participation in the budget decision making process prior to adoption of the preliminary budgets by City Council.

The final stage of the budget review process ends with Council confirming and adopting a budget that will implement the City's priorities in a fiscally sustainable manner.

#### 2019 Budget Schedule

#### 2019 Rate and Tax Supported Operating and Capital Budgets Schedule

Activity	Tax & Rate Supported
Budget Launch - Budget Committee	January 28, 2019
Budget Briefings - Budget Committee	February 4 & 6, 2019
Public Presentations and Deputations – Budget Committee	February 7 & 11. 2019
Budget Committee Final Review	February 20, 2019
Executive Committee Review	March 4, 2019
Final Approval of Budget - City Council	March 7, 2019

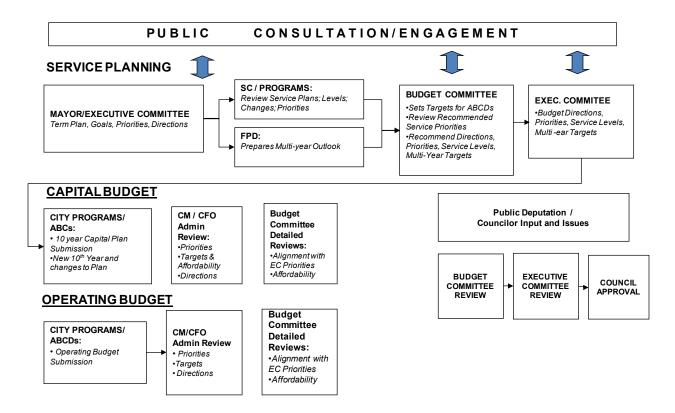
### **Future Year Budget Process**

The 2019 budget process sets a foundation for future years' service plans by establishing service objectives and challenges that link to the City strategic direction and included a review of service levels and standards by Standing Committees, representing the first stage in implementing the integrated service-based planning and budgeting process.

As illustrated in the chart below, public consultation/engagement is an integral input to the service planning process, which in turn guides the development of the capital and operating budgets. When fully implemented, service planning will complete the City's multi-year, service-based planning and budgeting process:

- Guided by Council's strategic directions, all City Programs and Agencies will develop five-year service plans to address services provided and the infrastructure that supports those services delivered.
- Standing Committees will have the opportunity to have extensive reviews of service plans annually, consider service policy, service level and service delivery issues, strategies and recommend service priorities and, in subsequent years, Standing Committees will also monitor service performance; assess progress against service objectives; targets and priority actions; and develop strategies to address emerging service issues and adjust service plans, as necessary.
- Standing Committees will engage the public prior to setting priorities as part of their service plan reviews.
- Budget Committee will review Standing Committee's recommended service level priorities, associated service objectives, targets and costs and assess service performance within the City's fiscal circumstances and financial outlook and recommend multi-year service priorities, budget directions and targets to Executive Committee.

 Executive Committee will set service priorities, objectives and targets together with multi-year budget targets that will guide the annual operating and capital budgeting process.



#### **FINANCIAL POLICIES**

#### Overview

The City of Toronto's financial policies provide a framework to assist in the decision-making process and are based on principles that will ensure strong financial management, sustainability of resources, and consistent adoption and adherence of practices across the organization. These policies provide City Programs and Agencies with agility to effectively manage service delivery and capital programs for which they are accountable, while ensuring transparency, accountability and financial control.

#### **Basis of Budgeting**

In compliance with the City of Toronto Act, 2006, City Council will adopt an operating budget in each year. The City of Toronto develops its budgets on a modified cash requirements basis. Revenues are on a full accrual basis, while expenses are reflected on a modified accrual basis in which capital expenditures, repayments of debt principal (including sinking fund contributions), and funding for agencies and corporations are included. The operating budget excludes the following expenses: actuarial expenses (future employment benefits, landfill closure & post-closure, and insurance claims), environmental costs, and amortization.

The operating budget approved by Council in any given year must be balanced: estimated revenues must be equal to estimated expenditures. Any in-year increase in budgeted operating expenditures or decrease in budgeted revenues that could result in a budget imbalance will require Council approval of appropriate budget revisions to ensure that the budget remains balanced.

The City also has a capital budget, which reflects capital expenditures and does not show items acquired as assets. Capital funding sources include debt issuance, which is a liability, not a revenue for financial statement purposes.

The City also has a reserve and reserve fund budget, which reflects amounts set aside by legislation or by Council, to fund operating or capital items in the future. Where legislated, these amounts are treated as deferred revenues for financial reporting purposes, whereas Council-directed amounts are shown as allocations of accumulated surplus.

#### **Basis of Accounting**

For financial reporting purposes, the consolidated financial statements of the City of Toronto are prepared in accordance with Canadian generally accepted accounting principles (GAAP) established by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants Canada ("CPAC").

PSAB requires full accrual accounting for all of a government's assets and liabilities. Revenues are recognized in the year the events giving rise to the revenues occur and the revenues are

earned. Amounts received which relate to revenues that will be earned in a subsequent year, are deferred and reported as liabilities. Expenses are recognized in the year the events giving rise to the expenses occur and there is a legal or constructive obligation to pay. Since 2009, municipal governments must also record tangible capital assets, which are amortized over their useful lives.

#### **Bridging the Basis of Budgeting and Accounting:**

Some of the differences between the cash requirements basis of budgeting and full accrual basis of accounting are:

Budget reporting	Financial reporting
Tangible capital assets shown as expenditures as acquired	Tangible capital assets shown as assets, and amortized over their useful lives
Employee benefit expenses shown as expenses as paid	Employee benefit expenses written off as earned using an actuarial calculation
Landfill, insurance and environmental liabilities recorded as paid	Landfill, insurance and environmental expenses written off as incurred using an actuarial calculation
Debt issuances shown as revenues in the capital budget	Debt issuances shown as liabilities
Principal payments on debt shown as debt charges in the operating budget	Principal payments shown as reductions of liabilities
Amounts payable to reserve or reserve funds shown as expenditures and amounts received as revenues	The legislated funds are treated as deferred revenue. For council directed funds, amounts paid to or from funds are eliminated

#### **Operating Budget Policies**

#### Multi-Year Service Based Budgeting

Multi-year operating budget is prepared for a three-year period and approved for a one-year period during the annual budget process, in order to ensure compliance with the City of Toronto Act 2006. The budget for each year must include a base amount (Base Budget) that projects costs for the multi-year period of maintaining the current year's services and service levels.

#### a) Service-Based View

The Operating Budget shall be presented on a service view basis to provide more relevant financial and non-financial information to the public in order to facilitate the assessment of service performance and guide meaningful discussion on service issues and support decision making.

#### b) Budget Adoption

In compliance with the City of Toronto Act, 2006, City Council will adopt a one-year operating budget each year. The municipal tax rates will also be set by council annually. In the second year, and each subsequent year to which the multi-year budget applies, City Council will review proposed adjustments to the budget.

#### c) Balanced Service Budget

The total operating budget for the City, approved by Council in any given year, must be balanced; which means that estimated revenues must be equal to estimated expenditures. Any change to the operating budget that results in adjustments to gross expenditure; total revenue and/or net expenditure (tax supported funding); staff complement count; and changes to services and/or service levels will require Budget Committee review and Council Approval to ensure that the budget remains balanced.

#### d) Estimates of Expenditures and Revenues

Each year, City Council approves the following components of the Operating Budget, which establishes the spending limit for each Program and Agency:

- 1. Total gross expenditures required to fund the cost of providing services at the approved service level:
- 2. Total revenue as summed by the non-tax revenue sources;
- 3. Net expenditure, which represents the level of tax funding required to balance the Operating Budget;
- 4. Service Levels; and
- 5. Complement

#### e) In-Year Budget Adjustments

In-year adjustments to the approved operating budget and the impact on the following two years of the multi-year plan will be considered under the following circumstances:

 External factors such as provincial or federal impacts on the City's budget, or changes imposed by legislation.

- Unforeseen changes to forecasting assumptions that affect costs, service demand/volume, or revenue projections.
- Council-directed changes to priorities, services or service levels.
- Response to budget guidelines and directions.

All budget reallocations and transfers are reported to City Council through either a staff report or the Quarterly Variance Reporting process. All in-year adjustments need sign-off by Division Heads before inclusion in a quarterly variance report for Council approval. Below are the current practices:

- Operating budget expenditure reallocations / transfers impacting net expenditures between City programs or services require Council approval.
- Operating budget expenditure reallocations / transfers that are less than \$500K within services for the same program requires CFO and City Manager approval.
- Capital budget adjustments between projects greater than \$250K require Council approval.

#### f) Budget Monitoring and Reporting

Monitoring of the approved operating budget will occur on an ongoing basis to identify variances from plans; changing patterns or circumstances that need corrective actions; and assess the extent to which resources are being used efficiently and effectively in contributing to Council's strategic priorities.

Variance reports will be submitted quarterly to Standing Committees and Council and will include both financial and non-financial information that will assess performance, guide decision-making and provide transparency and accountability in managing resources.

#### **Salary Cost Planning**

As with any service organization, personnel costs are a significant part of the total operating budget of the city.

- The salary and benefit budget will include all known costs for collective agreements, step and progression pay increases, and fringe benefits.
- Gapping represents the amount of potential reduction in the requirement for salary dollars as a result of vacancies that will not be filled for a full year or part year, and unplanned staff turnover. Salary budgets should be adjusted for vacancies that will not be filled and for staff turnover.

#### **Revenue Policy**

The revenues received by the City of Toronto include property tax, user fees and charges, grants and subsidies, interest income and donations.

- Diversified Revenue Sources Diversified and stable revenue sources will be
  encouraged in order to improve the city's ability to handle the impact of short term
  revenue fluctuations and uncertainty, and to better distribute the cost of providing
  services.
- One-Time Revenues One-time revenues will be used for appropriate purposes such
  as early debt retirement, and capital expenditures. The use of one-time revenues to fund
  ongoing expenditures will be restricted to extraordinary situations, which must be
  approved by council on a case-by-case basis.
- User Fees and Charges Where it is determined that a service provided by a program
  or agency confers a direct or special benefit to users of the service, the City will establish
  fees and charges at a level reasonably related to the full cost of providing the services,
  except where application of the full cost recovery principle conflicts with City Council
  policy objectives, or other conditions exist that would justify the exception.
- Surplus Management Any operating surplus realized by the City at year-end, will be allocated to the Capital Financing Reserve Fund, and to finance any under-funded liabilities, and any other reserves or reserve funds.

#### **Capital Budget Policies**

Capital Expenditures generally include any expenditure on an asset acquired, constructed or developed with the intention of being used beyond the current budget year. Capital Expenditures also include major improvements, which alter or modernize an asset in order to substantially prolong its useful life or improve its physical output or service capacity.

A 10-Year Capital Plan will be updated annually as part of the budget process. The 10-Year Capital Plan will address capital needs that fulfil City Council's strategic priorities, maintains existing infrastructure in a state of good repair, and invests in new infrastructure to ensure sustained delivery of approved services and service levels. Key principles of the capital budget policies include the following:

- Each year City council will approve the total project cost and cash flow requirements for the fiscal year, plus future-year cash flow commitments for multi-year projects; and will approve in principle a capital plan for the ensuing 9 years which will form the basis for preparing future years' capital budgets.
- Projects included in the capital budget and plan must be supported by business cases that must demonstrate that acquisition and I or creation of capital assets are properly planned; that capital assets are justified based on cost-benefit analysis; that the most

- effective financing option is selected; and that risks along with mitigating strategies are identified.
- All projects will be evaluated annually to assess readiness to proceed, including capacity to deliver and spend with a view to adjusting planned cash flow estimates to reflect actual spending experience.
- The use of debt financing will be restricted to fund long-term capital improvements.
   Other funding sources must be maximized to reduce reliance on debt.
- All capital projects will be prioritized based on urgency and cost-benefit implications.
   Projects are prioritized within the following categories:
  - Health and Safety projects that demonstrate health and safety hazards risks
  - Legislated projects that are required to comply with Provincial or Federal legislation.
  - State of Good Repair these projects provide for major maintenance of capital assets, and the repair or replacement of existing assets.
  - Service Improvement projects that support and improve service delivery.
  - o Growth-Related —projects that support growth and development across the city.

2019 Operating Budget and 2019-2028 Capital Budget and Plan

# Council Approved Tax and Rate Supported 2019 Operating Budget and 2019 – 2028 Capital Budget and Plan

#### **SUMMARY**

The City of Toronto's Council Approved Tax and Rate Supported 2019 Operating Budget and 2019 – 2028 Capital Budget and Plan, on March 7, 2019, which is the first budget of a new four-year term of Toronto City Council. This summary presents City Council approval for the 2019 Operating Budget by service, associated service levels, and staffing detailed therein; the 2019 Capital Budget, future year cash flow commitments, and planned estimates over the 2020–2028 capital planning period.

The 2019 Operating Budget and the 2019 – 2028 Capital Budget and Plan, as approved by City Council, enables the City of Toronto to provide over 150 distinct services that are supported by capital assets and infrastructure worth more than \$94.0 billion to meet the needs of a diverse population of more than 2.9 million people.

The City employs a financial planning and budgeting process that is transparent, accessible and focused on service value and accountability. It accounts for the public's needs as translated by Council in its approved strategies and priorities and ensures that value is achieved through the efficient use of resources for the most effective delivery of City services and stewardship of City assets. Grounded in good governance, the City's financial planning and budgeting practices are aimed to garner the public's trust and confidence in the management of public resources. Given the 2018 Municipal Election, the 2019 Budget process timelines, while condensed, ensured that an effective and transparent process was maintained.

The development of the 2019 Budget was guided by five key principles: preserving existing service levels; continuing investments in Council-approved priorities, strategies and plans to advance service priorities; maintaining affordability with a property tax rate increase in line with inflation; ensuring that equity impacts were considered in recommended budget changes, and incorporating the results of Auditor General recommendations that realize savings.

Budget Committee undertook a detailed review of City Program and Agency expenses and revenues; explored key issues; considered additional new/enhanced services and capital requests and took into account the public's input. Based on these deliberations, City Council, approved an increase of \$72.1 million for new and enhanced service priorities that primarily advance affordable housing; arts and culture outcomes.

The 2019 Council Approved Tax and Rate Supported Operating Budget is \$13.469 billion gross and \$4.398 billion net, representing an increase of \$389.1 million or 3.0% in gross expenditures and \$152.9 million or 3.6% in net expenditures over 2018. The \$152.9 million net increase is offset by assessment growth of \$61.1 million and a budgetary property tax increase of 1.80% that includes an inflationary residential

property tax rate increase of 2.55%. This increase will generate an additional \$76.6 million in property tax revenue for 2019.

The 2019 Council Approved Tax and Rate Supported Operating Budget of \$13.469 billion gross and \$4.398 billion net maintains current service levels and continues investments started but not fully implemented in 2018 totalling \$253.4 million and recommends new investments of \$72.1 million in 2019, for a total of \$317.0 million. These investments implement Council strategies for poverty reduction, environmental sustainability, and advance city building and mobility initiatives.

The 2019 Operating Budget, as approved by City Council, proposes the phased elimination of solid waste bin rebates for single family homes over 3 years, beginning with the large bin to increase waste diversion and move to a full solid waste utility program; the decline in Municipal Land Transfer Tax revenues which is offset with a partial reduction in the annual capital contribution; incorporates a TTC fare increase of 10 cents per ride and requests the federal funding to sustain costs to accommodate a 100% year over year increase in refugees and asylum seekers in the City's shelters since 2016.

Regarding the Council Approved 10-Year Capital Plan, actions are taken to: reassess the 10-year Capital Plan's requirements based on the City's capacity to deliver; mature the City's asset management practices to best reflect actual needs; integrate official, service and capital plans; set City-wide priorities; and maximize debt and non-debt funding strategies to establish a roadmap for the City.

The 2019 Council Approved Tax and Rate Supported Capital Budget is \$40.7 billion.

A total of \$785.0 million in new capital investments were added to the City's 10-Year Capital Plan to meet the City's most critical needs for transit, bridges, service modernization, emergency service facilities, and accessibility improvements. These new investments were made possible through realigning cash flow funding to better match project spending, implementing stage-gating for major capital projects, and maximizing non-debt funding sources.

The 2019 – 2028 Council Approved Tax and Rate Supported Capital Budget and Plan includes \$19.749 billion or 48% of funding dedicated to maintaining the City's extensive infrastructure and assets in a state of good repair while \$17.910 or 44% is allocated to service improvement and growth related projects to address service demands and help prepare the City for future growth. Remaining 8% of capital funding is allocated to health and safety and legislated projects.

The Council Approved 10-Year Capital Budget and Plan, demonstrates the City's commitment to provide reliability in the use of current assets that support City services and build the infrastructure needed to improve Toronto's service delivery and support its growth. Notwithstanding the above, challenges to fund the increasing SOGR backlog and growing unmet capital needs remain.

The 2019 Council Approved Tax and Rate Supported Capital Budget totals \$4.917 billion (including 2018 carry forward funding of \$0.818 billion) requiring \$1.403 billion in debt funding and resultant future year cash flow funding commitments of \$17.329 billion. In addition, Council approved 2020 – 2028 Capital Plan of \$18.421 billion in planned estimates, which will form the basis for developing future capital budgets and plans, in accordance with the City's multi-year financial planning and budgeting policies and practices. Staff will report on final carry forward funding to City Council in mid-2019.

With a significant investment in SOGR funding, the accumulated SOGR backlog estimate is still projected to increase from \$7.5 billion (2018) to \$9.506 billion (2028). Also, the City's unmet capital needs total nearly \$13.6 billion over the next 15 years, approximately \$8.2 billion are SOGR projects to maintain the City's assets in good working condition, \$3.6 billion are growth related projects, and \$1.0 billion are for service improvement. This estimate excludes the TTC's recently released Capital Improvement Plan; Transit Expansion programme beyond the Scarborough and SmartTrack projects as well as local, area and City revitalization projects in development. Further actions are recommended to address the challenge of funding these unmet capital needs.

Keeping pace with a growing population will require the City to continue investing in the improvement and expansion of services while ensuring that current service levels are not eroded. Work is underway to modernize the City's budget process, review and innovate service delivery; assess the adequacy of City reserves and develop funding strategies and partnerships.

#### FINANCIAL IMPACT

The 2019 City Council Approved Tax and Rate Supported Operating Budget and the 10-year Capital Budget and Plan is summarized in Table 1 below.

Table 1: Council Approved 2019 Operating Budget and 10-Year Capital Budget and Plan

Total Tax and Rate Supported	Opera	Operating		Capital*			
Budget & Plan (\$M)	Budget		Budget & Plan				
	201	2019		2019		2020-2028	
Programs	Gross	Net	Gross	Debt	Gross	Debt	
City Operations	5,666	2,043	1,353	794	13,566	6,551	
City Agencies	4,177	2,318	1,632	462	9,679	2,363	
Corporate & Capital Financing	1,716	37	0				
Total Tax Supported	11,559	4,398	2,985	1,256	23,245	8,914	
Total Rate Supported	1,910		864		13,574		
Total City Budget	13,469	4,398	3,849	1,256	36,819	8,914	

<sup>\*</sup> Figures exclude carryforward funding

#### 2019 Council Approved Tax and Rate Supported Operating Budget Overview

The 2019 Council Approved Tax and Rate Supported Operating Budget is \$13.469 billion gross and \$4.398 billion net, representing an increase of \$389.1 million or 3.0% in gross expenditures and \$152.9 million or 3.6% increase in net expenditures over the 2018 Council Approved Operating Budget.

The \$152.9 million or 3.6% increase in net expenditures, as shown in Table 2 on the following page, has been funded by a total overall tax rate increase of 1.80% after assessment growth which is below the rate of inflation. This translates to an equivalent residential property tax rate increase of 2.55% for budgetary purposes in 2019.

Table 2: 2019 Council Approved Tax and Rate Supported Operating Budget

	20	18	20	19		Ch	ange	
	Bud	lget	Bud	dget	Gro	oss		Net
\$ Millions	Gross	Net	Gross	Net	\$	%	\$	%
City Operations	5,418	2,010	5,666	2,043	248	4.6%	32	1.6%
Agencies	4,074	2,259	4,177	2,318	104	2.5%	58	2.6%
Corporate Accounts	1,680	676	1,670	640	-10	-0.6%	-36	-5.3%
MLTT	48	-770	46	-687	-2	-3.5%	83	-10.8%
Net Operating Budget	11,219	4,175	11,559	4,313	340	3.0%	138	3.3%
Scarborough Subway	41	41	41	41				
City Building Fund	29	29	44	44			15	53.0%
Total Net Tax Levy	11,289	4,245	11,643	4,398	355	3.1%	153	3.6%
Total Non-Levy	1,861		1,910		49	2.7%		
City Total	13,149	4,245	13,553	4,398	404	3.1%	153	3.6%

The 2019 Council Approved Tax and Rate Supported Operating Budget allocates \$72.1 million gross and \$21.6 million net to fund new/enhanced service priorities that advance Council approved service strategies and plans, as detailed in Appendix 3.1.5 and 3.1.6.

The 2019 Council Approved Tax and Rate Supported Operating Budget also provides funding for a total staff complement of 57,345.2 (53,473.6 operating service delivery positions and 3,871.6 capital project delivery positions) to deliver current and new/enhanced services and service levels, as approved by the City Council.

This represents an overall net increase of 368.4 positions as a result of:

- Base changes of 224 positions comprised of an increase of 283.5 operating positions arising from prior year investment impacts, operating impacts of capital, and other base changes and a decrease of 60.5 capital positions due to completed capital projects;
- A decrease of 112 operating positions as a result of service efficiencies, and;

An addition of 256 positions to deliver new/enhanced service priorities (218 operating and 38 capital).

Please refer to Appendix 1.5.4 for the 2019 Council Approved Staff Complement details by City Program and Agency.

#### Property Tax Rate Increase to Fund the 2019 Operating Budget

The 2019 Council Approved Tax Supported Operating Budget keeps the cost of City services affordable with a residential tax rate increase of 2.55%, reflective of an inflation-level adjustment.

In addition, City Council previously approved in 2017 an incremental special tax levy of 0.50% for each of 5 years that will grow to 2.50% by 2021 for the City Building Fund to be dedicated to fund transit and social housing capital expenditures.

When taking into account City Council tax policy and Current Value Assessment (CVA) policy shifts and other regulatory impacts, the total residential tax rate will be increased by a further 0.53% or \$15.00 to a total of 3.58%, resulting in a \$104.00 total annual increase for a household with an average assessed home value. The total City of Toronto property tax rate, when taken across all tax classes, will increase by 2.63% as shown in Table 3 below.

Table 3: Budget Tax Increase Including City Building Fund and Current Value Assessment (CVA) Policy Shift

•	Residential Tax	Total City Tax
	Increase	Increase
Budget Impact	2.55%	1.80%
City Building Fund	0.50%	0.35%
CVA / Policy / Regulatory Impacts	0.53%	0.48%
Total Impact	3.58%	2.64%

#### 2020 and 2021 Operating Plans

Looking out two years, the City of Toronto will be challenged with addressing gross expenditure pressures of \$498.0 million in 2020 and \$359.0 million in 2021. The forecasted pressures, to a small extent, are driven by costs associated with 2019 decisions such as the reversal of one-time bridging strategies used to balance the 2019 Operating Budget and the annualized costs of 2019 new/enhanced service investments. These 2019 decisions result in a \$36.0 million net pressure for 2020 and \$2.0 million for 2021.

Incremental debt servicing costs and operating contribution to capital to finance the City's approved capital works program, as well as inflationary increases to maintain 2019 services and service levels will have a cumulative cost of \$462.0 million in 2020 and \$359.0 million in 2021.

As outlined in Table 4, after accounting for revenue changes, the multi-year strategy for waste diversion, and moderate assessment growth, the net expenditure pressure on the tax base is estimated to be \$393.0 million in 2020 and \$243.0 million in 2021.

There is a commitment to provide an update on the Long Term Financial Plan which will include a multi-year budget process and provide an opportunity to address forecasted pressures driven by Council investments in 2018 and continued new/enhanced service investments in 2019.

Table 4: 2020 and 2021 Incremental Operating Budget Plan

It is important to note that these forecasts include inflationary estimates to provide 2019 approved service levels.

# 2019-2028 Council Approved Tax and Rate Supported Capital Budget and Plan Overview

With the inclusion of 2018 carry forward funding of &1.067 billion, the 2019 Council Approved Tax and Rate Supported Capital Budget totals \$4.917 billion, comprised of 2019 cash flow funding reduction for new and change in scope projects of \$\$350.916 million and previously approved projects requiring 2019 cash flow funding of \$4.201 billion (incl. 2-year carry forward funding of \$88.1 million). The 2019 Council Approved Tax and Rate Supported Capital Plan totals \$40.668 billion, comprised of future year commitment for new and change in scope projects of \$6.502 billion; previously approved projects of \$14.676 billion; and capital estimates of \$19.489 billion, bringing the City's 10-year Capital Budget and Plan to \$40.668 billion.

The approval and implementation of the 2019-2028 Council Approved Tax Supported Capital Budget and Plan will add incremental operating costs of \$1.005 billion over the 10-year period. These costs include:

- sustainment costs of \$358 million to operate complete capital projects;
- debt servicing charges of \$126 million for principle and interest expenses; and
- capital contribution from the operating fund as pay-as-you-go financing for capital projects of \$520 million.

The 2019-2028 approved cash flow and future year commitments for New/Change in Scope projects; Previously Approved projects; carry forward funding for 2018 and prior year uncompleted projects and the 2020-2028 Capital Plan estimates are summarized, along with the financial impacts in the Operating Budget arising from approval of the 10-year Capital Plan in Table 5 below

Table 5: 2019-2028 Council Approved Capital Budget and Plan and Incremental Operating Impacts

(Millione)	2019	2020-2028	Total
(Millions)	Budget	Plan	2019-2028
2019 New / Change in Scope Projects and Future Year Commitments	(351)	6,853	6,502
Previously Approved Projects and Future Year Commitments	4,109	10,476	14,585
2-Year Carry Forward for Re-approval	91	0	91
Capital Plan Estimates	0	19,489	19,489
Sub-Total	3,850	36,818	40,668
1-Year Carry Forward to 2019	1,067	0	1,067
Total Capital Budget and Plan	4,917	36,818	41,735
Incremental Impact on Operating			
Operating Impact from Completed Capital Projects	39	320	358
Capital Financing	10	637	646
Total Incremental Operating Impact	48	956	1,005

#### Authority to Issue Debentures During 2019

The proceeds from the issuance of debentures will be used to finance capital expenditures that have been incurred or committed to projects approved by Council. The authority to borrow up to \$1.0 billion in 2019 has been authorized under By-law No. 254-2019.

#### Issuance Activity during 2018

The debenture authority approved by Council for 2018 was \$950 million. Due to favourable capital market conditions and timing considerations, debenture issuance in the full amount of \$950 million was completed during the year as outlined in Table 6 on the following page:

Table 6: 2018 debenture issuance details as approved by the Debenture Committee

Issue Date	20-Mar-18	18-Jul-18	21-Sep-18
Settlement Date	04-Apr-18	01-Aug-18	04-Oct-18
Size	\$300 million	\$300 million	\$350 million
Coupon	2.40%	3.20%	3.50%
Maturity Date	07-Jun-27	01-Aug-48	02-Jun-36
Term	9 years	30 years	18 years
Issue Yield	2.955%	3.213%	3.504%

Approval of 2019 Sinking Fund Levies Recommendation

The City of Toronto Act, 2006 (COTA), sub-section 255 (4) states that, "If in any year an amount is or will be required by law to be raised for a sinking fund or retirement fund of the City, the City Treasurer shall prepare for City Council, before the budget for the year is adopted, a statement of the amount."

This report requests Council's approval for the 2019 sinking fund levies of \$315,499,453.71 in respect of the City's outstanding debt.

#### CONTEXT

#### **Background**

Toronto is Canada's largest city and a leader in business, finance, technology, entertainment, and culture. Its large population of immigrants from all over the globe has also made Toronto one of the most multicultural cities in the world. Toronto covers 641 square kilometres and stretches 43 kilometres from east to west and 21 kilometres from north to south at its longest points.

Toronto is home to about 2.9 million people and is expected to continue to grow steadily. Toronto's population grew by 116,511 residents between 2011 and 2016, an increase of 4.5%. The City's population grows to 3.1 million during the day (approximately 7.0%) with people coming to the city to work, study or enjoy all the City has to offer. Toronto's population is expected to reach 3.8 million by 2041.

Given the complexity and size of the City of Toronto, the City provides approximately 150 distinct services that are supported by \$94.0 billion in assets to deliver those services. The range of assets includes: 800,000 hectares of parkland, 600 kilometres of trails, 100 libraries, 152 recreation centres, 140 neighbourhoods, and 5,600 kilometres of streets.

In its previous term, Council adopted many strategies and plans, and enhanced services in the following key priority areas:

#### Housing

From 2015-2018, the City saw a marked increase in the need for Emergency Shelter beds. The Emergency Shelter system was accessed by 20,000 people during the prior term of Council. To assist with service demands, 700 Emergency Respite Beds were added to the system.

In response to this permanent Housing challenge, the City of Toronto endorsed the Housing Opportunities Toronto (HOT) Action Plan 2010-2020 that included 67 actions to assist 257,700 households struggling with high housing costs or inadequate accommodation. In 2018 alone, gross spending for Social Housing was \$0.5 billion. The City had approved 7,335 new affordable rental homes during the last term of Council while assisting 5,100 refugees to find permanent housing.

100

#### Mobility

City Council recently adopted the Downtown Mobility Strategy report (April 17, 2018) that outlines a series of actions that work together with the Downtown Parks and Public Realm Plan. It supports and complements the rapid transit network planning initiatives currently underway at the city-wide and regional scale and is informed by, and builds on, several City transportation initiatives, such as the Vision Zero Road Safety Plan, Congestion Management Plan and the 10-Year Cycling Network Plan. Key service enhancements made by the prior Council include:

- Transit: 920 new buses, expanded the Blue Night Network; introduced new express bus routes; restored all day, every day bus service; two hour transfer with PRESTO; and
- Transportation and Cycling: retimed of traffic signals leading to a 3.3% improvement in travel time leading to a 3.9% reduction in emissions; installed 100 kilometres of cycling infrastructure, upgraded 58 lane kilometres of cycle tracks or bike lanes.

#### People and Neighbourhoods

In 2005, City Council identified 13 Priority Neighbourhoods as part of the Toronto Strong Neighbourhoods Strategy. In 2011, residents, businesses and agencies from across Toronto helped review the Strategy and suggested ways to improve it. Also in support of people and neighbourhoods, the Toronto Poverty Reduction Strategy is a concrete, 20-year plan that was unanimously approved by City Council in 2015. It contains 17 recommendations linked to a set of actions to be carried over five four-year periods. Annual work plans identify initiatives that advance actions. The strategy focuses on housing stability, services access, transit equity, food access, the quality of jobs and incomes, and systemic change. For example, the City has provided:

- 1.1 million hours of recreation for 10.7 million participants in 2018;
- 10,954 new licensed child care spaces in prior term of Council; and
- 114,026 former Ontario Work clients' placements in 2018.

#### Financial Sustainability

For Toronto to remain world-class, it must remain sustainable to keep up with growth and prepare for tomorrow.

In the prior term of Council, to support financial sustainability, the City leveraged development charge revenue to invest in infrastructure and environmental initiatives, and maximized funding partnerships that:

 leveraged \$8.0 billion in infrastructure funding from other orders of government;

- funded 88 parks improvements by development charges;
- generated \$113.0 million in partnership donations and grants; and
- transformed 1.75 kilometres into public space under the Gardiner

#### Modernization

Government modernization is the key to how the City moves forward. Modernization initiatives includes key improvements to customer service made in prior years that includes:

- increased 311 support to 3.4 million resident's interactions (up from 1.4 million from 2016);
- increased access to city information through Open Data with 291 datasets;
- enabled online portals such as Dine Safe, Swim Safe and Property Tax Lookup; and
- streamlined Real Estate authorities and improve coordination to better manage portfolio.

The City is focused on ensuring that all services are delivered in the most efficient and effective manner possible. All Programs and Agencies are expected to review annually all services and activities for efficiency savings through:

- Modernization, transformation, innovation and continuous improvement opportunities;
- Cross-divisional collaboration and/or dependencies;
- Functional and organizational reviews;
- Reengineering and/or streamlining of business processes; and
- Rationalization of space, technology, equipment and vehicles.

Close monitoring of Programs and Agencies' performance ensure services are delivered efficiently.

The prior term of Council made significant operating investments, in priority services, to begin or continue the following approved strategies and plans:

- People and Neighbourhoods including Poverty Reduction initiatives totaling \$206.5 million mainly to support Child Care Growth, Shelter Expansion, Transit Fare Equity and Housing initiatives;
- Transit and Mobility improvements totaling \$51.4 million mainly to support transit expansions, road congestion and the Vision Zero Road Safety Plan; and
- Environmental Sustainability mainly to support TransformTO totaling \$17.0 million.

In addition, significant capital investments were made in mobility, housing, state of good repair (SOGR), and modernization initiatives by approving \$10.2 billion for the following capital projects:

- Mobility including investments in transit and transportation totalling \$6.4 billion mainly for SmartTrack, and road infrastructure to tackle traffic congestion and improve cyclist access and pedestrian safety;
- Housing including \$727.0 million to add 1,000 shelter beds and 11 shelter sites; the George Street Revitalization project; and to provide \$279.0 million in interim funding to Toronto Community Housing Corporate to address SOGR requirements;
- Modernization of processes through investments in I&T and office infrastructure totalling \$112.9 million; and
- People and Neighbourhoods projects that ensure public spaces are safe, in a state of good repair and AODA compliant.

However, despite these significant investments, the City continues to face challenges that will continue into this term of Council. Toronto, like other large cities, is facing urban challenges that include population growth, aging infrastructure, traffic congestion, disparities in income resulting in demand for more community and human services, and the distribution of community services.

In addition to these challenges, the City of Toronto struggles to fund services that benefit the region and the Province including poverty reduction, housing, transit, and refugee resettlement, as the City has increasingly taken responsibility over time in delivering services that were previously funded by other levels of government. Specifically, social housing cost up to 1999 and 50% of the transit operating cost up to 1998 were the responsibility of the Province. In addition, in 2018, the Province ended its Toronto Pooling Compensation support to the City.

Consequently, the City must fund and deliver a wide range of programs and services that extend beyond the mandate of smaller municipalities. City Council has adopted ambitious plans to address these issues and lead Toronto forward, however, the City needs to identify new revenue options to fund many of these solutions to maintain financial sustainability.

The demand for public services is rising, especially in the areas of public safety, social equity, climate change, housing, and mobility. The City also has substantial capital needs for both new infrastructure and state of good repair (SOGR); a significant portion of these capital projects remain unfunded.

#### 2019 Guiding Principles

In the absence of direction provided by Council given that 2018 was an election year, the 2019 Budget process was based on established principles of good governance and

the incorporation of best and leading financial planning and service-based budgeting practices.

The goal of good governance is to instill trust and confidence in the management of the City's resources, All Torontonians as well as Council influence the outcome of budget decisions as represented in the image below.



The City is building a foundation for a performance and evidenced based approach to financial planning and management to ensure the greatest value and impact for every dollar spent.

The guiding principles that shaped the 2019 Budget process focused on: preserving existing service levels after reviewing service delivery processes for potential improvements, efficiencies and modernization; continuing investments in Councilapproved priorities, strategies and plans; considering potential equity impacts of budget decisions, and maintaining affordability by introducing a property tax increase in line with inflation. All City Programs, Agencies and Accountability Offices were also required to evaluate outstanding recommendations from the Auditor General to realize savings to ensure opportunities to increase value were captured.

The Council Approved Tax Supported 2019 Operating and 2019-2028 Capital Budget and Plan incorporated detailed reviews of individual Programs and Agencies' budgets by senior staff, Budget Committee members and visiting Councillors. In February 2019, the City of Toronto organized 4 public deputation sessions where Torontonians had an opportunity to provide their input into the City's 2019 Budget. Budget Committee, on behalf of Executive Committee, held 8 sessions at four different Civic Centres over 2 days where 160 deputans provided their input on a wide range of issues that included:

- youth programs and poverty reduction to reduce social inequity;
- climate change;
- underfunded shelters and affordable housing; and
- public transit expansion needs and transit fare affordability.

#### **COMMENTS**

#### 2019 Council Approved Tax Supported Operating Budget Overview

On March 7, 2019, Council Approved Tax Supported Operating Budget of \$11.559 billion gross and \$4.313 billion net, resulting in a \$339.659 million or 3.0% increase in gross expenditures and a \$137.736 million or 3.3% increase in net expenditures over the 2018 City Council Approved Operating Budget, as detailed in Chart 1 below.

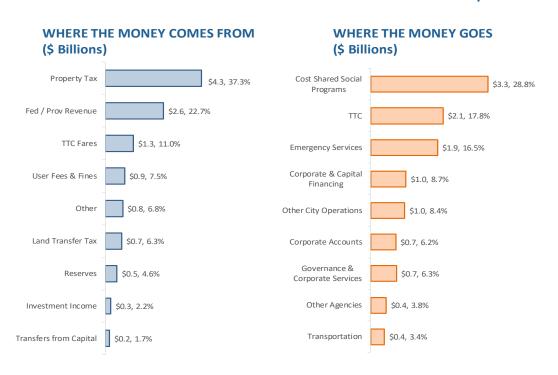
Most Programs and Agencies had absorbed or offset inflationary and prior year costs and reduced the reliance on the use of one-time funding sources to do so. Overall, City Programs' budgeted increase was limited to just 1.1% over 2018 while Police Services and TTC recommended budgeted increases were 3.0% over 2018

In addition, to partially mitigate the decline in Municipal Land Transfer Tax revenue of \$83.0 million, the operating contribution to fund capital (CFC) was reduced by \$13.0 million from 2018.

City Council approved a funding of \$8.912 million to further invest in key service priorities that will support the implementation of *Housing Now* initiatives and enhance arts and culture. The 2019 Council Approved Operating Budget will have a generally positive impact on equity-seeking communities, with the greatest impact on persons with low income, vulnerable youth, and women.

Chart 1: 2019 Council Approved Tax Supported Operating Budget

# TAX SUPPORTED OPERATING BUDGET: \$11.6 B



On a gross expenditure basis, the budget for Cost Shared Programs will increase by 5.8% over the 2018 Approved Operating Budget. This increase is primarily a result of the additional investment in the shelter system due to the higher than anticipated demand by refugee claimants and asylum seekers. On a net basis, Cost Shared Programs' budgets will increase by 1.5% as changes to gross expenditures are partially offset by anticipated increases to Federal and Provincial revenues.

TTC net expenditures will increase by 3.0% over the 2018 Budget due to investments in capacity improvements, the annualized costs of 2 hour transfers and the ongoing PRESTO transition. These increases will be mitigated by the 10 cent per ride planned fare increase, which will generate revenues of \$25.8 million.

Overall the City's Emergency Services budget, comprised of Toronto Police Service and Board, Toronto Fire Services, and Toronto Paramedic Services will increase by 3.2% year-over-year on a net basis:

- Toronto Police Services' net budget will increase by 3.0% primarily as a result of the annualization of 53 Communications Operator positions, salaries and benefits adjustments to meet frontline demands, and investments in modernization initiatives;
- Toronto Fire Services' net budget increase of 3.0% is mainly related to collective agreement pressures; and
- Toronto Paramedic Services' increase of 5.6% is due to salary and benefit pressures driven by cost of living adjustments and legislative changes as a result of Bill 148.

On the revenue side, TTC fares, user fees, charges and fines included in the 2019 Council Approved Budget total \$2.132 billion. In total, user fees have increased by \$37.6 million over the 2018 Budget. Specifically, price changes and the introduction of new user fees will generate incremental revenues as follows:

- \$31.6 million from rate changes based on inflationary adjustments;
- \$5.8 million from adjustments to current market prices and/or to recover the full costs of providing the related user fee services; and
- \$0.2 million from the introduction of new fees

Details of all user fee changes are provided in the Budget Briefing Note # 1 entitled "Changes to Existing User Fees and New User Fees in the 2019 Staff Recommended Operating Budget" that was provided to Budget Committee for consideration at its meeting of February 20, 2019. The Budget Briefing Note supplements the public notice for all recommended user fee changes in 2019.

https://www.toronto.ca/legdocs/mmis/2019/bu/bgrd/backgroundfile-124405.pdf

Municipal Land Transfer Tax (MLTT) revenue totals \$727.1 million and represents 6.3% of the City's revenues. MLTT is not a predictable source of revenue, and is sensitive to economic conditions and the real estate market. Given this volatility, staff will be

developing a strategy to redirect some portion of the MLTT to fund capital costs and reduce the City's reliance on the MLTT to fund ongoing operating costs.

Municipal property tax is the funding of last resort and it is important for the City of Toronto to maximize all other revenue sources first. For 2019, property tax revenue totals \$4.3 billion, reflecting the increased revenue to be generated from the approved 2.55% residential property tax rate increase of \$76.6 million and the revised estimate for 2018 assessment growth of \$61.1 million following the return of the final assessment roll.

#### New and Continuing Investments in City Priorities

Council will continue to make investments in support of its collective vision for the City, determining the level and quality of services it wishes to deliver in the face of broader challenges in areas of social inequity, housing, mobility, aging infrastructure and climate change. The 2019 Council Approved Tax Supported Operating Budget continues investments started but not fully implemented in 2018 totalling \$253.3 million and recommends new investments of \$63.6 million in 2019, for a total of \$317.0 million. These investments can generally be categorized in seven areas of focus: poverty reduction and wellbeing, city building and mobility, oversight and support, environmental sustainability, legislative oversight, security at City facilities, and modernizing government as detailed in Chart 2 below:

Chart 2: New and Continuing Investments



Poverty Reduction and Wellbeing (\$187.8 million)

In 2018, City Council approved \$123.3 million in funding to enhance poverty reduction and community wellbeing initiatives by investing in key areas such as child care, shelter 2019 City of Toronto Budget Summary

supports, violence prevention, expansion of library hubs and Sunday library hours, and Toronto Youth Equity Strategy. The 2019 Operating Budget fully funds these 2018 investments with the approved base funding of \$149.0 million. Council also approved \$38.8 million in new funding to further these service outcomes.

City Building and Mobility (\$70.9 million)

During the previous budget cycle, City Council approved funding for initiatives to relieve bus overcrowding, build cycling infrastructure and advance the Vision Zero – Road Safety Plan. The 2019 incremental cost to fully fund the implementation of these investments total \$69.1 million is included in the 2019 Council Approved Operating Budget, with Council approving an additional \$1.8 million in new funding.

Oversight and Support (\$33.4 million)

City Council approved 2018 funding of \$22.7 million for improving service delivery, management, and oversight. The 2019 Council Approved Budget includes \$26.0 million in annualized costs, as well as new investments of \$7.5 million to advance these strategies.

#### **Balancing Strategies**

Staff explored all City services for base expenditure reduction opportunities, and efficiencies through the administrative review stage of the Budget process. Many of the City Programs and Agencies were able to find sustainable savings and delivered their respective budgets with a 0% increase over the net 2018 budget. However certain City Programs and Agencies, where costs were driven by external factors such as increased shelter demand, inflationary provisions for salaries, and fully funding prior year decisions had higher percentage increases.

Table 7 below illustrates the key strategies that were used to balance the base budget and provided capacity to continue to invest in Council approved plans and strategies.

Table 7: How We Are Balancing the Budget

Residential property tax increase (1.8% overall)	2.55%
TTC fare increase	10 cents/ride
Federal Gov't Refugee contribution	\$45M
Capital contribution reduction	\$13M
Solid waste rebate reduction (year 1)	\$35M
Savings target	\$10M

• Residential Property Tax Rate Increase (2.55%)

The 2019 Council Approved Tax Supported Operating Budget keeps the cost of City services affordable with a residential tax rate increase of 2.55%, reflective of an

2019 City of Toronto Budget Summary

inflation-level adjustment and an equivalent budgetary impact of 1.80% represents a \$76.6 million increase in revenues.

TTC Fare Increase (10 cents per ride)

The approved fare increase is in line with inflation since the previous fare increase two years ago, and will generate \$25.8 million in additional revenues. While there is no change to the adult cash fare, senior and student cash fare as well as tokens and e-purse are increasing by 10 cents per ride. While this impact may present an affordability issue for some TTC customers, actions will be taken in 2019, in addition to past fare policy initiatives, to lessen this impact.

Federal Government Refugee Contribution (\$45.4 million)

While immigration is a federal responsibility, with the provincial government providing certain income and health supports, the City has always provided shelter services to refugee claimants. Prior to 2016, refugee claimants and asylum seekers accounted for 10% of the total shelter clientele with the associated \$12 million in costs being funded through the Shelter, Support and Housing Administration's (SSHA) base operating budget. Since December 2016, more than 2,500 beds had been added to the system to manage the increase in claimants seeking shelter services in Toronto. While the City has assisted more than 5,600 claimants to find housing and move out of shelter accommodation, new arrivals continue to fill any available space while concurrently growing the placement list.

The City further responded to these increases by adding \$18.0 million to the operating budget of SSHA, funded from reserves and the tax base in 2018, under the assumption that the refugee population would account for 20-25% of total shelter clients. However, the average number of claimants has significantly increased, with the refugee population peaking at 40% of total system demand in January 2019. As a result, an additional \$27.4 million of funding is required for response and waiting list accommodation, bringing the total increase to \$45.4 million over two years.

The City has requested that the federal government provide additional funding of \$45.4 million for refugee and regional response expenses.

Capital Contribution Reduction (\$12.6 million)

The Municipal Land Transfer Tax (MLTT) has become a significant funding source and has played a critical role in City Council's ability to maintain below or at inflation-level property tax rate increases. Since 2015, the annual Operating Budget has relied on revenue gains in the MLTT to balance the budget, however this revenue is cyclical, and sensitive to economic conditions.

Continuing the trend of matching budgeted revenues to prior year actual experience, the 2019 Council Approved Tax Supported Operating Budget includes a reduction of \$83.0

million in MLTT revenues when compared to the 2018 Budget and assumes flat-lined growth in 2020 and 2021. As a partial mitigation strategy, the 2019 Council Approved Budget includes a \$12.6 million reduction from the 2018 approved budget for the CFC contribution.

The Chief Financial Officer and Treasurer will undertake a review of the City's 10-Year Capital Budget and Plan's expenditure and funding sources in time for the 2020 Budget process to ensure that the timing of capital project cash flow estimates and associated funding are aligned to actual project timelines, activities and capacity to deliver. Going forward, any increases to the MLTT will be contributed directly to the Capital Financing Reserve Fund. In addition to providing funding to support the City's increasing capital plan, this approach will minimize the effect of revenue volatility and decrease the City's reliance on MLTT to fund core services in the future.

• Solid Waste Rebate Reduction (\$34.6 million)

The City's Long Term Waste Management Strategy also known as the Waste Strategy, was approved by City Council in 2016 and provides a road map for the way waste will be managed in Toronto over the next 30-50 years. It recommends policies and programs that promotes reducing, reusing and recycling and recovering to reinvest back into the economy. While the residential diversion rate was 53% in 2017, the Strategy also sets a goal of diverting 70% of Toronto's waste away from landfills by 2026.

The Solid Waste Rebate was introduced in 2008 to transition to a volume-based utility model, where residents who create more garbage pay higher rates. In order to achieve long term waste management strategies including incentivizing a move to waste diversion from landfill, a fee rebate program was initiated. As the City's waste diversion program matured, attention was placed on achieving long term sustainability of the utility by moving to a full pay system that will increase waste diversion. Between 2015 and 2017, various reductions to the Single Family Residential Rebate were introduced across various bin sizes, and which resulting in savings in the Solid Waste Rebate Program budget that is funded from the Tax Supported Operating Budget.

The City Council approved the full elimination of the large bin rebate within the year, as well as phasing out medium and small bin rebates over the next 2-3 years. The 2019 Operating Budget includes \$34.6 million in savings for the 2019 large bin rebate cost elimination. Given the potential equity impacts for low income seniors and disabled customers, a relief program similar to the Water Rebate program will also be implemented to support these groups. Anyone recipient of the Water Rebate Program will be automatically registered for the Solid Waste Rebate program. In addition, Council will consider a new bylaw to create mandatory diversion requirements for all multi-residential, industrial, commercial and institutional buildings with the intention of phasing out the Multi-Residential Rebate by the end of the term of Council.

Savings Target

A further \$10.0 million savings target is incorporated into the 2019 Council Approved Tax Supported Operating Budget for City Operations. During the year, Programs will continue a review of expenditures and service delivery processes to realize \$10.0 million in savings.

#### 2019 Property Tax Rate Changes on the Average Household (Municipal Taxes)

The 2019 Council Approved Operating Budget keeps the cost of City services affordable with an inflation-level residential property tax rate increase of 2.55% and an overall total tax rate increase of 1.80% for budgetary purposes. This represents an increase of \$74 for an average household with a home value assessed at \$665,605 for 2019.

Property value reassessments are conducted on a four-year cycle with Current Value Assessment (CVA) increases being phased-in in equal increments in each year of the four year phase-in period. The combination of the CVA, Regulatory and City Council policy shifts, and the dedicated contribution to the City Building Fund for capital transit and housing projects, result in a total property tax rate increase of 3.58% or \$104 for an average household, as outlined below:

_	Averag All Reside		Avera Single-Family	•	Average Condominiums			
	\$	%	\$	%	\$	%		
2018 Property Tax	2,916		4,018		1,827			
CVA/Policy Impact	<u>15</u>	0.53%	<u>56</u>	1.39%	<u>(44)</u>	(2.40%)		
	2,932		4,074		1,783			
Budget Increase	74	2.55%	102	2.55%	47	2.55%		
City Building Fund*	<u>15</u>	0.50%	<u>20</u>	0.50%	9	0.50%		
Total Impact	104	3.58%	178	4.44%	12	0.65%		
2019 Property Tax	3,020		4,196		1,839			
2019 Avg Home Value	\$665,60	)5	\$924,	791	\$405,	130		

<sup>\*</sup>Continuation of 0.50% incremental special tax levy for each of 5 years, approved by City Council in 2017

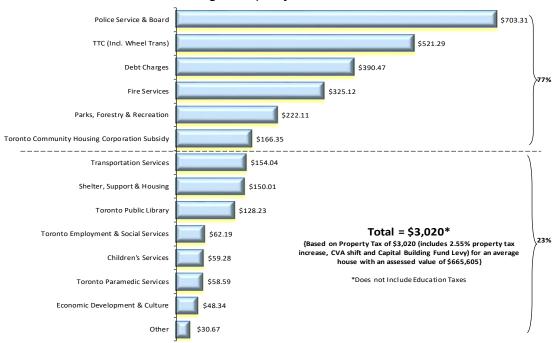


Chart 3: Breakdown of Average Property Tax Bill

As outlined above in Chart 3, 77% of the overall 2019 City budget is spent on 5 Programs and Debt Servicing costs. Of the total budget, 23% of taxes paid goes to fund the Police Service and Board. Given this, the Toronto Police Services Board has developed various strategies to review its service delivery model and costs. *The Way Forward Report* prioritizes the transition to a district model of policing and includes the civilianization of uniform positions as well as increasing the use of data and analytics in decision making and planning.

TTC and Emergency Services, including Toronto Police Service, Toronto Fire Services and Toronto Paramedic Services, account for \$1,608.31 or more than half of the average taxes paid by households.

With 13% spent on Debt Charges, it is critical that the City manages its debt borrowing as debt repayment must be funded within the City's Operating Budget. The higher these debt servicing costs, the less funding is available for the delivery of City services. The City policy that ensures debt charges at 15% of property taxes over a 10-year period assist in constraining debt costs.

Beginning in 2018, the City's operating subsidy to Toronto Community Housing Corporation (TCHC) was separated from Shelter, Housing, Support and Administration's Operating Budget to highlight the City's contribution to TCHC that totals 5.5% of the overall City budget or the equivalent of \$166.35 of an average household's tax bill. The City's *Tenants First Strategy* incorporates Council's direction to establish an interim funding model for TCHC following a review of their operating requirements, pending the determination of a longer term funding model to be developed in 2019. This strategy will allow TCHC to continue its operations while providing substantial debt

funding for its Capital program and to continue inflight capital revitalization projects in 2019 to avoid any permanent unit closures.

### 2019-2028 Council Approved Tax Supported Capital Budget and Plan Overview

The 2019-2028 Council Approved Capital Budget and Plan totalling \$26.229 billion is based on the previously approved capital plan and extended to 2028.

In addition, \$785.0 million of new investments were approved over the 10-Year period to fund key mobility, city building and SOGR projects in order to maintain current assets as well as plan for future growth. These investments were made possible by realigning annual cash flow estimates to match project activities and other strategies. As a result, the City increased its debt funding capacity by \$700.0 million within the current debt service threshold.

The 2019 Council Approved Tax Supported Capital Budget totals \$2.982 billion of which \$1.670 billion or 56% is dedicated to addressing SOGR capital works. Over the 10-year planning period, 49% or \$12.785 billion is dedicated to SOGR which is greater than the total 2011-2020 Capital Plan. Also, 70% of the 2019 – 2028 Capital Budget and Plan's approved expenditures is dedicated to capital works that will sustain and improve the City's mobility, with funding provided for SOGR for transit; roads, bridges as well as road safety; pedestrian and cycling network; signals; and transit expansion.

The 2019-2028 Council Approved Capital Budget and Plan will require \$4.780 billion in debt to be issued over the 10-year period resulting in the debt servicing cost ratio, a key indicator of the City's debt level, to be maintained at 14.93% averaged over the 10-year planning period. This average falls just below the City's self-imposed 15% threshold, with a small buffer for possible interest rate risks. As a result, \$571.0 million of debt servicing costs will be paid from the 2019 Operating Budget, which represents an increase of \$15.0 million over the 2018 Council Approved Operating Budget.

In addition to the repayment of debt servicing costs, the Capital Budget adds costs to the Operating Budget for both the ongoing cost of sustaining completed capital projects such as the operational costs of a new facility, as well as the annual budgeted contribution in the Operating Budget to supplement capital debt funding on a cash or "pay as you go" basis. In total, approval and implementation of the 2019-2028 Council Approved Capital Budget and Plan will add \$37.7 million to the Operating Budget in 2019 and a total of \$1.043 billion over the next 10 years including Capital Financing and Operating impacts of completed capital projects.

Despite a total investment in SOGR funding of \$12.785 billion over the 10-year period, the accumulated SOGR backlog estimate for Tax Supported Programs is projected to increase by 57% by 2028. As better information is received about asset values from inspections and condition assessments; further increases are expected and will be added to the list of unmet needs.

The City's growing unmet capital needs continue to be a key challenge going forward. In addition to the \$23.7 billion in unfunded projects disclosed in TTC's Capital Investment Plan, the City currently has approximately \$13.573 billion of unmet capital needs over the next 15 years, with \$8.612 billion requiring debt financing. The list of unmet needs is refined on an annual basis, as projects are added to the Capital Plan through project prioritization and/or additional secured funding.

As the 5-year average capital spending rate for Tax Supported Programs is 61.0%, the Capital Budget and Plan will need to be reassessed to further align cash flows with project activities to ensure that allocated funding approved through the Budget process is fully spent. By not fully utilizing the funding in the year, these committed funds could be otherwise assigned to unfunded priorities.

#### Strategies to Fund the 2019-2028 Capital Budget & Plan

As part of the 2019 Capital review process, steps were taken to create \$700.0 million in investment capacity by:

- reviewing annual cash flow estimates to more realistically match cash flow spending to project activities;
- ensuring stage-gating was implemented for major capital projects; and
- leveraging the City Building Fund as recoverable debt.

As a result, the City was able to provide debt funding of \$598.0 million to support additional capital projects that have a total project cost of \$785.0 million. The capacity also accommodated the year over year \$13.0 million budget reduction to partially mitigate the MLTT revenue loss and build flexibility in the event of an adverse economic risk.

The approved \$785.0 million for new capital investments will fund critical mobility, city building, modernization, SOGR and other critical requirements as outlined in Table 8 on the following page:

Table 8: \$785.0 Million in New Capital Investments

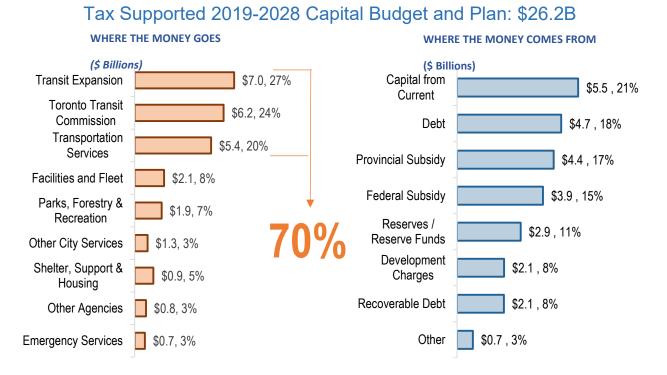
Additional Investments:	\$ Mil	lions
Additional investments:	Gross	Debt
Key Mobility, City Building, and SOGR needs to be funded:	\$785.00	\$598.20
Transit projects - Relief Line utility relocation & equipment	\$325.10	\$162.50
Critical City bridge rehabilitation	\$113.30	\$113.30
TTC bus purchase: (approx. 120 buses to be replaced)	\$108.00	\$108.00
Public spaces: Old City Hall and Etobicoke Civic Center design, etc.	\$72.30	\$68.30
Continued modernization of City Operations: Accounting; Business Intelligence; Office Modernization; Human Resources, etc.	\$42.10	\$41.90
Emergency Services facilities: Paramedics multi- function station #2, Fire Prevention Office space, etc.	\$16.90	\$12.70
Other projects*: AODA, High Lake Effect flooding damage, wind storm damages, major maintenance, etc.	\$107.40	\$91.50

<sup>\*</sup>Includes Council Approved signage replacement of \$1.9 million for LiveTO

#### 2019-2028 Council Approved Tax Supported Capital Budget and Plan

The 2019-2028 Council Approved Capital Budget and Plan is based on the 2018-2027 Approved Capital Plan, adjusted for changes to cash flow funding estimates to be better timed with project activities, project timing, costs and dependencies, the additional \$735 million of critical investment plus a new 10<sup>th</sup> year of capital works in 2028. The Council Approved10-Year Capital Plan totals \$26.229 billion and requires \$10.170 in debt/CFC funding as illustrated in Chart 4 on the following page:

Chart 4: 2019-2028 Council Approved Tax Supported Capital Budget and Plan



About 70% of the funding is dedicated to meeting mobility objectives such as:

- Transit Expansion: This includes funding for the Scarborough Subway Extension as well as SmartTrack Stations (Eglinton West LRT) and planning costs for the Waterfront Exhibition to Dufferin Loop as well as the Relief Line and closeout costs for the Spadina Subway Extension project;
- TTC: This provides funding for transit capacity improvements, State of Good Repair program and fleet replacement excluding any additional funding needs identified in the recently announced Capital investment plan;
- Transportation projects provide funding for the Gardiner Expressway
  Rehabilitation, local and major road rehabilitation, City bridge rehabilitation
  outside of the Gardiner project, the Vision Zero Road Safety and City Cycling
  Plans and other additional needs identified by Transportation particularly for the
  first three years;

The 10-year Capital Plan funds other key capital priorities that provide:

- Parks, Forestry and Recreation with the \$500 million required to deliver service improvement and growth projects identified in the Master Facilities Plan;
- Shelter, Support & Housing Administration with funding to complete the George Street Revitalization project and continuation of the addition of 1,000 beds addition to 11 new shelter sites that Council approved last year as well as \$40 million for TCHC to continue with SOGR repairs to their housing stock;

Facilities Management, Real Estate, Environment & Energy with funding for state
of good repair and AODA compliance in City facilities, the revitalization of Union
Station; St. Lawrence Market North and feasibility of future revitalization of Old
City Hall and the Relocation of the Etobicoke Civic Centre; and

 Waterfront Revitalization with the City's funding for the Portland Flood Protection project that is being cost-shared by the 3 orders of government to prepare for revitalization of and growth in the lower east downtown area.

Funding allocation decisions are carefully made with the objective of optimizing returns and are in alignment with project priorities.

A summary of the 10-Year Capital Plan's funding by project category over the 5 and 10 year period is provided in Table 9 below:

	_	_			_
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Capital Budget and Plan						2019 - 2023	2024 - 2028	2019- 2028	2019-
Expenditures: (\$M)	2019	2020	2021	2022	2023	Total	Total	Total	2028 %
Health and Safety	77	125	110	29	37	378	132	510	1.9%
Legislated	106	151	181	174	168	780	289	1,069	4.1%
State of Good Repair	1,670	1,658	1,237	1,073	1,073	6,710	6,074	12,785	48.7%
Service Improvement	637	473	286	192	612	2,201	547	2,748	10.5%
Growth Related	496	1,034	743	811	679	3,763	5,355	9,119	34.8%
Total Expenditures	2,985	3,441	2,558	2,279	2,569	13,832	12,397	26,230	100%

The investment in SOGR projects maintains the City's infrastructure in a state of good repair to ensure assets are able to support the delivery of City services to the public and to meet service outcomes. The 2019 Council Approved Capital Budget allocates \$1.670 billion or 56.0% of approved funding to SOGR projects while the 10-year Capital Plan will fund \$12.785 billion, representing 48.7% of total funding.

Over one-third or \$1.130 billion of the approved 2019 Council Approved Capital Budget is allocated to service improvement and growth related capital projects, growing to \$11.866 billion or 45.2% of the total 10-year capital funding.

Taken together, the funding approved in the 10-Year Capital Plan balances the need to ensure existing City assets are maintained in a state of good repair, with approximately 50% of the 10-year Capital Plan's approved funding to do so while the remainder prepares the City to meet service needs arising from continued service demand and population growth with approved funding for projects such as SmartTrack, the Scarborough Subway Extension (SSE), Port Lands Flood Protection as well as projects that will revitalize, expand or add new facilities that will serve the public such as the George Street Revitalization Project (GSR); and the expansion of shelter sites; childcare and community centres and libraries.

Capital projects are financed by various sources. The City's priority is to ensure that it leverages and maximizes all non-City and non-debt funding first before it issues debt. The breakdown of funding sources are summarized in Table 10 below:

Table 10: Funding Sources for Tax Supported 10-Year Capital Budget and Plan

Capital Budget and Plan Expenditures: (\$M)	2019	2020	2021	2022	2023	2019 - 2023 Total	2024 - 2028 Total	2019- 2028 Total	2019- 2028 %
Provincial Grants & Subsidies	411	433	483	676	522	2,525	1,838	4,363	16.6%
Federal Subsidy	415	240	247	259	286	1,448	2,429	3,877	14.8%
Reserves	325	245	170	168	339	1,247	925	2,172	8.3%
Reserve Funds	117	207	92	53	33	501	203	704	2.7%
Development Charges	312	418	358	256	210	1,553	568	2,121	8.1%
Other	124	144	97	64	62	492	220	712	2.7%
Debt - Recoverable	24	151	116	45	29	365	1,746	2,111	8.0%
Capital from Current	339	426	468	515	567	2,315	3,154	5,468	20.8%
Debt	917	1,178	527	244	522	3,388	1,314	4,702	17.9%
Total Funding	2,985	3,441	2,558	2,279	2,569	13,832	12,397	26,230	100%

The primary sources that fund the 2019-2028 Council Approved Tax Supported Capital Budget and Plan include non-debt funding sources such as:

- Federal and Provincial subsidies of \$0.827 billion (27.7%) for 2019 and \$8.240 billion (31.4%) for the 10-year period predominately allocated to the Toronto Transit Commission;
- Reserve and reserve funding of \$0.439 billion (14.7%) for 2019 and \$2.876 billion (11.0%) over 10 years that reflects the use of Capital Financing Reserve funding made available from implementing the City's non-debt capital financing strategies which is described in more detail below;
- Development Charges of \$0.312 billion in 2019 (10.5%) and growing \$2.121 billion over 10 years (8.1%) to fund growth related projects arising from development and population growth;
- Other funding sources of \$0.124 billion (4.2%) in 2019 and \$0.712 billion (2.7%) for the 10 year period includes third party funding; donations and Section 37, 42 and 45 community benefit funds;
- Recoverable debt of \$24 million (0.8%) in 2019 and \$2.111 billion (8.0%) from 2019 to 2028 which includes the leverage of City Building Fund as a repayment of the debt servicing for the SmartTrack project;
- Capital from Current (CFC) funding that provides operating funds of \$0.339
   billion in 2019 and a total of \$5.468 billion over the 10 year planning period on a "pay-as-you-go" basis to reduce the City's debt obligation; and
- As a result debt accounts for \$0.917 billion (20.8%) of the 2019 Capital Budget's funding and \$4.702 billion (17.9%) over the 10 years from 2019 to 2028.

#### Operating Impacts of Capital

The cost of maintaining and operating new infrastructure, rehabilitated or expanded facilities as well as the cost to sustain new technology are some key drivers that impact the City's Operating Budget. These cost drivers must be identified for consideration when evaluating capital projects to determine the costs and benefits of capital projects.

Full implementation of the capital projects will add a total of \$37.7 million to the Operating Budget in 2019 and a total of \$1.043 billion by the end of 2028 as outlined in Table 11 below:

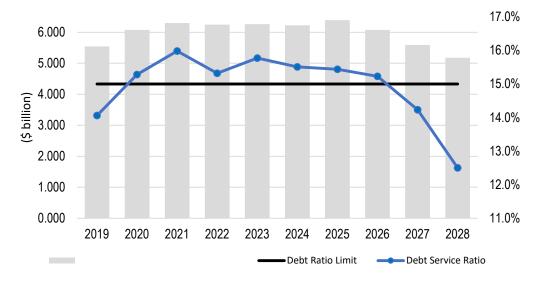
Table 11: 10-year view of incremental Impact on Operating Budget

Total Incremental Operating Impact (\$M)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	10-Year Total
Operating Impact from Completed Capital											
Projects	35.0	25.3	29.7	13.8	21.3	31.5	36.8	49.1	53.1	59.8	355.4
Capital Financing	2.7	144.8	92.3	83.7	91.8	63.6	78.8	78.0	43.1	8.4	687.2
Total	37.7	170.2	122.0	97.4	113.1	95.1	115.6	127.1	96.2	68.2	1,042.6

### **Debt Servicing**

The City is required, by legislation, to service the full cost of debt issuance on an annual basis by repaying both the principal and interest costs of borrowing. The City's debt affordability is governed by a policy that limits the ratio of debt service costs to no more than 15% of property tax income, on average over the 10-year capital planning period. The debt borrowing to fund the 2019- 2028 Capital Budget and Plan will result in the debt service costs, as a percentage of total property levy, to be maintained at 14.93%, just below the affordability limit of City's current policy of 15% average over 10 years as shown in Chart 5 on the following page:

Chart 5: Debt Service Ratio Contained at 14.93% Over 10 Years



#### Debt Issuance

To accommodate the capital investments set out in the 2019-2028 Council Approved Capital Budget and Plan, the City will need to issue \$4.780 billion of debt over the next 10-year period that will be repaid through the property tax levy. Chart 6 below shows the estimated debt issuance annually during the 10-year period.

No new debt issuance is projected for years 2027 and 2028 as a result of:

- Higher debt issuance in earlier years with a diminishing requirement in the latter years;
- A projected debt requirement that is funded by projected increases in Capital From Current funding; and
- Maintaining the debt threshold below the 15% average over the 10 years.

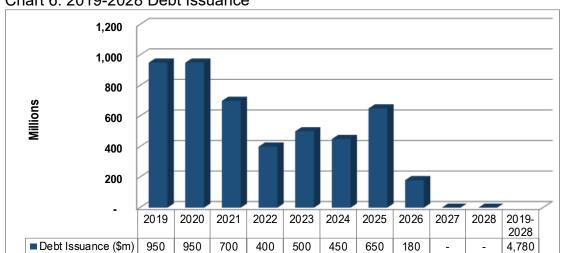
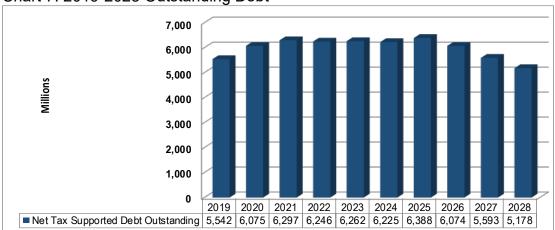


Chart 6: 2019-2028 Debt Issuance

As a result of the debt issuance, the City's outstanding net debt will total \$5.178 billion at the end of 2028 as outlined in Chart 7:



### Chart 7: 2019-2028 Outstanding Debt

#### Challenges to be addressed

#### Growing SOGR Backlog

Despite investing \$12.785 billion for SOGR capital works, the accumulated SOGR backlog estimate is projected to increase from \$6.024 billion at the end of 2018 to \$9.298 billion by the end of 2028. When represented as a percentage of asset value, the SOGR backlog appears to be contained: 12% at the end of 2018 and 12.4% by the end of 2028 as shown in Chart 8 below and Table 12 on the following page:



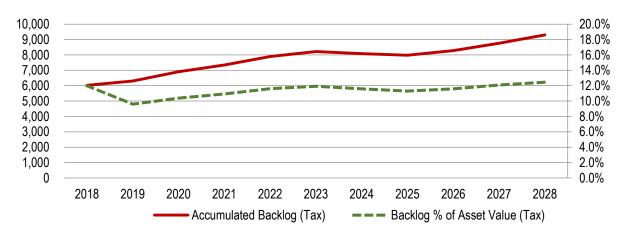


Table 12: SOGR Backlog as % of Asset Value (Tax)

Tax Supported (\$M)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Total Asset Value (Tax)	50,262	65,721	66,488	67,291	68,093	68,974	69,811	70,665	71,537	72,426	74,692
Accumulated Backlog (Tax)	6,024	6,306	6,902	7,347	7,898	8,215	8,085	7,976	8,282	8,758	9,298

Backlog % of Asset Value											
(Tax)	12.0%	9.6%	10.4%	10.9%	11.6%	11.9%	11.6%	11.3%	11.6%	12.1%	12.4%

However, when the targeted investment for the Gardiner Expressway Rehabilitation project is excluded from the is analysis, the SOGR backlog for remaining City Program and Agency assets is estimated to increase more steeply from \$3.816 billion or 8.2% of asset value by the end of 2018 to \$9.243 billion or 13.9% of asset value by the end of 2028, as demonstrated in Chart 9 below and Table 13 on the following page. This steep incline, is in part, due updated condition assessments providing better asset management information as well as the addition of Toronto Community Housing Corporation's SOGR backlog information in the absence of any additional funding being provided beyond the interim funding approved for 2019. Staff will be developing a funding strategy to address this critical priority. It should also be noted that the SOGR needs identified in TTC's recently released Capital Investment Plan have not been included in this analysis.

Chart 9: SOGR Backlog as a % of Total Asset Value (Tax excl. FGG)

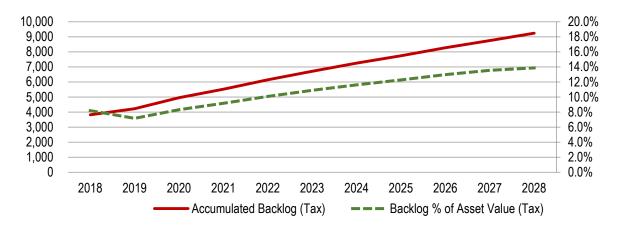


Table 13: SOGR Backlog as % of Asset Value for Tax Supported Program (excl. Gardiner Rehabilitation project)

Tax Supported excl. Gardiner (\$M)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Total Asset Value (Tax)	46,566	58,976	59,608	60,274	60,936	61,673	62,364	63,069	63,789	64,523	66,631
Accumulated Backlog (Tax)	3,816	4,227	4,959	5,522	6,149	6,714	7,250	7,745	8,279	8,750	9,243
Backlog % of Asset Value (Tax)	8.2%	7.2%	8.3%	9.2%	10.1%	10.9%	11.6%	12.3%	13.0%	13.6%	13.9%

SOGR investments included in the 2019-2028 Council Approved Capital Budget and Plan will reduce the SOGR backlog in some Program areas, but not all. Going forward,

priority will be given to those Programs with increasing accumulated SOGR backlog as summarized in Table 14 below.

Table 14: SOGR Backlog by Program – Summary

SOOR Parklant					
SOGR Backlog Tax Programs (\$M)	2018	2019	2023	2028	10 Yr Change
Transportation Services	895	1,080	2,174	3,517	2,623 🔺
Toronto Transit Commission*	26	48	351	755	729 🔺
Facilities Mgmt Real Estate & Environ. & Energy	328	311	743	637	309 🔺
Parks, Forestry & Recreation	421	454	462	609	188 🔺
Toronto Public Library	59	68	96	161	103 🔺
Toronto Community Housing Corporation	1,560	1,763	2,440	3,161	1,601 🔺
Other	527	503	448	402	(125) 🔻
Total SOGR Backlog (end of Year)	3,816	4,227	6,714	9,243	5,427
F.G.Gardiner Expressway Rehabilitation	2,209	2,079	1,501	55	(2,154)
Total SOGR Backlog (end of Year)	6,024	6,306	8,215	9,298	3,274
Total Asset Value (end of year)	50,262	65,721	68,974	74,692	8,971
SOGR as % Asset Value	7.6%	6.4%	9.7%	12.4%	

<sup>\*</sup> Not including TTC's Capital Investment Plan

As the City continues to perform condition audits of the capital assets and identify additional state of good repair or asset replacement needs *and*, the City adds new infrastructure and facilities, the SOGR Backlog is expected to grow, increasing the challenge of funding additional unmet needs.

#### Capital Unmet Needs

Capital works that cannot be accommodated within the city's debt affordability framework given the City's 15% debt service ratio policy are considered unmet needs and not included in the City's Budget and Plan. The list of unmet needs is refined on an annual basis, with projects potentially added to the Capital Plan through project prioritization.

TTC has the largest share of the City's unmet capital needs given its extensive asset inventory; significant maintenance costs and the need to replace and add fleet. According to TTC's latest Capital Investment Plan, the Agency has approximately \$23.7 billion of unmet capital needs in the next 15 years.

In addition to the TTC, the rest of the City's unmet capital needs is estimated at \$13.573 billion gross requiring debt issuance of \$8.612 billion over the next 10 years and for projects that begin in the 10 year timeframe but will be completed over following 5 years. Of this amount, \$8.273 billion is required for SOGR projects to maintain City's asset in good working condition, \$3.626 billion are growth related projects and \$0.961 billion are for service improvement projects.

It should be noted that there are additional capital priorities excluded from the unmet needs cost estimate, such as:

- Transit Expansion projects
- Secondary, Master and Service Plans
- Emerging City-wide or Local Priorities
- New Capital Projects forecasted beyond the 10 year planning period
- Debt Maximized Against Current Benchmark and the Need for Non-Debt Funding Strategies

To meet its borrowing obligations, the City budgets debt service charges in its Operating Budget to repay both the principal and interest costs associated with its debt issuance for capital projects. With the approval of the 2019 – 2028 Council Approved Capital Budget and Plan, the debt service charge is \$608 million for 2019, and is projected to steadily increase to \$789 million by 2026 before declining to \$682 million by 2028.

Capital spending for Tax Supported Programs, which is largely supported through borrowing, is guided by the City's current policy on debt servicing costs and associated affordability concerns in the Operating Budget. The debt service cost as percentage of total property tax levy (also referred to as the debt ratio) associated with the 2019 – 2028 Council Approved Capital Budget and Plan will be at 14.06% in 2019, however will gradually increase to a peak level of 15.77% in 2023 before declining to 12.50% by 2028.

The debt ratio for 2019-2028 Council Approved Capital Budget and Plan will average 14.93% over the 10-year capital planning period. While the average remains within the City's current debt service ratio policy, the debt service ratio is projected to exceed 15% of property tax revenue by 2020.

It is also worth noting that the City's ability to remain below the 15% 10 year average is largely due to the lower percentage in 2019 and because there is no planned debt issuance in 2027 and 2028. When 2019 is eliminated, the average debt service cost as % of property tax levy is very likely to exceed 15%. The City

will have to consider the debt service ratio limit as part of its debt policy to ensure continued support for capital investment needs while considering the associated operating funding that will be required to service the debt.

To minimize the debt level and the debt service burden on the Operating Budget while adding spending capacity to fund unmet capital needs, the City uses non-debt financing strategies, as discussed in the following section.

#### Non-Debt Capital Financing Strategies

In order to mitigate City-wide debt requirements, the City has established a series of non-debt capital financing strategies that enable the City fund new capital investments from various funding sources. These strategies ensure that the capital projects are properly funded, the City's debt is minimized, and that the City is protected from adverse economic risks. The funding of the non-debt financing strategies are mainly from the following sources:

Capital from Current (CFC) Contributions

CFC funding, is a provision of tax funding that is transferred from the Current / Operating Fund to the Capital Fund in order to finance capital projects on a pay-as-you-go basis. This provides a financing mechanism for ongoing capital needs that have a shorter lifecycle. It is strategically increased at a 10% year-over-year growth rate to achieve a 50% debt and "pay-as-you-go" target. CFC funding helps to constrain the debt servicing ratio below the Council affirmed maximum threshold of 15%.

Allocation of the Operating Surplus

The City's Surplus Management policy approved by Council in 2004 states that the annual operating surplus be applied in priority order to the following:

- Capital Financing Reserve (at least 75% of the surplus); and
- The remainder to fund any underfunded liabilities and / or reserve funds as determined by the Deputy City Manager & Chief Financial Officer.

Based on this policy, 75% of each year's operating surplus is allocated to the Capital Financing Reserve which is a major source of funding for this reserve that is utilized to fund approved major capital projects included in the 10-year Capital Plan.

Dividends and One-time Proceeds

Another major source of non-debt funding applied to capital comes from proceeds generated from the value of City assets managed by the City's various entities. These proceeds come in the form of annual dividends paid to the City by Build Toronto as well as other one-time dividends from the sale of air rights by the Toronto Parking Authority. In the past, City Council has also directed other one-time proceeds as a contribution to

the Capital Financing Reserve such as the sale of Enwave and part of the proceeds from the Bank Tower appeal settlement.

#### Contribution from MLTT Revenue

Starting in 2015, \$40 million of Municipal Land Transfer Tax revenue has been budgeted as a contribution to the Capital Financing Reserve as part of the annual budget approved by City Council. This serves as another source of capital funding as well as a buffer on the Operating Budget should MLTT revenues decline. Given the decline in MLTT revenue experienced in 2018 as result of housing market volatility, the City will be developing a strategy to redirect more MLTT revenue to fund capital expenditures.

The funds contributed to the Capital Financing Reserve from the above sources are applied in a strategic manner against major capital projects. Since 2012, over \$1.726 billion of funding has been secured and contributed to the Capital Financing Reserve of the \$2.153 billion required to fund critical capital projects that are dependent on this strategy, including over \$1 billion for TTC, \$931.0 million for Transportation Services, and over \$201 million for other Programs such as Waterfront Revitalization: Parks, Forestry and Recreation; and Information & Technology.

#### Capital Spending Rates

The capital spending rate represents the actual capital spending incurred for the fiscal year as a percentage of the full year approved Capital Budget including in-year adjustments and carry forward funding from the prior years' unspent budget.

While overall capital spending has increased and some improvement has been made over the last 5 years, annual capital spending rates for Tax Supported Programs continue to be, on average, at around 60% as the Capital Budget and Plan has risen to record levels, as summarized in Table 15:

Table 15: 2014-2018 Annual Capital Spending Rate

Tax Programs	2014	2015	2016	2017	2018	5 Year Average
Health & Safety	9%	69%	56%	52%	59%	49%
Legislated	45%	83%	78%	62%	85%	71%
State of Good Repair	71%	69%	67%	70%	76%	71%
Service Improvement	46%	57%	50%	42%	51%	49%
Growth Related	56%	63%	42%	44%	39%	49%
Capital Spending Rate	59%	66%	56%	56%	62%	60%

The average spending rate for Tax Supported Programs from 2014 to 2018 is 60.0%. SOGR projects typically have the highest spending rate, followed by Health and Safety, and Legislated projects. Service Improvement and Growth Related projects, which

make up almost half of the City's total Capital Budget, tends to have a lower spending rate than the other project categories because these projects tend to be more complex, include various stakeholders and have various constraints and dependencies on other factors.

Driven by the historical low capital spending rates, capital planning and budgeting strategies over the last 3 budget cycles have focused on improving the delivery of capital projects by implementing stage gating for major capital projects; better aligning cash flow funding estimates with project timelines and activities; and improving capital project management strategies to enhance the City's capacity to deliver capital projects. Based on these actions, adjustments can be made to best align funding with expected spending performance. This strategy provides opportunities to reallocate unused funding sources to fund more critical unmet capital needs.

With unfunded capital needs to address the City's SOGR backlog, service improvement and growth projects rising and the ratio of debt servicing costs to property tax revenue close to the City's 15% threshold over the 10 year period, it is necessary that the City maximizes its use of debt funding and increases its debt and non-debt funding capacity with strategies that will advance City capital priorities.

In consideration of all the issues above, the City Council has requested that, Financial Planning and Corporate Finance staff, through the Chief Financial Officer and Treasurer, undertake the following key capital strategies:

- 1. That the City's 10-year Capital Budget and Plan's expenditure and funding sources be reassessed in time for the 2020 Budget process to ensure that the timing of capital project cash flow estimates and associated funding are aligned to actual project timelines, activities and capacity to deliver;
- That efforts continue to mature the City's asset management policies, standards and practices and report back together with Council's consideration of the City's Asset Management policy for approval by July, 2019, as required by Provincial legislation;
- That a methodology be developed to integrate official, service and master planning with the capital planning and budgeting process and that criteria be established to support the setting of SOGR, Service Improvement and Growth capital project priorities by City Council, to be phased in over the term of Council; and
- 4. That, at a minimum, the following strategies to increase the City's funding capacity be developed for implementation, beginning with the 2020 Budget process:

 Continue the Capital from Current (CFC) growth strategy based on the outcome of the 10-year Capital Budget and Plan review referred to in Recommendation 1 above;

- b. Redirect a portion of the Municipal Land Transfer Tax revenue from funding ongoing service delivery to capital project funding;
- c. Maximize the use of Development Charges funding for growth related capital projects;
- d. Leverage City asset value and reinvest proceeds from the sale of City assets to fund capital priorities; and,
- e. Partner with Provincial and Federal government and the private sector to maximize funding opportunities.

#### **Looking Forward**

#### Achieving Long-Term Financial Sustainability

The City has maintained property tax rate increases to inflationary levels, while at the same time, continued to make investments in key priorities. However, the City continues to be challenged by social inequity; climatic impacts; aging infrastructure; changing demographics and associated service needs; anticipated population growth and the financial capacity to address these issues. Work is required to:

- Transform financial decision-making processes;
- Modernize and innovate service delivery;
- Ensure adequacy of reserves and revenue sources; and
- Continue to foster existing and new partnerships.

The Long-Term Financial Plan provides a framework for longer-term financial decision-making, including strategies and key actions to facilitate multi-year, integrated, strategic decision-making. The key actions and strategies contained in the Long-Term Financial Plan are intended to improve the long-term financial stability of the City. Implementation of the actions and directions will shift how the City approaches financial decision-making through its annual budget, service and financial planning, key expenditure, revenue and asset strategies, and intergovernmental fiscal frameworks.

The City Manager will be reporting to the Executive Committee in 2019 regarding a Long-Term Fiscal Sustainability Plan and potential future financial impacts resulting from the implementation of the following strategies and actions:

- Improving value for money;
- Securing adequate and fair revenue;
- Improving focus on financial balance sheet and health;
- Providing better information to support strategic decision; and
- Ensuring better integration with provincial and federal policies and fiscal direction.

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#### **SIGNATURE**

Heather Taylor Chief Financial Officer and Treasurer

#### **ATTACHMENTS**

2019 Council Approved Capital Budget and Future Year Commitments by Program and Funding Source

Appendix

- 1.1.1 Including 2018 Carry Forward Funding
- 1.1.2 Excluding 2018 Carry Forward Funding
- 1.1.3 New and Change in Scope
- 1.1.4 Previously Approved

2019 Council Approved Capital Budget by Program and Funding Source

Appendix 1.1.5 - Including 2018 Carry Forward Funding

1.1.6 - 2018 Carry Forward Funding

2019-2028 Council Approved Capital Budget and Plan

Appendix

- 1.2.1 Total by Category and Funding Source
- 1.2.2 By Program and Category
- 1.2.3 By Program including 2018 Actual

2019-2028 Council Approved Capital Budget and Plan

Appendix

- 1.3.1 By Program, by Year, Excluding 2018 Carry Forward Funding
- 1.4.1 By Program and Funding Source, Excluding 2018 Carry Forward Funding
- 1.4.2 First 5 Years by Program and Funding Source
- 1.4.3 Last 5 Years by Program and Funding Source

### 2019 Council Approved Operating Budget

Appendix 1.5.1 - 2019 Net Expenditure Budget

1.5.2 - 2019 Gross Expenditure Budget

1.5.3 - 2019 Revenue Budget 1.5.4 - 2019 Staff Complement

1.5.5 - 2019 Summary by Commitment Item Group

1.6.1 - 2019 New and Enhanced Service Investments (Tax Programs)

1.6.2 - 2019 New and Enhanced Service Investments (Rate Programs)



# 2019 Council Approved Capital Budget and Future Year Commitments - Including 2018 Carry Forward

	Total		В	Sudget and (	Commitment			Funding Sources								
	Cash Flow							Provincial Grants &	-	Reserves	Reserve	Federal	Other	Debt	Capital from	Debt -
(\$000s)	2019 - 2028	2019	2020	2021	2022	2023	2024 to 2028	Subsidies	Charges		Funds	Subsidy			Current	Recoverable
Community and Social Services	2019 - 2028										Kei )					
Children's Services	64,923	25,187	17,219	12,589	8,143	1,785			20,077		33,439		9,864	258	1,285	
Economic Development and Culture	39,618	27,549	10,390	100	1,579	1,703			20,077	142	4,431		17,249	10,795	7,000	
Long Term Care Homes and Services	14,874	11,676	3,198	100	1,577					172	6,204		17,247	4,135	4,535	
Parks, Forestry & Recreation	609,485	210,129	216,690	126,066	24,922	1,172	30,506		132,485	5,876	152,905		112,287	143,989		
Shelter, Support & Housing Administration	931,953	349,273	92,021	10,313	9,965	467,354	3,027	133,111	132,103	1,486	12,292		418	784,076	570	
Toronto Employment & Social Services	8,623	4,736	2,675	1,212	7,703	107,331	3,027	133,111		2,875	5,748			701,070		
Toronto Paramedic Services	29,136	4,431	5,396	5,854	8,974	4,481			11,280	500				16,321	1,035	
Total Community and Social Services	1,698,612	632,981	347,589	156,134	53,583	474,792	33,533	133,111	163,842	10,879	215,019		139,818	959,574	76,368	
Infrastructure and Development Services															* . * . · . · . · . · . · . · . · . · .	
City Planning	11,408	7,519	3,267	622					4,807					2,983	3,618	
Fire Services	39,059	12,379	13,959	4,771	200	2,700	5,050		15,306	11,957		1,200	129	6,933	3,534	
Transportation Services	2,624,194	602,692	598,861	479,835	355,535	396,049	191,222	11,336	230,510	400,404	23,890	20,200	115,242	1,790,546	30,999	1,067
Waterfront Revitalization Initiative	427,493	89,831	171,639	89,384	39,735	35,731	1,173	4,910	40,499	21,300	598	9,200	24,109	61,617		265,260
Total Infrastructure and Development Services	3,102,154	712,421	787,726	574,612	395,470	434,480	197,445	16,246	291,122	433,661	24,488	30,600	139,480	1,862,079	38,151	266,327
Corporate Services																
311 Toronto	16,381	6,217	6,392	2,765	707	300							1,689	10,689	4,003	
Facilities Management, Real Estate & Environment	539,949	271,012	152,111	87,359	16,782	3,085	9,600	5,397		18,327	39,920		44,119	293,594	38,582	100,010
Fleet Services	134,011	74,580	41,044	10,487	7,900					114,011	20,000				V . V	
Information & Technology	147,447	91,280	28,889	20,044	3,959	1,850	1,425	259		33,672	4,327		5,636	60,731	42,822	
Total Corporate Services	837,788	443,089	228,436	120,655	29,348	5,235	11,025	5,656		166,010	64,247		51,444	365,014	85,407	100,010
Finance and Treasury Services															W . W	
Financial Services	32,407	17,931	9,609	4,867							5,206		6,380	14,610	6,211	
Total Finance and Treasury Services	32,407	17,931	9,609	4,867							5,206		6,380	14,610	6,211	
Other City Programs																
Accountability Offices	215	215													215	
City Clerk's Office	10,951	4,071	4,130	1,225	870	655				155	6,405		781	2,220	1,390	
Corporate Initiatives	3,197,342	12,551	10,626	7,965	5,400	5,400	3,155,400	344,038		5,600	2,200	1,216,400		9,142		1,619,962
IT Related Projects	(3,546)	(3,546)												(3,546)		
Total Other City Programs	3,204,962	13,291	14,756	9,190	6,270	6,055	3,155,400	344,038		5,755	8,605	1,216,400	781	7,816	1,605	1,619,962
Total City Operations	8,875,923	1,819,713	1,388,116	865,458	484,671	920,562	3,397,403	499,051	454,964	616,305	317,566	1,247,000	337,903	3,209,093	207,742	1,986,299
Agencies																
Exhibition Place	10,339	7,079	2,530	730									235	9,279	825	
Civic Theatres Toronto	17,296	13,500	3,796								2,248			11,327	3,721	,
Toronto & Region Conservation Authority	22,081	22,081									2,000		13,992	5,450		
Toronto Police Service	123,095	81,173	23,572	15,850	2,500				10,070	39,544			1,330	62,240		,
Toronto Public Health	6,516	4,477	1,628	411					88		76		660	2,234	3,457	
Toronto Public Library	119,282	37,446	41,147	30,191	6,840	3,658			44,075				15,473	55,721	4,013	,
Toronto Zoo	15,455	15,455						50					7,442	2,027	5,936	
Yonge-Dundas Square	100	50	50											100		
Total Agencies	314,164	181,261	72,723	47,182	9,340	3,658		50	54,233	39,544	4,324		39,132	148,378	28,502	
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	9,190,087	2,000,974	1,460,839	912,640	494,011	924,220	3,397,403	499,101	509,198	655,849	321,890	1,247,000	377,035	3,357,471	236,244	1,986,299



# 2019 Council Approved Capital Budget and Future Year Commitments - Including 2018 Carry Forward

	Total		]	Budget and C	Commitment						Fund	ing Sources				
	Cash Flow	2019	2020	2021	2022	2023	2024 to 2028	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
(\$000s)	2019 - 2028															
Toronto Transit Commission (TTC)																
Toronto Transit Commission	4,652,887	1,490,008	1,151,344	637,440	332,886	239,145	802,064	881,166	627,411	182,171		1,249,418	66,246	1,611,171	35,304	
Scarborough Subway Extension	370,774	117,076	243,898	7,116	2,684			98,345	12,965		118,115	109,121		32,228		
Spadina Subway Extension	60,000	60,000												60,000		
Transit Studies	387,821	135,200	252,621					162,525				30,100		127,746	67,450	
Total TTC	5,471,482	1,802,284	1,647,863	644,556	335,570	239,145	802,064	1,142,036	640,376	182,171	118,115	1,388,639	66,246	1,831,145	102,754	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	14,661,570	3,803,259	3,108,702	1,557,196	829,581	1,163,365	4,199,467	1,641,138	1,149,574	838,020	440,005	2,635,639	443,282	5,188,616	338,998	1,986,299
RATE SUPPORTED PROGRAM																
Solid Waste Management	199,365	84,626	50,323	23,544	18,455	8,597	13,820				124,557				NO	74,808
Toronto Parking Authority	169,088	68,640	21,400	18,168	5,500	19,180	36,200	10,000					159,088			
Toronto Water	7,216,228	960,506	1,520,835	1,496,720	1,114,903	765,910	1,357,354		672,445		6,516,019		27,764			
TOTAL RATE SUPPORTED PROGRAM	7,584,681	1,113,772	1,592,558	1,538,432	1,138,858	793,687	1,407,374	10,000	672,445		6,640,576		186,852			74,808
TOTAL CAPITAL PROGRAM	22,246,251	4,917,031	4,701,260	3,095,628	1,968,439	1,957,052	5,606,841	1,651,138	1,822,019	838,020	7,080,581	2,635,639	630,133	5,188,616	338,998	2,061,107



# 2019 Council Approved Capital Budget & Future Year Commitments - Excluding 2018 Carry Forward

				Budget and (	Commitment						F	unding Source	es			
	Total  Cash Flow	2019	2020	2021	2022		2024 to 2028	Provincial Grants &	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt/CFC	Capital from Current	Debt - Recoverable
(\$000s)	2019 - 2028	2019	2020	2021	2022	2023	2024 to 2026	Subsidies	- · · · · · · · · · · · · · · · · · · ·			January January				
Community and Social Services											KCI )					
Children's Services	60,892	21,156	17,219	12,589	8,143	1,785			19,932		31,431		7,986	258	1,285	
Economic Development and Culture	28,271	16,202	10,390	100	1,579						3,225		11,066	6,980	7,000	
Long Term Care Homes and Services	14,084	10,886	3,198								5,894			3,655	4,535	
Parks, Forestry & Recreation	575,091	175,735	216,690	126,066	24,922	1,172	30,506		124,709	5,876	146,121		96,415	140,027	61,943	
Shelter, Support & Housing Administration	886,286	303,606	92,021	10,313	9,965	467,354		133,111		322	10,862			741,421	570	
Toronto Employment & Social Services	7,510	3,623	2,675	1,212						2,504	5,006					
Toronto Paramedic Services	28,130	3,425	5,396	5,854	8,974	4,481	22.722	122 111	11,280	500				15,315	1,035	
Total Community and Social Services	1,600,264	534,633	347,589	156,134	53,583	474,792	33,533	133,111	155,921	9,202	202,539		115,467	907,656	76,368	
Infrastructure and Development Services	40.00								,						2 (1)	
City Planning	10,208	6,319	3,267	622		<b></b>			4,567	40000		4.000		2,023	3,618	
Fire Services	33,960	7,280	13,959		200	2,700	5,050	440.0	11,817	10,866	• • • • • • • • • • • • • • • • • • • •	1,200	22.25	6,543	3,534	
Transportation Services	2,499,228	477,726	598,861	479,835	355,535	396,049		11,042	217,184	388,686	20,471	1,200	99,970	1,728,845	30,999	831
Waterfront Revitalization Initiative  Total Infrastructure and Development Services	349,858 <b>2,893,254</b>	12,196 <b>503,521</b>	171,639 <b>787,726</b>	,	39,735 <b>395,470</b>	35,731 <b>434,480</b>	1,173 <b>197,445</b>	4,636 <b>15,678</b>	40,499 <b>274,067</b>	21,300 <b>420,852</b>	598 <b>21,069</b>	3,655 <b>6,055</b>	22,204 <b>122,174</b>	53,366 <b>1,790,777</b>	38,151	203,600 <b>204,431</b>
•	2,073,234	303,321	767,720	374,012	373,470	434,400	177,443	13,070	274,007	720,032	21,007	0,033	122,177	1,770,777	30,131	204,431
Corporate Services 311 Toronto	14,167	4,003	6,392	2,765	707	300								10,164	4,003	
							0.600	1 702		17.525	10 024		25 142			50 571
Facilities Management, Real Estate & Environment	429,249	160,312	152,111	87,359	16,782	3,085	9,600	1,792		17,525	18,824		25,142	268,813	38,582	58,571
Fleet Services	121,260	61,829	41,044	10,487	7,900	1 050	1 425			101,260	20,000		1 070	50 501	42.922	
Information & Technology  Total Corporate Services	123,339 <b>688,015</b>	67,172 <b>293,316</b>	28,889 <b>228,436</b>	Í	3,959 <b>29,348</b>	1,850 <b>5,235</b>	1,425 <b>11,025</b>	1,792		24,862 <b>143,647</b>	3,086 <b>41,910</b>		1,978 <b>27,120</b>	50,591 <b>329,568</b>	42,822 <b>85,407</b>	58,571
Office of CFO	000,010	2,0,010	220,100	120,000	<b>- - - - - - - - - -</b>	5,255	11,020	1,1,7		110,017	11,510		27,120	<u> </u>	33,107	00,071
Financial Services	23,228	8,752	9,609	4,867							4,621		617	11,779	6,211	
Total Office of CFO	23,228	8,752	9,609	4,867							4,621		617	11,779	6,211	
		,	,								,			,		
Other City Programs																
Accountability Offices	215	215													215	
City Clerk's Office	10,170	3,290	4,130	1,225	870	655				155	6,405			2,220	1,390	
Corporate Initiatives	3,197,342	12,551	10,626	7,965	5,400	5,400	3,155,400	344,038		5,600	2,200	1,216,400		9,142		1,619,962
IT Related Projects	(3,546)	(3,546)												(3,546)		
Total Other City Programs	3,204,181	12,510	14,756	9,190	6,270	6,055	3,155,400	344,038		5,755	8,605	1,216,400		7,816	1,605	1,619,962
Total City Operations	8,408,942	1,352,732	1,388,116	865,458	484,671	920,562	3,397,403	494,619	429,988	579,456	278,744	1,222,455	265,378	3,047,596	207,742	1,882,964
Agencies																
Exhibition Place	10,339	7,079	2,530	730									235	9,279	825	
Civic Theatres Toronto	16,148	12,352	3,796								2,248			10,179	3,721	
Toronto & Region Conservation Authority	21,581	21,581									1,500		13,992	5,450	639	
Toronto Police Service	107,718	65,796	23,572	15,850	2,500				4,117	34,878				58,812	9,911	
Toronto Public Health	5,856	3,817	1,628	411					88		76			2,234	3,457	
Toronto Public Library	110,510	28,674	41,147	30,191	6,840	3,658			41,672				11,493	53,332	4,013	
Toronto Zoo	7,763	7,763											500	1,327	5,936	
Yonge-Dundas Square	100	50	50											100		
Total Agencies	280,015	147,112	72,723	47,182	9,340	3,658			45,877	34,878	3,824		26,220	140,713	28,502	
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	8,688,957	1,499,844	1,460,839	912,640	494,011	924,220	3,397,403	494,619	475,866	614,334	282,568	1,222,455	291,598	3,188,309	236,244	1,882,964



# 2019 Council Approved Capital Budget & Future Year Commitments - Excluding 2018 Carry Forward

- by Program and Funding Source

	Total		l	Budget and C	Commitment						F	unding Source	es es			
	Cash Flow	2019	2020	2021	2022	2023	2024 to 2028	Provincial Grants &	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt/CFC	Capital from Current	Debt - Recoverable
(\$000s)	2019 - 2028							Subsidies								
Toronto Transit Commission (TTC)																
Toronto Transit Commission	4,428,491	1,265,612	1,151,344	637,440	332,886	239,145	802,064	881,166	627,411	182,171		1,249,418	66,246	1,386,774	35,304	
Scarborough Subway Extension	338,546	84,848	243,898	7,116	2,684			98,345	12,965		118,115	109,121				
Spadina Subway Extension																
Transit Studies	387,521	134,900	252,621					162,525				29,950		127,596	67,450	
Total TTC	5,154,558	1,485,360	1,647,863	644,556	335,570	239,145	802,064	1,142,036	640,376	182,171	118,115	1,388,489	66,246	1,514,370	102,754	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	13,843,515	2,985,204	3,108,702	1,557,196	829,581	1,163,365	4,199,467	1,636,655	1,116,242	796,505	400,683	2,610,944	357,844	4,702,679	338,998	1,882,964
RATE SUPPORTED PROGRAM																
Solid Waste Management	154,350	39,611	50,323	23,544	18,455	8,597	13,820				92,121					62,229
Toronto Parking Authority	128,162	27,714	21,400	18,168	5,500	19,180	36,200	10,000					118,162			
Toronto Water	7,052,802	797,080	1,520,835	1,496,720	1,114,903	765,910	1,357,354		658,254		6,368,728		25,820			
TOTAL RATE SUPPORTED PROGRAM	7,335,314	864,405	1,592,558	1,538,432	1,138,858	793,687	1,407,374	10,000	658,254		6,460,849		143,982			62,229
TOTAL CAPITAL PROGRAM	21,178,829	3,849,609	4,701,260	3,095,628	1,968,439	1,957,052	5,606,841	1,646,655	1,774,496	796,505	6,861,532	2,610,944	501,826	4,702,679	338,998	1,945,193



# 2019 Council Approved Capital Budget and Future Year Commitments - New and Change in Scope

### - by Program and Funding Source

	Total		B	Budget and Co	mmitment						F	unding Source	es			
				3				Provincial Grants	Development	Reserves	Reserve	Federal	Other	Debt	Capital from	Debt -
	Cash Flow	2019	2020	2021	2022	2023	2024 to 2028	& Subsidies	Charges		Funds	Subsidy			Current	Recoverable
(\$000s)	2019 - 2028										<del>Ku )</del>					
Community and Social Services																
Children's Services	9,085	1,785	3,500	2,500	1,300				7,196		387			217	1,285	
Economic Development and Culture	13,866	5,026	8,840								3,225		3,973	3,230	3,438	
Long Term Care Homes and Services	8,590	5,790	2,800								2,444			2,911	3,235	
Parks, Forestry & Recreation	215,143	27,283	71,115	73,727	13,018		30,000		33,520		64,276		8,161	87,078	22,108	
Shelter, Support & Housing Administration	497,001	8,549	9,513	7,167	6,819	464,208	745				2,613			493,818	570	
Toronto Employment & Social Services																
Toronto Paramedic Services	9,450	2,450	0==0	02.20.4	6,000	1,000			600		<b>72</b> 0 47		10 10 1	7,600	750	
Total Community and Social Services	753,135	50,883	95,768	83,394	27,137	465,208	30,745		41,316	500	72,945		12,134	594,854	31,386	
Infrastructure and Development Services								-								
City Planning	7,580	4,261	2,697	622					3,465					1,775	2,340	
Fire Services	13,638	3,053	6,675	3,710	200				3,018	4,577		1,200		3,243	1,600	
Transportation Services	(34,274)	(34,060)	59,642	(17,049)	(135,957)	75,912	17,238	5,898	106,284	(25,797)	18,771	1,200	38,004	(191,577)	16,269	(3,326
Waterfront Revitalization Initiative	22,104	(155,005)	52,499	63,327	24,979	35,131	1,173		513				22,104	(513)		
Total Infrastructure and Development Services	9,048	(181,751)	121,513	50,610	(110,778)	111,043	18,411	5,898	113,280	(21,220)	18,771	2,400	60,108	(187,072)	20,209	(3,326
Corporate Services																
311 Toronto	8,475	1,365	4,505	2,555	50			-						6,410	2,065	
Facilities Management, Real Estate & Environment	176,783	(1,304)	95,065	67,055	14,282	385	1,300	733			3,017		4,800	128,055	26,178	14,000
Fleet Services	45,749	4,318	30,944	10,487						45,749						
Information & Technology	54,814	37,129	10,413	3,006	1,897	1,510	859			16,094				12,661	26,059	
Total Corporate Services	285,821	41,508	140,927	83,103	16,229	1,895	2,159	733		61,843	3,017		4,800	147,126	54,302	14,000
Finance and Treasury Services																
Financial Services	8,624	6,501	2,123											2,873	5,751	
<b>Total Finance and Treasury Services</b>	8,624	6,501	2,123											2,873	5,751	
Other C'tes December																
Other City Programs		21.5														
Accountability Offices	215	215	4.025	1 175	070	(55					( 175			1 025	215	
City Clerk's Office	8,100	1,365	4,035	1,175	870	655	1 (02 400	244.020			6,175	(21.400		1,025	900	
Corporate Initiatives	1,726,542	7,551	7,826	7,965	5,400	5,400	1,692,400	344,038				631,400		9,142		741,962
IT Related Projects	1 1	0.121	11.0.11	2.110										10.15		
Total Other City Programs	1,734,857	9,131	11,861	9,140	6,270	6,055	1,692,400				6,175	631,400		10,167	1,115	741,962
Total City Operations	2,791,485	(73,728)	372,192	226,247	(61,142)	584,201	1,743,715	350,669	154,596	41,123	100,908	633,800	77,042	567,948	112,763	752,636
Agencies																
Exhibition Place	7,550	4,820	2,000	730									235	6,490	825	
Civic Theatres Toronto	15,756	11,960	3,796								2,248			9,787	3,721	
Toronto & Region Conservation Authority	21,581	21,581									1,500		13,992	5,450	639	
Toronto Police Service	104,218	63,296	22,572	15,850	2,500				4,117	34,878				57,812	7,411	
Toronto Public Health	2,558	1,024	1,123	411										1,729	829	
Toronto Public Library	21,275	449	8,951	10,821	1,054				8,639				2,756	9,630	250	
Toronto Zoo	7,063	7,063											500	1,327	5,236	
Yonge-Dundas Square	100	50	50											100		
Total Agencies	180,101	110,243	38,492	27,812	3,554				12,756	34,878	3,748		17,483	92,325	18,911	
<u> </u>		,	-,,-=	,	<i>y</i>				-,,,,,	,===	,		,	,=	- 1	
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	2,971,586	36,515	410,684	254,059	(57,588)	584,201	1,743,715	350,669	167,352	76,001	104,656	633,800	94,525	660,273	131,674	752,636



2019 Council Approved Capital Budget and Future Year Commitments - New and Change in Scope

- by Program and Funding Source

	Total		В	udget and Co	mmitment						F	unding Source	es			
	Cash Flow	2019	2020	2021	2022	2023	2024 to 2028	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
(\$000s)	2019 - 2028															
Toronto Transit Commission (TTC)																
Toronto Transit Commission	1,328,766	106,127	276,746	179,465	92,621	100,980	572,827	220,797	132,419	6,810		285,966	28,940	628,898	24,936	
Scarborough Subway Extension	34,782		34,782								34,782					
Spadina Subway Extension																
Transit Studies	325,050	75,000	250,050					162,525						125,025	37,500	
Total TTC	1,688,598	181,127	561,578	179,465	92,621	100,980	572,827	383,322	132,419	6,810	34,782	285,966	28,940	753,923	62,436	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	4,660,184	217,642	972,262	433,524	35,033	685,181	2,316,542	733,991	299,771	82,811	139,438	919,766	123,465	1,414,196	194,110	752,636
RATE SUPPORTED PROGRAM																
Solid Waste Management	9,451	(19,155)	17,227	7,139	887	2,133	1,220				7,294					2,157
Toronto Parking Authority	102,902	6,454	17,400	18,168	5,500	19,180	36,200	10,000					92,902			
Toronto Water	1,729,872	(555,857)	430,279	665,437	497,822	262,318	429,873		387,826	5	1,340,574		1,472			
TOTAL RATE SUPPORTED PROGRAM	1,842,225	(568,558)	464,906	690,744	504,209	283,631	467,293	10,000	387,826	)	1,347,868		94,374			2,157
TOTAL CAPITAL PROGRAM	6,502,409	(350,916)	1,437,168	1,124,268	539,242	968,812	2,783,835	743,991	687,597	82,811	1,487,306	919,766	217,839	1,414,196	194,110	754,793



# 2019 Council Approved Capital Budget and Future Year Commitments - Previously Approved

### - by Program and Funding Source

	Total			Budget and	l Commitment						F	unding Source	es			
								Provincial	Development	Reserves	Reserve Funds	Federal	Other	Debt	Capital from	Debt -
	Cash Flow	2019	2020	2021	2022	2023	2024 to 2028	Grants & Subsidies	Charges			Subsidy			Current	Recoverable
(\$000s)	2019 - 2028															
Community and Social Services		40071	10.710	10.000		1.505			10.50		21.044		<b>7</b> 00 6			
Children's Services	51,807	19,371	13,719	10,089	6,843	1,785			12,736		31,044		7,986	41		
Economic Development and Culture	14,405	11,176	1,550	100	1,579				***************************************				7,093	3,750		***************************************
Long Term Care Homes and Services	5,494	5,096	398		11.004		<b>7</b> 0.5		01.100	- O - C	3,450		00.05.4	744	1,300	AND NAME OF THE OWNER OWNER OF THE OWNER
Parks, Forestry & Recreation	359,948	148,452	145,575	52,339	11,904	1,172	506	122 111	91,189	5,876			88,254	52,949	39,835	AND DESCRIPTION OF THE PROPERTY OF THE PROPERT
Shelter, Support & Housing Administration	389,285	295,057	82,508	3,146	3,146	3,146	2,282	133,111		322				247,603		
Toronto Employment & Social Services	7,510	3,623	2,675	1,212	2.074	2 401			10.600	2,504	5,006			7.715	205	
Toronto Paramedic Services  Total Community and Social Services	18,680 <b>847,129</b>	975 <b>483,750</b>	5,396 <b>251,821</b>	5,854 <b>72,740</b>	2,974 <b>26,446</b>	3,481 <b>9,584</b>	2,788	133,111	10,680 <b>114,605</b>	8,702	129,594		103,333	7,715 <b>312,802</b>	285 <b>44,982</b>	
					_ :,:::	- ,								<b>,</b>		
Infrastructure and Development Services  City Planning	2,628	2,058	570						1,102					248	1,278	
Fire Services	20,322	4,227	7,284	1,061		2,700	5,050		8,799	6,289				3,300	1,278	
Transportation Services	2,533,502	511,786	539,219	496,884	491,492	320,137	173,984	5,144	110,900	414,483			61,966	1,920,422	14,730	4,157
Waterfront Revitalization Initiative	327,754	167,201	119,140	26,057	14,756	600	173,964	4,636	39,986	21,300		3,655	100	53,879	14,/30	203,600
Total Infrastructure and Development Services	2,884,206	685,272	666,213	524,002	506,248	323,437	179,034	9,780	160,787	442,072	1	3,655	62,066	1,977,849	17,942	207,757
Corporate Services								. ,		,			-,			
311 Toronto	5,692	2,638	1,887	210	657	300								3,754	1,938	
Facilities Management, Real Estate & Environment	252,466	161,616	57,046	20,304	2,500	2,700	8,300	1,059		17,525	15,807		20,342	140,758		44,571
Fleet Services	75,511	57,511	10,100	20,304	7,900	2,700	8,300	1,039	***************************************	55,511	20,000		20,342	140,736	12,404	44,3/1
Information & Technology	68,525	30,043	18,476	17,038	2,062	340	566			8,768			1,978	37,930	16,763	(00 00 00 00 00 00 00 00 00 00 00 00 00
Total Corporate Services	402,194	251,808	87,509	37,552	13,119	3,340	8,866	1,059		81,804			22,320	182,442	31,105	44,571
Finance and Treasury Services				,			Ź	,		,			Ź	,		
Financial Services	14,604	2,251	7,486	4,867							4,621		617	8,906	460	
Total Finance and Treasury Services	14,604	2,251	7,486	4,867							4,621		617	8,906	460	
Other City Programs																
Accountability Offices									***************************************							
City Clerk's Office	2,070	1,925	95	50						155				1,195	490	
Corporate Initiatives	1,470,800	5,000	2,800				1,463,000		***************************************	5,600	2,200	585,000				878,000
IT Related Projects	(3,546)	(3,546)												(3,546)		
Total Other City Programs	1,469,324	3,379	2,895	50			1,463,000			5,755	2,430	585,000		(2,351)	490	878,000
Total City Operations	5,617,457	1,426,460	1,015,924	639,211	545,813	336,361	1,653,688	143,950	275,392	538,333	177,836	588,655	188,336	2,479,648	94,979	1,130,328
Agencies																
Exhibition Place	2,789	2,259	530						*****					2,789		
Civic Theatres Toronto	392	392												392		
Toronto & Region Conservation Authority																
Toronto Police Service	3,500	2,500	1,000											1,000	2,500	
Toronto Public Health	3,298	2,793	505						88		76			505	2,628	
Toronto Public Library	89,235	28,225	32,196	19,370	5,786	3,658			33,033				8,737	43,702	3,763	
Toronto Zoo	700	700							*****						700	
Yonge-Dundas Square																
Total Agencies	99,914	36,869	34,231	19,370	5,786	3,658			33,121		76		8,737	48,388	9,591	
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	5,717,371	1,463,329	1,050,155	658,581	551,599	340,019	1,653,688	143,950	308,514	538,333	177,912	588,655	197,073	2,528,036	104,570	1,130,328





2019 Council Approved Capital Budget and Future Year Commitments - Previously Approved

- by Program and Funding Source

	Total			Budget and	Commitment						F	unding Source	e'S			
	Cash Flow	2019	2020	2021	2022	2023	2024 to 2028	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
(\$000s)	2019 - 2028							Substates								
Toronto Transit Commission (TTC)			***************************************													
Toronto Transit Commission	3,099,725	1,159,485	874,598	457,975	240,265	138,165	229,237	660,369	494,992	175,361		963,452	37,306	757,875	10,368	
Scarborough Subway Extension	303,764	84,848	209,116	7,116	2,684			98,345	12,965		83,333	109,121				
Spadina Subway Extension																
Transit Studies	62,471	59,900	2,571									29,950		2,571	29,950	
Total TTC	3,465,960	1,304,233	1,086,285	465,091	242,949	138,165	229,237	758,714	507,957	175,361	83,333	1,102,523	37,306	760,446	40,318	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	9,183,331	2,767,562	2,136,440	1,123,672	794,548	478,184	1,882,925	902,664	816,471	713,694	261,245	1,691,178	234,379	3,288,482	144,888	1,130,328
RATE SUPPORTED PROGRAM																
Solid Waste Management	144,899	58,766	33,096	16,405	17,568	6,464	12,600				84,827					60,072
Toronto Parking Authority	25,260	21,260	4,000										25,260			
Toronto Water	5,322,930	1,352,937	1,090,556	831,283	617,081	503,592	927,481		270,428		5,028,154		24,348			
TOTAL RATE SUPPORTED PROGRAM	5,493,089	1,432,963	1,127,652	847,688	634,649	510,056	940,081		270,428		5,112,981		49,608			60,072
TOTAL CAPITAL PROGRAM	14,676,420	4,200,525	3,264,092	1,971,360	1,429,197	988,240	2,823,006	902,664	1,086,899	713,694	5,374,226	1,691,178	283,987	3,288,482	144,888	1,190,400



# 2019 Council Approved Capital Budget – Including 2018 Carry Forward

					Fu	ınding Sources				
(\$000s)	2019 Cash Flow	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
Community and Social Services	Cash Flow									
Children's Services	25,187		5,139		15,586		3,177		1,285	
Economic Development and Culture	27,549		3,137	142	1,681		12,365	6,360	7,000	
Long Term Care Homes and Services	11,676			1 12	4,156		12,505	2,985	4,535	
Parks, Forestry & Recreation	210,129		26,491	3,511	42,553		65,342	10,289	61,943	
Shelter, Support & Housing Administration	349,273	133,111	20,471	1,325			418	210,731	570	
		133,111		1,579			410	210,/31	370	
Toronto Employment & Social Services  Toronto Paramadia Sarvicas	4,736		715		3,137			2 101	1 025	
Toronto Paramedic Services  Total Community and Social Services	4,431 <b>632,981</b>	133,111	715 <b>32,345</b>	500 7,057	70,251		81,302	2,181 232,546	1,035 <b>76,368</b>	
Infrastructure and Development Services		,	,	,				,	Ź	
City Planning	7,519		2,941					960	3,618	
Fire Services	12,379		6,107	1,268		190	129	1,151	3,534	
Transportation Services	602,692	5,082	58,177	55,828		19,000	22,444	390,916	30,999	869
Waterfront Revitalization Initiative	89,831	1,524	1,750	33,020	17,5017	8,045	7,065	9,787	30,777	61,660
Total Infrastructure and Development Services	712,421	6,606	68,975	57,096	19,377	27,235	29,638	402,814	38,151	62,529
Corporate Services				,						
311 Toronto	6,217						1,689	525	4,003	
Facilities Management, Real Estate & Environment	271,012	4,951		8,296	26,103		29,727	98,675	38,582	64,678
Fleet Services	74,580			72,580						
Information & Technology	91,280	259		32,072	1,526		4,461	10,140	42,822	
Total Corporate Services	443,089	5,210		112,948	† †		35,877	109,340	85,407	64,678
Finance and Treasury Services										
Financial Services	17,931				1,103		6,380	4,237	6,211	
<b>Total Finance and Treasury Services</b>	17,931				1,103		6,380	4,237	6,211	
Other City Programs										
	215								215	
Accountability Offices  City Clerk's Office				50	1,600		781	250		
	4,071	5,000		2,800			/ 01	2,551	1,390	
Corporate Initiatives  IT Polated Projects	12,551	3,000		2,800	2,200					
IT Related Projects  Total Other City Programs	(3,546)	5,000		3.050	2 000		701	(3,546)		
Total Other City Programs  Total City Operations	13,291	5,000 149,927	101,320	2,850 179,951		27,235	781 153,978	(745) 748,192	1,605 207,742	127,207
	1,019,/13	147,747	101,320	179,931	124,101	21,233	133,770	740,192	201,142	127,207
Agencies										
Exhibition Place	7,079						235	6,019	825	



# 2019 Council Approved Capital Budget – Including 2018 Carry Forward

					Fu	ınding Sources	S			
(\$000s)	2019 Cash Flow	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
Civic Theatres Toronto	13,500				2,248			7,531	3,721	
Toronto & Region Conservation Authority	22,081				2,000		13,992	5,450	639	
Toronto Police Service	81,173		7,295	39,544			1,330	23,093	9,911	
Toronto Public Health	4,477		88		76		660	195	3,457	
Toronto Public Library	37,446		6,806				6,391	20,236	4,013	~~~~
Toronto Zoo	15,455	50					7,442	2,027	5,936	
Yonge-Dundas Square	50							50		
Total Agencies	181,261	50	14,189	39,544	4,324		30,050	64,601	28,502	
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	2,000,974	149,977	115,510	219,495	128,485	27,235	184,028	812,793	236,244	127,207
Toronto Transit Commission (TTC)										
Toronto Transit Commission	1,490,008	214,972	224,975	146,805		344,018	25,738	498,196	35,304	
Scarborough Subway Extension	117,076	13,350	5,081		27,656	38,761		32,228		
Spadina Subway Extension	60,000							60,000		
Transit Studies	135,200	37,500				30,100		150	67,450	
Total TTC	1,802,284	265,822	230,056	146,805	27,656	412,879	25,738	590,574	102,754	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	3,803,259	415,799	345,566	366,300	156,141	440,114	209,766	1,403,368	338,998	127,207
RATE SUPPORTED PROGRAM										
Solid Waste Management	84,626				53,262					31,364
Toronto Parking Authority	68,640	6,000					62,640			
Toronto Water	960,506		90,775		863,614		6,117			
TOTAL RATE SUPPORTED PROGRAM	1,113,772	6,000	90,775		916,876		68,757			31,364
TOTAL CAPITAL PROGRAM	4,917,031	421,799	436,341	366,300	1,073,017	440,114	278,523	1,403,368	338,998	158,571





# 2019 Council Approved Capital Budget - 2018 Carry Forward

- by Program and Funding Source

				Fu	inding Source	s			
2018	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
Carry-forward									
4.021		1 45		2 000		1 070			
		143	1 4 2				2 015		
			142			0,183			
		7.77				1.5.070			
		7,776	1 1 6 4						
						418	42,655	.=	
			371	742					
<del>-  </del> -		7.921	1.677	12.480		24.351			
70,540		7,721	1,077	12,100		24,001	31,510		
1 200		240					0.60		
			1 001			1.00			
					10000				
		13,326	11,718	3,419					236
		17.055	12 900	2 410					61,660
208,900	500	17,055	12,009	3,419	24,545	17,500	/1,302		61,896
2 214						1 (00	525		
	3,605			21,096		18,977	24,781		41,439
<u> </u>			ĺ	· ·		· ·			41 420
149,773	3,864		22,363	22,337		24,324	35,446		41,439
							· ·		
9,179				383		5,/63	2,831		
781						781			
781						781			
466,981	4,432	24,976	36,849	38,822	24,545	72,525	161,497		103,335
	Carry-forward         4,031         11,347         790         34,394         45,667         1,113         1,006         98,348         1,200         5,099         124,966         77,635         208,900         2,214         110,700         12,751         24,108         149,773         9,179         9,179         781	Carry-forward  4,031  11,347  790  34,394  45,667  1,113  1,006  98,348   1,200  5,099  124,966  294  77,635  274  208,900  5,099  124,966  294  77,635  274  208,900  3,605  12,751  24,108  259  149,773  3,864  781	Carry-forward	Carry-forward         Grants & Subsidies         Charges           4,031         145           11,347         142           790         34,394         7,776           45,667         1,164           1,113         371           1,006         7,921         1,677           1,200         240           5,099         3,489         1,091           124,966         294         13,326         11,718           77,635         274         208,900         568         17,055         12,809           2,214         110,700         3,605         802         12,751         12,751         12,751         24,108         259         8,810         149,773         3,864         22,363         9,179         9,179         9,179         781         782         782         783	Carry-forward   Charges   Reserves   Reserve Funds   Charges   Charges   Reserves   Reserve Funds   Charges   Charges   Reserve Funds   Charges   Charges   Charges   Charges   Reserve Funds   Charges   Ch	Provincial Grants & Subsidies	Carry-forward   Charges   Subsidy	Provincial Charges Subsidies	Carry-forward   Carry-forwar





# 2019 Council Approved Capital Budget - 2018 Carry Forward

- by Program and Funding Source

					Fu	unding Source	es s			
	2018	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
(\$000s)	Carry-forward	Substates								
Civic Theatres Toronto	1,148							1,148		
Toronto & Region Conservation Authority	500				500					
Toronto Police Service	15,377		5,953	4,666			1,330	3,428		
Toronto Public Health	660						660			
Toronto Public Library	8,772		2,403				3,980	2,389		
Toronto Zoo	7,692	50					6,942	700		
Yonge-Dundas Square										
Total Agencies	34,149	50	8,356	4,666	500		12,912	7,665		
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	501,130	4,482	33,332	41,515	39,322	24,545	85,437	169,162		103,335
Toronto Transit Commission (TTC)										
Toronto Transit Commission	224,397							224,397		
Scarborough Subway Extension	32,228							32,228		
Spadina Subway Extension	60,000							60,000		
Transit Studies	300					150		150		
Total TTC	316,925					150		316,775		
TOTAL TAX SUPPORTED CAPITAL PROGRAM	818,055	4,482	33,332	41,515	39,322	24,695	85,437	485,937		103,335
RATE SUPPORTED PROGRAM										
Solid Waste Management	45,015				32,436					12,579
Toronto Parking Authority	40,926						40,926			
Toronto Water	163,426		14,191		147,291		1,944			
TOTAL RATE SUPPORTED PROGRAM	249,367		14,191		179,727		42,870			12,579
TOTAL CAPITAL PROGRAM	1,067,422	4,482	47,523	41,515	219,049	24,695	128,307	485,937		115,914



# 2019 Council Approved Capital Budget – Excluding 2018 Carry Forward

					Fu	anding Source	s			
	2019	Provincial	•	Reserves	Reserve Funds	Federal	Other	Debt	Capital from	Debt -
(#000	Cash Elass	Grants & Subsidies	Charges			Subsidy			Current	Recoverable
(\$000s)  Community and Social Services	Cash Flow									
Children's Services	21,156		4,994		13,578		1,299		1,285	
Economic Development and Culture	16,202		7,994		475		6,182	2,545	7,000	
Long Term Care Homes and Services	10,886				3,846		0,102	2,505	4,535	
Parks, Forestry & Recreation	175,735		18,715	3,511	35,769		49,470	6,327	61,943	
Shelter, Support & Housing Administration	303,606	133,111	10,713	161	1,688		77,770	168,076	570	
Toronto Employment & Social Services	3,623	133,111		1,208				100,070	370	
Toronto Paramedic Services	3,425		715	500				1,175	1,035	
Total Community and Social Services	534,633	133,111	24,424	5,380			56,951	180,628	76,368	
Infrastructure and Development Services										
City Planning	6,319		2,701						3,618	
Fire Services	7,280		2,618	177		190		761	3,534	
Transportation Services	477,726	4,788	44,851	44,110	15,958		7,172	329,215	30,999	633
Waterfront Revitalization Initiative	12,196	1,250	1,750			2,500	5,160	1,536		
Total Infrastructure and Development Services	503,521	6,038	51,920		15,958	2,690	12,332	331,512	38,151	633
Corporate Services										
311 Toronto	4,003								4,003	
Facilities Management, Real Estate & Environment	160,312	1,346		7,494	5,007		10,750	73,894	38,582	23,239
Fleet Services	61,829			59,829	2,000					
Information & Technology	67,172			23,262	285		803		42,822	
Total Corporate Services	293,316	1,346		90,585	7,292		11,553	73,894	85,407	23,239
Finance and Treasury Services										
Financial Services	8,752				518		617	1,406	6,211	
Total Finance and Treasury Services	8,752				518		617	1,406	6,211	
Other City Programs										
Accountability Offices	215								215	
City Clerk's Office	3,290			50	1,600			250	1,390	
Corporate Initiatives	12,551	5,000		2,800	2,200			2,551		
IT Related Projects	(3,546)							(3,546)		
Total Other City Programs	12,510	5,000		2,850	3,800			(745)		
Total City Operations	1,352,732	145,495	76,344	143,102	85,339	2,690	81,453	586,695	207,742	23,872
Agencies										
Exhibition Place	7,079						235	6,019	825	



# 2019 Council Approved Capital Budget – Excluding 2018 Carry Forward

### - by Program and Funding Source

		Funding Sources								
(#000)	2019	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
(\$000s)	Cash Flow				2.240			( 202	2.721	
Civic Theatres Toronto	12,352				2,248		12.002	6,383	3,721	
Toronto & Region Conservation Authority	21,581		1 0 10	24.050	1,500		13,992	5,450	639	
Toronto Police Service	65,796		1,342	34,878				19,665	9,911	
Toronto Public Health	3,817		88		76			195	3,457	
Toronto Public Library	28,674		4,403				2,411	17,847	4,013	
Toronto Zoo	7,763						500	1,327	5,936	
Yonge-Dundas Square	50				-			50		
Total Agencies	147,112		5,833	34,878	3,824		17,138	56,936	28,502	
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	1,499,844	145,495	82,178	177,980	89,163	2,690	98,591	643,631	236,244	23,872
Toronto Transit Commission (TTC)										
Toronto Transit Commission	1,265,612	214,972	224,975	146,805		344,018	25,738	273,800	35,304	
Scarborough Subway Extension	84,848	13,350	5,081		27,656	38,761				
Spadina Subway Extension										
Transit Studies	134,900	37,500				29,950			67,450	
Total TTC	1,485,360	265,822	230,056	146,805	27,656	412,729	25,738	273,800	102,754	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	2,985,204	411,317	312,234	324,785	116,819	415,419	124,329	917,431	338,998	23,872
RATE SUPPORTED PROGRAM										
Solid Waste Management	39,611				20,826					18,785
Toronto Parking Authority	27,714	6,000					21,714			
Toronto Water	797,080		76,584		716,323		4,173			
TOTAL RATE SUPPORTED PROGRAM	864,405	6,000	76,584		737,149		25,887			18,785
TOTAL CAPITAL PROGRAM	3,849,609	417,317	388,818	324,785	853,968	415,419	150,216	917,431	338,998	42,657



2019 Council Approved Capital Budget and 2020 to 2028 Capital Plan Excluding CFWD

- by Category and Funding Source

Capital Budget & Plan (Tax & Rate)							2019 - 2023		2024 - 2028		2019 - 2028	
Expenditures: (\$M)	2018	2019	2020	2021	2022	2023	Total	2019 - 2023 %	Total	2024 - 2028 %	Total	2019 - 2028 %
Health and Safety	35	77	137	113	31	39	398	1.9%	132	0.7%	529	1.3%
Legislated	224	213	379	412	386	321	1,710	8.0%	769	4.0%	2,479	6.1%
State of Good Repair	2,250	2,091	2,573	2,211	1,918	1,808	10,600	49.4%	9,148	47.6%	19,749	48.6%
Service Improvement and Enhancement	760	886	893	748	714	1,070	4,311	20.1%	2,998	15.6%	7,309	18.0%
Growth Related	741	583	1,162	884	955	851	4,434	20.7%	6,167	32.1%	10,601	26.1%
Total Expenditures	4,011	3,850	5,143	4,367	4,004	4,089	21,453	100%	19,215	100%	40,668	100%
Funding Source (\$m):												
Provincial Grants & Subsidies	224	417	439	486	678	525	2,545	11.9%	1,853	9.6%	4,398	10.8%
Federal Subsidy	471	415	243	250	262	289	1,458	6.8%	The state of the s	12.7%	3,902	9.6%
Reserves	401	325	245	170	168	339	1,247	5.8%	925	4.8%	2,172	5.3%
Reserve Funds	963	854	1,714	1,699	1,613	1,371	7,250	33.8%	·		13,569	33.4%
Debt - Recoverable	216	43	175	139	74	60	490	2.3%		9.8%	2,368	5.8%
Development Charges	236	389	543	491	335	292	2,050	9.6%		4.9%	2,991	7.4%
Other	167	150	180	139	115	125	710	3.3%			1,099	2.7%
Capital from Current	352	339	426	468	515	567	2,314	10.8%	·		5,468	13.4%
Debt	982	917	1,178	527	244	522	3,388	15.8%	1,314	6.8%	4,702	11.6%
Total Funding	4,011	3,850	5,143	4,367	4,004	4,089	21,453	100%	19,215	100%	40,668	100%

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## - by Program & Category

				Category		
	2019 - 2028	Health and Safety	Legislated	State of Good Repair	Service Improvement	Growth Related
(\$000s)	Budget & Plan					
Community and Social Services						
Children's Services	79,001			14,394	60,221	4,386
Economic Development and Culture	174,901	20,570	5,079	117,163	31,989	100
Long Term Care Homes and Services	83,903	30,922		50,387	2,594	
Parks, Forestry & Recreation	1,889,073		3,162	670,981	438,796	776,134
Shelter, Support & Housing Administration	901,216		7,947	188,611	704,658	
Toronto Employment & Social Services	7,510				7,510	
Toronto Paramedic Services	95,890	17,140		12,800	280	65,670
<b>Total Community and Social Services</b>	3,231,494	68,632	16,188	1,054,336	1,246,048	846,290
Infrastructure and Development Services						
City Planning	67,110		5,720			61,390
Fire Services	46,512	23,030	500	8,754	2,078	12,150
Transportation Services	5,354,512	259,294		4,372,096	292,149	430,973
Waterfront Revitalization Initiative	366,949					366,949
Total Infrastructure and Development Services	5,835,083	282,324	6,220	4,380,850	294,227	871,462
Corporate Services						
311 Toronto	27,221			16,743	10,478	
Facilities Management, Real Estate & Environment	1,324,303	37,980	212,512	587,472	476,339	10,000
Fleet Services	739,480	1,350	1,870	734,449	1,811	
Information & Technology	428,643		3,113	229,177	63,056	133,297
Total Corporate Services	2,519,647	39,330	217,495	1,567,841	551,684	143,297
Finance and Treasury Services						
Financial Services	40,890		1,475	29,290	10,125	
<b>Total Finance and Treasury Services</b>	40,890		1,475	29,290	10,125	
Other City Programs						
Accountability Offices	1,865		215	1,650		
City Clerk's Office	33,168	800	25,563	6,685	120	
Corporate Initiatives	3,259,342				62,000	3,197,342
IT Related Projects	(3,546)			(1,773)	(1,773)	
Total Other City Programs	3,290,829	800	25,778	6,562	60,347	3,197,342
<b>Total City Operations</b>	14,917,943	391,086	267,156	7,038,879	2,162,431	5,058,391
Agencies						
Exhibition Place	119,589	1,825		100,805	16,959	
Civic Theatres Toronto	48,827	3,225	13,216	30,271	2,115	
Toronto & Region Conservation Authority	207,184	4,895		187,673	1,350	13,266
Toronto Police Service	575,141		5,000	366,906	202,195	1,040
Toronto Public Health	24,100			7,893	16,207	
Toronto Public Library	309,412		15,000	195,952	1,500	96,960



## - by Program & Category

				Category		
	2019 - 2028	Health and Safety	Legislated	State of Good Repair	Service Improvement	Growth Related
(\$000s)	Budget & Plan					
Toronto Zoo	82,988		1,327	68,228	6,932	6,501
Yonge-Dundas Square	500	100		400		
Total Agencies	1,367,741	10,045	34,543	958,128	247,258	117,767
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	16,285,684	401,131	301,699	7,997,007	2,409,689	5,176,158
Toronto Transit Commission (TTC)						
Toronto Transit Commission	6,228,836	108,504	767,298	4,787,555	338,001	227,478
Scarborough Subway Extension	3,327,505					3,327,505
Spadina Subway Extension						
Transit Studies	387,521					387,521
Total TTC	9,943,862	108,504	767,298	4,787,555	338,001	3,942,504
TOTAL TAX SUPPORTED CAPITAL PROGRAM	26,229,546	509,635	1,068,997	12,784,562	2,747,690	9,118,662
RATE SUPPORTED PROGRAM						
Solid Waste Management	641,280		229,614	159,153	173,158	79,355
Toronto Parking Authority	345,962			60,572	285,390	
Toronto Water	13,451,157	19,813	1,180,729	6,744,584	4,103,218	1,402,813
TOTAL RATE SUPPORTED PROGRAM	14,438,399	19,813	1,410,343	6,964,309	4,561,766	1,482,168
TOTAL CAPITAL PROGRAM	40,667,945	529,448	2,479,340	19,748,871	7,309,456	10,600,830

		40																Appendix 1.2.3		
<b>TORONTO</b>	20	18		2019	5.1	2020		<b></b>		2021	D 1		2022	5.1		2023	5.1		2019 - 2023	D 1
	Council A	Approved	Council A	Approved	Debt Target	Council A	pproved	Debt Target	Council A <sub>1</sub>	pproved	Debt Target	Council A	pproved	Debt Target	Council A	Approved	Debt Target	Council A	Approved	Debt Target
Programs / Agencies (000s)	Gross	Actual	Gross	Debt/ CFC		Gross	Debt/ CFC		Gross 1	Debt/ CFC		Gross 1	Debt/ CFC		Gross	Debt/ CFC		Gross	Debt/ CFC	
Community and Social Services																				
Children's Services	41,804	17,301	21,156	1,285	1,285	18,445	1,276	1,276	14,456	1,575	1,575	10,683	1,540	1,540	4,781	1,496	1,496	69,521	7,172	7,17
Court Services	1,189	981																		
Economic Development and Culture	32,573	15,084	16,202	9,545	10,900	20,450	11,600	10,100	17,330	10,005	10,000	18,551	10,236	10,200	18,838	9,944	10,000	91,371	51,330	51,20
Long Term Care Homes and Services	12,172	6,217	10,886	7,040	7,040	8,375	6,327	6,327	7,977	6,327	6,327	8,150	6,500	<b>6,5</b> 00	8,150	6,500	6,500	43,538	32,694	32,69
Parks, Forestry & Recreation	224,705	173,722	175,735	68,270	63,140	231,468	69,396	60,907	238,951	74,127	67,648	224,483	77,754	73,146	180,388	74,923	74,923	1,051,025	364,470	339,76
Shelter, Support & Housing Administration	313,942	235,337	303,606	168,646	155,000	93,251	83,916	81,640	11,213	11,213	9,000	10,865	10,865	9,000	469,754	469,754	469,326	888,689	744,394	723,96
Toronto Employment & Social Services	9,706	8,287	3,623		2.710	2,675		4.700	1,212	. =		1.1.100	4.470	1 0 2 2			• • • • • • • • • • • • • • • • • • • •	7 <b>,</b> 510	-1.10-	
Toronto Paramedic Services	5,390	4,459	3,425	2,210	2,510	10,346	3,156	4,530	8,454	4,749	5,813	14,189	6,450	1,032	10,551	4,620	300	46,965	21,185	14,185
Community and Social Services	641,482	461,388	534,633	256,996	239,875	385,010	175,671	164,780	299,593	107,996	100,363	286,921	113,345	101,418	692,462	567,237	562,545	2,198,619	1,221,245	1,168,982
Infrastructure and Development Services	7.774	4.04.4	6.210	2 (10	4.077	7.700	4.210	4.102	7.210	4.004	2.022	6.200	2.740	2 (01	<b>( 2</b> 00	2.705	2.670	22.012	10.222	10.74
City Planning	7,774	4,014	6,319 7,280	3,618 4,295	4,276	7,708	4,219 2,783	4,193	7,210	4,081	3,822 150	6,288	3,710 1,180	3,681 150	6,288	3,705	3,670	33,813	19,333 10,225	19,642 6,324
Fire Services Transportation Services	17,157 565,898	7,623 313,943	477,726	360,214	3,340 455,040	14,187 601,419	428,180	838 466,636	5,931 494,705	1,817 380,823	454,211	1,461 401,103	290,119	465,021	2,933 537,230	150 277,539	1,846 236,210	31,792 2,512,183	1,736,875	2,077,118
Waterfront Revitalization Initiative	209,222	60,265	12,196	1,536	23,396	180,624	24,550	18,051	94,760	2,375	6,504	42,465	6,021	5,328	35,731	18,884	600	365,776	53,366	53,879
Infrastructure and Development Services	800,051	385 846	503 521	369,663	486 052	803,938	459 732	489,718	602,606	389 096	464,687	451,317	301 030	474 180	582.182	300 278	242,326	2,943,564	1,819,799	2,156,963
Corporate Services	550,051	363,640	303,321	507,005	400,032	000,700	737,132	107,710	002,000	302,020	10 1,001	101,017	301,030	777,100	552,102	300,270	_ 12,020	-, × 10,00T	-,0-17,177	_,100,700
311 Toronto	6,571	2,773	4,003	4,003	6,003	8,211	8,211	5,152	3,015	3,015	4,744	1,896	1,896	1,146	1,616	1,616	1,696	18,741	18,741	18,741
Facilities Management, Real Estate	326,025	188,216	160,312	112,476	98,231	198,124	117,560	97,048	174,375	128,120	90,176	137,237	112,387	107,387	144,832	119,974	119,975	814,880	590,516	512,817
Fleet Services	74,155	61,710	61,829	,	,	77,023	,	,	75,467	,	,	79,115	,	,	70,536		,	363,970	,	
Information & Technology	88,841	63,012	67,172	42,822	31,682	61,294	30,025	14,631	38,596	19,145	10,446	32,821	15,747	13,438	38,319	16,860	16,460	238,202	124,599	86,657
Corporate Services	495,592	315,711	293,316	159,301	135,916	344,652	155,796	116,831	291,453	150,280	105,366	251,069	130,030	121,971	255,303	138,450	138,131	1,435,793	733,856	618,215
Finance and Treasury Services																				
Financial Services	32,056	12,931	8,752	7,617	5,792	10,109	7,597	4,439	5,192	2,976	1,361	2,350	1,900		1,900	1,900	500	28,303	21,990	12,092
Finance and Treasury Services	32,056	12,931	8,752	7,617	5,792	10,109	7,597	4,439	5,192	2,976	1,361	2,350	1,900		1,900	1,900	500	28,303	21,990	12,092
Other City Services			0.15	215													4 400	215	215	1.10
Accountability Offices	10.400	6.054	215	215	2.775	<b>5</b> 000	2.125	4.405	2 000	4.000	2.470	2.55	2.020	1.225	0.405	4.405	1,400	215	215	1,400
City Clerk's Office	10,498	6,854	3,290	1,640	2,775	5,890	3,135	1,695	2,990	1,990	2,470	3,555	2,830	1,325	2,625	1,195	2,363	18,350	10,790	10,628
Other City Services	83,381 <b>93,880</b>	6,065 <b>12,919</b>	12,551 <b>12,510</b>	2,551 <b>860</b>	400 (371)	10,626 <b>16,516</b>	2,826 <b>5,961</b>	2,095	7,965 <b>10,955</b>	2,965 <b>4,955</b>	400 <b>2,870</b>	5,400 <b>8,955</b>	3,230	400 <b>1,725</b>	5,400 <b>8,025</b>	400 <b>1,595</b>	400 <b>4,163</b>	41,942 <b>56,961</b>	9,142 <b>16,601</b>	2,000 <b>10,482</b>
Other City Services	93,000	12,919	12,510	800	(3/1)	10,510	5,901	2,095	10,955	4,955	2,670	0,955	3,230	1,725	0,025	1,393	4,103	30,901	10,001	10,462
Total - City Operations			1,352,732	794,437	867,264	1,560,225	804,757	777,863	1,209,799	655,303	674,647	1,000,612	549,535	699,294	1,539,872	1,009,460	947,665	6,663,240	3,813,491	3,966,733
Agencies																				
Civic Theatres Toronto	7,620	3,705	12,352	10,104	5,767	9,170	9,170	5,088	4,296	4,296	4,296	3,499	3,499	3,499	2,175	2,175	2,175	31,492	29,244	20,825
Exhibition Place	5,872	4,969	7,079	6,844	5,345	13,930	13,820	11,820	12,355	12,265	11,538	12,615	11,415	11,415	11,985	11,985	11,985	57,964	56,329	52,103
GO Transit	60,000	40.020	24.504	4.000	<b>=</b> 000	24.002	4.07.4	• • • • •	1= 100	2.120	• • • • •	1=	2.450	• 000	24.475	<b>7</b> 400	<b>=</b> 000	00.400	2.55.	10.000
Toronto & Region Conservation Authority	19,830	19,830	21,581	6,089	5,000	21,893	6,974	3,000	17,408	3,139	3,000	17,552	3,170	3,000	21,175	5,182	5,000	99,609	24,554	19,000
Toronto Police Service	76,194	55,930	65,796	29,576	40,137	82,159	37,186	33,125	67,566	27,346	28,740	53,617	17,751	20,768	53,157	21,051	10,140	322,295	132,910	132,910
Toronto Public Health Toronto Public Library	4,575 39,119	3,358 31,440	3,817 28,674	3,652 21,860	3,889 21,860	3,997 46,061	3,997 22,077	3,846 22,077	3,086 42,188	3,086 21,721	3,000 20,411	2,500 30,830	2,500 18,705	2,500 17,160	2,200 31,143	2,200 15,537	2,200 13,410	15,600 178,896	15,435 99,900	15,435 94,918
Toronto Zoo		2,157	7,763	7,263	6,700		6,000	6,000	8,000	6,000	6,000	8,000	6,000	6,000	8,000	6,000		39,763	31,263	30,700
Yonge-Dundas Square	13,201	2,13/	50	50	50	8,000 50	50	50	50	50	50	50	50	50	50	50	6,000 50	250	250	250
Sub-Total - Agencies	226,411	121,388	147,112	85,438	88,748	185,260	99,274	85,006	154,949	77,903	77,035	128,663	63,090	64,392	129,885	64,180	50,960	745,869	389,885	366,141
Tax Supported before TTC	2,289,471	1,310,182	1,499,844	879,875	956,012	1,745,485	904,031	862,869	1,364,748	733,206	751,682	1,129,275	612,625	763,686	1,669,757	1,073,640	998,625	7,409,109	4,203,376	4,332,874
Toronto Transit Commission																				
Toronto Transit Commission	1,662,079	1,270,783	1,265,612	309,104	544,803	1,199,172	572,026	376,211	805,104	261,790	252,137	599,103	146,208		411,492	14,882		4,280,483	1,304,010	1,173,151
Scarborough Subway Extension	393,454	120,138	84,848	,	,	243,898	,	,	387,796	,	,	550,977	,		487,460			1,754,979	, ,	
Spadina Subway Extension	103,581	15,895				-														
Transit Studies	103,581	15,895	134,900	67,450		252,621	127,596											387,521	195,046	
Sub-Total - Toronto Transit Commission	2,288,331	1,488,914	1,485,360	376,554	544,803	1,695,691	699,622	376,211	1,192,900	261,790	252,137	1,150,080	146,208		898,952	14,882		6,422,983	1,499,056	1,173,151
Tax Supported Programs	4,577,802	2,799,096	2,985,204	1,256,429	1,500,815	3,441,176	1,603,653	1,239,080	2,557,648	994,996	1,003,819	2,279,355	758,832	763,686	2,568,709	1,088,522	998,625	13,832,092	5,702,432	5,506,025
Rate Supported Programs																				
Solid Waste Management	122,313	64,424	39,611			83,370			75,600			66,467			71,821			336,869		
Toronto Parking Authority	105,297	15,481	27,714			28,700			30,668			41,500			57,180			185,762		
Toronto Water	946,572	715,497	797,080			1,590,086			1,703,418			1,616,768			1,391,347			7,098,699		
Total Rate Supported Programs	1,174,182	795,402	864,405			1,702,156			1,809,686			1,724,735			1,520,348			7,621,330		1
Total - All Programs	5,751,984	3,594,498	3,849,609	1,256,429	1,500,815	5,143,332	1,603,653	1,239,080	4,367,334	994,996	1,003,819	4,004,090	758,832	763,686	4,089,057	1,088,522	998,625	21,453,422	5,702,432	5,506,025

<b>TORONTO</b>		2024			2025		2026			2027				2028			2019 - 2028	
	Council A	Approved	Debt Target	Council A	Approved	Debt Target	Council	Approved	Debt Target	Council	Approved	Debt Target	Council	Approved	Debt Target	Council A	pproved	Debt Targe
Programs / Agencies (000s)	Gross	Debt/ CFC		Gross	Debt/ CFC		Gross	Debt/ CFC		Gross	Debt/ CFC		Gross	Debt/ CFC		Gross	Debt/ CFC	
Community and Social Services																		
Children's Services	2,496	1,496	1,496	2,496	1,496	1,496	1,496	1,496	1,496	1,496	1,496	1,496	1,496	1,496	1,496	79,001	14,652	14,652
Court Services																		
Economic Development and Culture	14,200	9,800	9,800	15,624	9,712	9,700	18,706	9,728	9,700	15,100	9,700	9,700	19,900	13,000	13,000	174,901	103,270	103,100
Long Term Care Homes and Services	8,073	7,000	7,000	8,073	7,000	7,000	8,073	7,000	7,000	8,073	7,000	7,000	8,073	7,000	7,000	83,903	67,694	67,694
Parks, Forestry & Recreation	211,736	76,723	76,723	153,950	76,723	76,723	155,680	78,175	78,175	177,281	73,000	73,000	139,401	73,000	73,000	1,889,073	742,091	717,385
Shelter, Support & Housing Administration Toronto Employment & Social Services	4,742	4,742	4,182	2,085	2,085	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	901,216 7,510	756,921	735,748
Γoronto Paramedic Services	8,405	904	904	9,154	3,700	3,700	10,446	5,258	5,258	8,685	5,260	5,260	12,235	5,260	5,260	95,890	41,567	34,567
Community and Social Services	249,652	100,665	100,105	191,382	100,716	100,519	196,301	103,557	103,529	212,535	98,356	98,356	183,005	101,656	101,656	3,231,494	1,726,195	1,673,146
Infrastructure and Development Services																		
City Planning	6,736	3,789	3,960	6,736	3,787	3,968	6,600	3,832	3,960	6,600	3,856	4,057	6,625	3,924	4,294	67,110	38,521	39,881
Fire Services	5,384	2,562	2,914	2,136	150	1,615	3,800	1,600	1,600	2,150	1,750	1,750	1,250	150	1,750	46,512	16,437	15,953
Transportation Services	950,740	722,395	1,108,450	885,798	833,835	215,584	520,525	468,559	221,985	273,339	254,738	223,804	211,927	197,967	248,804	5,354,512	4,214,369	4,095,745
Waterfront Revitalization Initiative	1,173															366,949	53,366	53,879
Infrastructure and Development Services	964,033	728,746	1,115,324	894,670	837,772	221,167	530,925	473,991	227,545	282,089	260,344	229,611	219,802	202,041	254,848	5,835,083	4,322,693	4,205,458
Corporate Services	,	,		-	,	·	•		·				,	,				
311 Toronto	1,696	1,696	1,696	1,696	1,696	1,696	1,696	1,696	1,696	1,696	1,696	1,696	1,696	1,696	1,696	27,221	27,221	27,221
Facilities Management, Real Estate	121,009	96,205	96,205	97,692	72,417	72,417	96,619	44,480	44,481	95,747	67,896	67,897	98,357	70,546	70,546	1,324,304	942,060	864,363
Fleet Services	68,949	,	,	70,958		,	67,258		,	64,932			103,413		,	739,480	,	
Information & Technology	34,139	16,234	16,460	45,983	16,800	16,574	35,745	16,800	16,800	35,098	16,800	16,800	39,476	16,800	16,800	428,643	208,033	170,091
Corporate Services	225,793	114,135	114,361	216,329	90,913	90,687	201,318	62,976	62,977	197,473	86,392	86,393	242,942	89,042	89,042	2,519,648	1,177,314	1,061,675
Finance and Treasury Services	,			-	•	•	,		·				,	,				
Financial Services	1,775	1,775	1,775	3,700	2,000	2,589	2,625	700	1,402	3,450	1,300	1,268	1,037	1,037	7,416	40,890	28,802	26,542
Finance and Treasury Services	1,775	1,775	1,775	3,700	2,000	2,589	2,625	700	1,402	3,450	1,300	1,268	1,037	1,037	7,416	40,890	28,802	26,542
Other City Services	,	,	,	,	,	,	,		,	,	,	,	,	,	,	,	,	,
Accountability Offices	700	700		700	700		250	250								1,865	1,865	1,400
City Clerk's Office	1,505	735	1,200	5,095	2,195	1,537	4,205	3,770	2,740	1,610	990	2,259	2,403	2,403	2,518	33,168	20,883	20,882
Corporate Initiatives	5,000		,	1,682,019	62,000	62,000	1,530,381	,	456,862	,		,	,	,	,	3,259,342	71,142	520,862
Other City Services	7,205	1,435	1,200	1,687,814	64,895	63,537	1,534,836	4,020	459,602	1,610	990	2,259	2,403	2,403	2,518	3,290,829	90,344	539,598
Total - City Operations	1,448,458	946,756	1,332,765	2,993,895	1,096,296	478,499	2,466,005	645,244	855,055	697,157	447,382	417,887	649,189	396,179	455,480	14,917,944	7,345,348	7,506,419
Agencies	2464	2464	2.4.64	2.724	2.724	0.724	2 (00	2 (00	2 (00	5 75 4	5 75 4	5 75 4	2 000	2 000	2.000	40.027	47.550	20.4.60
Civic Theatres Toronto	2,161	2,161	2,161	2,731	2,731	2,731	3,689	3,689	3,689	5,754	5,754	5,754	3,000	3,000	3,000	48,827	46,579	38,160
Exhibition Place	13,435	12,435	12,435	12,235	11,935	11,935	11,935	11,935	11,935	12,035	11,935	11,935	11,985	11,935	11,935	119,589	116,504	112,278
GO Transit	24.207	F 475	<b>5</b> 000	24 402	5.4.60	<b>5</b> 000	24 500	F 1.41	<b>7</b> 000	24 (20	F 4 F F	<b>5</b> 000	24.750	5 4 40	<b>5</b> 000	207.404	50.261	44.000
Toronto & Region Conservation Authority	21,287	5,175	5,000	21,402	5,168	5,000	21,500	-	5,000	21,628	5,155	5,000	21,758		5,000	207,184	50,361	44,000
Toronto Police Service	69,437	24,795	14,229	48,725	18,111	16,507	47,503	12,533	17,306	53,606	19,541	18,541	33,575	10,103	18,500	575,141	217,993	217,993
Toronto Public Health	1,700	1,700	1,700	1,700	1,700	1,700	1,700		1,700		1,700	1,700	1,700	1,700	1,700	24,100	23,935	23,935
Toronto Public Library	18,627	13,410	13,410	25,184	16,330	16,330	29,276		16,410	27,202	16,410	16,410	30,227	16,410	16,410	309,412	178,870	173,888
Toronto Zoo	8,898	6,398	6,000	8,827	6,327	6,000	8,500	6,000	6,000	8,500	6,000	6,000	8,500	6,500	6,500	82,988	62,488	61,200
Yonge-Dundas Square	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	500	500	500
Sub-Total - Agencies	135,595	66,124	54,985	120,854	62,352	60,253	124,153	57,478	62,090	130,475	66,545	65,390	110,795	54,846	63,095	1,367,741	697,230	671,954
Tax Supported before TTC	1,584,053	1,012,880	1,387,750	3,114,749	1,158,648	538,752	2,590,158	702,722	917,145	827,632	513,927	483,277	759,984	451,025	518,575	16,285,685	8,042,578	8,178,373
Toronto Transit Commission	416.070	07.717	40.417	250 571	97.540	77 21 5	207.020	101 722	102 022	205 (07	20.220		200.005	105 406	225 000	( 220 02(	1 727 707	1 (20 70)
Toronto Transit Commission	416,070	97,717	49,417	359,571	87,540	77,315	397,020	121,733	103,823	395,607	20,220		380,085	105,486	225,000	6,228,836	1,736,706	1,628,706
Scarborough Subway Extension	608,132		66,006	459,277	160,697	171,467	227,527	34,999	35,000	225,870			51,720			3,327,505	195,696	272,473
Spadina Subway Extension																207 521	105.046	
Transit Studies  Sub-Total - Toronto Transit Commission	1 024 202	07.717	115 402	010 040	249 227	249 792	(24 547	157.720	120 022	(21.477	20.220		421 OOF	105 496	225 000	387,521	195,046	
Sub-Total - Toronto Transit Commission	1,024,202	97,717	115,423	818,848	248,237	248,782	624,547	156,732	138,823	621,477	20,220		431,805	105,486	225,000	9,943,862	2,127,448	1,901,179
Tax Supported Programs	2,608,255	1,110,597	1,503,173	3,933,597	1,406,885	787,534	3,214,705	859,454	1,055,968	1,449,109	534,147	483,277	1,191,789	556,511	743,575	26,229,547	10,170,025	10,079,552
Rate Supported Programs																		
Solid Waste Management	60,674			49,272			61,380			33,234			99,851			641,280		
Toronto Parking Authority	60,000			52,400			32,800			7,500			7,500			345,962		
Toronto Water	1,250,431			1,231,745			1,264,513			1,357,377			1,248,392			13,451,157		
Total Rate Supported Programs	1,371,105			1,333,417			1,358,693			1,398,111			1,355,743			14,438,399		
	0.000.000	4 440 ===	4 800 100	<b>= 62</b> - 52 -	4 40 4 5 5 5	<b>=</b> 0===================================	4	050	4.0== 0.00	201-55	#64.1:=	40.5	0 F 4 F F 5 F		= 10 ===	10.43-53	40.450.000	40.0=6.==
Total - All Programs	3,979,360	1,110,597	1,503,173	5,267,014	1,406,885	787,534	4,573,398	859,454	1,055,968	2,847,220	534,147	483,277	2,547,532	556,511	743,575	40,667,946	10,170,025	10,079,552





## - by Program

	Budget & Plan	Budget					Plan				
	2019 -2028	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
(\$000s)											
Community and Social Services											
Children's Services	79,001	21,156	18,445	14,456	10,683	4,781	2,496	2,496	1,496	1,496	1,496
Economic Development and Culture	174,901	16,202	20,450	17,330	18,551	18,838	14,200	15,624	18,706	15,100	19,900
Long Term Care Homes and Services	83,903	10,886	8,375	7,977	8,150	8,150	8,073	8,073	8,073	8,073	8,073
Parks, Forestry & Recreation	1,889,073	175,735	231,468	238,951	224,483	180,388	211,736	153,950	155,680	177,281	139,401
Shelter, Support & Housing Administration	901,216	303,606	93,251	11,213	10,865	469,754	4,742	2,085	1,900	1,900	1,900
Toronto Employment & Social Services	7,510	3,623	2,675	1,212							
Toronto Paramedic Services	95,890	3,425	10,346	8,454	14,189	10,551	8,405	9,154	10,446	8,685	12,235
<b>Total Community and Social Services</b>	3,231,494	534,633	385,010	299,593	286,921	692,462	249,652	191,382	196,301	212,535	183,005
Infrastructure and Development Services											
City Planning	67,110	6,319	7,708	7,210	6,288	6,288	6,736	6,736	6,600	6,600	6,625
Fire Services	46,512	7,280	14,187	5,931	1,461	2,933	5,384	2,136	3,800	2,150	1,250
Transportation Services	5,354,512	477,726	601,419	494,705	401,103	537,230	950,740	885,798	520,525	273,339	211,927
Waterfront Revitalization Initiative	366,949	12,196	180,624	94,760	42,465	35,731	1,173				
Total Infrastructure and Development Services	5,835,083	503,521	803,938	602,606	451,317	582,182	964,033	894,670	530,925	282,089	219,802
Corporate Services											
311 Toronto	27,221	4,003	8,211	3,015	1,896	1,616	1,696	1,696	1,696	1,696	1,696
Facilities Management, Real Estate & Environment	1,324,303	160,312	198,123	174,375	137,237	144,832	121,009	97,692	96,619	95,747	98,357
Fleet Services	739,480	61,829	77,023	75,467	79,115	70,536	68,949	70,958	67,258	64,932	103,413
Information & Technology	428,643	67,172	61,294	38,596	32,821	38,319	34,139	45,983	35,745	35,098	39,476
Total Corporate Services	2,519,647	293,316	344,651	291,453	251,069	255,303	225,793	216,329	201,318	197,473	242,942
Finance and Treasury Services											
Financial Services	40,890	8,752	10,109	5,192	2,350	1,900	1,775	3,700	2,625	3,450	1,037
Total Finance and Treasury Services	40,890	8,752	10,109	5,192	2,350	1,900	1,775	3,700	2,625	3,450	1,037
Other City Programs											
Accountability Offices	1,865	215					700	700	250		
City Clerk's Office	33,168	3,290	5,890	2,990	3,555	2,625	1,505	5,095	4,205	1,610	2,403
Corporate Initiatives	3,259,342	12,551	10,626	7,965	5,400	5,400	5,000	1,682,019	1,530,381		
IT Related Projects	(3,546)	(3,546)									
Total Other City Programs	3,290,829	12,510	16,516	10,955	8,955	8,025	7,205	1,687,814	1,534,836	1,610	2,403
Total City Operations	14,917,943	1,352,732	1,560,224	1,209,799	1,000,612	1,539,872	1,448,458	2,993,895	2,466,005	697,157	649,189
Agencies											
Exhibition Place	119,589	7,079	13,930	12,355	12,615	11,985	13,435	12,235	11,935	12,035	11,985





## - by Program

	Budget & Plan	Budget					Plan				
	2019 -2028	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
(\$000s)											
Civic Theatres Toronto	48,827	12,352	9,170	4,296	3,499	2,175	2,161	2,731	3,689	5,754	3,000
Toronto & Region Conservation Authority	207,184	21,581	21,893	17,408	17,552	21,175	21,287	21,402	21,500	21,628	21,758
Toronto Police Service	575,141	65,796	82,159	67,566	53,617	53,157	69,437	48,725	47,503	53,606	33,575
Toronto Public Health	24,100	3,817	3,997	3,086	2,500	2,200	1,700	1,700	1,700	1,700	1,700
Toronto Public Library	309,412	28,674	46,061	42,188	30,830	31,143	18,627	25,184	29,276	27,202	30,227
Toronto Zoo	82,988	7,763	8,000	8,000	8,000	8,000	8,898	8,827	8,500	8,500	8,500
Yonge-Dundas Square	500	50	50	50	50	50	50	50	50	50	50
Total Agencies	1,367,741	147,112	185,260	154,949	128,663	129,885	135,595	120,854	124,153	130,475	110,795
TOTAL TAX SUPPORTED CAPITAL PROGRAM											
(Excl.TTC)	16,285,684	1,499,844	1,745,484	1,364,748	1,129,275	1,669,757	1,584,053	3,114,749	2,590,158	827,632	759,984
Toronto Transit Commission (TTC)	( 220 02 (	1 0 6 7 6 10	1 100 170	005.104	<b>5</b> 00 102	411 400	41 6 0 70	250 551	207.020	205.605	200.005
Toronto Transit Commission	6,228,836	1,265,612	1,199,172	805,104	599,103	411,492	416,070	359,571	397,020	395,607	380,085
Scarborough Subway Extension	3,327,505	84,848	243,898	387,796	550,977	487,460	608,132	459,277	227,527	225,870	51,720
Spadina Subway Extension											
Transit Studies	387,521	134,900	252,621	1 102 000	4.4.70.000	222.27		212.212		(0.1.177	404.005
Total TTC	9,943,862	1,485,360	1,695,691	1,192,900	1,150,080	898,952	1,024,202	818,848	624,547	621,477	431,805
TOTAL TAX SUPPORTED CAPITAL PROGRAM	26,229,546	2,985,204	3,441,175	2,557,648	2,279,355	2,568,709	2,608,255	3,933,597	3,214,705	1,449,109	1,191,789
RATE SUPPORTED PROGRAM											
Solid Waste Management	641,280	39,611	83,370	75,600	66,467	71,821	60,674	49,272	61,380	33,234	99,851
Toronto Parking Authority	345,962	27,714	28,700	30,668	41,500	57,180	60,000	52,400	32,800	7,500	7,500
Toronto Water	13,451,157	797,080	1,590,086	1,703,418	1,616,768	1,391,347	1,250,431	1,231,745	1,264,513	1,357,377	1,248,392
TOTAL RATE SUPPORTED PROGRAM	14,438,399	864,405	1,702,156	1,809,686	1,724,735	1,520,348	1,371,105	1,333,417	1,358,693	1,398,111	1,355,743
TOTAL CAPITAL PROGRAM	40,667,945	3,849,609	5,143,331	4,367,334	4,004,090	4,089,057	3,979,360	5,267,014	4,573,398	2,847,220	2,547,532





	2019 - 2028				Fu	ınding Source	es			
(*0002)	Budget & Plan	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
(\$000s)  Community and Social Services					Rei )					
Children's Services	79,001		19,932		31,431		12,986	13,367	1,285	
Economic Development and Culture	174,901			300	20,575		50,756	96,270	7,000	
Long Term Care Homes and Services	83,903				16,209			63,159	4,535	
Parks, Forestry & Recreation	1,889,073		697,206	15,687	328,011		106,078	680,148	61,943	
Shelter, Support & Housing Administration	901,216	133,111		322	10,862			756,351	570	
Toronto Employment & Social Services	7,510			2,504	5,006					
Toronto Paramedic Services	95,890		32,229					40,532	1,035	
Total Community and Social Services	3,231,494	133,111	749,367	40,907	412,094		169,820	1,649,827	76,368	
Infrastructure and Development Services										
City Planning	67,110		28,489		100			34,903	3,618	
Fire Services	46,512		11,817	17,058		1,200		12,903	3,534	
Transportation Services	5,354,512	11,042	283,083	641,346	50,071	14,000	139,770	4,183,370	30,999	831
Waterfront Revitalization Initiative	366,949	4,636	40,499	21,300	17,689	3,655	22,204	53,366		203,600
Total Infrastructure and Development Services	5,835,083	15,678	363,888	679,704	67,860	18,855	161,974	4,284,542	38,151	204,431
Corporate Services			***************************************						***************************************	
311 Toronto	27,221							23,218	4,003	
Facilities Management, Real Estate & Environment	1,324,303	10,484		41,223	18,824		25,142	903,477	38,582	286,571
Fleet Services	739,480	***************************************		719,480	20,000					
Information & Technology	428,643	10.404		215,546	3,086		1,978	165,211	42,822	207 ==1
Total Corporate Services	2,519,647	10,484		976,249	41,910		27,120	1,091,906	85,407	286,571
Finance and Treasury Services										
Financial Services	40,890		1,175	1,100	9,196		617	22,591	6,211	
Total Finance and Treasury Services	40,890		1,175	1,100	9,196		617	22,591	6,211	
Other City Programs										
Accountability Offices	1,865							1,650	215	
City Clerk's Office	33,168			505	11,780			19,493	1,390	
Corporate Initiatives	3,259,342	344,038		5,600	2,200	1,216,400		71,142		1,619,962
IT Related Projects	(3,546)							(3,546)		
Total Other City Programs	3,290,829	344,038		6,105	13,980	1,216,400		88,739	1,605	1,619,962
Total City Operations	14,917,943	503,311	1,114,430	1,704,065	545,040	1,235,255	359,531	7,137,605	207,742	2,110,964
Agencies										





	2019 - 2028				Fu	nding Source	S			
(\$000s)	Budget & Plan	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
Exhibition Place	119,589						3,085	115,679	825	
Civic Theatres Toronto	48,827				2,248			42,858	3,721	
Toronto & Region Conservation Authority	207,184				2,500		154,323	49,722	639	
Toronto Police Service	575,141		74,063	283,085				208,082	9,911	
Toronto Public Health	24,100		88		76			20,478	3,457	
Toronto Public Library	309,412		103,973		1,100		25,469	174,857	4,013	
Toronto Zoo	82,988						20,500	56,552	5,936	
Yonge-Dundas Square	500							500		
Total Agencies	1,367,741		178,124	283,085	5,924		203,377	668,728	28,502	
(Excl.TTC)	16,285,684	503,311	1,292,555	1,987,150	550,964	1,235,255	562,908	7,806,333	236,244	2,110,964
Toronto Transit Commission (TTC)										
Toronto Transit Commission	6,228,836	1,543,199	663,700	184,385		1,951,622	149,224	1,701,402	35,304	
Scarborough Subway Extension	3,327,505	2,153,677	165,002		153,131	659,999		195,696		
Spadina Subway Extension										
Transit Studies	387,521	162,525				29,950		127,596	67,450	
Total TTC	9,943,862	3,859,401	828,702	184,385	153,131	2,641,571	149,224	2,024,694	102,754	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	26,229,546	4,362,712	2,121,256	2,171,535	704,095	3,876,826	712,132	9,831,027	338,998	2,110,964
RATE SUPPORTED PROGRAM										
Solid Waste Management	641,280				384,398					256,882
Toronto Parking Authority	345,962	10,000			4,500		331,462			
Toronto Water	13,451,157	25,500	869,582		12,475,594	25,500	54,981			
TOTAL RATE SUPPORTED PROGRAM	14,438,399	35,500	869,582		12,864,492	25,500	386,443			256,882
TOTAL CAPITAL PROGRAM	40,667,945	4,398,212	2,990,838	2,171,535	13,568,587	3,902,326	1,098,575	9,831,027	338,998	2,367,840



	Total	2019		Pl	an					Fu	nding Source	es			
	2019 to 2023	Budget	2020	2021	2022	2023	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
(\$000s)  Community and Social Services															
Children's Services	69,521	21,156	18,445	14,456	10,683	4,781		19,932		31,431		10,986	5,887	1,285	
Economic Development and Culture	91,371	16,202	20,450	17,330	18,551	18,838		17,732	300	11,025		28,716	44,330	7,000	
Long Term Care Homes and Services	43,538	10,886	8,375	7,977	8,150	8,150			300	10,844		20,710	28,159	4,535	
	1,051,025	175,735	231,468	238,951	224,483	180,388		400,815	12,983			105,328	302,527	61,943	
Parks, Forestry & Recreation	888,689				10,865			400,813	322	10,862		103,326		570	
Shelter, Support & Housing Administration		303,606	93,251	11,213	10,803	469,754	133,111						743,824	370	
Toronto Employment & Social Services	7,510	3,623	2,675	1,212	1 4 100	10.551		14.750	2,504				20.150	1 025	
Toronto Paramedic Services  Total Community and Social Services	46,965 <b>2,198,619</b>	3,425 <b>534,633</b>	10,346 <b>385,010</b>	8,454 <b>299,593</b>	14,189 <b>286,921</b>	10,551 <b>692,462</b>	133,111	14,750 <b>435,497</b>	11,030 <b>27,139</b>	1		145,030	20,150 <b>1,144,877</b>	1,035 <b>76,368</b>	
Town comments with a contract of the contract	2,23 3,023	33 1,000	330,010	277,676	200,522	0, 2, 102	100,222	100,127		20 0,000		110,000		,.	
Infrastructure and Development Services															
City Planning	33,813	6,319	7,708	7,210	6,288	6,288		14,380		100			15,715	3,618	
Fire Services	31,792	7,280	14,187	5,931	1,461	2,933		11,817	8,550		1,200		6,691	3,534	
Transportation Services	2,512,183	477,726	601,419	494,705	401,103	537,230	11,042	237,512	388,686	31,571	2,800	102,866	1,705,876	30,999	831
Waterfront Revitalization Initiative	365,776	12,196	180,624	94,760	42,465	35,731	4,636	40,499	21,300	17,689	3,655	21,031	53,366		203,600
Total Infrastructure and Development Services	2,943,564	503,521	803,938	602,606	451,317	582,182	15,678	304,208	418,536	49,360	7,655	123,897	1,781,648	38,151	204,431
Corporate Services															
311 Toronto	18,741	4,003	8,211	3,015	1,896	1,616							14,738	4,003	
Facilities Management, Real Estate & Environment	814,879	160,312	198,123	174,375	137,237	144,832	2,802		17,525	18,824		25,142	551,934	38,582	160,071
Fleet Services	363,970	61,829	77,023	75,467	79,115	70,536			343,970			23,112		30,302	100,071
Information & Technology	238,202	67,172	61,294	38,596	32,821	38,319			108,539			1,978	81,777	42,822	
Total Corporate Services	1,435,792	293,316	344,651	291,453	251,069	255,303			470,034	,		27,120	648,449	85,407	160,071
Finance and Treasury Services															
Financial Services	28,303	8,752	10,109	5,192	2,350	1,900		575	500	<del>                                     </del>		617	15,779	6,211	
Total Finance and Treasury Services	28,303	8,752	10,109	5,192	2,350	1,900		575	500	4,621		617	15,779	6,211	
Other City Programs													Fa		
Accountability Offices	215	215												215	
City Clerk's Office	18,350	3,290	5,890	2,990	3,555	2,625			455	7,105			9,400	1,390	
Corporate Initiatives	41,942	12,551	10,626	7,965	5,400	5,400	25,000		5,600	2,200			9,142		
IT Related Projects	(3,546)	(3,546)											(3,546)		
<b>Total Other City Programs</b>	56,961	12,510	16,516	10,955	8,955	8,025	25,000		6,055	9,305			14,996	1,605	
<b>Total City Operations</b>	6,663,239	1,352,732	1,560,224	1,209,799	1,000,612	1,539,872	176,591	740,280	922,264	341,793	7,655	296,664	3,605,749	207,742	364,502
Agencies															
Exhibition Place	57,964	7,079	13,930	12,355	12,615	11,985						1,635	55,504	825	
Civic Theatres Toronto	31,492	12,352	9,170	4,296	3,499	2,175				2,248		1,000	25,523	3,721	
Toronto & Region Conservation Authority	99,609	21,581	21,893	17,408	17,552	21,175				2,445		72,610	23,915	639	
Toronto Police Service	322,295	65,796	82,159	67,566	53,617	53,157		49,054	140,331			72,010	122,999	9,911	
Toronto Public Health	15,600	3,817	3,997	3,086	2,500	2,200	L	88	]	76			11,978	3,457	



	Total	2019		Pl	an					F	unding Source	es			
(\$000s)	2019 to 2023	Budget	2020	2021	2022	2023	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
	170.006	20.674	46.061	42 100	20.020	21 142		(0.115		1 100		17.701	05.005	4.012	
Toronto Public Library	178,896	28,674	46,061	42,188	30,830	31,143		60,115		1,100		17,781	95,887	4,013	
Toronto Zoo	39,763	7,763	8,000	8,000	8,000	8,000						8,500	25,327	5,936	
Yonge-Dundas Square	250	50	50	50	50	50							250		
Total Agencies	745,869	147,112	185,260	154,949	128,663	129,885		109,257	140,331	5,869		100,526	361,383	28,502	
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	7,409,108	1,499,844	1,745,484	1,364,748	1,129,275	1,669,757	176,591	849,538	1,062,595	347,662	7,655	397,190	3,967,132	236,244	364,502
Toronto Transit Commission (TTC)															
Toronto Transit Commission	4,280,483	1,265,612	1,199,172	805,104	599,103	411,492	1,036,372	618,107	184,385		1,043,092	94,517	1,268,705	35,304	
Scarborough Subway Extension	1,754,979	84,848	243,898	387,796	550,977	487,460	1,149,160	85,417		153,131	367,271				
Spadina Subway Extension															
Transit Studies	387,521	134,900	252,621				162,525				29,950		127,596	67,450	
Total TTC	6,422,983	1,485,360	1,695,691	1,192,900	1,150,080	898,952	2,348,057	703,524	184,385	153,131	1,440,313	94,517	1,396,301	102,754	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	13,832,091	2,985,204	3,441,175	2,557,648	2,279,355	2,568,709	2,524,648	1,553,062	1,246,980	500,793	1,447,968	491,707	5,363,433	338,998	364,502
RATE SUPPORTED PROGRAM															
Solid Waste Management	336,869	39,611	83,370	75,600	66,467	71,821				211,554					125,315
Toronto Parking Authority	185,762	27,714	28,700	30,668	41,500	57,180	10,000					175,762			
Toronto Water	7,098,699	797,080	1,590,086	1,703,418	1,616,768	1,391,347	10,500	497,211		6,537,876	10,500	42,612			
TOTAL RATE SUPPORTED PROGRAM	7,621,330	864,405	1,702,156	1,809,686	1,724,735	1,520,348	20,500	497,211	-	6,749,430	10,500	218,374	-	_	125,315
TOTAL CAPITAL PROGRAM	21,453,421	3,849,609	5,143,331	4,367,334	4,004,090	4,089,057	2,545,148	2,050,273	1,246,980	7,250,223	1,458,468	710,081	5,363,433	338,998	489,817



Agencies

Exhibition Place

Civic Theatres Toronto

Toronto Police Service

Toronto Public Health

Toronto & Region Conservation Authority

### 2024 to 2028 Council Approved Capital Plan – Excluding 2018 Carry Forward

**Total** 

- by Program & Funding Source

Other Debt Capital from Debt -Development Federal Provincial Reserves Reserve **Grants &** Subsidy Charges **Funds** Recoverable Current 2024 2028 2025 2026 2027 2024 to 2028 Subsidies (\$000s)**Community and Social Services** Children's Services 9,480 2,496 2,496 1,496 1,496 1,496 2,000 7,480 Economic Development and Culture 15,624 15,100 19,900 9,550 51,940 83,530 14,200 18,706 22,040 Long Term Care Homes and Services 40,365 8,073 8,073 8,073 8,073 8,073 5,365 35,000 Parks, Forestry & Recreation 153,950 177,281 838,048 211,736 155,680 139,401 296,391 2,704 160,582 750 377,621 Shelter, Support & Housing Administration 1,900 1,900 1,900 12,527 12,527 4,742 2,085 Toronto Employment & Social Services Toronto Paramedic Services 48,925 8,405 9,154 8,685 12,235 17,479 20,382 10,446 11,064 **Total Community and Social Services** 1,032,875 249,652 191,382 196,301 212,535 183,005 313,870 13,768 175,497 24,790 504,950 **Infrastructure and Development Services** 33,297 6,736 6,736 6,625 14,109 19,188 City Planning 6,600 6,600 1,250 Fire Services 14,720 5,384 2,136 3,800 2,150 8,508 6,212 950,740 2,842,329 Transportation Services 885,798 520,525 273,339 211,927 45,571 252,660 18,500 11,200 36,904 2,477,494 Waterfront Revitalization Initiative 1,173 1,173 1,173 **Total Infrastructure and Development Services** 2,891,519 964,033 894,670 530,925 282,089 219,802 59,680 18,500 11,200 38,077 2,502,894 261,168 **Corporate Services** 1,696 1,696 1,696 1,696 1,696 8,480 311 Toronto Facilities Management, Real Estate & Environment 509,424 121,009 97,692 96,619 95,747 98,357 7,683 23,698 351,544 126,500 70,958 64,932 Fleet Services 375,510 375,510 68,949 67,258 103,413 Information & Technology 190,441 34,139 45,983 35,745 35,098 39,476 107,007 83,434 **Total Corporate Services** 242,942 7,683 506,215 126,500 1,083,855 225,793 216,329 201,318 197,473 443,458 **Finance and Treasury Services** Financial Services 12,587 1,775 3,700 2,625 3,450 1,037 600 4,575 6,812 12,587 1,775 3,700 2,625 3,450 1,037 4,575 6,812 **Total Finance and Treasury Services** 600 600 Other City Programs Accountability Offices 1,650 700 700 1,650 250 City Clerk's Office 4,675 10,093 14,818 1,505 5,095 4,205 1,610 2,403 Corporate Initiatives 1,682,019 1,530,381 319,038 3,217,400 5,000 1,216,400 62,000 1,619,962 IT Related Projects **Total Other City Programs** 1,534,836 2,403 319,038 4,675 3,233,868 7,205 1,687,814 1,610 **50** 1,216,400 73,743 1,619,962 **Total City Operations** 8,254,704 326,721 1,227,600 1,746,462 1,448,458 2,993,895 2,466,005 697,157 649,189 374,150 781,801 203,247 62,867 3,531,857

Plan

12,235

2,731

21,402

48,725

1,700

11,935

3,689

21,500

47,503

1,700

12,035

5,754

21,628

53,606

1,700

11,985

3,000

21,758

33,575

1,700

13,435

2,161

21,287

69,437

1,700

61,625

17,335

107,575

252,846

8,500

Appendix 1.4.3

**Funding Sources** 

1,450

81,713

142,754

25,009

60,175

17,335

25,807

85,083

8,500



2024 to 2028 Council Approved Capital Plan – Excluding 2018 Carry Forward

- by Program & Funding Source

	Total			Plan						F	unding Sourc	ces			
	2024 to 2028	2024	2025	2026	2027	2028	Provincial Grants & Subsidies	Development Charges	Reserves		Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
(\$000s)															
Toronto Public Library	130,516	18,627	25,184	29,276	27,202	30,227		43,858				7,688	78,970		
Toronto Zoo	43,225	8,898	8,827	8,500	8,500	8,500						12,000	31,225		
Yonge-Dundas Square	250	50	50	50	50	50							250		
Total Agencies	621,872	135,595	120,854	124,153	130,475	110,795		68,867	142,754	55		102,851	307,345		
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	8,876,576	1,584,053	3,114,749	2,590,158	827,632	759,984	326,721	443,017	924,555	203,302	1,227,600	165,718	3,839,202		1,746,462
Toronto Transit Commission (TTC)															
Toronto Transit Commission	1,948,353	416,070	359,571	397,020	395,607	380,085	506,827	45,593			908,530	54,707	432,696		
Scarborough Subway Extension	1,572,526	608,132	459,277	227,527	225,870	51,720	1,004,517	79,585			292,728		195,696		
Spadina Subway Extension															
Transit Studies															
Total TTC	3,520,879	1,024,202	818,848	624,547	621,477	431,805	1,511,344	125,178			1,201,258	54,707	628,392		
TOTAL TAX SUPPORTED CAPITAL PROGRAM	12,397,455	2,608,255	3,933,597	3,214,705	1,449,109	1,191,789	1,838,064	568,195	924,555	203,302	2,428,858	220,425	4,467,594		1,746,462
RATE SUPPORTED PROGRAM															
Solid Waste Management	304,411	60,674	49,272	61,380	33,234	99,851				172,844					131,567
Toronto Parking Authority	160,200	60,000	52,400	32,800	7,500	7,500				4,500		155,700			
Toronto Water	6,352,458	1,250,431	1,231,745	1,264,513	1,357,377	1,248,392	15,000	372,371		5,937,718	15,000	12,369			
TOTAL RATE SUPPORTED PROGRAM	6,817,069	1,371,105	1,333,417	1,358,693	1,398,111	1,355,743	15,000	372,371	-	6,115,062	15,000	168,069	-	-	131,567
TOTAL CAPITAL PROGRAM	19,214,524	3,979,360	5,267,014	4,573,398	2,847,220	2,547,532	1,853,064	940,566	924,555	6,318,364	2,443,858	388,494	4,467,594		1,878,029

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## CITY OF TORONTO 2019 CITY COUNCIL APPROVED OPERATING BUDGET NET EXPENDITURE

	20	18		Outlooks		
(In \$000's)	Budget	Actual	2019 Budget	2020 Budget	2021 Budget	
Community and Social Services						
Affordable Housing Office	1,170	1,170	1,170	1,171	1,172	
Children's Services	83,017	70,818	86,756		120,260	
Court Services	1,607	(10,481)	(6,436)	(5,737)	(5,828	
Economic Development & Culture	69,746	70,621	70,746	71,758	72,20	
Toronto Paramedic Services	81,184	82,934	85,736	87,712	89,13	
Long-Term Care Homes & Services	49,835	47,348	49,429	51,051	51,30	
Parks, Forestry & Recreation	323,487	323,118	325,035	333,548	337,06	
Shelter, Support & Housing Administration	211,901	211,901	219,524	243,691	256,24	
Social Development, Finance & Administration	39,670	39,639	48,418	51,657	52,61	
Toronto Employment & Social Services	91,003	91,003	91,003	96,397	97,19	
Sub-Total Community and Social Services	952,621	928,072	971,379	1,039,548	1,071,37	
Infrastructure and Development Services						
City Planning	15,438	11,597	15,438	16,402	16,88	
Fire Services	461,791	458,126	475,783	*	508,93	
Municipal Licensing & Standards	20,201	10,401	20,056		19,99	
Policy, Planning, Finance & Administration	9,207	8,034	9,207		9,96	
Engineering & Construction Services	4,103	(1,380)	4,103		5,90 5,01	
Toronto Building	(10,694)	(26,218)	(15,894)		(10,694	
Transportation Services	225,080	215,587	225,420		247,64	
Sub-Total Infrastructure and Development Serv	+	676,147	734,113		797,74	
		·	·			
Internal Corporate Services Facilities, Real Estate, Environment & Energy	72,109	67,906	72,549	75 500	75 10	
Fleet Services	· · · · · · · · · · · · · · · · · · ·			· · · · · · · · · · · · · · · · · · ·	75,19	
	165	102	169		5	
Information & Technology	76,825	76,713	79,140	*	83,97	
311 Toronto	9,960	9,910	10,148		10,50	
Sub-Total Internal Corporate Services	159,059	154,631	162,005	168,903	169,72	
Finance and Treasury Services						
Office of the Chief Financial Officer	11,401	10,018	11,383	11,754	12,06	
Office of the Controller	28,264	25,382	28,214		31,73	
Sub-Total Finance and Treasury Services	39,665	35,400	39,597	43,347	43,79	
City Manager						
City Manager's Office	48,942	46,949	49,008	50,436	51,65	
Sub-Total City Manager	48,942	46,949	49,008	50,436	51,65	
Other City Programs						
City Clerk's Office	32,319	31,549	32,319	32,917	33,12	
Legal Services	19,602	16,079	*	*	21,42	
Mayor's Office	2,275	2,157	2,567	*	· ·	
•		ŕ	1		2,65	
City Council Sub-Total Other City Programs	20,620 74,816	21,983 71,768	21,595 76,084	21,936 78,029	22,13 79,32	
Sub-Total Other City Programs	/4,010	/1,/08	/0,004	78,029	19,32	
Accountability Offices						
Auditor General's Office	6,503	6,265	6,639	5,604	5,69	
Integrity Commissioner's Office	518	507	576	575	58	
Office of the Lobbyist Registrar	1,203	1,127	1,235	1,252	1,27	
Office of the Ombudsman	1,932	1,851	1,991	2,033	2,06	
Sub-Total Accountability Offices	10,155	9,751	10,440	9,465	9,61	
TOTAL - CITY OPERATIONS	2,010,382	1,922,718	2,042,625	2,168,474	2,223,23	
Agencies Toronto Public Health	62 707	62 746	64.400	6F F22	<i>(E (</i> )	
	63,797	63,746	64,499		65,68	
Toronto Public Library		182,334	187,659	190,717	193,70	
Association of Community Centres	182,393	*	*		0.00	
•	8,027	7,991	8,281	· ·		
Exhibition Place	8,027 (150)	7,991 (2,221)	8,281 (160)	(160)	(160	
Exhibition Place Heritage Toronto	8,027 (150) 423	7,991 (2,221) 423	8,281 (160) 401	(160) 402	8,39 (160 42	
Exhibition Place Heritage Toronto Theatres	8,027 (150) 423 5,274	7,991 (2,221) 423 4,886	8,281 (160) 401 5,274	(160) 402 5,274	(160 42 5,27	
Exhibition Place Heritage Toronto Theatres Toronto Zoo	8,027 (150) 423 5,274 12,484	7,991 (2,221) 423 4,886 15,466	8,281 (160) 401 5,274 12,454	(160) 402 5,274 12,950	(16) 42 5,27 13,57	
Exhibition Place Heritage Toronto Theatres Toronto Zoo Arena Boards of Management	8,027 (150) 423 5,274	7,991 (2,221) 423 4,886 15,466 224	8,281 (160) 401 5,274	(160) 402 5,274 12,950	(16 42 5,22 13,53	
Exhibition Place Heritage Toronto Theatres Toronto Zoo Arena Boards of Management Yonge-Dundas Square	8,027 (150) 423 5,274 12,484	7,991 (2,221) 423 4,886 15,466	8,281 (160) 401 5,274 12,454 (18)	(160) 402 5,274 12,950	(16 42 5,22 13,53	
Exhibition Place Heritage Toronto Theatres Toronto Zoo Arena Boards of Management Yonge-Dundas Square CreateTO	8,027 (150) 423 5,274 12,484 31	7,991 (2,221) 423 4,886 15,466 224 129	8,281 (160) 401 5,274 12,454 (18) 0	(160) 402 5,274 12,950 (379) 0 (0)	(16) 42 5,27 13,57 (46)	
Exhibition Place Heritage Toronto Theatres Toronto Zoo Arena Boards of Management Yonge-Dundas Square CreateTO Toronto & Region Conservation Authority	8,027 (150) 423 5,274 12,484	7,991 (2,221) 423 4,886 15,466 224	8,281 (160) 401 5,274 12,454 (18)	(160) 402 5,274 12,950 (379) 0 (0)	(16) 42 5,27 13,57 (46)	
Exhibition Place Heritage Toronto Theatres Toronto Zoo Arena Boards of Management Yonge-Dundas Square CreateTO Toronto & Region Conservation Authority Toronto Transit Commission - Conventional	8,027 (150) 423 5,274 12,484 31	7,991 (2,221) 423 4,886 15,466 224 129 3,650 583,257	8,281 (160) 401 5,274 12,454 (18) 0 (0) 3,833 621,958	(160) 402 5,274 12,950 (379) 0 (0) 4,024 726,068	(16) 42 5,27 13,57 (46) ((4,22)	
Exhibition Place Heritage Toronto Theatres Toronto Zoo Arena Boards of Management Yonge-Dundas Square CreateTO Toronto & Region Conservation Authority	8,027 (150) 423 5,274 12,484 31	7,991 (2,221) 423 4,886 15,466 224 129	8,281 (160) 401 5,274 12,454 (18) 0 (0) 3,833	(160) 402 5,274 12,950 (379) 0 (0) 4,024 726,068	(16) 42 5,27 13,57 (46) (0 4,22 800,66	
Exhibition Place Heritage Toronto Theatres Toronto Zoo Arena Boards of Management Yonge-Dundas Square CreateTO Toronto & Region Conservation Authority Toronto Transit Commission - Conventional	8,027 (150) 423 5,274 12,484 31 3,650 596,642	7,991 (2,221) 423 4,886 15,466 224 129 3,650 583,257	8,281 (160) 401 5,274 12,454 (18) 0 (0) 3,833 621,958 140,908	(160) 402 5,274 12,950 (379) 0 (0) 4,024 726,068 145,453	(160 42 5,27 13,57 (460 (0 4,22 800,66 147,69	
Exhibition Place Heritage Toronto Theatres Toronto Zoo Arena Boards of Management Yonge-Dundas Square CreateTO Toronto & Region Conservation Authority Toronto Transit Commission - Conventional Toronto Transit Commission - Wheel Trans	8,027 (150) 423 5,274 12,484 31 3,650 596,642 144,224	7,991 (2,221) 423 4,886 15,466 224 129 3,650 583,257 132,699	8,281 (160) 401 5,274 12,454 (18) 0 (0) 3,833 621,958 140,908	(160) 402 5,274 12,950 (379) 0 (0) 4,024 726,068 145,453 1,053,372	(160	



## CITY OF TORONTO 2019 CITY COUNCIL APPROVED OPERATING BUDGET NET EXPENDITURE

	201	18		Outl	ooks
			2019	2020	2021
(In \$000's)	Budget	Actual	Budget	Budget	Budget
			Ö	S	O
TOTAL - AGENCIES	2,259,351	2,234,534	2,317,760	2,457,561	2,555,815
TOTAL - CITY OPERATIONS AND AGENC		4,157,251	4,360,386		
TOTAL - CITT OF ERATIONS AND AGENC	7,207,757	4,137,231	4,500,500	4,020,033	7,777,031
Corporate Accounts					
Capital & Corporate Financing					
Capital from Current	353,462	353,238	340,836	427,503	470,092
Technology Sustainment	19,912	19,912			/
Debt Charges	556,041	515,303			
Capital & Corporate Financing	929,415	888,452	932,167	1,077,107	1,169,423
Non Program Expenditures					
Tax Deficiencies/Write offs	82,383	51,493	68,529	75,380	99,535
Tax Increment Equivalent Grants (TIEG)	37,019	26,529			
Assessment Function (MPAC)	44,040	43,855	44,993	46,160	48,010
Funding of Employee Related Liabilities	70,829	70,821	70,833	78,337	78,342
Tax Rebates for Registered Charities	0.442	( 112	42 047	102 472	162 224
Other Corporate Expenditures Tax Increment Funding (TIF)	9,443	6,112	42,847 935		
	72 204	(0.7()			
Parking Tag Enforcement & Operations Exp Vacancy Rebate Program	72,204 5,057	68,766 (488)	70,958 4,114	/	/
Heritage Property Taxes Rebate	1,750	799			
Pandemic Influenza Stockpiling	1,750	1,7,7	2,070	2,200	2,704
Solid Waste Management Services Rebate	144,302	142,860	109,680	67,145	20,113
Non-Program Expenditures	467,026	410,748	446,150	477,205	531,623
Non Program Revenues	(05.400)	(100.000)	(02.452)	(02.452)	(02.452)
Payments in Lieu of Taxes	(95,480)	(100,898)			
Supplementary Taxes Tax Penalty Revenue	(45,000) (29,800)	(35,816) (36,762)			
Municipal Land Transfer Tax	(770,000)	(687,597)			
Third Party Sign Tax	(10,742)	(9,568)			(9,684)
Interest/Investment Earnings	(104,279)	(110,305)			
Other Corporate Revenues	(8,197)	(10,843)			
Dividend Income	(85,000)	(88,900)			
Provincial Gas Tax	(91,600)	(91,600)			
Parking Authority Revenues Administrative Support Recoveries - Water	(57,182) (18,973)	(56,465) (18,973)			
Administrative Support Recoveries - Water Administrative Support Recoveries - Health & E		(16,373) $(16,327)$			
Parking Tag Enforcement & Operations Rev	(109,218)	(104,813)			
Other Tax Revenues	(103,218) $(13,221)$	(104,813) $(10,793)$			
Casino Woodbine Revenues					
	(16,000)	(19,148)			
Gaming & Registry Revenues	(3,822)	(3,822)	\$ 100	\$ 7	
Municipal Accommodation Tax (MAT)	(16,100)	(25,790)	` ′ ′		` ` ` `
Non-Program Revenues	(1,490,942)	(1,428,418)			(1,449,005)
TOTAL - CORPORATE ACCOUNTS	(94,500)	(129,217)	(47,416)	120,416	252,041
TOTAL LEVY OPERATING BUDGET					
BEFORE ASSESSMENT GROWTH AND					
TAX INCREASE	4 175 222	4 020 024	4 212 070	4746 451	5 021 002
TAX INCREASE	4,175,233	4,028,034	4,312,970	4,746,451	5,031,092
	<del> </del>				
Assessment Growth			(60,183)		
Assessment Growth For Tax Increment Funding			(935)		
Property Tax Rate Increase	4.477.000	1 000 00 1	(76,618)	1 = 1 5 1 = 1	- 001 000
TOTAL LEVY OPERATING BUDGET	4,175,233	4,028,034	4,175,233	4,746,451	5,031,092
Special Levy for Scarborough Subway	40,699	40,699	40,699	40,699	40,699
City Building Fund	28,678	28,678		,	,
TOTAL LEVY INCLUDING	20,070	20,070	10,007	10,007	10,007
SCARBOROUGH SUBWAY EXTENSION					
LEVY	4 2 4 4 (10	4 007 411	4 207 556	4 021 027	E 11E (70
LEVI	4,244,610	4,097,411	4,397,556	4,831,037	5,115,678
NON LEVY OPERATION	Г	1			
Solid Waste Management Services					
Toronto Parking Authority					
Toronto Water					
TOTAL NON LEVY OPERATING					
TOTAL LEVY AND NON-LEVY	Г	1			
OPERATION BUDGET	4 3 4 4 6 4 6	4 005 444	4 205 556	4 021 025	F 11 F (B)
OI ENATION DUDGET	4,244,610	4,097,411	4,397,556	4,831,037	5,115,678



## CITY OF TORONTO 2019 CITY COUNCIL APPROVED OPERATING BUDGET GROSS EXPENDITURE

	20:	11 UKE		Outle	noks
	20.	10	2019	2020	2021
(In \$000's)	Budget	Actual	Budget	Budget	Budget
Community and Social Services	• • • •		44.0==	<b>7.0</b> 10	
Affordable Housing Office Children's Services	3,687	3,256	11,077		5,280
	663,066	620,245	657,394		682,89
Court Services	50,955	46,078		1	53,09
Economic Development & Culture	81,258	81,812	83,188	1	83,06
Toronto Paramedic Services	224,452	225,669	233,556	· · · · · ·	237,24
Long-Term Care Homes & Services	262,616	258,761	268,500		272,67
Parks, Forestry & Recreation	466,628	453,073	476,625		476,28
Shelter, Support & Housing Administration	624,639	628,262	760,264	581,180	553,47
Social Development, Finance & Administration	56,685	53,731	74,325	73,818	73,78
Toronto Employment & Social Services Sub-Total Community and Social Services	1,101,506 3,535,492	1,089,575 3,460,464	1,147,583 3,764,878	1,178,358 3,627,671	1,199,78 3,637,58
·		2,100,100			- , , , , , ,
Infrastructure and Development Services					
City Planning	52,503	50,989	54,947	· · · · · ·	52,09
Fire Services	480,403	479,411	494,069		527,20
Municipal Licensing & Standards	57,140	53,412	62,041	62,621	63,12
Policy, Planning, Finance & Administration	23,915	19,887	25,265	25,299	24,22
Engineering & Construction Services	75,886	64,639	76,337	77,986	78,50
Toronto Building	57,114	51,891	59,801	59,261	58,65
Transportation Services	410,728	353,249	396,289	411,506	392,33
Sub-Total Infrastructure and Development Serv	1,157,690	1,073,478	1,168,749	1,207,285	1,196,15
Internal Corporate Services					
-	100 722	105 775	206 705	210 262	200 10
Facilities, Real Estate, Environment & Energy	198,733	195,775		· · · · · ·	208,18
Fleet Services	58,483	58,505		· · · · · ·	58,90
Information & Technology	130,949	116,701	133,708	· · · · · ·	137,66
311 Toronto	18,758	17,354	19,328		19,39
Sub-Total Internal Corporate Services	406,923	388,336	418,415	425,096	424,14
Finance and Treasury Services					
Office of the Chief Financial Officer	19,490	16,467	20,884	22,008	22,46
Office of the Controller	76,556	68,911	81,049	·	84,77
Sub-Total Finance and Treasury Services	96,045	85,379	101,933		107,24
Sub-10tal Fillance and Treasury Services	70,043	03,377	101,933	100,143	107,24
City Manager					
City Manager's Office	58,810	58,633	58,914	59,910	60,48
Sub-Total City Manager	58,810	58,633	58,914	59,910	60,48
Other City Programs					
City Clerk's Office	63,620	60,814	52,625	52,149	51,58
Legal Services	63,889	58,648	65,669	66,458	65,57
Mayor's Office	2,275	2,157	2,567	2,605	2,65
City Council	23,417	24,730	22,181	22,001	22,19
Sub-Total Other City Programs	153,201	146,349	143,042	143,212	142,00
Accountability Offices	C =0.0	,	( (2)	<b>.</b>	
Auditor General's Office	6,503	6,265	6,639		5,69
			FF (	575	58
Integrity Commissioner's Office	518	507	576		
Office of the Lobbyist Registrar	1,203	1,138	1,235	1,252	1,27
Office of the Lobbyist Registrar Office of the Ombudsman	1,203 1,932	1,138 1,856	1,235 1,991	1,252 2,033	1,27 2,06
Office of the Lobbyist Registrar Office of the Ombudsman Sub-Total Accountability Offices	1,203 1,932 10,155	1,138	1,235 1,991 10,440	1,252 2,033 9,465	1,27 2,06 9,61
Office of the Lobbyist Registrar Office of the Ombudsman Sub-Total Accountability Offices	1,203 1,932	1,138 1,856	1,235 1,991 10,440	1,252 2,033 9,465	1,27 2,06
Office of the Lobbyist Registrar Office of the Ombudsman Sub-Total Accountability Offices TOTAL - CITY OPERATIONS	1,203 1,932 10,155	1,138 1,856 9,767	1,235 1,991 10,440	1,252 2,033 9,465	1,27 2,06 9,61
Office of the Lobbyist Registrar Office of the Ombudsman Sub-Total Accountability Offices TOTAL - CITY OPERATIONS  Agencies	1,203 1,932 10,155 5,418,316	1,138 1,856 9,767 5,222,404	1,235 1,991 10,440 5,666,370	1,252 2,033 9,465 5,578,781	1,27 2,06 9,61 5,577,24
Office of the Lobbyist Registrar Office of the Ombudsman Sub-Total Accountability Offices TOTAL - CITY OPERATIONS  Agencies Toronto Public Health	1,203 1,932 10,155 5,418,316 254,862	1,138 1,856 9,767 5,222,404 253,427	1,235 1,991 10,440 5,666,370 255,279	1,252 2,033 9,465 5,578,781 258,628	1,27 2,06 9,61 5,577,24 258,67
Office of the Lobbyist Registrar Office of the Ombudsman Sub-Total Accountability Offices TOTAL - CITY OPERATIONS  Agencies Toronto Public Health Toronto Public Library	1,203 1,932 10,155 5,418,316 254,862 201,717	1,138 1,856 9,767 5,222,404 253,427 204,267	1,235 1,991 10,440 5,666,370 255,279 206,880	1,252 2,033 9,465 5,578,781 258,628 210,557	1,27 2,06 9,61 5,577,24 258,67 213,87
Office of the Lobbyist Registrar Office of the Ombudsman Sub-Total Accountability Offices TOTAL - CITY OPERATIONS  Agencies Toronto Public Health Toronto Public Library Association of Community Centres	1,203 1,932 10,155 5,418,316 254,862 201,717 8,330	1,138 1,856 9,767 5,222,404 253,427 204,267 8,361	1,235 1,991 10,440 5,666,370 255,279 206,880 8,597	1,252 2,033 9,465 5,578,781 258,628 210,557 8,632	1,27 2,06 9,61 5,577,24 258,67 213,87 8,71
Office of the Lobbyist Registrar Office of the Ombudsman Sub-Total Accountability Offices TOTAL - CITY OPERATIONS  Agencies Toronto Public Health Toronto Public Library Association of Community Centres Exhibition Place	1,203 1,932 10,155 5,418,316 254,862 201,717 8,330 55,593	1,138 1,856 9,767 5,222,404 253,427 204,267 8,361 50,374	1,235 1,991 10,440 5,666,370 255,279 206,880 8,597 56,595	1,252 2,033 9,465 5,578,781 258,628 210,557 8,632 57,709	1,27 2,06 9,61 5,577,24 258,67 213,87 8,71 58,85
Office of the Lobbyist Registrar Office of the Ombudsman Sub-Total Accountability Offices TOTAL - CITY OPERATIONS  Agencies Toronto Public Health Toronto Public Library Association of Community Centres	1,203 1,932 10,155 5,418,316 254,862 201,717 8,330	1,138 1,856 9,767 5,222,404 253,427 204,267 8,361	1,235 1,991 10,440 5,666,370 255,279 206,880 8,597	1,252 2,033 9,465 5,578,781 258,628 210,557 8,632 57,709	258,67 213,87 5,85
Office of the Lobbyist Registrar Office of the Ombudsman Sub-Total Accountability Offices TOTAL - CITY OPERATIONS  Agencies Toronto Public Health Toronto Public Library Association of Community Centres Exhibition Place	1,203 1,932 10,155 5,418,316 254,862 201,717 8,330 55,593	1,138 1,856 9,767 5,222,404 253,427 204,267 8,361 50,374	1,235 1,991 10,440 5,666,370 255,279 206,880 8,597 56,595 1,112	1,252 2,033 9,465 5,578,781 258,628 210,557 8,632 57,709 1,051	1,27 2,06 9,61 5,577,24 258,67 213,87 8,71 58,85 1,00
Office of the Lobbyist Registrar Office of the Ombudsman Sub-Total Accountability Offices TOTAL - CITY OPERATIONS  Agencies Toronto Public Health Toronto Public Library Association of Community Centres Exhibition Place Heritage Toronto	1,203 1,932 10,155 5,418,316 254,862 201,717 8,330 55,593 1,094	1,138 1,856 9,767 5,222,404 253,427 204,267 8,361 50,374 1,115	1,235 1,991 10,440 5,666,370 255,279 206,880 8,597 56,595 1,112 37,360	1,252 2,033 9,465 5,578,781 258,628 210,557 8,632 57,709 1,051 35,987	1,27 2,06 9,61 5,577,24 258,67 213,87 8,71 58,85 1,00 36,60
Office of the Lobbyist Registrar Office of the Ombudsman Sub-Total Accountability Offices TOTAL - CITY OPERATIONS  Agencies Toronto Public Health Toronto Public Library Association of Community Centres Exhibition Place Heritage Toronto Theatres Toronto Zoo	1,203 1,932 10,155 5,418,316 254,862 201,717 8,330 55,593 1,094 34,684	1,138 1,856 9,767 5,222,404 253,427 204,267 8,361 50,374 1,115 30,089	1,235 1,991 10,440 5,666,370 255,279 206,880 8,597 56,595 1,112 37,360 53,085	1,252 2,033 9,465 5,578,781 258,628 210,557 8,632 57,709 1,051 35,987 53,652	1,27 2,06 9,61 5,577,24 258,67 213,87 8,71 58,85 1,00 36,60 54,27
Office of the Lobbyist Registrar Office of the Ombudsman Sub-Total Accountability Offices TOTAL - CITY OPERATIONS  Agencies Toronto Public Health Toronto Public Library Association of Community Centres Exhibition Place Heritage Toronto Theatres Toronto Zoo Arena Boards of Management	1,203 1,932 10,155 5,418,316 254,862 201,717 8,330 55,593 1,094 34,684 52,493 9,045	1,138 1,856 9,767 5,222,404 253,427 204,267 8,361 50,374 1,115 30,089 48,470 9,177	1,235 1,991 10,440 5,666,370 255,279 206,880 8,597 56,595 1,112 37,360 53,085 9,782	1,252 2,033 9,465 5,578,781 258,628 210,557 8,632 57,709 1,051 35,987 53,652 9,684	1,27 2,06 9,61 5,577,24 258,67 213,87 8,71 58,85 1,00 36,60 54,27 9,70
Office of the Lobbyist Registrar Office of the Ombudsman Sub-Total Accountability Offices TOTAL - CITY OPERATIONS  Agencies Toronto Public Health Toronto Public Library Association of Community Centres Exhibition Place Heritage Toronto Theatres Toronto Zoo Arena Boards of Management Yonge-Dundas Square	1,203 1,932 10,155 5,418,316 254,862 201,717 8,330 55,593 1,094 34,684 52,493 9,045 3,106	1,138 1,856 9,767 5,222,404 253,427 204,267 8,361 50,374 1,115 30,089 48,470 9,177 3,173	1,235 1,991 10,440 5,666,370 255,279 206,880 8,597 56,595 1,112 37,360 53,085 9,782 3,442	1,252 2,033 9,465 5,578,781 258,628 210,557 8,632 57,709 1,051 35,987 53,652 9,684 3,604	1,27 2,06 9,61 5,577,24 258,67 213,87 8,71 58,85 1,00 36,60 54,27 9,70 3,65
Office of the Lobbyist Registrar Office of the Ombudsman Sub-Total Accountability Offices TOTAL - CITY OPERATIONS  Agencies Toronto Public Health Toronto Public Library Association of Community Centres Exhibition Place Heritage Toronto Theatres Toronto Zoo Arena Boards of Management Yonge-Dundas Square CreateTO	1,203 1,932 10,155 5,418,316 254,862 201,717 8,330 55,593 1,094 34,684 52,493 9,045 3,106 11,434	1,138 1,856 9,767 5,222,404 253,427 204,267 8,361 50,374 1,115 30,089 48,470 9,177 3,173 11,433	1,235 1,991 10,440 5,666,370 255,279 206,880 8,597 56,595 1,112 37,360 53,085 9,782 3,442 12,841	1,252 2,033 9,465 5,578,781 258,628 210,557 8,632 57,709 1,051 35,987 53,652 9,684 3,604 12,697	1,27 2,06 9,61 5,577,24 258,67 213,87 8,71 58,85 1,00 36,60 54,27 9,70 3,65 12,95
Office of the Lobbyist Registrar Office of the Ombudsman Sub-Total Accountability Offices TOTAL - CITY OPERATIONS  Agencies Toronto Public Health Toronto Public Library Association of Community Centres Exhibition Place Heritage Toronto Theatres Toronto Zoo Arena Boards of Management Yonge-Dundas Square CreateTO Toronto & Region Conservation Authority	1,203 1,932 10,155 5,418,316 254,862 201,717 8,330 55,593 1,094 34,684 52,493 9,045 3,106 11,434 48,088	1,138 1,856 9,767 5,222,404 253,427 204,267 8,361 50,374 1,115 30,089 48,470 9,177 3,173 11,433 46,689	1,235 1,991 10,440 5,666,370 255,279 206,880 8,597 56,595 1,112 37,360 53,085 9,782 3,442 12,841 51,365	1,252 2,033 9,465 5,578,781 258,628 210,557 8,632 57,709 1,051 35,987 53,652 9,684 3,604 12,697 52,443	1,27 2,06 9,61 5,577,24 258,67 213,87 8,71 58,85 1,00 36,60 54,27 9,70 3,65 12,95 53,71
Office of the Lobbyist Registrar Office of the Ombudsman Sub-Total Accountability Offices TOTAL - CITY OPERATIONS  Agencies Toronto Public Health Toronto Public Library Association of Community Centres Exhibition Place Heritage Toronto Theatres Toronto Zoo Arena Boards of Management Yonge-Dundas Square CreateTO Toronto & Region Conservation Authority Toronto Transit Commission - Conventional	1,203 1,932 10,155 5,418,316 254,862 201,717 8,330 55,593 1,094 34,684 52,493 9,045 3,106 11,434 48,088 1,851,121	1,138 1,856 9,767 5,222,404 253,427 204,267 8,361 50,374 1,115 30,089 48,470 9,177 3,173 11,433 46,689 1,809,447	1,235 1,991 10,440 5,666,370 255,279 206,880 8,597 56,595 1,112 37,360 53,085 9,782 3,442 12,841 51,365 1,910,540	1,252 2,033 9,465 5,578,781 258,628 210,557 8,632 57,709 1,051 35,987 53,652 9,684 3,604 12,697 52,443 2,029,909	1,27 2,06 9,61 5,577,24 258,67 213,87 8,71 58,85 1,00 36,60 54,27 9,70 3,65 12,95 53,71 2,116,06
Office of the Lobbyist Registrar Office of the Ombudsman Sub-Total Accountability Offices TOTAL - CITY OPERATIONS  Agencies Toronto Public Health Toronto Public Library Association of Community Centres Exhibition Place Heritage Toronto Theatres Toronto Zoo Arena Boards of Management Yonge-Dundas Square CreateTO Toronto & Region Conservation Authority	1,203 1,932 10,155 5,418,316 254,862 201,717 8,330 55,593 1,094 34,684 52,493 9,045 3,106 11,434 48,088	1,138 1,856 9,767 5,222,404 253,427 204,267 8,361 50,374 1,115 30,089 48,470 9,177 3,173 11,433 46,689	1,235 1,991 10,440 5,666,370 255,279 206,880 8,597 56,595 1,112 37,360 53,085 9,782 3,442 12,841 51,365 1,910,540 149,019	1,252 2,033 9,465 5,578,781 258,628 210,557 8,632 57,709 1,051 35,987 53,652 9,684 3,604 12,697 52,443 2,029,909 153,743	1,2' 2,00 9,6' 5,577,2'  258,6' 213,8' 8,7' 58,8: 1,00 36,60 54,2' 9,70 3,6: 12,9: 53,7' 2,116,00 156,2'



#### **CITY OF TORONTO**

## 2019 CITY COUNCIL APPROVED OPERATING BUDGET GROSS EXPENDITURE

Budget		20	18		Outl	ooks
Tromoto Police Services Board   3,434   2,890   4,761   3,888   243,438   1071AL - ACENCIES   4,073,527   4,010,352   4,176,848   243,438   243,				l		
Toronto Community Housing Corporation Sub   243,795   243,438   243,438   243,438   243,438   10TAL - AGENCIES   4,073,527   4,010,352   4,176,845   4,331,256   4,443,321	(In \$000's)	Budget	Actual	Budget	Budget	Budget
Toronto Community Housing Corporation Sub   243,795   243,438   243,438   243,438   243,438   10TAL - AGENCIES   4,073,527   4,010,352   4,176,845   4,331,256   4,443,921		2 42 4	2.000	4 2 61	2.050	2.050
TOTAL - AGENCIES		· ·		·	· · ·	*
TOTAL - CITY OPERATIONS AND AGENC   9,491,843   9,232,757   9,843,216   9,910,037   10,021,163		· · ·	-			
Corporate Accounts			1			
Capital & Corporate Financing	TOTAL - CITY OPERATIONS AND AGENC	9,491,843	9,232,757	9,843,216	9,910,037	10,021,103
Capital from Current   353,462   353,238   340,836   477,030   470,092   Technology Sustainment   19,912   19	Corporate Accounts					
Technology Sustainment	Capital & Corporate Financing					
Debt Charges						
Non-Program Expenditures						
Tax Deficiencies/Write offs   90,079   51,493   78,529   77,018   99,535   78   Inxerner Equivalent Grants (TIEG)   37,019   26,529   31,184   28,575   43,557   Assessment Function (MPAC)   44,040   43,855   44,993   46,160   48,010   48,010   43,855   44,993   46,160   48,010						
Tax Deficiencies/Write offs			,			
Tax Increment Equivalent Grants (TIEG)	Non Program Expenditures  Tay Deficiencies/Write offs	00.070	<b>5</b> 1 403	78 520	77.019	00 535
Assessment Function (MPAC)		,			,	
Tax Rebates for Registered Charities   5,502   5,549   4,616   4,616   325,702     Tax Increment Funding (TIF)   935   935   935   935   935     Tax Increment Funding (TIF)   935	Assessment Function (MPAC)			44,993	46,160	48,010
Other Corporate Expenditures						
Tax Increment Funding (TIF)   72,204   68,766   70,958   71,800   71,978   72,204   68,766   70,958   71,800   71,978   72,204   72,204   72,204   72,204   72,204   72,204   72,204   72,205   72,205   72,206   72,206   72,206   72,206   72,206   72,007   72,206   72,206   72,007   72,206   72,007   72,206   72,007   72,007   72,206   72,007						
Parking Tag Enforcement & Operations Exp Vacancy Rebate Program		190,595	194,550			
Vacancy Rebate Program		72.204	68 766			
Heritage Property Taxes Rebate   1,750   799   2,076   2,286   2,704   Pandemic Influenza Stockpiling   Solid Waste Management Services Rebate   144,302   142,860   109,680   67,145   20,113   Non-Program Expenditures   669,376   604,734   618,165   644,884   699,607   Payments in Lieu of Taxes   Supplementary Taxes   Tax Penalty Revenue   47,721   45,594   46,045   4		,				
Solid Waste Management Services Rebate   144,302   142,860   109,680   67,145   20,113	Heritage Property Taxes Rebate					
Non-Program Expenditures	Pandemic Influenza Stockpiling	144 202	142 970	100 (00	(7.145	20 112
Non Program Revenues	Non-Program Expenditures					
Payments in Lieu of Taxes   Supplementary Taxes   Tax Penalty Revenue   Municipal Land Transfer Tax   47,721   45,594   46,045   46,045   46,045   1,154   1	Tron Trogram Emponanties	007,070	001,701	010,100	011,001	077,007
Supplementary Taxes						
Tax   Penalty Revenue   Municipal Land Transfer Tax						
Municipal Land Transfer Tax						
Interest/Investment Earnings		47,721	45,594	46,045	46,045	46,045
Other Corporate Revenues	Third Party Sign Tax	1,154	999	1,154	1,154	1,154
Dividend Income		,				
Provincial Gas Tax						,
Parking Authority Revenues   Administrative Support Recoveries - Water   Administrative Support Recoveries - Health & E   Parking Tag Enforcement & Operations Rev   Other Tax Revenues   20		3,000	3,000	7,000	9,207	10,733
Administrative Support Recoveries - Water Administrative Support Recoveries - Health & Parking Tag Enforcement & Operations Rev Other Tax Revenues Casino Woodbine Revenues Gaming & Registry Revenues Formally Revenues Casino Woodbine Revenues Gaming & Registry Revenues Formally Reve						
Parking Tag Enforcement & Operations Rev Other Tax Revenues         356         48         418         49           Casino Woodbine Revenues         709         709         754         754         754           Gaming & Registry Revenues         709         709         754         754         754           Municipal Accommodation Tax (MAT)         18,567         21,372         29,422         30,378         31,468           Non-Program Revenues         80,704         80,620         98,621         102,300         105,820           TOTAL - CORPORATE ACCOUNTS         1,727,325         1,623,708         1,715,611         1,903,900         2,058,466           TOTAL LEVY OPERATING BUDGET BEFORE ASSESSMENT GROWTH AND TAX INCREASE         11,219,168         10,856,465         11,558,827         11,813,937         12,079,629           Special Levy for Scarborough Subway City Building Fund         28,678         28,678         43,887         43,887         43,887           TOTAL LEVY INCLUDING SCARBOROUGH SUBWAY EXTENSION LEVY         11,288,545         10,925,842         11,643,413         11,898,523         12,164,215           NON LEVY OPERATION Solid Waste Management Services         405,189         402,144         411,620         423,741         436,584           TOTAL NON LEVY OPERATING         1,	Administrative Support Recoveries - Water					
Other Tax Revenues       356       458       418       49         Casino Woodbine Revenues       709       709       754       754       754         Gaming & Registry Revenues       709       709       754       754       754         Municipal Accommodation Tax (MAT)       18,567       21,372       29,422       30,378       31,468         Non-Program Revenues       80,704       80,620       98,621       102,300       105,820         TOTAL - CORPORATE ACCOUNTS       1,727,325       1,623,708       1,715,611       1,903,900       2,058,466         TOTAL LEVY OPERATING BUDGET       BEFORE ASSESSMENT GROWTH AND       11,219,168       10,856,465       11,558,827       11,813,937       12,079,629         Special Levy for Scarborough Subway       40,699	11	E				
Casino Woodbine Revenues       20       458       418       49         Gaming & Registry Revenues       709       709       754       754       754         Municipal Accommodation Tax (MAT)       18,567       21,372       29,422       30,378       31,468         Non-Program Revenues       80,704       80,620       98,621       102,300       105,820         TOTAL - CORPORATE ACCOUNTS       1,727,325       1,623,708       1,715,611       1,903,900       2,058,466         TOTAL LEVY OPERATING BUDGET       BEFORE ASSESSMENT GROWTH AND       11,219,168       10,856,465       11,558,827       11,813,937       12,079,629         Special Levy for Scarborough Subway       40,699						
Gaming & Registry Revenues         709         709         754         754         754           Municipal Accommodation Tax (MAT)         18,567         21,372         29,422         30,378         31,468           Non-Program Revenues         80,704         80,620         98,621         102,300         105,820           TOTAL - CORPORATE ACCOUNTS         1,727,325         1,623,708         1,715,611         1,903,900         2,058,466           TOTAL LEVY OPERATING BUDGET BEFORE ASSESSMENT GROWTH AND TAX INCREASE         11,219,168         10,856,465         11,558,827         11,813,937         12,079,629           Special Levy for Scarborough Subway City Building Fund         28,678         28,678         43,887         43,887         43,887           TOTAL LEVY INCLUDING SCARBOROUGH SUBWAY EXTENSION LEVY         11,288,545         10,925,842         11,643,413         11,898,523         12,164,215           NON LEVY OPERATION Solid Waste Management Services         405,189         402,144         411,620         423,741         436,584           Toronto Parking Authority         166,200         159,203         167,138         170,526         173,446           TOTAL NON LEVY OPERATING         1,860,676         1,883,436         1,910,147         1,970,941         2,018,418						
Municipal Accommodation Tax (MAT)         18,567         21,372         29,422         30,378         31,468           Non-Program Revenues         80,704         80,620         98,621         102,300         105,820           TOTAL - CORPORATE ACCOUNTS         1,727,325         1,623,708         1,715,611         1,903,900         2,058,466           TOTAL LEVY OPERATING BUDGET         BEFORE ASSESSMENT GROWTH AND         11,219,168         10,856,465         11,558,827         11,813,937         12,079,629           Special Levy for Scarborough Subway         40,699         40,699         40,699         40,699         40,699         40,699         40,887         43,887         43,887         43,887         7         10,200						
Non-Program Revenues				l		
TOTAL - CORPORATE ACCOUNTS 1,727,325 1,623,708 1,715,611 1,903,900 2,058,466  TOTAL LEVY OPERATING BUDGET BEFORE ASSESSMENT GROWTH AND TAX INCREASE 11,219,168 10,856,465 11,558,827 11,813,937 12,079,629  Special Levy for Scarborough Subway 40,699 40,699 40,699 40,699 43,887 43,887 43,887  TOTAL LEVY INCLUDING SCARBOROUGH SUBWAY EXTENSION LEVY 11,288,545 10,925,842 11,643,413 11,898,523 12,164,215  NON LEVY OPERATION Solid Waste Management Services 405,189 402,144 411,620 423,741 436,584 Toronto Parking Authority 166,200 159,203 167,138 170,526 173,446 Toronto Water 1,289,287 1,322,090 1,331,390 1,376,674 1,408,388 TOTAL LEVY AND NON-LEVY	•					
TOTAL LEVY OPERATING BUDGET BEFORE ASSESSMENT GROWTH AND TAX INCREASE  11,219,168 10,856,465 11,558,827 11,813,937 12,079,629  Special Levy for Scarborough Subway City Building Fund 28,678 28,678 43,887 43,887 43,887  TOTAL LEVY INCLUDING SCARBOROUGH SUBWAY EXTENSION LEVY 11,288,545 10,925,842 11,643,413 11,898,523 12,164,215  NON LEVY OPERATION Solid Waste Management Services 405,189 402,144 411,620 423,741 436,584 Toronto Parking Authority 166,200 159,203 167,138 170,526 173,446 Toronto Water 1,289,287 1,322,090 1,331,390 1,376,674 1,408,388 TOTAL LEVY AND NON-LEVY		· ·	-			
BEFORE ASSESSMENT GROWTH AND TAX INCREASE	TOTAL - CORPORATE ACCOUNTS	1,727,325	1,623,708	1,715,611	1,903,900	2,058,466
TAX INCREASE         11,219,168         10,856,465         11,558,827         11,813,937         12,079,629           Special Levy for Scarborough Subway City Building Fund         40,699 <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>						
Special Levy for Scarborough Subway   40,699   40,699   40,699   40,699   43,887   43,887   43,887   43,887   TOTAL LEVY INCLUDING   SCARBOROUGH SUBWAY EXTENSION   LEVY   11,288,545   10,925,842   11,643,413   11,898,523   12,164,215						
City Building Fund   28,678   28,678   43,887   43,887   43,887   TOTAL LEVY INCLUDING   SCARBOROUGH SUBWAY EXTENSION   LEVY   11,288,545   10,925,842   11,643,413   11,898,523   12,164,215	TAX INCREASE	11,219,168	10,856,465	11,558,827	11,813,937	12,079,629
City Building Fund   28,678   28,678   43,887   43,887   43,887   TOTAL LEVY INCLUDING   SCARBOROUGH SUBWAY EXTENSION   LEVY   11,288,545   10,925,842   11,643,413   11,898,523   12,164,215	Chaoial Lawy for Cook aroust Cul	10 (00	10 (00	40.700	40.000	10 (00
TOTAL LEVY INCLUDING SCARBOROUGH SUBWAY EXTENSION LEVY         11,288,545         10,925,842         11,643,413         11,898,523         12,164,215           NON LEVY OPERATION Solid Waste Management Services Toronto Parking Authority Toronto Parking Authority Toronto Water Toronto Water Total NON LEVY OPERATING         405,189						,
SCARBOROUGH SUBWAY EXTENSION         11,288,545         10,925,842         11,643,413         11,898,523         12,164,215           NON LEVY OPERATION <ul> <li>Solid Waste Management Services</li> <li>Toronto Parking Authority</li> <li>Toronto Water</li> <li>1,289,287</li> <li>1,322,090</li> <li>1,331,390</li> <li>1,376,674</li> <li>1,408,388</li> <li>TOTAL NON LEVY OPERATING</li> <li>1,860,676</li> <li>1,883,436</li> <li>1,910,147</li> <li>1,970,941</li> <li>2,018,418</li> <li>TOTAL LEVY AND NON-LEVY</li> </ul>	, e	20,070	20,070	10,007	10,007	10,007
LEVY         11,288,545         10,925,842         11,643,413         11,898,523         12,164,215           NON LEVY OPERATION <ul> <li>Solid Waste Management Services</li> <li>Toronto Parking Authority</li> <li>Toronto Parking Authority</li> <li>Toronto Water</li> <li>1,289,287</li> <li>1,322,090</li> <li>1,331,390</li> <li>1,376,674</li> <li>1,408,388</li> </ul> TOTAL NON LEVY OPERATING     1,860,676     1,883,436         1,910,147         1,970,941         2,018,418           TOTAL LEVY AND NON-LEVY						
NON LEVY OPERATION         405,189         402,144         411,620         423,741         436,584           Toronto Parking Authority         166,200         159,203         167,138         170,526         173,446           Toronto Water         1,289,287         1,322,090         1,331,390         1,376,674         1,408,388           TOTAL NON LEVY OPERATING         1,860,676         1,883,436         1,910,147         1,970,941         2,018,418		11,288,545	10.925.842	11,643,413	11,898,523	12,164,215
Solid Waste Management Services         405,189         402,144         411,620         423,741         436,584           Toronto Parking Authority         166,200         159,203         167,138         170,526         173,446           Toronto Water         1,289,287         1,322,090         1,331,390         1,376,674         1,408,388           TOTAL NON LEVY OPERATING         1,860,676         1,883,436         1,910,147         1,970,941         2,018,418		,_ 55,5 10	. ,	,,	, , , , , , ,	,- 3 -,= 10
Toronto Parking Authority         166,200         159,203         167,138         170,526         173,446           Toronto Water         1,289,287         1,322,090         1,331,390         1,376,674         1,408,388           TOTAL NON LEVY OPERATING         1,860,676         1,883,436         1,910,147         1,970,941         2,018,418		405 100	402 144	411 (30	422.741	12 C F 9 4
Toronto Water         1,289,287         1,322,090         1,331,390         1,376,674         1,408,388           TOTAL NON LEVY OPERATING         1,860,676         1,883,436         1,910,147         1,970,941         2,018,418		/			,	,
TOTAL LEVY AND NON-LEVY	Toronto Water	1,289,287	1,322,090	1,331,390	1,376,674	
	TOTAL NON LEVY OPERATING	1,860,676	1,883,436	1,910,147	1,970,941	2,018,418
	TOTAL LEVY AND MONTENAY					
OPERATION BUDGET   15,079,844   12,809,278   13,468,974   13,869,464   14,182,633		13.050.044	13 000 650	12.460.07	12.000.464	14 102 (22
	OPERATION BUDGET	15,07/9,844	12,809,278	15,468,974	15,869,464	14,182,633



## CITY OF TORONTO 2019 CITY COUNCIL APPROVED OPERATING BUDGET REVENUE

	20	18		Outl	Outlooks		
	20	10	2019	2020	2021		
(In \$000's)	Budget	Actual	2019 Budget	Budget	Budget		
Community and Social Services	2.515	2 000	0.00	4.020	4 4 4 4		
Affordable Housing Office Children's Services	2,517 580,049	2,086 549,427	9,907 570,638	/	4,114 562,627		
Court Services  Court Services	49,348	56,559			58,919		
Economic Development & Culture	11,512	11,191	12,443	,	10,862		
Toronto Paramedic Services	143,268	142,735	,	· ·	The state of the s		
Long-Term Care Homes & Services	212,780	211,413			221,368		
Parks, Forestry & Recreation	143,140	129,955		· ·	139,219		
Shelter, Support & Housing Administration	412,737	416,361	540,740	,	297,227		
Social Development, Finance & Administration	ŕ	14,093			21,174		
Toronto Employment & Social Services	1,010,503	998,572	1,056,580		1,102,588		
Sub-Total Community and Social Services"	2,582,871	2,532,391	2,793,499	2,588,123	2,566,200		
Infrastructure and Development Services							
City Planning	37,065	39,393	39,509	39,778	35,209		
Fire Services	18,613	21,285	18,286	18,274	18,275		
Municipal Licensing & Standards	36,939	43,011	41,985	42,518	43,130		
Policy, Planning, Finance & Administration	14,708	11,853	16,058		14,260		
Engineering & Construction Services	71,783	66,018		,	73,484		
Toronto Building	67,808	78,109			69,353		
Transportation Services	185,648	137,662			144,697		
Sub-Total Infrastructure and Development Serv	432,565	397,331	434,636	428,539	398,400		
Internal Corporate Services							
Facilities, Real Estate, Environment & Energy	126,623	127,869	134,247	134,855	132,992		
Fleet Services	58,319	58,403	58,414	58,678	58,853		
Information & Technology	54,123	39,988	54,569	53,479	53,694		
311 Toronto	8,799	7,444	9,181	9,181	8,890		
Sub-Total Internal Corporate Services	247,864	233,705	256,410	256,193	254,429		
Fi							
Finance and Treasury Services	9 090	C 440	0.501	10.254	10 400		
Office of the Chief Financial Officer	8,089	6,449	9,501 52,935	10,254	10,408		
Office of the Controller Sub-Total Finance and Treasury Services	48,292 56,381	43,529 49,979	52,835 62,336		53,043 63,451		
			0=)000				
City Manager	0.000	11 (05	0.006	0.474	0.024		
City Manager's Office	9,868	11,685			8,828		
Sub-Total City Manager	9,868	11,685	9,906	9,474	8,828		
Other City Programs							
City Clerk's Office	31,301	29,265	20,306	19,232	18,460		
Legal Services	44,287	42,569	46,067	45,886	44,153		
Mayor's Office							
City Council	2,797	2,747	585	65	65		
Sub-Total Other City Programs	78,385	74,581	66,958	65,183	62,684		
Accountability Offices							
Auditor General's Office		0					
Integrity Commissioner's Office							
Office of the Lobbyist Registrar		10					
Office of the Ombudsman		5					
Sub-Total Accountability Offices		15					
TOTAL - CITY OPERATIONS	3,407,933	3,299,687	3,623,745	3,410,307	3,354,005		
Agencies							
Toronto Public Health	191,065	189,682	190,780	193,095	192,99		
Toronto Public Library	19,324	21,933	19,221	19,840	20,173		
Association of Community Centres	303	370	316	321	320		
Exhibition Place	55,743	52,596	56,755	57,869	59,011		
Heritage Toronto	671	692	711	650	580		
Theatres	29,409	25,203	32,086	30,713	31,32		
Taxanta 7aa	1 40 000	33,004	40,631	40,702	40,702		
Toronto Zoo	40,009	33,004					
Arena Boards of Management	40,009 9,014	8,954	9,800	10,063	10,168		
Arena Boards of Management Yonge-Dundas Square	9,014 3,106	8,954 3,044	3,442	3,604	3,651		
Arena Boards of Management	9,014	8,954 3,044 11,433	3,442 12,841	3,604 12,697	10,168 3,651 12,951 49,493		



## CITY OF TORONTO 2019 CITY COUNCIL APPROVED OPERATING BUDGET REVENUE

	201	m e		041	1
	201	18		Outle	
			2019	2020	2021
(In \$000's)	Budget	Actual	Budget	Budget	Budget
Toronto Transit Commission - Conventional	1,254,480	1,226,190	1,288,583	1,303,842	1,315,406
Toronto Transit Commission - Wheel Trans	8,631	7,436	8,111	8,290	8,532
Toronto Police Service	145,424	151,615	145,977	142,292	,
Toronto Police Services Board	1,125	630	2,300	1,300	500
Toronto Community Housing Corporation Subs	1,123	050	2,500	1,500	300
TOTAL - AGENCIES	1 014 176	1 775 910	1 950 095	1 972 (04	1 000 107
	1,814,176	1,775,819	1,859,085	1,873,694	1,888,107
TOTAL - CITY OPERATIONS AND AGENC	5,222,109	5,075,506	5,482,830	5,284,002	5,242,112
Corporate Accounts					
Capital & Corporate Financing					
Capital from Current					
Technology Sustainment Debt Charges	47,829	49,902	66,657	79,609	83,616
Capital & Corporate Financing	47,829	49,902	66,657	79,609	83,616
Cupital & Corporate I maneing	47,027	49,502	00,037	77,007	05,010
Non Program Expenditures					
Tax Deficiencies/Write offs	7,696		10,000	1,638	
Tax Increment Equivalent Grants (TIEG)					
Assessment Function (MPAC)					
Funding of Employee Related Liabilities  Tay Polyetes for Posistand Charities	<i>E E</i> 02	<i>E 5 4</i> Ω	1.616	1 (1)	4.616
Tax Rebates for Registered Charities Other Corporate Expenditures	5,502 189,152	5,549 188,437	4,616 157,399	4,616 161,424	
Tax Increment Funding (TIF)	109,132	100,437	137,399	101,424	103,300
Parking Tag Enforcement & Operations Exp					
Vacancy Rebate Program					
Heritage Property Taxes Rebate					
Pandemic Influenza Stockpiling					
Solid Waste Management Services Rebate					
Non-Program Expenditures	202,350	193,986	172,015	167,678	167,984
N B B					
Non Program Revenues Payments in Lieu of Taxes	05 490	100,898	02 453	02 453	02 452
Supplementary Taxes	95,480 45,000	35,816	93,453 35,000	93,453 35,000	93,453 35,000
Tax Penalty Revenue	29,800	36,762	31,000	29,800	<b>29,800</b>
Municipal Land Transfer Tax	817,721	733,191	733,191	733,191	
Third Party Sign Tax	11,896	10,567	10,911	10,853	
Interest/Investment Earnings	111,218	112,117	120,218	125,218	,
Other Corporate Revenues	8,812	15,600	11,244	11,244	,
Dividend Income	90,000	93,900		102,800	,
Provincial Gas Tax	91,600	91,600	91,600	91,600	91,600
Parking Authority Revenues	57,182 18,973	56,465 18,973	51,712 18,973	49,399 18,973	49,962 18 973
Administrative Support Recoveries - Water Administrative Support Recoveries - Health & I	18,973 16,327	18,973 16,327	16,327	18,973 16,327	
Parking Tag Enforcement & Operations Rev	10,327	10,327	113,072	113,647	
Other Tax Revenues	ŕ	· ·			,
	13,221	11,149	10,431	10,431	· · · · · · · · · · · · · · · · · · ·
Casino Woodbine Revenues	16,000	19,168	27,900	27,900	27,900
Gaming & Registry Revenues	4,530	4,530	4,724	4,721	4,720
Municipal Accommodation Tax (MAT)	34,667	47,161	56,800	61,640	
Non-Program Revenues	1,571,646	1,509,037	1,524,355	1,536,197	1,554,825
TOTAL - CORPORATE ACCOUNTS	1,821,826	1,752,926	1,763,027	1,783,484	1,806,425
TOTAL LEVY OBED ATIMO DUDGET					
TOTAL LEVY OPERATING BUDGET					
BEFORE ASSESSMENT GROWTH AND					
TAX INCREASE	7,043,935	6,828,431	7,245,857	7,067,486	7,048,537
NON LEVY ODED ATION					
NON LEVY OPERATION Solid Waste Management Services	405,189	402,144	411,620	423,741	436,584
Toronto Parking Authority	166,200	159,203	167,138	170,526	,
Toronto Water	1,289,287	1,322,090	1,331,390	1,376,674	1,408,388
TOTAL NON LEVY OPERATING	1,860,676	1,883,436	1,910,147	1,970,941	2,018,418
TOTAL LEVY AND NON-LEVY					
OPERATION BUDGET	8,904,611	8,711,867	9,156,004	9,038,427	9,066,955



## CITY OF TORONTO 2019 CITY COUNCIL APPROVED OPERATING BUDGET POSITIONS

							2019	2019 CN		
				2019	Change fro		New /	App'd	Change fro	
	2016	2017	2018	Base	Approved 1	C	Enh.	Operating	Approved	O
	Budget	Budget	Budget	Budget	Incr / (Dcr)	%	Budget	Budget	Incr / (Dcr)	%
Community and Social Services										
Affordable Housing Office	19.0	25.0	25.0	25.0	(0.0)	(0.0%)	3.0			12.0%
Children's Services	990.8	1,007.5	*	1,104.7	16.0	1.5%	8.0	*		2.2%
Court Services	282.0	258.0	229.0	230.0	1.0	0.4%	11.0		12.0	5.2%
Economic Development & Culture	307.5	300.5	302.5	304.5	2.0	0.7%	2.0		4.0	1.3%
Toronto Paramedic Services	1,445.3 2,372.0	1,453.3 2,373.9	1,477.3 2,389.9	1,477.3 2,408.7	(0.0) 18.8	(0.0%) 0.8%	7.0 17.9			0.5% 1.5%
Long-Term Care Homes & Services Parks, Forestry & Recreation	4,607.2	4,443.1	4,522.3	4,497.5	(24.8)	(0.5%)	31.8		7.1	0.2%
Shelter, Support & Housing Administration	757.5	4,443.1 809.4	4,322.3 886.4	899.3	13.0	1.5%	5.0		18.0	2.0%
Social Development, Finance & Administration		150.0	169.0	164.0	(5.0)	(3.0%)	19.0			8.3%
Toronto Employment & Social Services	2,120.0	2,011.0	1,985.0	1,909.0	(76.0)	(3.8%)	2.0			(3.7%
Sub-Total Community and Social Services	13,038.7	12,831.6	13,075.0	13,020.1	(55.0)	(0.4%)	106.7	13,126.7	51.7	0.4%
Infrastructure and Development Services										
City Planning	372.0	392.0	430.0	430.0			10.0	440.0	10.0	2.3%
Fire Services	3,168.3	3,174.3	3,214.3	3,200.3	(14.0)	(0.4%)	12.0	3,212.3	(2.0)	(0.1%
Municipal Licensing & Standards	460.0	479.5	492.5	518.5	26.0	5.3%	8.0	526.5	34.0	6.9%
Policy, Planning, Finance & Administration	196.4	190.4	200.1	206.1	6.0	3.0%	5.0	211.1	11.0	5.5%
Engineering & Construction Services	566.1	574.1	592.1	591.1	(1.0)	(0.2%)		591.1	(1.0)	(0.2%)
Toronto Building	456.0	468.0	468.0	468.0	(0.0)	(0.0%)	4.0		4.0	0.9%
Transportation Services	1,123.0	1,119.5	1,179.8	1,196.3	16.5	1.4%	2.0		18.5	1.6%
Sub-Total Infrastructure and Development Serv	6,341.8	6,397.8	6,576.8	6,610.3	33.5	0.5%	41.0	6,651.3	74.5	1.1%
Internal Corporate Services										
Facilities, Real Estate, Environment & Energy	1,022.5	1,011.0	1,042.1	1,041.9	(0.2)	(0.0%)	26.6	1,068.5	26.4	2.5%
Fleet Services	184.0	186.0	187.0	187.0			1.0	188.0	1.0	0.5%
Information & Technology	850.0	851.0	849.0	857.0	8.0	0.9%	3.0		11.0	1.3%
311 Toronto	166.3	178.0	180.5	180.5			2.5		2.4	1.4%
Sub-Total Internal Corporate Services	2,222.8	2,226.0	2,258.6	2,266.4	7.8	0.3%	33.1	2,299.4	40.8	1.8%
Finance and Treasury Services										
Office of the Chief Financial Officer	115.0	118.0	133.0	145.0	12.0	9.0%	2.0	147.0	14.0	10.5%
Office of the Controller	724.2	645.2	664.7	681.2	16.5	2.5%	1.0		17.5	2.6%
Sub-Total Finance and Treasury Services	839.2	763.2	797.7	826.2	28.5	3.6%	3.0	829.2	31.5	3.9%
City Manager										
City Manager's Office	432.0	438.0	456.0	446.0	(10.0)	(2.2%)	2.0		(8.0)	(1.8%)
Sub-Total City Manager	432.0	438.0	456.0	446.0	(10.0)	(2.2%)	2.0	448.0	(8.0)	(1.8%)
Other City Programs										
City Clerk's Office	413.9	404.6	413.8	390.3	(23.5)	(5.7%)		390.3	(23.5)	(5.7%)
Legal Services	306.4	368.9	377.9	378.9	1.0	0.3%	10.0	388.9	11.0	2.9%
Mayor's Office	20.0	20.0	1.0	1.0				1.0		
City Council	180.0	180.0	25.0	25.0				25.0		
Sub-Total Other City Programs	920.3	973.4	817.7	795.2	(22.5)	(2.8%)	10.0	805.2	(12.5)	(1.5%)
Accountability Offices										
Auditor General's Office	31.5	32.0	36.0	36.0				36.0		
Integrity Commissioner's Office	3.0	3.0	3.0	3.0				3.0		
Office of the Lobbyist Registrar	8.3	8.3	8.3	8.3				8.3		
Office of the Ombudsman	12.0	12.0	12.0	12.0				12.0		
Sub-Total Accountability Offices	54.8	55.2	59.2	59.2		(2.12.()		59.2	170	. = .
TOTAL - CITY OPERATIONS	23,849.6	23,691.4	24,041.1	24,023.4	(17.7)	(0.1%)	195.7	24,219.1	178.0	0.7%
Agencies										
Toronto Public Health	1,872.0	1,855.9	1,881.4	1,867.1	(14.2)	(0.8%)	14.0	1,881.1	(0.2)	(0.0%
Toronto Public Library	1,741.0	1,734.3	1,734.8	1,730.3	(4.5)	(0.3%)	2.0		(2.5)	(0.1%)
Association of Community Centres	77.9	77.9	80.6	80.6				80.6		
Exhibition Place	361.0	359.0	356.0	356.0				356.0		
Heritage Toronto	7.0	7.0	7.5	8.5	0.9	12.7%		8.5	0.9	12.7%
Theatres	171.9	187.7	232.5	222.7	(9.8)	(4.2%)		222.7	(9.8)	(4.2%)
Toronto Zoo	394.0	394.0	396.0	396.0	(A 1)	(A 10/)	1.0			0.3%
Arena Boards of Management Yonge & Dundas Square	67.7 6.5	67.7 6.5	65.6 8.0	65.5 8.0	× /	(0.1%)		65.5 8.0		(0.1%)
Tonge & Dundas Square	0.3	0.3	8.0	0.0	l			0.0		

## **Interpretation Interpretation**

## CITY OF TORONTO 2019 CITY COUNCIL APPROVED OPERATING BUDGET POSITIONS

		ı <del>.</del>					2019	2019 CN		
				2019	Change from	m 2018	New /	App'd	Change fro	m 2018
	2016	2017	2018	Base	Approved l	Budget	Enh.	Operating	Approved	Budget
	Budget	Budget	Budget	Budget	Incr / (Dcr)	%	Budget	Budget	Incr / (Dcr)	%
CreateTO		55.0	51.0	50.0	(1.0)	(2.0%)	7.0	57.0	6.0	11.8%
Toronto & Region Conservation Authority	419.6	441.0	812.9	812.9				812.9		
Toronto Transit Commission - Conventional	13,975.0	14,425.0	15,185.0	15,314.0	129.0	0.8%		15,314.0	129.0	0.8%
Toronto Transit Commission - Wheel Trans	565.0	571.0	620.0	637.0	17.0	2.7%		637.0	17.0	2.7%
Toronto Police Service	7,881.0	7,881.0	7,881.0	7,881.0				7,881.0		
Toronto Police Services Board	7.0	7.0	7.0	7.0			1.5	8.5	1.5	21.4%
TOTAL - AGENCIES	27,948.5	28,474.0	29,319.2	29,436.6	117.4	0.4%	25.5	29,462.1	142.9	0.5%
TOTAL - CORPORATE ACCOUNTS			407.0	407.0				407.0		
TOTAL LEVY PPOSITIONS	51,798.1	52,165.3	53,767.3	53,867.0	99.7	0.2%	221,2	54,088.2	320.9	0.6%
NON LEVY OPERATION										
Solid Waste Management Services	1,108.7	1,113.7	1,116.3	1,119.0	2.7	0.2%	3.8	1,122.8	6.5	0.6%
Toronto Parking Authority	302.4	323.5	328.5	328.5				328.5		
Toronto Water	1,756.7	1,752.7	1,764.7	1,774.6	10.0	0.6%	31.0	1,805.6	41.0	2.3%
TOTAL NON LEVY OPERATING										
BUDGET			3,209.5	3,222.2	12.7	0.4%	34.8	3,256.9	47.5	1.5%
TOTAL LEVY AND NON LEVY	1	ı ı	ı ı							
TOTAL LEVY AND NON-LEVY	-10653			000	445.1	0.001			2.50	0.607
OPERATION BUDGET	54,965.8	55,355.2	56,976.8	57,089.2	112.4	0.2%	256.0	57,345.2	368.4	0.6%



#### **CITY OF TORONTO**

## 2019 COUNCIL APPROVED OPERATING BUDGET SUMMARY BY COMMITMENT ITEM GROUP

(In \$000's)	2018 Budget	2019 Budget	2020 Plan	2021 Plan
Gross Expenditures	5 422 010	5 (12 204	5 7(0 504	E 050 212
Salaries And Benefits Materials & Supplies	5,432,919 620,845			
Equipment	50,432		,	*
Service And Rent	1,840,776			· · · · · · · · · · · · · · · · · · ·
Contribution To Capital	354,833			
Contribution To Reserves/Reserve Fu	,	<i>'</i>		
Inter-Divisional Charges	205,436	,	,	
Other Expenditures	2,368,443		*	*
Rate Programs	1,860,676			2,709,924
Sub-Total Gross Expenditures	13,079,844	13,468,974		
Suc Total Gross Emperiumes	10,075,011	10,100,571	10,701,070	11,000,017
Revenues				
Provincial Subsidies	2,257,707	2,402,459	2,277,133	2,271,578
Federal Subsidies	158,691	214,314		
User Fees & Donations	1,813,178			
Licences & Permits Revenue	134,637	138,986		144,536
Inter-Divisional Recoveries	301,963			· · · · · · · · · · · · · · · · · · ·
Contribution From Reserves/Reserve	*	*		
Transfers From Capital	177,903			· · · · · · · · · · · · · · · · · · ·
Sundry and Other Revenues	1,650,508	*		1,614,000
Rate Programs	1,860,676			2,018,418
Sub-Total Revenues	8,904,611	9,156,004		9,066,955
Net Expenditures	4,175,233			5,031,092

Note, figures above are excluding Special Levy for Scarborough Subway and City Building Fund.



## City of Toronto 2019 Operating Budget Submission CITY COUNCIL APPROVED PRIORITIES (New & Enhanced) Tax Programs

### Address of Community Safety	In \$ Thousands	Cross	2019 Not	Doctions	Cross	2020	Docitions	Cross	2021	Desitions
Paper   Pape		Gross	Net	Postions	Gross	Net	Positions	Gross	Net	Positions
Social Processor Florence & Administration (1997)  Social Processor Control State (1997)  Social Conference Control State (1997)  Social Control Contr			! I							
Math Nat Chin Provents (2014) Consent Provides (2014)   10   10   10   10   10   10   10   1	l ·	679.4	679.4	7.6	1.7	1.7		1.8	1.8	
Majoral Came   Proventir Gard, Came Response   2007   10   201   201	<u> </u>	1 161 3	l	i	(7.1)			0.5		
Meaned Care Prevention Gent Live Lie State V   134	· · · · · · · · · · · · · · · · · · ·			I 1.0					ا	
Macroson Color   Treatment Court - Type   Type   164   20   65   1	· · ·		•	l 1.0					l	
Monocalis Registration   TTDE Collaboration States   1,520.00   1,520.00   1,500.00	· ·				ı					
Middle		· · · · · · · · · · · · · · · · · · ·		2.0	66.1			6.5		
Investing in Percey Reduction Process Percentage Process Services Process		•		16.6	224.4	1.7		36.0	1.8	
Brahment in University Not-Philadrice   7,000.5   \$0.000.55   \$0	Investing In Poverty Reduction	2,222.2	<u>.                                      </u>							
Children's Services			l	l	į					
Salt Large Channel of the North Deliver Clines  - Addisorating Controllerian (2014) Provincial Expression  - Contr	1 '	7,000.0	I	<sub>l</sub> 3.0	(5,868.3)			28.2		
Additional City Controllation - 200 of Provincial Expansion (1974) 1878 (1974)		402.1	l	ا 8 م	266.6			22.6	ا	
Colle Potentials (EX.11 are 2*10).  Flooring Nove Historic (EX.11 are 2*10).  Florid Nove Historic (EX.11 are 2*10).  Flooring Nove Historic (EX.11 are 2*10			I 3.738.4		•	3.738.4				
Create TO	,	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		!		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		<b>5,</b> 1 <b>5 5</b> 1 1	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	
	· · · · · · · · · · · · · · · · · · ·	195.0	] I	2.0	62.2			7.2		
Selecter Support & Housing Administration  1, 1975   7774   90   450   9   9   9   9   9   9   9   9   9		200 5	! [	1	07.5			7.0		
Circle and Class Management Plot   1,63151   5,0   450   6,5   6,5		292.5		' 2.0 I	97.5			7.8		
Acquires and Install Mentional Deplete Politic Disposers  224 4 222 4	<u> </u>	1.691.5		5.0	435.0			6.5	6.5	
TYCES - Volumbly & Impact (NR) Grants TYCES - Volumbly & Impact (NR) Grants TYCES - Volumbly & Complex (Acquisity of March 19) TYCES - Degrant (National Institution of March 19) TYCES - Degrant of Persons (Acquisity of March 19) TYCES - Degrant of Persons (Acquisity of March 19) TYCES - Degrant of Persons (Acquisity of March 19) TYCES - Degrant of Persons (Acquisity of March 19) TYCES - Degrant of Persons (Acquisity of March 19) TYCES - Degrant of Variantial Volumble (Volumbly 19) TYCES - Degrant Control Variantial Volumble (Volumbly 19) TYCES - Degrantial Volumble (Volumbly	1	•								
TYES - TUCK value fivedence interventions TYES - TUCK value benefationed Program TYES - Support for Parients & Caregivers of Villerance Value TYES - Support for Parients & Caregivers of Villerance Value TYES - Value Value	· '		I	I	į					
TYCS - TOTAL Youth Development Programs 1924 4 1924 1924 1924 1924 1925 1926 1926 1144 144 144 144 144 144 144 144 144 1			•	•		_   	İ	-		
TYES - Carmonia Notable Parlamentals & Preglayment Pagnacian 1427 () 467 () 50 (90 () 90 () 90 () 14 (4 () 1					3.9	3.9		9.5	9.5 <sub> </sub>	
TYES—Support for Planeta & Caregivers of Vulnerale Note No. 1977   2777	, ,				98 6	98.6		14 4	14 4	
Transet Faully Programs. Plause 2 (Gribl Clare Only)  1745 - Albertrative to Criminalization  1747 - Albertrative to Control of Part Residence  1745 - Albertrative to Criminalization  1745 - Albertrative to		200.0	200.0		33.0				, r	
Scarborogy Works Youth Employment Plan  Oblitation of Health Data find Interface Prepalatin  Oblitation of Health Data find Interface Prepalation  Oblitation of Health Data find Inter	Transit Fare Equity Program - Phase 2 (Child Care Only)	2,377.0	2,377.0			· ·				
Toronto Public Dain Horrices Population   200   0   0   0   0   0   0   0   0			•				_	3.2	3.2	i 
Collection of Health Data in Homeless Propulation   260.01   66.01   2.0		300.0	i 300.0 I	<u>'</u>	(300.0)	(300.0)				
Manifal Municipal Contribution (200% for SNP   300 0   300.01		260 0	I 65 0	I 2 N			· [	ı		
Toronto Public Library   2018 of 2018 of 2019   2	·									
2019 Additional Votal Hubes 2000, 208.0, 20.0, 2	· · · · · · · · · · · · · · · · · · ·	300.0	300.0	ı	303.0	303.0				
2010 Additional Youth Hubes   200, 200, 200, 200   200, 200, 200, 2	1	000.0	I	ı	200	222.2			ا	
Investing in Poverty Reduction Total   20,2164,   10,348.3   33.0   1,165.8   6,172.9					208.0	208.0				
Promoting Community Wellness City Gouncil Enhancement to Missian Fellowship Program 17.3   17					1.165.9	6.172.9		3.837.8	3.772.0	
Enhancement to Muslim Fellowship Program	Promoting Community Wellness		1 10,0 1010		1,10010	0,11210		3,00110	0,11210	
Long-Term Care Homes & Services Privincial LTC Program Accountability Requirements 1,891.6 17.9 2,4.6 2,7 3,7 1,9 2,7 2,7 2,7 2,7 2,7 3,7 3,7 3,7 3,7 3,7 3,7 3,7 3,7 3,7 3	l -		i I	î I						
Provincial LTC Program Accountability Requirements	· •	17.3	' 17.3	<u>'</u>						
Parks, Forestry & Recreation Community Recreation Growth Plan & Waitlist Might - Phase 2 Develop Regent Park Aquatic Plict Program So.0   417.2   10.9	1	1 901 6	I	'   170	16	16		(2.7)	(2.7)	
Community Recreation Growth Plan & Walkits Migntt - Phase 2   539 0   417.2   10.9   1		1,091.0	I	17.9 I	4.0	4.0		(3.1)	(3.7)	
Develop Regent Park Aquatic Filor Program   80.01   80.01   1.3   80.01   80.01   1.5	<u> </u>	539.0	l 417.2	10.9					ĺ	
Woodbine Expanded Gaming - Community Benefits Agreement   95.1   1.0   53.0   (98.5)   (1.0   Woodbine Expanded Gaming - Tracking & Reporting System   100.0   1   (100.0)   (100.0)     (100.0)   (100.0)   (100.0)     (100.0)     (100.0)   (100.0)     (100.0)   (100.0)     (100.0)   (100.	1				(80.0)	(80.0)				
Woodbine Expanded Gaming - Tracking & Reporting System   100.0     (100.0         (260.8     (260.8     (260.8     (260.8   (260.8     (260.8   (	<u> </u>		I	l				45.5		
Toronto Employment & Social Services Add Program Supervisors for Implementation of Woodbine CBA Add Community Paramedics to Focus on 911 Call Mitigation Siss 2, 353.2, 5.0, 419.2, 242.6, 70.2, (139.3) Add Community Paramedics to Focus on 911 Call Mitigation Toronto Public Health Community Outreach for TPH Harm Reduction Clients Tront Toronto Urban Health Fund (TUHF) Enhancement (Year 5) Toronto Significant Events Investment Program Toronto Enhancement (Year 5) Toronto Significant Events Investment Program Toronto Enhancement (Year 5) Toronto Significant Events Investment Program Toronto Enhancement (Year 5) Toron			•	1.0	i			(98.5)		(1.0)
Add Program Supervisors for Implementation of Woodbine CBA  7 coront Paramedic Savrices  Resources for PCP Program Delivered to Low-Income Residents Add Community Paramedics to Focus on 911 Call Militigation  7 550.0  Add Community Volurisach for TPH Harm Reduction Clients  7 10.0  7 1 177.5  7 1 1 177.5  7 1 1 177.5  7 1 1 1 177.5  7 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	, , , , , , , , , , , , , , , , , , , ,	100.0	  -	!	(100.0)					
Toronto Paramedic Services   Resources for PCP Program Delivered to Low-Income Residents   350.0   353.2   353.2   50   419.2   242.6   70.2   (139.3)	1	262.9	 	2.0	6.9			(269.8)		(2.0
Add Community Paramedics to Focus on 911 Call Mitigation 753.2   353.2   5.0   419.2   242.6   70.2   (139.3)   Toronto Public Health			  - 	<u>'</u>				, ,		
Toronto Public Health	<u> </u>									
Community Outreach for TPH Harm Reduction Clients Infection Prevention & Control-Shelter & Respite 238,01 6595 2,0	1	353.2	353.2	5.0	419.2	242.6		70.2	(139.3)	
Infection Prevention & Control-Shelter & Respite   238.0   59.5   2.0		710.0	I 177.5	7.0						
Toronto Urban Health Fund (TUHF) Enhancement (Year 5)   150.0   37.5     1			_						İ	
Educational Programming Update   934   (295)   1.0   17.6   (53.5)   1.0   1.8   1.8					į					
Promoting Community Wellness Total   4,880.6   1,112.8   50.1   21.2   113.7   (2.3   (350.0)   (141.2)   (3.0   (350.0)   (35			l	I						
Supporting Economic Vitality   Economic Development & Culture   Capacity Building Program Expansion   197.6   1.0   37.8   37.8   3.6   3.6   Egilinton Avenue Support   48.5										
Economic Development & Culture   Indian Residential School Survivors (IRSS) Legacy Structure   250.0   197.6   1.0   37.8   37.8   36.   3.6   3.6   2.0		4,000.0	1,112.0	50.1	21.2	113.7	(2.3)	(350.0)	(141.2)	(3.0
Indian Residential School Survivors (IRSS) Legacy Structure   250.0   197.6   1.0   37.8   37.8   3.6   3.6   Eglinton Avenue Support   200.0   200.			<u> </u> 		i					
Eglinton Avenue Support	<u> </u>	250.0	' 	;	(250.0)					
Pop-Up Shops Expanded Pilot Program	, , , , , , , , , , , , , , , , , , , ,			1.0	37.8	37.8		3.6	3.6	
Retail Accelerator Program   200.0	1 9			i l						
Strategic Response Fund   200.0				ı						
Ward Based Community Economic Development Profiles   125.0	1			ı	į					
Expand Digital Mainstreet   240.0	· · · · · · · · · · · · · · · · · · ·			I				(125.0)	l	
Increase Grants for the Local Arts Service Organization				I	(750.0)					
Capital Asset Operations, Maintenance and Planning Additional Resource for Film Development 55.1, 55.1, 55.1, 1.0 59.8 (55.1), 3.0 Toronto Arts Council (TAC) Funding Youth Arts Incubator 300.0, 300.0, 300.0  Transportation Services StreetARToronto Supporting Economic Vitality Total Advancing Environmental Sustainability Facilities, Real Estate, Environment & Energy TransformTO - CEP & Low Carbon Thermal Networks TransformTO - Leading by Example 169.21 25.01 2.0 265.3 1.0 (282.5) (25.0) (2.0 TransformTO - New Community Energy Projects Planning Resource requirement for review of Green Roof Bylaw Parks, Forestry & Recreation Urban Forestry - Extend Advancement of Tree Maintenance Yr 3  Advancing Environmental Sustainability Total  112.0 112.0 1.0 59.8 (55.1) 3.0 1.0 (902.3) (17.2) 3.0 1.0 (902.3) (17.2) (118.3) 3.6  1.0 (118.3) 3.6  1.0 (118.3) 3.6  1.0 (118.3) 3.6  1.0 (125.6) (125.6				!   :						
Additional Resource for Film Development 55.1 55.1 1.0 59.8 (55.1) 3.0   Toronto Arts Council (TAC) Funding 421.0 421.0 300.0 300.0   Transportation Services	1		•	•	į					
Toronto Arts Council (TAC) Funding	l		•	•	59.8	(55.1)	! 	3.0		
Transportation Services   150.0   150.0     150.0	Toronto Arts Council (TAC) Funding	421.0	421.0	' 		` /	•			
StreetARToronto   150.0		300.0	300.0						, 	
Supporting Economic Vitality Total   3,797.7   1,000.1   2.0   (902.3)   (17.2)   (118.3)   3.6	· ·	150.0	İ	ı	į					
Advancing Environmental Sustainability  Facilities, Real Estate, Environment & Energy  TransformTO - CEP & Low Carbon Thermal Networks  TransformTO - Leading by Example  TransformTO - New Community Energy Projects Planning  Resource requirement for review of Green Roof Bylaw  Parks, Forestry & Recreation  Urban Forestry - Extend Advancement of Tree Maintenance Yr 3  Advancing Environmental Sustainability Total  Advancing Environmental Sustainability Total  Facilities, Real Estate, Environment & Energy  1				2 0	(902.3)	(17.2)		(118.3)	3.6	
Facilities, Real Estate, Environment & Energy       Image: Company of the properties of the proper	Advancing Environmental Sustainability	3,70717		2.0	(302.0)	(1112)		(11010)	0.0	
TransformTO - Leading by Example       169.21       25.01       2.0       265.3       1       1.0       (282.5)       (25.0)       (25.0)       (2.0         TransformTO - New Community Energy Projects Planning       889.21       889.21       3.0       863.0       863.0       3.0       (1,418.5)       (1,418.5)       (3.0         Resource requirement for review of Green Roof Bylaw       99.61       1       1.0       37.8       1       (103.0)       (103.0)       (1.0         Parks, Forestry & Recreation       1       1       1       1       1       (1,704.0)       (5.0)       (5.0)         Advancing Environmental Sustainability Total       2,937.0       989.2       11.0       (397.5)       1,003.4       (1,929.6)       (1,569.2)       (6.0	Facilities, Real Estate, Environment & Energy		I							
TransformTO - New Community Energy Projects Planning       889.2   889.2   3.0   863.0   863.0   3.0   (1,418.5)   (1,418.5)   (3.0   1.0   37.8   1.0   1.0   37.8   1.0   (103.0)   (1.0   1.0   1.0   1.0   1.0   37.8   1.0   (1.0   1.0					•	140.4		· · · · · · · · · · · · · · · · · · ·		
Resource requirement for review of Green Roof Bylaw       99.6       1.0       37.8       (103.0)       (1.0         Parks, Forestry & Recreation       1,704.0       5.0       (1,704.0)       (5.0)         Urban Forestry - Extend Advancement of Tree Maintenance Yr 3       1,704.0       5.0       (1,704.0)       (5.0)         Advancing Environmental Sustainability Total       2,937.0       989.2       11.0       (397.5)       1,003.4       (1,929.6)       (1,569.2)       (6.0						000.0		•		
Parks, Forestry & Recreation       1,704.0       5.0       (1,704.0)       (5.0)         Urban Forestry - Extend Advancement of Tree Maintenance Yr 3       1,704.0       5.0       (1,704.0)       (5.0)         Advancing Environmental Sustainability Total       2,937.0       989.2       11.0       (397.5)       1,003.4       (1,929.6)       (1,569.2)       (6.0)						863.0	3.0	\ '\ '	* '	
Urban Forestry - Extend Advancement of Tree Maintenance Yr 3       1,704.0       5.0       (1,704.0)       (5.0)         Advancing Environmental Sustainability Total       2,937.0       989.2       11.0       (397.5)       1,003.4       (1,929.6)       (1,569.2)       (6.0	· · · · · · · · · · · · · · · · · · ·	99.0	I I	۱.۰۷	اه. اد	j		(103.0)		(1.0
Advancing Environmental Sustainability Total 2,937.0 989.2 11.0 (397.5) 1,003.4 (1,929.6) (1,569.2) (6.0	1 · · · · · · · · · · · · · · · · · · ·						(5.0)			l 
Advancing City Building and Mobility	Advancing Environmental Sustainability Total			11.0		1,003.4			(1,569.2)	(6.0)
	Advancing City Building and Mobility		ı		į					



## City of Toronto 2019 Operating Budget Submission CITY COUNCIL APPROVED PRIORITIES (New & Enhanced) Tax Programs

In \$ Thousands	Gross	2019 Net	Postions	Gross	2020 Net	Positions	Gross	2021 Net	Positions
City Planning	Gross	Net	1 03110113	01033	NGL	i ositions	01033	Net	i ositions
City Planning Internship Program Implementation of TOCore and Midtown in Focus	440.5	' 	5.0	163.2	1		18.6	i I	
Exhibition and Ontario Place Master Planning	92.2	ı I	1.0	(51.3)		(1.0)	1	1	
TDSB/ TCDSB Coordinator of School Projects	92.2	_	1.0	34.7		` '	(126.9)		(1.0)
Staffing for Sustained Committee of Adjustment Volumes  Policy, Planning, Finance & Administration	65.2	 	1.0	24.4			2.8		
Public Consultation Services for Transportation Initiatives	149.61	' 	2.0	52.0			0.4		
Creation of the Transit Expansion Office	568.3	ı <b>İ</b>	3.0	248.0		1.0	128.2	İ	
Toronto Building	167.9	<u> </u>	2.0	63.8			6.3	1	
Issue Management & Administrative Support for CBO's Office  Transportation Services	107.9	 	2.0	03.0			0.3	1	
Red Light Camera Expansion Feasibility & Planning	201.4		2.0	76.5	76.5		7.4	7.4	
Advancing City Building and Mobility Total	1,777.5	201.4	17.0	611.3	76.5		(4.2)	7.4	(1.0)
Enhancing Legislative Oversight Court Services	<del>-</del>	1					<u> </u>	+	
Case Mgt costs related to the implementatn of Distr Driv Law	816.4	\ ' ' /	3.0	98.2	98.2		12.8	12.8	
Court Mgt costs related to the implementatn of Cannabis laws	1,793.8	(158.0)	8.0	223.2	153.6		28.0	(0.2)	
Fire Services Solicitor to Address Enforcement provided by Legal Services	174.3	174.3		40.2	40.2		5.6	5.6 <sup>l</sup>	
Fire Safety Quality Assurance Inspection Audits (AG)	1,135.5			134.7	134.7		91.9	91.91	
Legal Services		ı <b>İ</b>						I	
Legal to ML&S for enforcement litigation & prosecution chrgs  Municipal Licensing & Standards	246.81	, I	2.0	57.6			8.4	I.	
Illegal Cannabis Storefront Enforcement Legal Support	246.8	 		57.6			8.4		
Illegal Cannabis Storefront Enforcement MLS	784.4		8.0	234.7			25.1		
Enhancing Legislative Oversight Total  Transforming and Modernizing Government	5,197.9	(895.9)	32.0	846.1	426.7		180.1	110.1	
Transforming and Modernizing Government City Clerk's Office				İ			i	+	
Info Prod Transformation – Options Study for Offset Printing	100.0	 		(100.0)			į	<u>.</u>	
Facilities, Real Estate, Environment & Energy		 	_	· /	!		_	_ 1	
Mgmt Consultant Positions to support OMP/Strgy Policy Plan'g  Fleet Services	217.9		2.0	81.4	81.4		7.9	7.9 <sup>1</sup> I	
Manufacturer Direct Purchase of Light Duty Vehicles	34.3	34.31	1.0	71.0	71.0 <sup> </sup>		(34.6)	(34.6) <sup>I</sup>	(1.0)
Information & Technology		ı I			!		(* - 7		( - /
Risk Management Cyber Security & Compliance	230.31			82.2	82.2		8.0	8.01	
Cyber Security Awareness (AG)  Legal Services	309.21	309.21	1.0	38.4	38.4		13.7	13.7	
Legal Services Organizational Review_2019	120.0	' 		(120.0)				 	
Office of the Controller	i							į	
Review of Accounts Receivable processes within the City(AG)  Toronto Building	500.0	ı l		(500.0)	ĺ			1	
Additional Capacity for Modernization & Continuous Improveme	174.3	, <b>[</b>	2.0	66.6			6.6	<u> </u>	
Toronto Building Program Review	1,588.1	 		(1,588.1)				1	
Toronto Public Health	100.0	25.0	1.0					 	
Communications Strategy Service Delivery Review	100.0 202.5		1.0 2.0		50.6			ĺ	
Transforming and Modernizing Government Total	3,576.6			(1,968.5)			1.6	(5.0)	(1.0)
Improving Security at City Facilities		.					i	<u> </u>	
Facilities, Real Estate, Environment & Energy Enhanced Security at City Hall	365.21	ı I 365.21	4.6	35.2	35.2		10.5	ا 10.5۱	
Security Guards for Parks, Forestry & Recreation	371.1		1.0	00.2	00.21		10.0	10.01	
Security Guards for Toronto Public Health	626.2 <sub>1</sub>		7.0	16.5	16.5 <sub>1</sub>		16.9	16.9 <sub>1</sub>	
Security Guards for Shelter, Support & Housing Admin Security Guards for Toronto Employment & Social Services	359.5 260.7	ı <b>İ</b>	4.0 3.0	9.4 6.9	9.4 <sub> </sub> 6.9 <sub> </sub>		9.6 7.1	9.6 <sub>1</sub> 7.1,	
Custodial & Security for Union Stn Loading Dock & Food Crt	1,305.9	, <b>I</b>	0.0	193.8	0.0		27.4	,,	
Parks, Forestry & Recreation		ا ا ـ ـ ـ ا							
Jack Layton Ferry Terminal - Additional Security Shelter, Support & Housing Administration	371.1	371.1 <sup>1</sup>						; 	
Expansion of Security Services for 129 Peter Street	359.5 <sup>l</sup>	359.5 <sup>l</sup>						İ	
Toronto Employment & Social Services		ı <b>İ</b>						I	
IDC / IDR - Tess - Facilities (New Security Guards)	4.040.2	<u>.                                    </u>		į			İ	1	
Improving Security at City Facilities Total Strengthening Support, Oversight & Financial Management		4 005 01	40 C	264.0	69.0		74.4	4441	
311 Toronto	4,019.21	1,095.8	18.6	261.8	68.0		71.4	44.1	
OTT TOTOLIC	4,019.2	1,095.8	18.6	261.8	68.0		71.4	44.11	
New CSR to handle increased volume for Bld & PH inquiries	200.1		<b>18.6</b> 2.5	<b>261.8</b> 6.7	<b>68.0</b> 6.7		<b>71.4</b> 6.3	44.1)             	
New CSR to handle increased volume for Bld & PH inquiries  City Manager's Office	200.1		2.5	6.7	6.7		6.3	     6.3	
New CSR to handle increased volume for Bld & PH inquiries  City Manager's Office  Support Fire Services' Post Traumatic Stress Disorder	200.1 131.9		2.5 1.0	6.7 5.5	6.7 <sub> </sub> 6.7 <sub> </sub> 5.5 <sub> </sub>		6.3 3.6	   6.3     3.6	
New CSR to handle increased volume for Bld & PH inquiries  City Manager's Office  Support Fire Services' Post Traumatic Stress Disorder  Conferences - Federation of CDN Municipalities & ICMA, 2020  Court Services	200.1 201.9 833.7		2.5	6.7	6.7 <sub> </sub> 6.7 <sub> </sub> 5.5 <sub> </sub>		6.3 3.6 (662.1)	   6.3     3.6 	
New CSR to handle increased volume for Bld & PH inquiries  City Manager's Office  Support Fire Services' Post Traumatic Stress Disorder  Conferences - Federation of CDN Municipalities & ICMA, 2020  Court Services  Temp. lease costs to Relocate Courtrooms at 481 University	200.1 131.9		2.5 1.0	6.7 5.5	6.7 <sub> </sub> 6.7 <sub> </sub> 5.5 <sub> </sub>		6.3 3.6	   6.3     3.6	
New CSR to handle increased volume for Bld & PH inquiries  City Manager's Office  Support Fire Services' Post Traumatic Stress Disorder  Conferences - Federation of CDN Municipalities & ICMA, 2020  Court Services  Temp. lease costs to Relocate Courtrooms at 481 University  CreateTO	200.1 131.9 833.7 100.0	66.0 1 1 100.0	2.5 1.0	6.7 5.5 (171.6) 140.0	6.7 <sub> </sub> 6.7 <sub> </sub> 5.5 <sub> </sub>		6.3 3.6 (662.1)	   6.3     3.6 	
New CSR to handle increased volume for Bld & PH inquiries  City Manager's Office  Support Fire Services' Post Traumatic Stress Disorder  Conferences - Federation of CDN Municipalities & ICMA, 2020  Court Services  Temp. lease costs to Relocate Courtrooms at 481 University  CreateTO  Additional Recruitment Costs	200.1 201.9 833.7	66.0 1 100.0	2.5 1.0	6.7 5.5 (171.6) 140.0 (30.0)	6.7 <sub> </sub> 6.7 <sub> </sub> 5.5 <sub> </sub>		6.3 3.6 (662.1)	   6.3     3.6 	
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New CSR to handle increased volume for Bld & PH inquiries  City Manager's Office  Support Fire Services' Post Traumatic Stress Disorder  Conferences - Federation of CDN Municipalities & ICMA, 2020  Court Services  Temp. lease costs to Relocate Courtrooms at 481 University  CreateTO  Additional Recruitment Costs  Project Investigative Costs for Feasibility Studies  1.0 Communication & Marketing Spec. for Adtl Volume & Scope  1.0 Senior Accounts Payable Admin. for Adtl Volume & Scope  1.0 Asset/Portfolio Manager (Portfolio Strategy)  1.0 Analyst Position (Portfolio Strategy)  1.0 Lead, Data Analytics / Performance Measurement Position	200.1 <sub>1</sub> 131.9 <sub>1</sub> 833.7 <sub>1</sub> 100.0 <sub>1</sub> 30.0 <sub>1</sub> 500.0 <sub>1</sub> 53.1 <sub>1</sub> 37.0 <sub>1</sub> 122.1 <sub>1</sub>	100.0	2.5 1.0 1.0 1.0 1.0	6.7 5.5 (171.6) 140.0 (30.0) (500.0) 1.1 (37.0) 33.4	6.7 <sub> </sub> 6.7 <sub> </sub> 5.5 <sub> </sub>	(1.0)	6.3 3.6 (662.1) (320.0) 1.1 3.1	   6.3     3.6 	
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New CSR to handle increased volume for Bld & PH inquiries  City Manager's Office  Support Fire Services' Post Traumatic Stress Disorder Conferences - Federation of CDN Municipalities & ICMA, 2020  Court Services  Temp. lease costs to Relocate Courtrooms at 481 University  CreateTO  Additional Recruitment Costs Project Investigative Costs for Feasibility Studies 1.0 Communication & Marketing Spec. for Adtl Volume & Scope 1.0 Senior Accounts Payable Admin. for Adtl Volume & Scope 1.0 Asset/Portfolio Manager (Portfolio Strategy) 1.0 Analyst Position (Portfolio Strategy) 1.0 Lead, Data Analytics / Performance Measurement Position  Facilities, Real Estate, Environment & Energy  Maintenance & Custodial services for Police New Data Center  Fire Services  New Firefighter-Technician for CAD/RMS (emergency response) Employee Asst Program Counsellor	200.1 131.9 833.7 100.0 30.0 500.0 53.1 37.0 122.1 82.3 140.5	100.0 100.0	2.5 1.0 1.0 1.0 1.0 1.0	5.5 (171.6) 140.0 (30.0) (500.0) 1.1 (37.0) 33.4 21.5 37.8	6.7 <sub> </sub> 5.5 <sub> </sub> 140.0	(1.0)	6.3 3.6 (662.1) (320.0) 1.1 3.1 2.1 3.6	(320.0) (320.1)	
New CSR to handle increased volume for Bld & PH inquiries  City Manager's Office  Support Fire Services' Post Traumatic Stress Disorder  Conferences - Federation of CDN Municipalities & ICMA, 2020  Court Services  Temp. lease costs to Relocate Courtrooms at 481 University  CreateTO  Additional Recruitment Costs  Project Investigative Costs for Feasibility Studies  1.0 Communication & Marketing Spec. for Adtl Volume & Scope  1.0 Senior Accounts Payable Admin. for Adtl Volume & Scope  1.0 Asset/Portfolio Manager (Portfolio Strategy)  1.0 Analyst Position (Portfolio Strategy)  1.0 Lead, Data Analytics / Performance Measurement Position  Facilities, Real Estate, Environment & Energy  Maintenance & Custodial services for Police New Data Center  Fire Services  New Firefighter-Technician for CAD/RMS (emergency response)  Employee Asst Program Counsellor  Legal Services	200.1 131.9 833.7 100.0 30.0 500.0 53.1 37.0 122.1 82.3 140.5 226.0 84.5 66.0	100.0   100.0	2.5 1.0 1.0 1.0 1.0 1.0	5.5 (171.6) 140.0 (30.0) (500.0) 1.1 (37.0) 33.4 21.5 37.8	6.7 <sub> </sub> 5.5 <sub> </sub> 140.0	(1.0)	6.3 3.6 (662.1) (320.0) 1.1 3.1 2.1 3.6	(320.0) (320.1)	
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## City of Toronto 2019 Operating Budget Submission CITY COUNCIL APPROVED PRIORITIES (New & Enhanced) Tax Programs

		2019			2020			2021	
In \$ Thousands	Gross	Net	Postions	Gross	Net	Positions	Gross	Net	Positions
Conversion from 1 Materials Mgmnt Clerk to 2 Couriers			1.0	66.7	66.7		(0.4)	(0.4)	
Parks, Forestry & Recreation	:							;	
Tree by-law Oversight & Administration Improvement	559.5	!	7.0	168.6	I		(59.6)	!	(1.0)
Shelter, Support & Housing Administration	!				l			I .	
One-time costs for a leased facility	3,000.0 <sup>l</sup>			(3,000.0)				1	
Toronto Police Services Board	l I	I			I			1	
Additional Positions to Support the Board's Governance Role	149.2 <b>l</b>	149.2	1.5	97.0	97.01			1	
Strengthening Support, Oversight & Financial Management Total	7,478.91	465.6	30.0	(2,829.9)	360.4	(2.0)	(981.6)	(310.1)	(1.0)
Grand Total	63,779.01	15,596.5	221.2	(2,967.6)	8,529.7	(4.3)	743.2	1,913.4	(12.0)



## City of Toronto 2019 Council Approved Operating Budget CITY COUNCIL APPROVED PRIORITIES (New & Enhanced) Rate Programs

In \$ Thousands		2019		202	20	202	21
	Gross	Net	Postions	Net	Positions	Net	Positions
Solid Waste Management Services		ı		I		I	
Additional Litter Pick-up in Alleys, Laneways & Parks	313.1	313.1	3.8	72.5		0.8	
Solid Waste Management Services Total	313.1	313.1	3.8	72.5		0.8	
Toronto Water	I	I					
Locates Clearing Program for Transportation Services	184.1	45.1	3.0	(2.4)		6.71	
Dedicated Risk/Insurance Staff	86.5	86.5	1.0	33.0		3.2	
Bulk Water Fill Station Pilot	2.0	(33.0)		(342.0)		l	
Industrial Waste Agreement - Full Cost Recovery (Motion Adj)		(153.0)		(204.0)		(204.0)	
New Solicitor for Toronto Water (IDC/IDR to Legal Services)	114.7	114.7		26.4		3.6	
Toronto Water Chamber Adjustment Program	226.1	i	3.0	i		i	
Utility Cut Program	7,371.6	5,604.4	24.0	7,645.0	11.0	691.1	
Toronto Water Total	7,985.0	5,664.6	31.0	7,156.0	11.0	500.6	
Grand Total	8,298.1	5,977.8	34.8	7,228.4	11.0	501.4	

Operating & Capital Budget Summaries for City Programs
And Agencies

# Operating & Capital Budget Summaries for City Programs And Agencies

Human and Social Services



**PROGRAM SUMMARY** 

### **Affordable Housing Office**

#### What We Do

We provide stewardship of federal, provincial and City investments and incentives that support the creation and maintenance of safe, affordable housing for lower to moderate income residents. We also develop innovative housing solutions through policy and partnership initiatives with private and community partners and other orders of government; and lead the implementation of Toronto's Affordable Housing Action Plan, *Housing Opportunities Toronto (HOT) 2010 - 2020*. The Affordable Housing Office (AHO) delivers the following services:

- New Affordable Housing Development
- Housing Improvement Programs
- · Housing Policy and Partnerships

As of 2018 the AHO oversees delivery of \$481 million in government investments leveraging approximately \$1.646 billion in private/non-profit investments while creating approximately 11,783 jobs over the housing development and improvement project lifecycles.

#### Why We Do It

The AHO supports City Council objectives of providing affordable housing for the City's lower to moderate income residents and housing improvement programs for seniors and persons with disabilities. This is accomplished by: 1) Delivering government affordable housing programs in partnership with the private and non-profit sectors to create and maintain affordable rental and ownership housing, revitalize communities and generate employment. 2) Working with other City divisions to ensure the effective and efficient use of government investments in line with City priorities and other legislative and policy frameworks such as *Housing Opportunities Toronto*: *An Affordable Housing Action Plan 2010 - 2020*. 3) Supporting the City Manager and Deputy City Managers in providing strategic intergovernmental relations and program advice on housing issues.

#### Our Experience & Success

- Exceeded the annual *HOT* (2010 2020) and Open Door Affordable Housing Program annual approvals target of 1,000 new affordable rental homes for the second consecutive year. Actual approvals in 2018 were 1,497.
- Supported the development and Council approval of the 5-year Development Charges (DC) By-Law Review resulting in increased allocation for affordable housing and two new DCs Deferral programs for affordable home ownership and laneway suites.

#### **Key Challenges**

- Prioritization of government investments and City incentives are required to scale up the creation of more affordable housing options in Toronto.
- Recent change in Ontario's political leadership has created uncertainties around future provincial housing priorities and support for social and affordable housing.

#### **Priority Actions**

- Engage the federal government in the delivery of the National Housing Strategy (NHS) and the provincial government in development of the 3-year action plan required to implement the NHS Canada-Ontario Bi-Lateral Housing Agreement.
- Funding of \$80K is included in the 2019 Budget to develop strategies and programs that effectively leverage federal-provincial funding, City incentives as well as partnerships with private and non-profit organizations to achieve the City's affordable housing targets through Toronto's 2020 -2030 Housing Plan.

#### **Budget At A Glance**

	OPERATI	NG BUI	DGET
\$Million	2019	2020	2021
Gross Expenditures	\$11.077	\$5.210	\$5.285
Revenues	\$9.907	\$4.039	\$4.114
Net Expenditures	\$1.170	\$1.171	\$1.171
Approved Positions	28	28	28

#### **Our Key Service Levels**



**100%** disbursement of federal, provincial and City funding for the creation of new affordable rental and ownership homes to Council prescribed requirements.



**100%** disbursement of federal-provincial accessibility grants to low income seniors and persons with disabilities.



Innovative affordable housing strategies and solutions developed and implemented according to prescribed requirements and Council approvals.

Source of Image: www.icons8.com

#### **Key Service Deliverables**

Through the Open Door program and other government investments, meet HOT 2010 - 2020 annual targets of 400 ownership and 1,000 rental homes by approving new affordable housing developments and repairs/modifications for lower-income residents in collaboration with other City divisions and agencies.

Coordinate with SSHA delivery of the HOT 2020 - 2030 housing plan including public and stakeholder consultations, housing market analysis and development of financial and implementation plans.

Working with other City divisions and agencies contribute to implementation of the first phase of the *Housing Now* Initiative Action Plan which seeks to create approximately 10,000 new residential units on 11 City-owned sites, some 3,700 of them affordable.

#### Who We Serve

#### New Affordable Housing Dev.

- Lower to moderate income residents
- Private and non-profit housing developers
- City Agencies, Boards and Divisions
- Federal and provincial governments

#### Beneficiaries

Residents

#### **Housing Improvement Programs**

- Lower income homeowners and renters
- Seniors and persons with disabilities
- Private and non-profit property owners
- Federal and provincial governments

#### Beneficiaries

Residents

#### **Housing Policy and Partnerships**

- Lower to moderate income residents
- Private sector and non-profit organizations
- City Agencies, Boards & Divisions
- Federal and Provincial governments

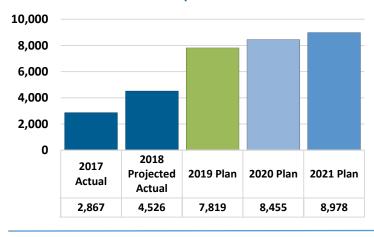
#### Beneficiaries

Residents

#### **How Well We Are Doing**

#### **Performance Measures**

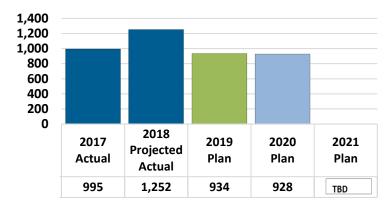
### Number of New Affordable Rental & Ownership Homes Under Development Year-Over-Year



#### **Behind the Numbers**

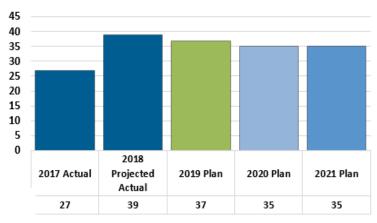
- The AHO has financial stewardship for affordable housing projects during their 3 - 5 year development lifecycle. The numbers in the chart do not represent annual completions.
- Higher projections from 2019 onwards reflect increased federal, provincial and City investments, interest in the Open Door program from the private and non-profit sectors and the City's new *Housing Now* initiative to activate 11 City/CreateTO sites for new affordable rental homes.

### Number of Lower Income Households Assisted With Repairs/Modifications Year-Over-Year



- The AHO provides administrative oversight for essential health, safety, accessibility and energy efficiency repairs and modifications for lower income households. Projects have a typical lifecycle of 1-2 years.
- Declining volumes in 2019 and beyond reflect completion of the short-term multi-unit rental building component of the TO Renovates program.
- Leadership role supporting SSHA to preserve and modernize 309 social housing units for seniors through the St. Hilda's modernization initiative.

#### Number of Innovative Policy/Partnership Initiatives Being Implemented Year Over Year



- Initiatives include delivery of the City's tenyear housing plan and the Open Door program, submissions to the federal government as input for development of the National Housing Strategy and the partnership with provincial ministries and agencies in delivery of the Ontario Affordable Housing Lands Program.
- These initiatives will continue in 2019.
   Further, AHO in partnership with several City divisions will commence implementation of the "Housing Now" initiative as approved by City Council on December 13, 2018.

#### **PROGRAM MAP**

#### **Affordable Housing Office**

To enhance the health of Toronto's people, neighbourhoods, economy and environment by delivering funding and incentives, and by developing innovative housing solutions, to create and maintain safe, affordable, rental and ownership housing for lower-income residents. This will be accomplished by:

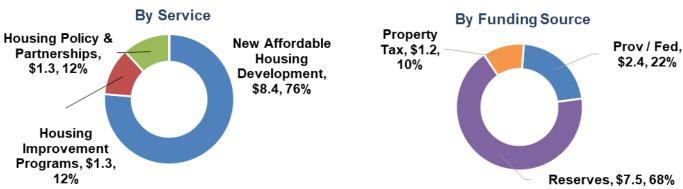
- Delivering federal, provincial and City affordable housing programs by working with the private and non-profit sectors to develop and maintain affordable rental and ownership housing, revitalize communities and create employment.
- Work with Shelter, Support & Housing Administration as Municipal Service Manager and with other City Divisions to ensure the effective and efficient use of government investments, in line with City priorities and other legislative and policy frameworks such as Housing Opportunities Toronto: An Affordable Housing Action Plan 2010 - 2020.
- Support the City Manager and Deputy City Managers in providing strategic intergovernmental relations and program advise on housing issues.





#### 2019 OPERATING BUDGET HIGHLIGHTS

#### 2019 Operating Budget \$11.0M



- 0% Budget increase over the 2018 Approved Net Operating Budget while maintaining existing service levels and additional service demands.
- **\$0.405M** Additional funding to support inflationary salary and benefit increases, planning and consulting costs of the Toronto Housing Plan 2020 2030, and higher legal costs for processing legal agreements and real estate transactions.
- **\$7.000M** New/enhanced funding to implement the first phase of the "Housing Now" initiative which calls for the creation of approximately 10,000 new residential housing units on 11 City-owned sites to be activated for redevelopment.
- 2020/2021 Increases primarily for known inflationary adjustments for salaries, benefits and higher legal costs.

#### **2019 OPERATING BUDGET OVERVIEW**

Table 1: 2019 Operating Budget and Plan by Service

2018		18		2019		I		Increment	Incremental Change	
(In \$000s)	Budget	Actual	Base	New / Enhanced	Total CN Approved Budget	Char	nges	2020 Plan	2021 Plan	
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$	
New Affordable Housi	ng Develop	ment							_	
Gross Expenditures	1,309.9	1,144.3	1,447.2	7,000.0	8,447.2	7,137.3	544.9%	(5,866.0)	43.7	
Revenue	926.9	803.0	1,058.1	7,000.0	8,058.1	7,131.2	769.4%	(5,867.6)	43.6	
Net Expenditures	383.0	341.3	389.1	(0.0)	389.1	6.1	1.6%	1.5	0.1	
Housing Improvement	Programs								_	
Gross Expenditures	1,187.5	1,055.9	1,315.0		1,315.0	127.5	10.7%	(0.2)	15.8	
Revenue	793.3	640.6	922.5		922.5	129.2	16.3%	0.0	15.7	
Net Expenditures	394.2	415.3	392.5		392.5	(1.7)	(0.4%)	(0.2)	0.2	
Housing Policy & Part	nerships									
Gross Expenditures	1,190.0	1,055.9	1,314.8		1,314.8	124.8	10.5%	(0.2)	15.8	
Revenue	797.1	642.1	926.3		926.3	129.2	16.2%	0.0	15.7	
Net Expenditures	392.9	413.8	388.6		388.6	(4.4)	(1.1%)	(0.3)	0.1	
Total								)		
Gross Expenditures	3,687.4	3,255.8	4,077.0	7,000.0	11,077.0	7,389.6	200.4%	(5,866.5)	75.4	
Revenue	2,517.3	2,085.6	2,906.8	7,000.0	9,906.8	7,389.6	293.6%	(5,867.5)	74.9	
Total Net Expenditures	1,170.1	1,170.2	1,170.1	(0.0)	1,170.1	(0.0)	(0.0%)	1.0	0.5	
Approved Positions	25.0	0.0	25.0	3.0	28.0	3.0	12.0%	(0.0)	0.0	

### Base Changes (\$0 Net)

- · Inflationary increases in Salaries & Benefits.
- Toronto Housing Plan 2020 2030 Planning and Consulting expenditures.
- Higher legal costs for processing increasingly higher volume and more complex legal agreements and real estate transactions.
- Above pressures are fully offset by the recognition of higher federal-provincial grant revenues and recovery of program administration costs.

#### **Future Year Plan**

- Inflationary increases in salaries and benefits and higher legal costs.
- Future year impacts resulting from the implementation of the "Housing Now" initiative will be identified and presented for Council through the 2020 and future year budget processes.

#### **EQUITY IMPACTS**

**No significant equity impacts:** The changes in Affordable Housing Office's 2019 Operating Budget do not have any equity impacts.



#### **PROGRAM SUMMARY**

### **Children's Services**

#### What We Do

We promote access to high quality early learning, and provide child care and supports for families through a well-planned and managed system. We help Toronto's families to find and access licensed child care, before and after school care and child and family programs, and help families with the cost of licensed child care and provide support for children with special needs who are enrolled in licensed child care. Funding, resources and professional development is also offered to agencies to help deliver programs that are high quality, accessible and inclusive. Children's Services delivers the following services:

- Child Care Delivery
- Child Care System Management

#### Why We Do It

Children's Services promotes the vision that all families in Toronto benefit from a range of services that promote healthy child development and family well-being. Child care is a key lever to children's health and development, child and family well-being, improving the economy, improving education rates, and addressing poverty.

#### Our Experience & Success

- More than 42,000 children from 29,580 families received a child care fee subsidy in 2018 to help with the cost of child care.
- The number of licensed child care spaces continues to increase with 3,425 new spaces introduced in 2018.
- Targeted new investments under the Growth Strategy have improved affordability of child care for families and improved compensation for the early years workforce.
- Management of EarlyON centres has resulted in free drop-in programs to all families with children newborn to six years of age.
- "My Child Care Account" provides families with a variety of self-serve functions. In 2018, more than 15,000 families have access to their own secure account, removing barriers of having to go to the office to give or get information.

#### **Key Challenges**

- Licensed child care currently serves less than 20 per cent of the child population with the available funding providing only enough fee subsides to support 33 per cent of Toronto's lowincome children age birth to 12.
- Increasing licensed child care spaces to meet demand is challenging given that projects take years to deliver and project costs are increasing. Continue working with third parties to minimize the issues that delay the delivery of the 20 child care projects included in the 10 Year Capital Plan.
- Funding for school board occupancy agreements presents a \$5.8 million pressure in 2020 unless addressed by the Province. This will require finding an alternative funding source to continue to provide ongoing support.
- Affordability is a barrier for many families wishing to access child care

#### **Priority Actions**

- The 2019 Budget includes funding of \$2.058 million to add 210 child care fee subsidies and a \$1.680 million increase in the General Operating Funding to improve affordabiltiy, which will have a positive impact on lowincome families by increasing their access to child care.
- Funding of \$0.492 million is included to extend the hours of service offered to families on Saturday to provide additional time to access services, supports and the subsidies they need.
- Continue to focus on improving customer service through business transformation, automation and by providing access to services for families through a variety of channels.
- Implementation of year 3 of the Growth Strategy will improve access to fee subsidies and child care spaces and support the child care sector workforce.

#### **Budget At A Glance**

OPERATING BUDGET					
\$Million	2019	2020	2021		
Gross Expenditures	\$657.4	\$670.9	\$682.9		
Revenues	\$570.6	\$562.6	\$562.6		
Net Expenditures	\$86.8	\$108.3	\$120.3		
Approved Positions	1,112.7	1,112.7	1,112.7		

2019	2020-2028	Total
\$21.2	\$57.8	79.0
\$1.3	\$13.4	\$14.7
	\$21.2	\$21.2 \$57.8

#### **Our Key Service Levels**









98% occupancy rate for all-aged children placed through Toronto Early Learning and Child Care Services





#### **Key Service Deliverables**

Deliver 30,700 child care fee subsidies

Manage service contracts with **700+** child care centres who provide licensed child care to families Municipally operate child care through **51** Toronto Early Learning & Child Care Service Centres and **1** Home Child Care Agency serving **over 3,000** children.

Manage services for **19** licensed home child care agencies offering **3,180** spaces in **1,000** private homes Plan and monitor services for **270+** EarlyOn Child and Family Centres

Coordinate and deliver services and supports for children with special needs

Provide funding to 600+ child care centres to offset operating costs & improve affordability for families

Fund 34 summer camp programs which provide programs for 3,000 children annually

Administer Provincial Wage Enhancement support to 900+ child care operators

#### **Who We Serve**

#### **Child Care Delivery**

- Children in Child Care
- Parents / Guardians

#### Beneficiaries

- Child Care Service Providers
- Resident Families and Children

#### **Child Care System Management**

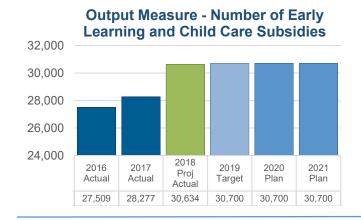
- Parents/ Guardians
- Province of Ontario

#### Beneficiaries

- Child Service Providers
- Resident Families and Children

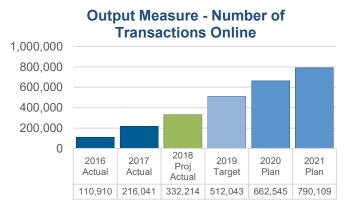
#### **How Well We Are Doing**

#### **Performance Measures**



#### **Behind the Numbers**

- Children's Services will deliver 30,700 child care subsidies in 2019 which are allocated across City wards based on the proportion of children living below the low income threshold. The allocated subsidies are then available to eligible families living in that ward.
- There are only enough fee subsidies to support 33% of Toronto's low-income children newborn to 12 years of age.



- Children's Services continues to focus on improving customer service through business transformation, automation and by providing access through a variety of service channels.
- My Child Care Account is an online service that provides families with a convenient and secure way to do business with Children's Services. This account allows families to view and manage their information and service requests. As of December 2018, more than 15,000 families have created a unique account.



- All child care centres with a service contract for fee subsidy or receiving base funding are assessed for quality standards. This assessment rates a centre's activities, learning, health & safety, and adult/child interactions by comparing them to the standards laid out in the Assessment for Quality indicators.
- The 2018 projections reflect an increase to 98%, with the 2019 Target and 2020-2021 Plans set at 99%.

#### **Performance Measures Under Development**

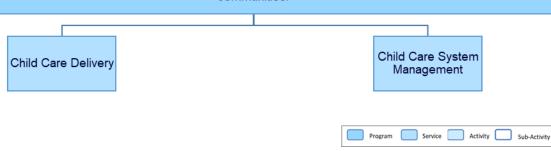
Toronto has a 10-year Toronto's Licensed Child Care Growth Strategy for children under four years of age. Through implementation of the strategy, the Division continues to focus on building new licensed child care spaces, improving child care affordability for families, and increasing wages for the child care staff to build capacity and meet current and future demand for child care.

In 2018, \$27.7 million in new provincial funding was administered to child care operators using a targeted approach. This targeted investment resulted in impacted centres offsetting or reducing planned parent fee increases by 4 per cent. Ongoing investments will support continued implementation of the Growth Strategy.

# PROGRAM MAP

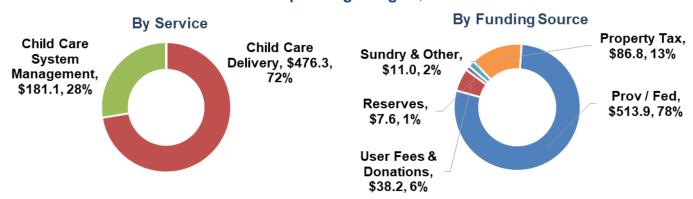
#### Children's Services

The Children's Services Division is the service system manager of childcare within Toronto. In partnership with the community, the division promotes equitable access to high quality care for children and support for families and caregivers. An integrated approach to planning and management ensures that services to children promote early learning and development, respond to families' needs and choices and respect the diversity of Toronto's communities.



## 2019 OPERATING BUDGET HIGHLIGHTS

# 2019 Operating Budget \$657.4M





- **4.5%** Budget increase over the 2018 Approved Net Operating Budget to maintain existing service levels and meet additional service demands.
- \$3.738M New/enhanced funding to deliver 210 new subsidies, increase support for affordability, and to extend hours in the North District Office to provide families with increased access to service.
- 2020/2021 Inflationary increases for salaries and benefits, as well as for purchased child care; funding for occupancy grants to school boards; loss of the National Child Care Benefit funding (220 spaces); and the City's 20% contribution to Provincial growth strategy.

#### 2019 OPERATING BUDGET OVERVIEW

			2010						
	20 <sup>-</sup>	18		2019				Increment	al Change
(In \$000s)	Budget	Actual	Base	New / Enhanced	Total Staff Recommended Budget	Char	nges	2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
<b>Child Care Delivery</b>									
Gross Expenditures	496,865.6	445,630.9	473,864.4	2,401.0	476,265.3	(20,600.3)	(4.1%)	9,326.5	8,942.0
Revenue	423,226.5	498,037.8	399,069.4	492.1	399,561.5	(23,665.0)	(5.6%)	(2,196.4)	3.6
Net Expenditures	73,639.1	(52,406.9)	74,795.0	1,908.9	76,703.9	3,064.8	4.2%	11,523.0	8,938.3
Child Care System Ma	nagement								_
Gross Expenditures	166,200.3	174,614.1	179,298.8	1,829.5	181,128.3	14,928.0	9.0%	4,199.6	3,031.5
Revenue	156,822.0	51,388.7	171,076.4		171,076.4	14,254.4	9.1%	(5,820.8)	2.5
Net Expenditures	9,378.3	123,225.4	8,222.4	1,829.5	10,051.9	673.6	7.2%	10,020.4	3,029.1
Total									_
Gross Expenditures	663,065.9	620,245.0	653,163.2	4,230.5	657,393.7	(5,672.2)	(0.9%)	13,526.1	11,973.5
Revenue	580,048.5	549,426.5	570,145.8	492.1	570,637.9	(9,410.6)	(1.6%)	(8,017.2)	6.1
Total Net Expenditures	83,017.4	70,818.5	83,017.4	3,738.4	86,755.8	3,738.4	4.5%	21,543.3	11,967.4
Approved Positions	1,088.6	1,068.6	1,104.7	8.0	1,112.7	24.0	2.2%	(0.0)	(0.0)

Table 1: 2019 Operating Budget and Plan by Service

#### **Base Changes** (\$0 Net)

- Reversal of draw from Child Care Expansion Reserve that funded 825 subsidies in 2018, aligning the funding with the timing of the delivery of the subsidies;
- Increased funding for shared cost of supporting the Poverty Reduction Strategy;
- 2.1% increase in utilities and the cost of living adjustment for purchased child care, required to deliver the provincial, federal, City's Growth Strategy; and
- Above pressures are offset by a reduction in salaries & benefits to reflect actual experience and a realignment of the budget for the cost of purchased child care based on an age mix adjustment that increases the number of subsidies provided for older-aged children.

#### New/ Enhanced **Services**

(\$3.738M Net)

· Phase-in of the Citv's 20% contribution to the Child Care Growth Strategy provides \$2.058 million to support an additional 210 child care subsidies, and an increase of \$1.680 million to support affordability, which makes child care more assessable for families across the City.

#### **Future Year Plan**

- Inflationary increases for salaries and benefits, as well as for purchased child care providers:
- Cost pressures to continue to support the occupancy grants to school on behalf of child care operators.
- · Loss of the National Child Care Benefit Reserve funding of \$2.2 M (which funds subsidies and supports the After School Recreation program ARC); and
- Pressure to continue to fund the City's 20% contribution to provincial growth funding.

#### **EQUITY IMPACTS OF BUDGET CHANGES**

Increasing equity for women and families with low income: Children Services' 2019 Approved Operating Budget includes an investment of \$2.058 Million for the expansion of childcare subsidies and \$1.680 Million to improve childcare affordability, which will have a positive impact on low-income families and low-income women, increasing their access to child care. The new and enhanced budget also includes an increase to service hours. This makes it easier for families to find the necessary services, supports and subsidies. These investments, which are a component of Toronto's Licensed Child Care Growth Strategy, support the Poverty Reduction Strategy as well as Council's commitment to increasing women's equity.

#### 2019 Operating Budget Changes by Service

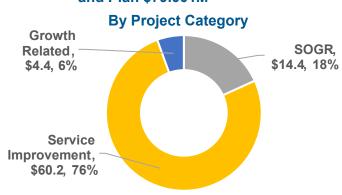
The 2019 Operating Budget for Children's Services is \$3.738 million net or 4.5% higher than the 2018 Council Approved Operating Budget. Table 2 below summarizes the key cost drivers to maintain current service levels, service changes that achieve budget target as well as the new and enhanced service priorities to meet outcomes.

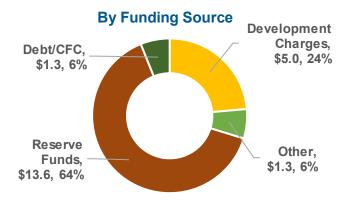
#### 10-YEAR CAPITAL PLAN HIGHLIGHTS

#### **2019 Capital Budget \$21.156M**

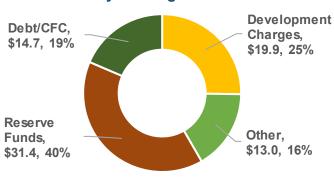
# Growth Related, \$1.3, 6% Service Improvement, \$18.6, 88%

# 2019 – 2028 Capital Budget and Plan \$79.001M









1 YEAR

- **\$1.299M** Continue to develop the provincially funded IT project, *Toronto Children's Services* (*TCS*) Growing Child Care for Toronto.
- **\$18.072M** Continue the delivery of 17 previously approved child care centres (831 additional spaces).
- **\$0.500M** Begin the construction of 2 new child care centre projects: , Wallace Emerson Child Care Centre (62 additional spaces); Western North York Child Care Centre (62 additional spaces);
- \$1.285M Maintain the 51 municipally operated child care centres in a state of good repair.

#### 10 YEARS

- **\$4.386M** Growth Related project, *TCS Growing Child Care for Toronto*, an IT project that will deliver an on-line waitlist and vacancy reporting system for families and child care operators.
- **\$60.221M** Service Improvement projects to fund the construction of 20 child care centres through agreements with school boards and other third pary providers to create 1,017 additional spaces.
- \$14.394M State of Good Repair funding to ensure the 51 municially owned and operated child care centres are maintened in accordance with City and provincial standards.

# 10-Year Capital Plan by Project Category

**Table 4: Summary of Capital Projects by Project Category** 

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
State of Good Repair													
TELCCS - State Of Good Repair		1,285	1,226	1,367	1,540	1,496	1,496	1,496	1,496	1,496	1,496	14,394	
Sub-Total .	-	1,285	1,226	1,367	1,540	1,496	1,496	1,496	1,496	1,496	1,496	14,394	
Service Improvement													
Advent Health Care Child Care Centre	2,060	150										150	2,210
Anishawabe Child Care Centre	2,000		2,000	2,000	2,000							6,000	8,000
Bendale Child Care Centre	3,000	425		·								425	3,425
Block 31 Child Care Centre	2,856	1,531										1,531	4,733
Bridletown Community Centre (Child Care Centre 6)			1,750	1,650	500	_						3,900	3,900
David and Mary Thomson (Child Care Centre 7)			300	960	1,680	960						3,900	3,900
Gilder/Gilder Child Care Centre		1,300	1,300									2,600	2,600
Mount Dennis Child Care Centre	3,095	5,905	2,000									7,905	11,000
North East Scarborough Recreation Centre		168	1,432	1,432	774							3,806	3,806
St. Barnabas Catholic School	677	1,000	923									1,923	2,600
St. Bartholomew Catholic School	217	700	600	683								1,983	2,600
St. Columba Catholic School	1,225	392										392	1,400
St. John The Evangelist Catholic School	1,275	2,625										2,625	3,900
St. Roch Catholic School	194	700	506	400								1,606	1,900
Stanley Public School		1,763	1,134	500								3,397	3,900
TCH Lawrence Avenue Site	3,766	1,313	140									1,453	5,354
TCH Needle Firway	75	100	400	1,250	1,250	825						3,825	3,900
Wallace Emerson Child Care Centre		250	1,750	1,250	650							3,900	3,900
Western North York Child Care		250	1,750	1,250	650							3,900	3,900
Woodbine Child Care Centre				500	1,000	1,500	1,000	1,000				5,000	5,000
Sub-Total	20,440	18,572	15,985	11,875	8,504	3,285	1,000	1,000	-	-		60,221	81,928
Growth Related													
TCS Growing Child Care for Toronto	378	1,299	1,234	1,214	639							4,386	4,764
Sub-Total	378	1,299	1,234	1,214	639	-	-		-	-	-	4,386	4,764
Total Expenditures by Category (excluding carry forward from 2018)	20,818	21,156	18,445	14,456	10,683	4,781	2,496	2,496	1,496	1,496	1,496	79,001	86,692

<sup>\*</sup>Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2018, excluding ongoing capital projects (i.e. TELCCS -State of Good Repair)

## 2019 - 2028 Key Capital Projects

The 10-Year Capital Plan supports Children's Services objectives of maintaining child care facilities in a state of good repair, while providing improved access and equity by enabling incremental growth of child care spaces in underserved neighbourhoods; as well as by implementing technological solutions to enhance public access to Children's Services.

#### State of Good Repair (SOGR)

SOGR projects account for \$14.394 million or 18.2% of the 10-Year Capital Plan's investments.

SOGR funding maintains existing assets in a state of good repair and will reduce the backlog from 8.7% at the
end of 2018 and fully eliminate the backlog at the end of the 10 year period, reflecting a reduction of \$4.620
million in the backlog in the 25 City operated child care centres.

#### Service Improvement projects

Service Improvement projects total \$60.221 million or 76.2% of the 10-Year Capital Plan's investments support the tri-government growth strategy to significantly increase the system-wide capacity.

• Three new child care centre projects will be delivered in partnership with community partners (\$13.325 million) and will deliver 152 new spaces for children 0 – 4 years of age.

Federally Funded Projects	Project Cost	Ward	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2018 - 2022	2024 - 2028	Total 2019- 2028	Spaces
Bendale Acres (Centre 11)	3,425	21	425					425			49
Anishawbe Child Care Centrre	6,000	13		2,000	2,000	2,000		6,000			49
Gilder Child Care Centre	3,900	21	1,300	700				2,000			54
Total	13,325		1,725	2,700	2,000	2,000		8,425		8,425	152

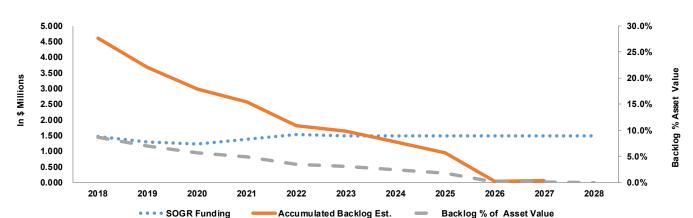
• Seventeen previously approved child care centre projects will be delivered in partnership with the district school boards and other third party community organizations (\$49.196 million), and will deliver 865 new spaces for children 0 – 4 years of age. Details of these projects are noted in the following table:

School Boards and Other Third Parties	Project Cost	Ward	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2019 - 2023	2024 - 2028	Total 2019- 2028	Spaces
St John the Evangelist Catholic											
School	3,900	7	2,625					2,625		2,625	36
Bridletown Community Centre (No 6)	3,900	22	-	1,750	1,650	500		3,900		3,900	62
David and Mary Thompson (#7)	3,900	21	-	300	960	1,680	960	3,900		3,900	62
Block 31 Child Care Centre	4,733	10	1,531					1,531		1,531	52
Advent Child Care Centre	3,900	6	150					150		150	49
Stanley P.S	2,200	7	1,763	1,134	500			3,397		3,397	62
St Columba C.S.	1,400	25	392					392		392	49
St. Barnabas Catholic School	1,400	23	1,000	923				1,923		1,923	49
St Roch Catholic School	1,400	7	700	506	400			1,606		1,606	25
St Bartholomew Catholic School	1,400	23	700	600	683			1,983		1,983	49
North East Scarborough Recreation Centre	3,900	25	168	1,432	1,432	774		3,806		3,806	62
TCH Lawrence Ave Site	3,900	24	1,313	140				1,453		1,453	54
TCH Needle Furway	3,900	7	100	400	1,250	1,250	825	3,825		3,825	16
Mount Dennis Child Care Centre	9,000	5	5,905	2,000				7,905		7,905	52
Wallace Emerson	3,900	9	250	1,750	1,250	650		3,900		3,900	62
Western North York	3,900	7	250	1,750	1,250	650		3,900		3,900	62
Woodbine	5,000	1			500	1,000	1,500	3,000	2,000	5,000	62
Total delivered	61,633		16,847	12,685	9,875	6,504	3,285	49,196	2,000	51,196	865

#### **Growth Related**

The 2019 – 2028 Capital Plan includes the *TCS Growing Child Care for Toronto* technology project for \$4.386 million, which is fully funded by the Province, represents 5.6% of the 10 Year Capital Plan's spending allocation.

- The *TCS Growing Child Care for Toronto* project (2019-2022) will enhance capacity in the existing business applications through streamlining processes, applying automation, and enhancing the self-serve online channel model, and meeting new reporting requirements required by the Province.
  - In recent years investments have been made in customer facing systems through My Child Care Account and the Operators Portal; however, additional investment in on-line capacity, business and technology supports for key system administration functions will provide the required capacity to manage expanded system requirements



#### Chart 3: Total SOGR Funding & Backlog

		·			•			•			
In \$ Millions	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
SOGR Funding	1.473	1.285	1.226	1.367	1.540	1.496	1.496	1.496	1.496	1.496	1.496
Accumulated Backlog Est.	4.602	3.684	2.987	2.581	1.802	1.630	1.299	0.943	0.043	0.060	
Backlog % of Asset Value	8.7%	6.9%	5.6%	4.9%	3.4%	3.1%	2.4%	1.8%	0.1%	0.1%	0.0%
Total Asset Value	53.081	53.081	53.081	53.081	53.081	53.081	53.081	53.081	53.081	53.081	53.081

# **Operating Impact of Completed Capital Projects**

**Table 5: Net Operating Impact Summary** 

	2019 I	Budget	2020 Plan		2021 Plan		2022 Plan		2023 Plan		2019 - 2023		2019 - 2028	
Projects	\$000s	<b>Positions</b>	\$000s	<b>Positions</b>	\$000s	<b>Positions</b>	\$000s	<b>Positions</b>	\$000s	Positions	\$000s	<b>Positions</b>	\$000s	<b>Positions</b>
Previously Approved													(35.000)	3.600
TCS Growing Child Care for Toronto			(211)		(391)		(157)	2.6	77		(682)	2.6	(29)	2.6
Customer Service Improvements	125	1.0	(131)								(6)	1.0	(6)	1.0
Sub-Total: Previously Approved	125	1.0	(342)	-	(391)		(157)	2.6	77	-	(688)	3.6	(35)	3.6
Total (Net)	125	1.0	(342)	_	(391)	_	(157)	26	77		(688)	3.6	(35)	3.6

The 10-Year Capital Plan will reduce future year Operating Budgets by \$0.035 million net over the 2019 – 2028 period, due to the completion of the two IT projects as noted below:

- TCS Growing Child Care for Toronto saving in operating costs will result from reductions in supplies and administration as system enhancements are developed; these savings are offset in the later years by the addition of 2.6 permanent positions required for project sustainment.
- Customer Service Improvements –savings in operating costs will be realized through 2020, primarily resulting
  from savings in stationary supplies and a reduction in the cost of administration, reflecting business application
  enhancements. These savings are partially offset by the addition of one permanent position required in 2019 for
  project sustainment.

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



**PROGRAM SUMMARY** 

# **Court Services**

#### What We Do

We provide administrative and support services to the public using the Provincial Offences Courts in Toronto and 3 of the City's adjudicative boards: Administrative Penalty Tribunal, Toronto Licensing Tribunal and Toronto Local Appeal Body. Our services include, providing accessible facilities and processes for trial and dispute resolution, filing of Provincial Offences charges, pre and post tribunal and court dispute applications; post court interventions and payment of Provincial Offences fines through delivery of the following services:

- Provincial Offences and Tribunal Dispute Resolution
- Default Fine Collection Management
- Court Case Management

Court Services provide services through a network of 25 trial courtrooms, 11 tribunal hearing spaces; 6 intake hearing rooms and 37 public service counter stations at 4 geographical locations (East, West, South, and North) and through online, call centre and email customer service channels.

# Why We Do It

Our key objective is to ensure and improve public access to the tribunals and the justice system for provincial offences while providing efficient support to stakeholders by maintaining or improving service levels, seeking operational efficiencies through streamlined processes that ultimately lower the cost of our operations in collaboration with the provincial government and other City divisions and agencies.

# **Our Experience & Success**

- Managed 23% of all Provincial Offence charges filed in Ontario in 2018.
- Implemented paperless process for the Toronto Local Appeal Body and Administrative Penalty Tribunal that earned the program the MISA and City Manager's awards for Excellence in Customer Service.
- Provided 34,000 interpreter appearances in 2018 to support public access to justice.
- Over 30% of Court Services clients access information and services using the division's online tools and portals.

# **Key Challenges**

- Significantly increased charge volumes resulting from the implementation of the following legislative developments:
- Legalization of Cannabis in Ontario (Bill C-45);
- Stiffer penalties for Distracted Driving;
- Red Light Camera expansion and implementation of Automatic Speed Enforcement initiatives;
- Modernization of the Provincial Offences Act.
- •Temporary relocation of the Court rooms and offices at 481 University Avenue until the redevelopment at St. Lawrence Market is complete.

# **Priority Actions**

- Funding of \$2.6 million is included in the 2019 Budget to implement new Cannabis laws and stiffer penalties for distrcted driving in Ontario in compliance with provincial legislation.
- Funding of \$0.100 million is included in the budget to secure and retrofit a temporary lease space to replace the courtrooms and office space currently located at 481 University Avenue.
- Continue work with relevant City
   Divisions and the Province to
   implement enhanced collection tools
   to improve collection rates.

# **Budget At A Glance**

OPERA	ATING BU	JDGET	
\$Million	2019	2020	2021
Gross Expenditures	\$52.4	\$53.1	\$53.1
Revenues	\$58.8	\$58.9	\$58.9
Net Expenditures	(\$6.4)	(\$5.7)	(\$5.8)
Approved Positions	241	241	241

# **Our Key Service Levels**



Time to hearing within 6 months of offence date for 100% of trial cases.



Process **100%** of extensions/re-opening applications within **3** days.



Process 100% of default fine payments within 24 hours of receipt.



Accept **100%** of Provincial Offences incoming non-parking charges within **7** days of offence date.

Source of Image: www.icons8.com

# **Key Service Deliverables**

Ensure that Court Services meets its obligations to improve the effective use of current and potential enforcement tools available to the City as contained in the the Division's Management Response to the Auditor General's report *entitled "Toronto Court Services; Collection of Provincial Offences fines"*.

Continue to work with the provincial government to implement of streamlined legislative processes that will increase public access to courts and assist in reducing program delivery costs.

Continue to support the Toronto Licensing Tribunal (TLT), Toronto Local Appeal Body and the Administrative Penalty Tribunal (APT).

Work with Legal Services to implement strategies to optimize resources and deliver operational efficiencies.

## Who We Serve Provincial Offences & Tribunal Dispute Resolution

- Defendants
- Applicants, Parties, Participants
- Enforcement Officers
- Prosecutors
- Paralegal and Legal Representatives
- Witnesses
- Interpreters
- Judicial Officers

#### Beneficiaries

Residents

## Default Fine Collection Management

- Persons who are required to pay a court imposed fine
- Defendants
- Applicants, Parties, Participants
- Prosecutors
- Paralegal and Legal Representatives
- Enforcement Officers
- Interpreters
- Judicial Officers
- Tribunal Members

#### Beneficiaries

Residents

#### Beneficiaries

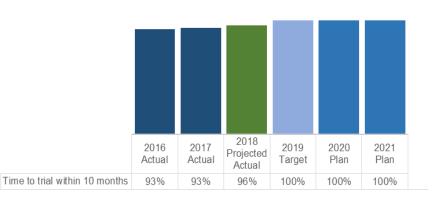
- Residents
- Court Case Management

2019 Operating Budget Court Services

# **How Well We Are Doing**

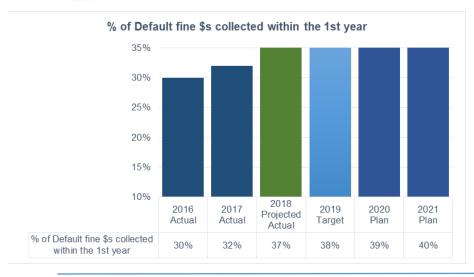
#### **Performance Measures**

#### Time to Trial within 10 months of offence date

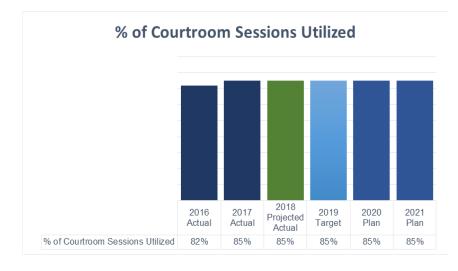


#### **Behind the Numbers**

- Court Services is projected to achieve a 3% increase (from 93% to 96%) in the percentage of offences that go to trial within 10 months of offence date reflecting the increased number of provincially appointed Justices of the Peace now available to conduct trials as well as a lower number of offences requiring a Court trial
- The Program strives for a Time-to-trial date within 10 months for 100% of all cases from 2019/2020 and will be undertaking a review of its plans with stakeholders to identify opportunities to improve the time to trial.

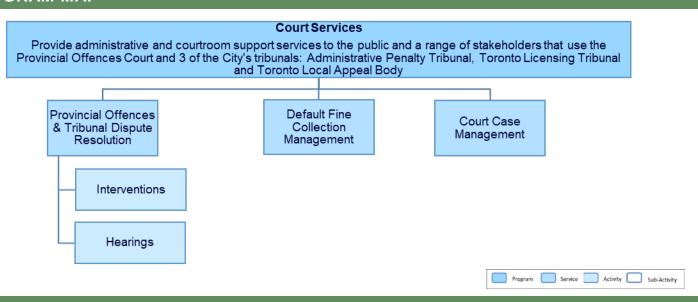


- The collection of Court imposed fines remains a continuing challenge for Ontario municipalities. Toronto is no exception. With the improved collection strategies the collection rate for default fines for 2018 has increased to 37% within the first year.
- Court Services with support from Legal Services, continues to pursue available sanctions using civil enforcement measures permissible under current legislation to achieve an improvement in the default fine collection rate as detailed on page 20 of this report.



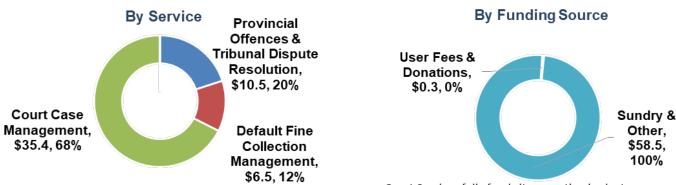
- Court room utilization is an indicator of efficient use of court room resources and capacity and it ensures that the program is able to respond in a timely manner to matters of priority.
- Court room utilization is projected to increase from 82% in 2017 to 85% at the end of 2018 and will remain at these levels in 2019 and beyond.

#### **PROGRAM MAP**



## 2019 OPERATING BUDGET HIGHLIGHTS

# 2019 Operating Budget \$52.4M



Court Services fully funds its operating budget of \$52.4 million and contributes an additional \$6.4 million to the City's tax levy.

- 7
- (500.5)% Budget decrease over the 2018 Approved Net Operating Budget to maintain existing service levels and meet additional service demands.
- **\$0.004M** Efficiency savings in facilities management costs.
- \$2.710M New/enhanced funding to support new Cannabis laws and stiffer penalties for distracted driving in Ontario with funding generated from increased fine revenues and temporary relocation costs of court rooms and offices from 481 University Avenue funded from the tax base
- 2020/2021 Increases primarily for known inflationary adjustments for salaries, benefits and facilities management costs.

# **2019 OPERATING BUDGET OVERVIEW**

Table 1: 2019 Operating Budget and Plan by Service

	201	8		2019				Increment	al Change
(In \$000s)	Budget	Acutal	Base	New / Enhanced	Total CN Approved Budget	Char	iges	2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
<b>Provincial Offences &amp;</b>	Tribunal Di	ispute Re	solution						
Gross Expenditures	10,801.4	8,437.4	9,969.2	496.0	10,465.1	(336.2)	(3.1%)	233.9	30.0
Revenue	2,710.0	1,654.7	2,322.1	73.6	2,395.7	(314.3)	(11.6%)	13.1	11.2
Net Expenditures	8,091.4	6,782.7	7,647.1	422.4	8,069.4	(21.9)	(0.3%)	220.7	18.9
<b>Default Fine Collectio</b>	n Managem	ent							
Gross Expenditures	5,478.0	5,063.4	6,350.3	181.1	6,531.4	1,053.5	19.2%	58.0	(8.6)
Revenue	630.6	417.5	269.4	105.2	374.6	(256.0)	(40.6%)	7.0	2.9
Net Expenditures	4,847.3	4,645.8	6,080.9	75.9	6,156.8	1,309.5	27.0%	50.9	(11.5)
Court Case Managem	ent								
Gross Expenditures	34,675.5	32,577.3	33,336.8	2,033.1	35,369.9	694.4	2.0%	485.5	(74.3)
Revenue	46,007.2	54,486.4	51,395.1	4,637.1	56,032.2	10,025.0	21.8%	58.4	24.0
Net Expenditures	(11,331.7)	(21,909.1)	(18,058.3)	(2,604.1)	(20,662.3)	(9,330.6)	82.3%	427.2	(98.3)
Total								)	
Gross Expenditures	50,954.8	46,078.1	49,656.3	2,710.1	52,366.5	1,411.6	2.8%	777.4	(52.9)
Revenue	49,347.8	56,558.6	53,986.6	4,815.9	58,802.6	9,454.7	19.2%	78.5	38.1
Total Net Expenditures	1,607.0	(10,480.6)	(4,330.3)	(2,105.8)	(6,436.1)	(8,043.1)	(500.5%)	698.8	(91.0)
Approved Positions	229.0	206.0	230.0	11.0	241.0	12.0	5.2%	(0.0)	0.0

# Base Changes (\$8.043M Net)

- Lower Interdivisional Recoveries resulting from the devolution of Parking Trials to Administrative Penalty System.
- More than offset by POA fine revenue increases resulting from higher average collection rate per charge and higher charge volumes resulting from expansion of Red Light Cameras in 2018.
- · Salaries and benefits adjustments.

#### **Future Year Plan**

- Inflationary increases in salaries and benefits.
- Changes in Interdivisional Charges and Recoveries.

## **EQUITY IMPACTS**

**No significant equity impacts:** The changes in Court Services' 2019 Operating Budget do not have any significant equity impacts.



**PROGRAM SUMMARY** 

# **Economic Development and Culture**

## What We Do

We advance Toronto's prosperity, opportunity and liveability by fostering employment and investment opportunities, encouraging Toronto's cultural vibrancy through more and enhanced cultural experiences, and by engaging partners in the planning and development of the City's economic and cultural resources. Economic Development & Culture (EDC) delivers the following services:

- Business Services
- Entertainment Industries Services
- Arts Services
- Museum & Heritage Services

EDC has stewardship for over 200 public art installations, and 100 heritage buildings.

## Why We Do It

Economic Development & Culture is committed to making Toronto a place where business and culture thrive.

# **Our Experience & Success**

## Attracted a total of \$1.8 billion of investments in film and television production in the City.

- Facilitated investments in new industrial/commercial office activities totaling \$515 million for the construction/renovation of 4.2 million square feet of floor space for 30 Gold Star projects.
- Achieved Council approved target in investments in arts and culture of \$25 per capita.
- Implemented an overall communications and marketing strategy for Museums and Heritage Services programmes taking into account the EDC Strategy and MHS rebranding currently underway.
- Completed construction documents for the Spencer and Rosa Clark Arts Centre and issued for tender.
- Completed Final Canada 150 project (Fort York events dock).

# **Key Challenges**

- Focus on job and culture development outside the core.
- Sponsorship attraction for all major City-run cultural events.
- Pressure to increase arts and culture support beyond \$25/capita.
- Distressed retail/industrial areas and programming design.
- Expansion of Toronto's share of international travel and leisure.
- •FIFA 2026.
- Rationalization of collections, care, conservation and display of hundreds of thousands of large and significant collection of historic objects, artifacts and art.
- Generate additional revenues by leveraging Toronto's museums and heritage sites, including programming.
- Planning for *Museum of Toronto* at Old City Hall.

# **Priority Actions**

- Complete equity plan for EDC programs and services.
- Enhance Toronto's global profile by leveraging international partnerships and encouraging export readiness.
- Recommend investment of \$1.647 million to design programs and initiatives to stimulate economic growth in distressed areas.
- Improve equity in distribution of funding through such efforts as the creation of the Indigenous Culture Program and Nuit Blanche's move to Scarborough.
- Develop a Technology Workforce Strategy with TESS, focussing on development, attraction and retention.
- Partner with Real Estate Services on the planning and design of the *Museum of Toronto* at Old City Hall pending City Council decision.
- Invest \$119 million over 10 years to restore/preserve heritage elements, including museums, historical sites, as well as outdoor public art included in the 10-Year Capital Plan.

# **Budget At A Glance**

OPERA	ATING BU	DGET	
\$Million	2019	2020	2021
Gross Expenditures	\$ 83.2	\$ 82.6	\$ 83.0
Revenues	\$ 12.4	\$ 10.8	\$ 10.9
Net Expenditures	\$ 70.7	\$ 71.8	\$ 72.2
Approved Positions	306.5	308.1	310.4

10-YEAR	R CAPITAI	L PLAN	
\$Million	2019	2020-2028	Total
Gross Expenditures	\$16.2	\$158.7	\$174.9
Debt	\$ 9.5	\$93.8	\$103.3
Note: Excluding 2018	carry forwa	ard funding to	2019

# **Our Key Service Levels**



Produce/support 335 community art events annually



**31** Gold Star projects completed or facilitated advancement



Support 196 business community projects



**100%** of film permits are issued in 2 business days or in agreed upon time



**850** Public programs, educational programs and special events held annually in museums (excludes third party rentals)

Source of Image: www.icons8.com

# **Key Service Deliverable**

Facilitate completion of Business Growth Services Realignment and Pilot Projects including Employment District pilot, International Strategy and Food and Beverage Sector Strategy

Facilitate new industrial/commercial office investment activity through completion of over 30 Gold Star projects

Work in partnership with Toronto Employment Social Services to expand workforce development within key sectors and challenged demographic segments

Expand cultural development outside the core

Review City approach to public art to strengthen public awareness, resourcing and accessibility

Develop and begin implementation of a strategy to transform the City's museums, Build Museums of the Future: 2040

Enhance Toronto's global profile and promote investment, trade and job growth opportunities by leveraging international partnerships and encouraging export readiness

### Who We Serve

#### **Business Services**

- Business Incubators
- Entrepreneurs
- New Immigrants
- Sector / Industry Associations Restaurants & Hotel
- Sector Businesses
- Youth

#### Beneficiaries

- Education Sector
- Other Levels of Government
- Residents
- Unions / Trade Commissions

#### **Entertainment Industries Services**

- Entertainment Industry Associations
- Film & Media Companies
- Industries
- Tourism Companies
- Visitors & Volunteers

#### Beneficiaries

- Businesses / Business Associations
- Residents

#### **Arts Services**

- Arts & Cultural Organizations
- Residents
- Visitors

#### Museums & Heritage Services

- Education Sector (Schools &
- Public and Private Schools
- Residents
- Visitors

#### Beneficiaries

- Event Organizers
- Exhibitors
- Shows and Events Attendees

# Students)

- New Immigrants

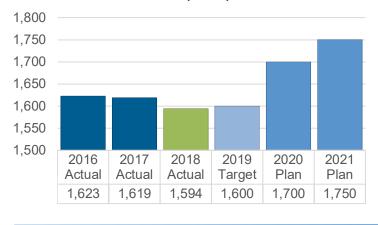
#### Beneficiaries

• Private Companies

# **How Well We Are Doing**

#### **Performance Measures**

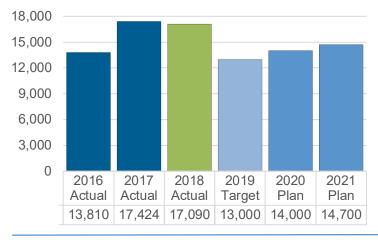
## Number of Attendees at City Produced Events (000's)



#### **Behind the Numbers**

- Beginning in 2018, attendance for Summer-/ Winterlicious will be excluded from this measure as these programs are no longer considered City-produced events. 2018 Actual attendance including Summer / Winterlicious was 2,061,080.
- 2017 attendance numbers include Canada 150 programmed activities. 2018 numbers include one-time 2018 Vigil for Mel Lastman Square.
- Annual City-produced events include Doors
   Open, Canada Day, Nuit Blanche, Cavalcade of
   Lights and New Year's Eve, among others.

# Total Jobs Created/Retained From Business Clients And Projects Supported



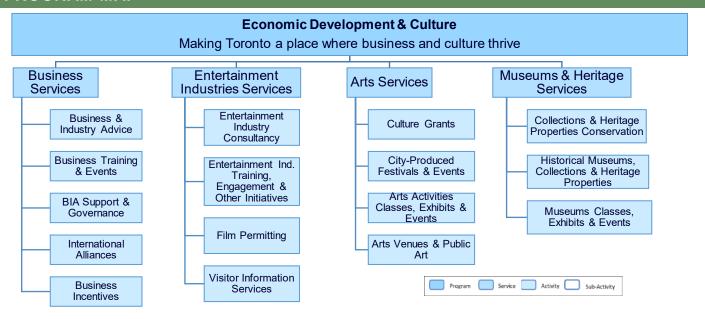
- With over 150 investment activity projects creating over 75,000 jobs progressing, jobs created is expected to continue to grow from 2019 to 2023.
- Additional investment development activity proposals are anticipated due to strong demand for space in both the office and industrial markets.

# **Annual Production Spend in Toronto (\$B's)**

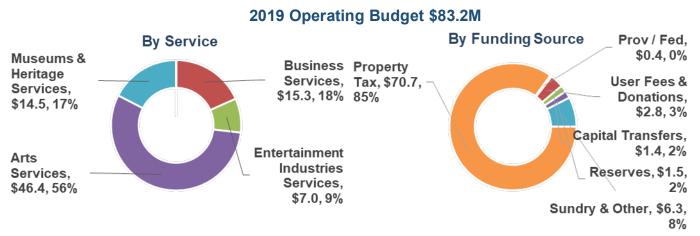


- Film production continues to experience a high market demand with a studio footprint and availability similar to 2017.
- The 2019, 2020, 2021 targets are based on:
  - ✓ Production studios currently committed in some of the largest studios;
  - ✓ Studio footprint growth over the three years of over 400k square feet of new studio space within Toronto and even more in the GTA;
  - ✓ The workforce set to grow accordingly; and
  - √ Stability of the low Canadian dollar.
- The target values for 2019 2021 depend on multiple variables; they are not intended to determine the industry pattern or behaviour.

#### PROGRAM MAP



#### 2019 OPERATING BUDGET HIGHLIGHTS





- **1.4%** Budget increase over the 2018 Approved Net Operating Budget to maintain existing service levels and meet additional service demands.
- **\$0.062M** Savings through detailed reveiw of base expenditures and service efficiency due to transition to digital media.
- \$3.648M New/enhanced funding to provide support for the development of Indian Residential School Survivors (IRSS) Legacy Structure, Toronto Special Events Investment Program, next phase of the City's Arts and Culture Investment Strategy and Distressed Retail Program, reinvestment from elimination of the Vacant Rebate Program.
- 2020/2021 Increases primarily for known inflationary adjustments for salaries, benefits and other expenditures, as well as operating impact of the Guild Revitalization. Staff will report back in the 2020 Budget process on potential scenarios for increasing Cultural spending to be more reflective of Canadian big city standards.

#### 2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Operating Budget and Plan by Service

	201	8		2019				Increment	al Change
(In \$000s)	Budget	Actual	Base	New / Enhanced	Total Budget	Char	nges	2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
<b>Business Services</b>									1
Gross Expenditures	14,294.9	14,901.0	13,603.5	1,647.6	15,251.2	956.3	6.7%	173.3	(7.4)
Revenue	2,357.3	2,458.9	1,689.8	1,647.6	3,337.4	980.1	41.6%	(4.4)	(91.4)
Net Expenditures	11,937.6	12,442.1	11,913.7		11,913.7	(23.8)	(0.2%)	177.7	84.0
Entertainment Industr	ies Service	s							'
Gross Expenditures	6,924.4	6,555.2	6,237.6	805.1	7,042.7	118.3	1.7%	(1,009.2)	69.0
Revenue	2,888.0	2,672.7	2,213.7	750.0	2,963.7	75.7	2.6%	(1,061.5)	9.3
Net Expenditures	4,036.4	3,882.5	4,023.9	55.1	4,078.9	42.6	1.1%	52.2	59.7
Arts Services									1
Gross Expenditures	45,823.5	45,660.8	45,309.4	1,083.0	46,392.4	568.9	1.2%	257.9	344.8
Revenue	3,467.7	2,609.3	3,057.5	250.0	3,307.5	(160.2)	(4.6%)	(328.4)	103.0
Net Expenditures	42,355.7	43,051.4	42,251.9	833.0	43,084.9	729.2	1.7%	586.3	241.8
Museums & Heritage	Services								1
Gross Expenditures	14,215.1	14,695.5	14,390.2	112.0	14,502.2	287.1	2.0%	(31.5)	80.8
Revenue	2,799.1	3,450.5	2,834.1		2,834.1	34.9	1.2%	(227.6)	20.6
Net Expenditures	11,416.0	11,245.0	11,556.1	112.0	11,668.1	252.2	2.2%	196.1	60.2
Total									
Gross Expenditures	81,257.8	81,812.4	79,540.7	3,647.7	83,188.4	1,930.6	2.4%	(609.6)	487.1
Revenue	11,512.2	11,191.4	9,795.1	2,647.6	12,442.8	930.6	8.1%	(1,622.0)	41.5
Total Net Expenditures	69,745.6	70,621.1	69,745.6	1,000.1	70,745.7	1,000.1	1.4%	1,012.3	445.7
Approved Positions	302.5	292.0	304.5	2.0	306.5	4.0	1.3%	1.6	2.3

# Base Changes (\$0M Net)

- Salary and benefit increases due to cost of living adjustment and progression pay.
- Operating cost includes license fees of a client and grant software developed as part of the Customer Relationship Management capital project.
- Other base pressures include an increase to the Fleet reserve contribution and reinstatment of travel budget.
- Above pressures are fully offset by increase in facility rental rate and user volume at museums, implementation of administrative fee for the Imagination, Manufacturing, Innovation Technology (IMIT) program, improvement in service delivery model of the Culture Build Program as well as savings through detailed base expenditure review and service efficiency.

# New/Enhanced Services (\$3.648M Gross / \$1.000 Net)

- Planning, consultation and programming cost of \$0.250 million for the Indian Residential School Survivors Legacy Project, fully funded from Major Special Events Reserve Fund (MSERF)
- Reinvestment of \$1.648 million (from reduction in vacancy rebate program) to stimulate economic growth and job creation by enhancing local retail areas that are challenged by high vacancy rates
- Funding of \$0.750 million to support successful applications to the Toronto Significant Events Investment Program (TSEIP), fully funded from the MSERF
- Investment of \$1.000 million in the next phase of the City's Arts and Culture Investment Strategy pending on the outcome of the benchmarking review and public consultation on priorities for arts, heritage and creative industries

#### **Future Year Plan**

- Clark Centre for the Arts at the Guild Inn site is expected to open in 2020. Additional resources will be required to support arts and culture programming activities at the Centre, including equipment rentals and service fees for the site.
- Salaries and benefits are adjusted based on expected cost of living.

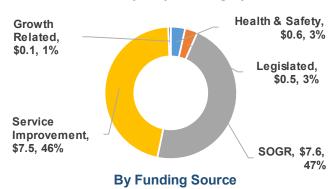
#### **EQUITY IMPACTS OF BUDGET CHANGES**

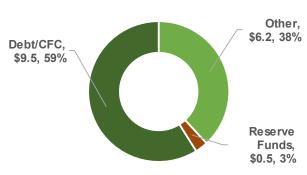
Increasing economic development opportunities for residents in low income neighborhoods: Economic Development and Culture's 2019 Operating Budget includes an investment of \$0.623 million in new and enhanced programs to facilitate economic development opportunities for distressed retail areas in low income neighborhoods. The programs include the Retail Accelerator Program, Pop-up Shops Expanded Pilot, Capacity Building Program and the development of new ward-based community economic development profiles. These investments align with the goals of the Toronto Poverty Reduction Strategy and Strong Neighbourhood Strategy.

# 10-YEAR CAPITAL PLAN HIGHLIGHTS

#### 2019 Capital Budget \$16.2M

#### By Project Category

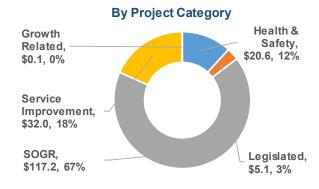


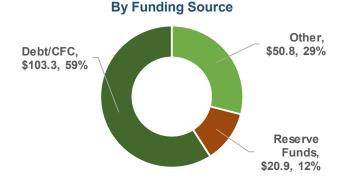


1 YEAR

- **\$3.364M** Continue capital improvement to the future space for the *Indigenous Centre for Innovation and Entrepreneurship*.
- **\$3.434M** Complete streetscape improvements for the *BIA Equal Share Funding* project.
- \$2.350M Continue cultural infrastructure development including the Guild Revitalization project.
- \$1.953M Restore and preserve heritage properties as well as maintenance of outdoor public art.
- \$1.500M Invest in IT frastructure to all museum and heritage sites and enhance digital service delivery solutions.

2019 - 2028 Capital Budget and Plan \$174.9M





#### 10 YEARS

- \$117.163M State of Good Repair projects for major maintenance at cultural properties such as the *Theatre Passe Muraille, Berkley Theatre and Assembly Hall,* streetscape improvements for the BIAs and restoration of heritage elements at museum and historical sites such as *Fort York, Montgomery's Inn* and *Spadina Museum.*
- **\$31.989M** Service Improvement projects to revitalize and rehabilitate the *Guild Inn, Fort York*, as well as continuing the commercial facade improvement program.
- **\$20.570M** Health and Safety projects to restore and preserve the *Casa Loma* exterior elements and structural repairs for the *Colborne Lodge Gallery*.
- **\$5.079M** Legislated projects to address outstanding AODA compliance at various sites including the *Theatre Passe Muraille and Alumnae Theatre*.

# 10 Year Capital Plan by Project Category

Table 4: Summary of Capital Projects by Project Category

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
Restoration/Preservation of Heritage Elements		570	3,000	2,000	1,000	4,500	-	1,500	4,500	1,000	2,500	20,570	20,570
Sub-Total	-	570	3,000	2,000	1,000	4,500	-	1,500	4,500	1,000	2,500	20,570	20,570
Legislated													
Collections Care		100	100	-	-	-	-	-	-	-	-	200	200
Cultural Infrastructure Development		-	50	100	1,579	-	-	-	-	-	-	1,729	1,729
Major Maintenance		400	300	600	850	100	100	100	100	-	200	2,750	2,750
Restoration/Preservation of Heritage Elements		-	-	-	-	300	100	-	-	-	-	400	400
Sub-Total	-	500	450	700	2,429	400	200	100	100	-	200	5,079	5,079
State of Good Repair													
2017 PAR St Lawrence Mark et Neighbourhood		1,000	-	-	-	-	-	-	-	-	-	1,000	1,000
BIA Equal Share Funding	3,081	3,434	3,881	4,791	4,853	5,069	5,181	5,205	5,237	5,181	5,181	48,013	51,094
BIA Financed Funding	1	-	4,798	2,448	2,448	2,448	2,448	2,448	2,448	2,448	2,448	24,382	24,382
BIA Planning Act Revenues		297	-	-	-	-	-	-	-	-	-	297	297
Collections Care		-	200	-	150	200	100	250	400	100	350	1,750	1,750
Economic Competitiveness Data Management System	200	700	-	-	-	-	-	-	-	-	-	700	900
Major Maintenance	192	448	1,630	1,200	750	1,650	1,150	1,350	900	900	2,000	11,978	12,170
Refurbishment and Rehabilitation	100	300	-	800	1,050	-	200	-	200	300	700	3,550	3,650
Restoration/Preservation of Heritage Elements	622	1,383	2,360	2,950	2,050	3,000	2,200	2,000	2,950	2,750	3,850	25,493	26,115
Sub-Total	4,195	7,562	12,869	12,189	11,301	12,367	11,279	11,253	12,135	11,679	14,529	117,163	121,358
Service Improvement													
Indigenous Center for Innovation & Entrepreneurship	250	3,364	-	-	-	-	-	-	-	-	-	3,364	3,614
Commercial Facade Improvement Program	201	906	521	521	521	521	521	521	521	521	521	5,595	5,796
Mural Program		50	50	50	50	50	50	50	50	50	50	500	500
Streetscape Master Plan Program		100	100	100	100	100	100	100	100	100	100	1,000	1,000
Collections Care					300	-	-	100	-	250	-	650	650
Cultural Infrastructure Development	1,100	2,250	2,070	200	-	-	-	-	300	600	300	5,720	6,820
Economic Competitiveness Data Management System	600	800	500	400	-	-	-	-	-	-	-	1,300	1,900
Refurbishment and Rehabilitation Service Enhancement		-	890	100 1,470	2.050	900	200 1,850	2 200	300 700	200 700	400 1,300	1,200	1,200
Sub-Total	2.151	7.470	4.131	2.441	2,850 <b>3.821</b>	1.571	2.721	2,000 <b>2.771</b>	1.971	2.421	2.671	12,660 31,989	12,660 <b>34,140</b>
Growth Related	2,131	,, <del>,,</del> ,0	7,101	2,771	3,021	1,571	2,121	2,111	1,311	<u> </u>	2,011	31,309	37,170
		460										40.5	400
Cultural Infrastructure Development Sub-Total	+	100 100	-	-	-	-	-	-	-	-	-	100 100	100 100
	-	100	-	-	-	-	-	-	-	-	-	100	100
Total Expenditures by Category (excluding carry													
forward from 2018)	6,346	16,202	20,450	17,330	18,551	18,838	14,200	15,624	18,706	15,100	19,900	174,901	181,247

\*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2019, excluding ongoing capital projects (i.e. Civic Improvement projects)

# 2019 - 2028 Key Capital Projects

Capital projects funded in the 10-Year Capital Plan strategically invest in the City's cultural resources, business infrastructure and IT enablement to create a physical and online environment where business and culture can thrive. The delivery of these capital projects will help achieve Economic Development and Culture's mission.

- Health and Safety projects account for \$20.570 million or 11.8% of the total 10-Year Capital Plan's expenditures.
   Reserve funds provide the primary funding source for these projects.
- Legislated projects total \$5.079 million or 2.9% of the total 10-Year Capital Plan's expenditures.
- SOGR projects account for \$117.163 million or 67.0% of the total 10-Year Capital Plan's expenditures for the
- Service Improvement projects amount to \$31.989 million or 18.3% of the total 10-Year Capital Plan's expenditures.
- Growth Related projects account for \$0.100 million or 0.1% of the total 10-Year Capital Plan's expenditures.

# State of Good Repair (SOGR) Funding & Backlog

The 10-Year Capital Plan will fund \$117.163 million of SOGR projects for Economic Development and Culture over the 10-year period, providing an average of \$11.716 million annually. This funding will continue ongoing state of good repair projects for properties in EDC current portfolio as well as capital works required for the BIAs. Based on this plan, the accumulated backlog will decrease from \$31.084 million in 2019 to an anticipated \$14.694 million by 2028.

Economic Development and Culture is responsible for over 200 public art installations, and 100 heritage buildings, many of which are over 100 years old, making it difficult to estimate their replacement value. Maintenance of these assets requires a specialized understanding of the high conservation and restoration standards set out in nationally and internationally accepted charters such as the "Standards and Guidelines for the Conservation of Historic Places in Canada".

New capital needs will be identified as new Building Condition Audits are completed which increases the cost and backlog in the inventory. It is anticipated that Economic Development and Culture's SOGR backlog will continue to increase over the 10-year planning period.

Economic Development and Culture is in the process of negotiating an agreement for the Casa Loma north campus (hunting lodge, stables, and auxiliary buildings). An updated building condition assessment will be necessary to estimate the SOGR backlog for those assets.

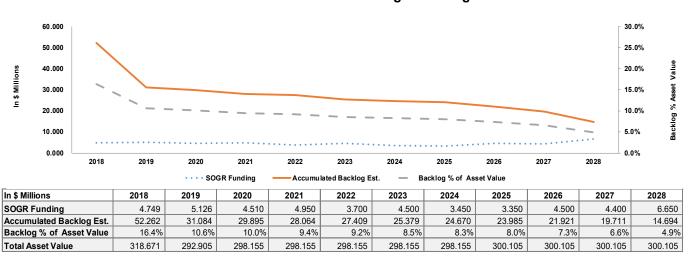


Chart 3: Total SOGR Funding & Backlog

\*Excludes projects to support capital improvements in the BIAs, IT infrastructures and outdoor public arts that are not part of EDC's asset portfolio.

SOGR funding to address backlog at the St. Lawrence Centre for the Arts was approved in Economic Development and Culture's 2018 – 2027 Capital Budget and Plan. Consolidation of the three City-owned theatres took place as part of the 2019 Budget process and funding of \$31.946 million has been transferred to the TO Live's 2019 – 2028 Capital Budget and Plan along with the asset value of the St. Lawrence Centre for the Arts. This change is reflected in the significant decline of EDC's accumulated backlog from 2018.

The "Unmet Capital Needs" identified by Economic Development and Culture include various additional SOGR projects to help reduce the backlog that totals \$1.600 million. These projects could not be accommodated within the City's debt affordability targets and therefore are not included in the 2019 – 2028 Capital Budget and Plan. For further details about these SOGR projects, please refer to the Issues for Discussion section.

# **Operating Impact of Completed Capital Projects**

**Table 5: Net Operating Impact Summary** 

	2019 E	Budget	2020	2020 Plan		2021 Plan		2022 Plan		2023 Plan		2019 - 2023		2019 - 2028	
Projects	\$000s	<b>Positions</b>	\$000s	<b>Positions</b>	\$000s	<b>Positions</b>	\$000s	<b>Positions</b>	\$000s	Positions	\$000s	<b>Positions</b>	\$000s	<b>Positions</b>	
Previously Approved													519.940	6.300	
Cultural Infrastructure Development	5	-	326	3.6	138	2.4	36	0.4	-	-	505	6.3	505	6.3	
Economic Competitiveness Data Mgnt Syst	e 15	-	-	-	-	-	-	-	-	-	15	-	15	-	
Sub-Total: Previously Approved	20	-	326	3.6	138	2.4	36	0.4	-		520	6.3	520	6.3	
Total (Net)	20	-	326	3.6	138	2.4	36	0.4	-		520	6.3	520	6.3	

The 10-Year Capital Plan will increase future year Operating Budgets by \$0.520 million net over the 2019 - 2028 period, primarily due to the completion of the capital projects below:

The *Cultural Infrastructure Development* project will result in net operating costs of \$0.005 million in 2019, \$0.326 million in 2020, \$0.138 million in 2021 and \$0.036 million in 2022, arising from completing the Guild Revitalization. Additional staff are required to administer the arts and culture programming, and maintenance of the site. This impact will be partially offset by increase in user fee revenue.

The *Economic Competitiveness Data Management System* project requires \$0.015 million in 2019 to support two IT initiatives to install new museum POS systems and improve the IT infrastructure.

The 2019 operating costs arising from the completion of these projects, as mentioned above, have been included in the 2019 Operating Budget for Economic Development and Culture and any future operating impacts will be reviewed each year as part of the annual Operating Budget process.



**PROGRAM SUMMARY** 

# **Long-Term Care Homes & Services**

#### What We Do

We are leaders in excellence and ground-breaking services for healthy aging, who provide a continuum of high quality long-term care services to eligible adults in both long-term care homes and the community. Long-Term Care Homes & Services (LTCHS) is responsible for maintaining 10 long-term care homes, with an asset book value of \$248.829 million, in a state of good repair to meet Ministry of Health and Long-Term Care (MOHLTC) requirements and to ensure the safety and comfort of our residents. These homes operate 24 hours a day, 365 days a year, providing permanent, convalescent, and short-stay admissions. We also provide community support programs, including adult day programs, supportive housing services, and homemakers and nursing services which provide a support system to help clients maintain their independence and live in their own home. Long-Term Care Homes & Services delivers the following services:

- Long-Term Care Homes
- · Community Based Programs

Long-Term Care Homes & Services has stewardship over 10 long-term homes.

#### Why We Do It

The need for long-term care services is becoming increasingly important as the population ages, acuity and complexity of resident care needs rises and the demand for specialized services increases. Long-Term Care Homes & Services supports healthy aging strategies by providing increasingly complex interventions for responsive behaviour, associated

# **Our Experience & Success**

- Continued implementation of the Council approved 2016-2020 LTCHS Service Plan and supported leadership excellence in healthy aging through continuous improvement, customer service, education, innovation, research, teamwork, partnerships and technology.
- Enhanced quality of care and quality of life for residents by refining and refreshing our Approach to Care model through implementation of new technology and cultivation of new programs and services to better meet the emerging needs of residents.

#### **Key Challenges**

- Aging demographic, acuity and complexity of resident care needs continues to rise requiring additional specialized services.
- Maintaining the City's ten (10)
   LTC homes in a state of good
   repair to ensure the safety,
   security and comfort of residents;
   mitigate risk to the City; and
   comply with all legislated
   requirements.
- Advance the Provincially mandated redevelopment of five (5) of the ten (10) City operated long-term care homes (1,232 of its 2,641 Ministry approved beds) to meet new design standards.

#### **Priority Actions**

- Additional funding is included to meet the rising resident acuity and to maintain service level standards (\$2.363 million gross, \$0 net) and to add specialized staff to provide behavioural support programs to residents (\$1.892 million gross \$0 net).
- Implement new Approach of Care to transform provision of services by promoting best nursing practices at the bedside, interprofessional collaboration, and seamless coordination of care to improve resident outcomes and satisfaction with care.
- Funding is included to advance the capital maintenance plan to continue to maintain all ten (10) City operated long-term care homes in a state of good repair until redevelopment is possible.

# **Budget At A Glance**

OPERATING BUDGET										
\$Million	2019	2020	2021							
Gross Expenditures	\$268.5	\$271.2	\$272.7							
Revenues	\$219.1	\$220.2	\$221.4							
Net Expenditures	\$49.4	\$51.0	\$51.3							
Approved Positions	2,426.6	2,440.0	2,455.0							

10-YEAR CAPITAL PLAN										
\$Million	2019	2020-2028	Total							
Gross Expenditures	\$10.9	\$73.0	\$83.9							
Debt	\$7.0	\$60.7	\$67.7							
Note: Excluding 2018 carry forward funding to 2019										

# **Our Key Service Levels**



Long-Term Care Homes operate **365** days, **24** hours/day



Convalescent Care program is operational **365** days, **24** hours/day



Behavioural Support services are available **365** days, **24** hours/day



The Adult Day Program operates from Monday-Friday, **52** weeks per year



Supportive Housing Services are provided **365** days, **24** hours/per year



Homermakers & Nurses services are provided from Monday-Friday, **52** weeks per year

Source of Image: <u>www.icons8.com</u>

# **Key Service Deliverables**

Deliver exemplary care and services through a continuum of care

Serve vulnerable individuals and respond to emerging community needs

Build capacity through high performing teams and strong partnerships

Lead advances in long-term care and support services to seniors

Continue with the implementation of a multi-year Electronic Healthcare Record System (eHCR) project to modernize documentation of resident health records using technology

Continue the capital maintenance plan to address the required SOGR and Health and Safety requirements at 10 long-term care homes.

#### Who We Serve

#### **Long-Term Care Homes**

- Residents
- Persons recovering from surgery or illness
- Persons requiring respite
- Family Caregivers (short-stay)
- Staff & Volunteers

#### Beneficiaries

- Family Members & Partners
- Healthcare Partners
- Local Health Integration Networks
- Ministry of Health & Long-Term Care

#### **Community Based Programs**

- Frail Seniors
- Persons (adults) with Disabilities
- Persons with chronic illness over the age of 59 years

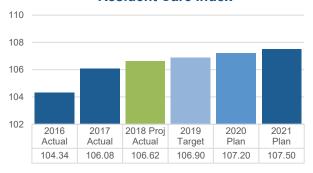
#### Beneficiaries

- Family Members & Partners
- Toronto Public Health
- Housing Providers, including Toronto Community Housing
- Healthcare Partners
- Local Health Integration Networks
- Ministry of Health & Long-Term Care

# **How Well We Are Doing**

#### **Performance Measures**

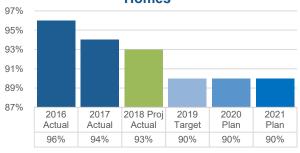
# Effectiveness Performance Measure - Resident Care Index



#### **Behind the Numbers**

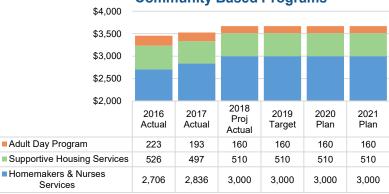
- The index measures the resident care levels and is key determinate of provincial funding allocated for resident care.
- An index of more than 100 indicates that our residents' needs are higher than the provincial average as determined by the Ministry of Health and Long-Term Care.
- LTCHS has consistently exceeded the average care requirements by leveraging provincial funding to support a continuum of high quality long-term care services.

# Effectiveness Performance Measure Customer Satisfaction Rates in LTC Homes



- 10 long-term care homes located city-wide are committed to providing 24-hour nursing and personal care and supportive programming for those who are no longer able to live on their own.
- LTCHS conducts surveys to assess their client's level of satisfaction with services experienced in all 10 homes.
- The level of resident satisfaction will be maintained at 90% over the next three years.

# Number of Clients Assisted Through Community Based Programs

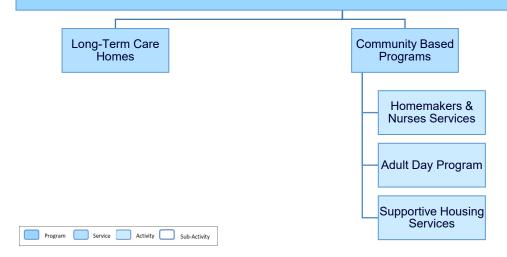


- These programs provide quality care and services to improve or maintain the independence and quality of life for clients who may be isolated vulnerable or would otherwise not be able live independently in their homes.
- Services include Adult Day Programs, Supportive Housing Services, and Homemakers & Nurses Services.
- •The 2018 level of services across the three (3) activities will be maintained over the next 3 years.

#### **PROGRAM MAP**

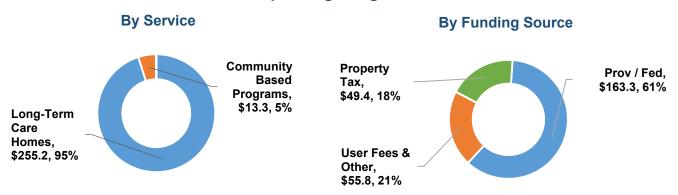
#### **Long-Term Care Homes & Services**

Provides a variety of long-term health care services for residents in the City's long-term care homes and for vulnerable individuals who reside in the community. As leaders in excellence and ground-breaking services for healthy aging, we are committed to providing exemplary long-term care services and to actively participating in the creation of an effective continuum of care through strong partnerships with other healthcare organizations and community partners. Long-Term Care Homes & Services is committed to providing a co-ordinated and comprehensive approach to care that recognizes the holistic needs, values, strengths and desires of each individual resident and client.



# **2019 OPERATING BUDGET HIGHLIGHTS**

## 2019 Operating Budget \$268.5M



# 7

- 0.8% Budget decrease compared to the 2018 Approved Net Operating Budget.
- \$0.248M Base Expenditure Changes from inflationary increases in salary and non-salary budgets.
- **\$0.615M** Efficiency savings achieved through streamlining, transformation and modernization of care model by using new technology and restructuring of administrative support.
- **\$1.892M** New/enhanced funding to meet Provincial accountability requirements required to respond to the emerging needs within the long-term care system. 100% Provincially funded.
- 2020/2021 Increases primarily for known inflationary adjustments for salaries and benefits.

#### 2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Operating Budget and Plan by Service

	2	018		2019				Increment	al Change
(In \$000s)	Budget	Actual	Base	New / Enhanced	Total CN Approved Budget	Chan	2020 Changes Plan		2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
Long-Term Care Hom	es								_
Gross Expenditures	249,480.4	247,645.0	253,411.3	1,817.4	255,228.8	5,748.4	2.3%	2,670.9	1,467.2
Revenue	201,218.5	201,549.1	205,551.7	1,817.4	207,369.1	6,150.6	3.1%	1,082.8	1,214.3
Net Expenditures	48,261.8	46,095.9	47,859.7		47,859.7	(402.2)	(0.8%)	1,588.0	253.0
LTCHS - Community E	Based Progr	ams							
Gross Expenditures	13,135.5	11,115.9	13,196.7	74.2	13,270.9	135.5	1.0%	34.1	1.8
Revenue	11,561.8	9,863.7	11,627.5	74.2	11,701.7	139.9	1.2%	0.0	0.0
Net Expenditures	1,573.7	1,252.1	1,569.3		1,569.3	(4.4)	(0.3%)	34.1	1.8
Total									
Gross Expenditures	262,615.8	258,760.9	266,608.1	1,891.6	268,499.7	5,883.9	2.2%	2,705.0	1,469.1
Revenue	212,780.3	211,412.8	217,179.1	1,891.6	219,070.8	6,290.5	3.0%	1,082.8	1,214.3
<b>Total Net Expenditures</b>	49,835.5	47,348.1	49,428.9		49,428.9	(406.6)	(0.8%)	1,622.1	254.8
Approved Positions	2,389.9	2,389.9	2,408.7	17.9	2,426.6	36.7	1.5%	13.4	15.0

# Base Changes (-\$0.407M Net)

- Salary & benefit increases primarily from arbitration award for CUPE local L79 Part-Time Unit.
- Inflationary cost increases for utilities of \$0.326 million.
- Above pressures more than offset by the adjustment of budget to actual experience and efficiency savings achieved through streamlining of operations, transformation and modernization of care model by using new technology and realigning staff resources.

# New/Enhanced Service Priorities (\$1.892M Gross / \$0 Net)

- 100% Provincial funding to meet the Provincial LTC accountability requirements required to respond to the emerging needs within the long-term care system.
- The increased funding in 2019 will allow homes to hire additional nursing staff and enhance behavioral support programs and the Supporting Housing program.

#### **Future Year Plan**

 Known inflationary increases in salaries and benefits.

#### **EQUITY IMPACTS**

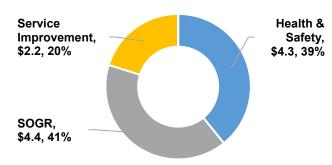
Increasing services for vulnerable seniors, persons with low income, and persons with disabilities living in City directly-operated long-term care homes: Long-Term Care Homes & Services' 2019 Operating Budget includes funding for enhanced services in nursing hours to meet the complex care requirements of existing and future residents, which will have a positive impact on vulnerable, low income seniors and person with disabilities. This service expansion aligns with the goals of the Poverty Reduction Strategy and Toronto Seniors Strategy.

Mitigating negative equity impacts for vulnerable seniors, persons with low income, and persons with disabilities: The budget also includes efficiency savings, which will have low negative impacts on vulnerable, low income seniors and persons with disabilities. Efficiencies include realignment of familiar staff and/or adjustments to familiar staff work times and/or locations. Long-Term Care Homes & Services will work within existing resources to mitigate negative impacts from these efficiencies.

#### 10-YEAR CAPITAL PLAN HIGHLIGHTS

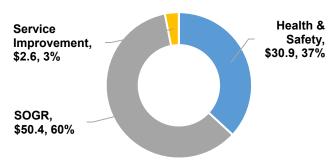
2019 Capital Budget \$10.886M

#### **By Project Category**

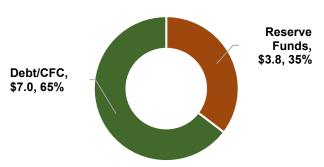


## 2019-2028 Capital Budget and Plan \$83.903M

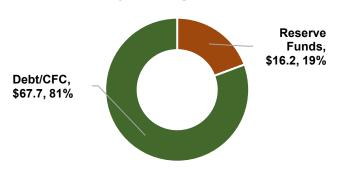
#### **By Project Category**



#### By Funding Source



## **By Funding Source**



YEAR

**\$2.052M** Continue the implementation of the service improvement project, *Electronic Health Record System* to enable electronic documentation of health records.

- **\$0.144M** Begin the service improvement, Work Order Managment System project to investigate the feasibility of leveraging SAP-functionality to automate and modernize the existing work order tracking and asset management process.
- \$4.265M Continue to implement projects to ensure that long-term care homes remain compliant with provincial health and safety standards.
- \$4.425M Complete health and safety projects including building upgrades, electrical, mechanical and speciality system repairs to maintain the long-term care homes in a state of good repair.

10

\$30.922M Health & Safety projects to ensure the 10 long-term care homes are in compliance with Ministry of Health and Long-Term Care (MOHLTC) requirements.

- \$50.387M State of Good Repair projects which include building upgrades, electrical, mechanical and specialty systems repairs and upgrades to the existing homes to prevent major capital costs through regular maintainence.
- \$2.780M Service Improvement projects
  that will modernize service delivery by
  integrating technology solutions; electronically
  documenting resident health care records and
  support case-based decisions; and
  undertaking a feasibility study to automate
  tracking of work orders to better manage City's
  assets.

# 10-Year Capital Plan by Project Category

Table 4: Summary of Capital Projects by Project Category

(in \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
BUILDING UPGRADES			650	650	650	650	650	650	650	650	650	5,850	5,850
ELECTRICAL		1,275	1,111	1,211	1,211	1,211	1,211	1,211	1,211	1,211	1,211	12,074	12,074
MECHANICAL		2,990	887	887	887	887	887	887	887	887	887	10,973	10,973
SPECIALTY SYSTEMS		-	225	225	225	225	225	225	225	225	225	2,025	2,025
Sub-Total		4,265	2,873	2,973	2,973	2,973	2,973	2,973	2,973	2,973	2,973	30,922	30,922
State of Good Repair													
BUILDING UPGRADES		2,790	2,829	2,829	2,829	2,829	2,829	2,829	2,829	2,829	2,829	28,251	28,251
ELECTRICAL			810	810	810	810	733	733	733	733	733	6,905	6,905
MECHANICAL			371	371	371	371	371	371	371	371	371	3,339	3,339
SPECIALTY SYSTEMS		1,635	1,094	994	1,167	1,167	1,167	1,167	1,167	1,167	1,167	11,892	11,892
Sub-Total		4,425	5,104	5,004	5,177	5,177	5,100	5,100	5,100	5,100	5,100	50,387	50,387
Service Improvement													
Electronic Healthcare System	702	2,052	398									2,450	3,152
Work Order Management System		144										144	144
Sub-Total	702	2,196	398									2,594	3,296
Total Expenditures by Category (excluding carry													
forward from 2018)	702	10,886	8,375	7,977	8,150	8,150	8,073	8,073	8,073	8,073	8,073	83,903	84,605

<sup>\*</sup>Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2018, excluding ongoing capital projects (i.e. Civic Improvement projects)

## 2019 - 2028 Key Capital Projects

The 10-Year Capital Plan is critical to maintaining the City's ten (10) long-term care homes ensuring the safety, security and comfort of residents; mitigating risk to the City; and meeting compliance with all legislated requirements.

#### Health and Safety

- Health and Safety projects account for \$30.922 million or 36.9% of the total 10-Year Capital Plan's
  expenditures. These projects, funded from debt and from the Homes for the Aged reserve funds, support the
  general repairs and minor upgrades required to satisfy health and safety standards for all 10 homes as follows:
  - Building Upgrades (\$5.850 million) Funding is provided for critical repairs to flooring, roofing, windows, doors, paving & grounds and minor structural repairs.
  - Electrical (\$12.074 million) These funds are for work required for lighting upgrades, general electrical and nurse call systems.
  - Mechanical (\$10.973 million) Funding is included for work on cooling and heating plants, HVAC control systems and ventilation systems.
  - Speciality Systems (\$2.025 million) Funding is provided for capital maintenance work on elevators and security equipment.

#### State of Good Repair (SOGR)

- SOGR projects account for \$50.387 million or 60.2% of the total 10-Year Capital Plan's spending. Debt funds
  provide the primary funding source for these projects to maintain homes in a state of good repair to prevent
  major capital costs.
  - Building Upgrades (\$28.251 million) Funding is provided for planned repairs to flooring, roofing, paving & grounds, accessibility upgrades, waterproofing and minor structural repairs.
  - Electrical (\$6.905 million) These funds are for work required for lighting retrofits, fire alarm system replacements, nurse call systems, emergency generators and switchgear replacements.
  - Mechanical (\$3.339 million) Funding is provided for plumbing upgrades, heating/cooling plant upgrades, and ventilation system upgrades.

 Speciality Systems (\$11.892 million) – Funding is provided for maintenance work on elevator systems, laundry and kitchen equipment, resident lift systems and security systems.

#### Service Improvement

Accumulated Backlog Est.

Backlog % of Asset Value

**Total Asset Value** 

4.507

248.829

1.8%

4.507

248.829

1.8%

4.507

248.829

1.8%

4.507

248.829

1.8%

- Service Improvement projects amount to \$2.450 million or 2.9% of the total 10-Year Capital Plan's expenditures
  and are fully funded through the Homes for the Aged reserve.
  - The *Electronic Healthcare Record System* project (\$2.450 million) is a multi-year project with total costs of \$3.152 million of which \$0.702 million has been spent to date. This project will deliver a technology solution to document resident health records and support case-based decisions.
  - The Work Order Management System (Seed) project (\$0.144 million) will investigate the feasibility of using SAP-functionality to automate and track work orders and to manage assets more effectively and efficiently. The program will assess if this system meets all requirements before proceeding with an implementation plan and to assess future business and cost requirements.

# State of Good Repair (SOGR) Funding & Backlog

Long-Term Care Homes & Services' capital maintenance program ensures that life safety issues are addressed and that all ten long-term care homes are maintained in a state of good repair to avoid future major costs from becoming necessary.

The 10-Year Capital Plan will fund \$50.387 million of SOGR projects within Long-Term Care Homes & Services over the 10-year period, providing an average of \$5.039 million annually. This funding will ensure the safety, security and comfort of residents as well as mitigate risks to the City while complying with the Ministry of Health and Long-Term Care (MOHLTC) requirements.

The accumulated backlog at the end of 2018 is estimated to be \$4.507 million. Continuous SOGR funding through the 10-year period will ensure the backlog is maintained at \$4.507 million or 1.8% of the asset replacement value of \$248.829 million.

6.000 30.0% 25.0% 5.000 Backlog % Asset Value 4.000 20.0% In \$ Millions 3.000 15.0% 2.000 10.0% 1.000 5.0% 0.000 0.0% 2025 2018 2020 2021 2022 2023 2024 2026 2027 2028 2019 • • • • SOGR Funding Accumulated Backlog Est. Backlog % of Asset Value In \$ Millions 2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 2028 **SOGR Funding** 3.492 4.425 5.104 5.004 5.177 5.100 5.100 5.100 5.100 5.100 5.177

4.507

248.829

1.8%

4.507

248.829

1.8%

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4.507

248.829

1.8%

4.507

248.829

1.8%

**Chart 3: Total SOGR Funding & Backlog** 

4.507

248.829

1.8%



**PROGRAM SUMMARY** 

# **Parks Forestry and Recreation**

#### What We Do

We are the keepers of our common grounds – the parks, recreation facilities and natural spaces where Torontonians come together to make connections, develop skills, and build the kind of city in which we all want to live. In our role as builders, stewards and animators of these spaces, we ensure that our parks, playing fields, recreation centres, ice rinks and pools, along with our trails, forests, meadows, marshes, and ravines are beautiful, safe and accessible, that they expand and develop to meet the needs of a growing city, and are filled with vibrant, active, and engaged communities.

Our work is divided into three services:

- Community Recreation
- Parks
- Urban Forestry

# Why We Do It

Parks, Forestry, and Community Recreation services are key drivers of social and economic capital, contributing to Toronto's livability and overall health. It is in community centres and parks that children and youth first learn a new sport or skill, and where youth, adults and seniors build social networks and civic connection. Splash pads, playgrounds and picnic areas are our urban living room, where we meet our neighbours and develop community trust and safety. Our ravines and urban canopy provide access to nature right in our urban backyard, while performing a key ecological role and mitigating the impacts of severe weather in our city.

A vibrant, healthy and accessible system of parks, recreation facilities and programs, healthy and growing natural environments and a strong and resilient urban canopy are essential to maintaining a livable and sustainable Toronto.

# **Our Experience & Success**

- Welcome and engage over 10.7 million recreation program participants each year.
- 9 million people came together in Toronto's parks at over 850 special events
- Over 88,000 children and youth learned a new sport, learned to swim, or learned a new skill through "learnto" recreation programs
- Implemented a new lifeguard program supervision program across Toronto's 11 swimming beaches
- Over 46,500 tonnes of carbon were sequestered by Toronto's urban canopy

# **Key Challenges**

- Toronto has one of the highest rates of recreation provision and utilization in North America and continues to face growing demand that exceeds capacity.
- Extreme weather events are creating increased pressures on park maintenance and forestry service calls
- Maintaining parkland provision across the City is becoming increasingly difficult in the face of high growth, decreasing availability and increasing cost of land acquisition.

# **Priority Actions**

- Complete Toronto's Parkland Strategy and the implementation plan for the Facilities Master Plan – key strategies that will guide our investments and planning for the next 20 years
- Lead business and digital transformation that improves user experience across key systems including booking, registration and work management
- Deliver an implementation plan for Toronto's Ravine Strategy to guide various City programs and partners in protecting, celebrating and investing in our natural spaces

# **Budget At A Glance**

OPERA	ATING BU	OPERATING BUDGET											
\$Million	2019	2020	2021										
Gross Expenditures	\$476.6	\$475.6	\$476.3										
Revenues	\$151.6	\$142.1	\$139.2										
Net Expenditures	\$325.0	\$333.5	\$337.1										
Approved Positions	4,529.3	4,568.3	4,557.4										

10-YEAR CAPITAL PLAN										
\$Million	2019	2020-2028	B Total							
Gross Expenditures	\$175.7	\$1,713.3	\$1,889.1							
Debt	\$68.3	\$673.8	\$742.1							

Note: Excluding 2018 carry forward funding to 2019

# **Our Key Service Levels**



Complete tree care and maintenance service requests within 3 months.



Provide one large multicomponent or mid-size community recreation centre per 34,000 residents



Maintain adequate instructor-toparticipant ratios in instructional programs



Ensure regular inspections and maintenance of recreational facilities



Complete an annual inspection of every park, ravine, watercourse and

Source of Image: www.icons8.com

# **Key Service Deliverables**

Respond to +540,000 urban forestry work orders and will plant +120,000 trees

Produce +1,000,000 annuals for use in city-wide horticulture displays

Maintain +4,400 hectares of parkland

Deliver +1,000,000 hours of instructional and leisure drop in recreation programs

#### Who We Serve

#### Community Recreation

- · Business Improvement Associations · Business Improvement Associations · Businesses
- Businesses
- City Council
- Faith Groups
- · Low income families
- Newcomers and Refugees
- Non residents
- Other Divisions
- PF&R Staff
- Permit Holders
- · Resident Associations
- Residents of Toronto
- School Boards
- Social Services
- · Special Needs Groups
- · Sport, Recreation, and Physical Activity Participants and Organizations
- Visitors
- Volunteers

#### Parks

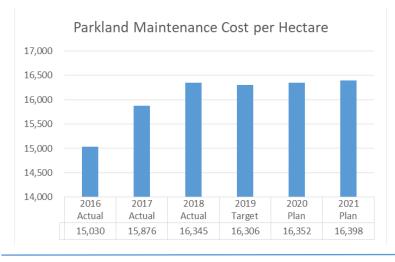
- Businesses
- · Conservation Organizations
- Food Distribution Organizations
- · Heritage Breed Organization
- Non residents
- Resident Associations
- Residents of Toronto
- Residents of Toronto Island
- Sport, Recreation, and Physical Activity Participants and Organizations
- Tourists

#### Urban Forestry

- Conservation groups and organizations
- Environmental Stakeholders
- Land Owners
- Landscape Architects, Land Developers and Arboriculture Industry
- Non residents
- · Residents of Toronto

# **How Well We Are Doing**

#### **Performance Measures**

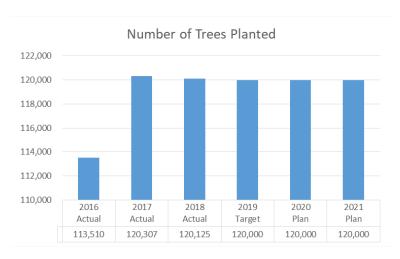


#### **Behind the Numbers**

- Maintenance costs increased in order to manage environmental changes and extremes, including high winds, heavy rains, drought, and extended seasons, which cause damage to parks infrastructure and amenities
- Cost per hectare increased for maintenance due to increased park usage for special events, increased community programming in parks, acquisition of small heavily programmed parks and inflation in fuel, gas and equipment parts costs.

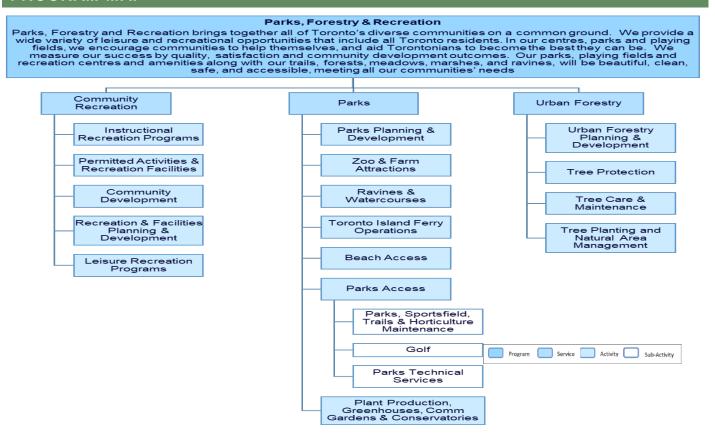


- 48% more registrations are completed within the first 10 minutes of recreation program registration now than were completed in 2016 as a result of ongoing improvements to online recreation program search tools and server capacity.
- Over 80% of program registration transactions annually are completed through the online booking system. With the transition to the new system planned, is projected to increase in 2021.



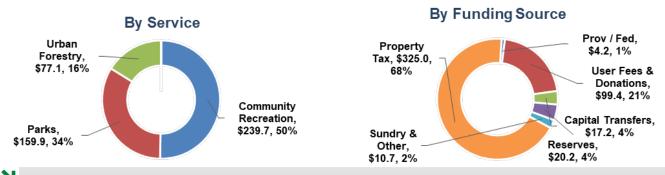
 Over 120,000 trees are planted annually in public parks and natural areas, along City streets and through public/private partnerships.

#### PROGRAM MAP



#### 2019 OPERATING BUDGET HIGHLIGHTS

# 2019 Operating Budget \$476.6M



- **0.5%** Budget increase over the 2018 Approved Net Operating Budget driven by funding for enhanced service priorities.
- \$1.396M Operating Imapct of new recreation facilities, parkland, offset by small technology enabled efficiency savings.
- **\$1.548M** New/enhanced funding to provide recreation program access through an additional 7,500 spaces, continue the advancemnet of tree maintenance, increase downtown east Parks maintenance, ensure security at the Jack Layton Ferry terminal and develop a Regent Park Aquatic Program Pilot.
- **2020/2021** Increases primarily for known inflationary adjustments and operating impacts of new community centres, park assets and pool openings.

## 2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Operating Budget and Plan by Service

	201	8		2019				Increment	al Change
(In \$000s)	Budget	Actual	Base	New / Enhanced	Total Budget	Char	iges	2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
Community Recreation									_
Gross Expenditures	234,837.3	228,477.6	239,040.4	619.0	239,659.4	4,822.1	2.1%	4,170.5	(965.1)
Revenue	76,182.6	71,847.8	80,367.0	121.8	80,488.8	4,306.3	5.7%	(1,171.8)	(2,144.0)
Net Expenditures	158,654.7	156,629.8	158,673.4	497.2	159,170.6	515.9	0.3%	5,342.3	1,178.9
Parks									1
Gross Expenditures	155,585.1	154,672.4	158,814.8	1,050.5	159,865.3	4,280.2	2.8%	937.0	1,644.5
Revenue	33,384.2	32,546.9	34,822.0		34,822.0	1,437.8	4.3%	(632.7)	(502.6)
Net Expenditures	122,200.9	122,125.5	123,992.8	1,050.5	125,043.3	2,842.4	2.3%	1,569.7	2,147.1
Urban Forestry									1
Gross Expenditures	76,205.2	69,923.3	74,836.9	2,263.5	77,100.4	895.2	1.2%	(6, 102.9)	(27.0)
Revenue	33,573.6	25,560.7	34,015.8	2,263.5	36,279.3	2,705.7	8.1%	(7,703.9)	(216.1)
Net Expenditures	42,631.7	44,362.5	40,821.1		40,821.1	(1,810.5)	(4.2%)	1,601.0	189.0
Total									
Gross Expenditures	466,627.6	453,073.4	472,692.1	3,933.0	476,625.1	9,997.5	2.1%	(995.3)	652.3
Revenue	143,140.3	129,955.5	149,204.8	2,385.3	151,590.1	8,449.8	5.9%	(9,508.4)	(2,862.7)
Total Net Expenditures	323,487.3	323,117.9	323,487.3	1,547.7	325,035.0	1,547.7	0.5%	8,513.1	3,515.0
Approved Positions	4,522.3	4,369.9	4,497.5	31.8	4,529.3	7.1	0.2%	39.0	(10.9)

#### **Base Changes**

(\$6.065M Gross / zero Net)

- Opearting Impacts of new recreation facilties and parkland total \$1.396 M. and 18.8 additional positions.
- Inflationary increases for utilities, contracts, fleet and facility maintenance total \$3.222M.
- Salary and benefit increases of \$9.348M partially offset by savings of \$3.034M from position based budgeting review.
- Increased user fee and license revenue and increased contribution from the Tree Canopy Reserve for a total \$5.085M.
- Savings of \$0.600M from a Welcome Policy adjustment to align to actual use, arising from more use of centres that are free.

# New/Enhanced Service Priorities

(\$3.853M Gross / \$1.468M Net)

- Increase Recreation Growth Plan (Phase 2) by \$0.539 M to deliver 7,500 additional spaces in 2019.
- Extend Tree Maintenance Advancement and improve Tree By-law oversight, funded by \$2.264 M of reserve funds.
- Improved service levels at downtown east parks required \$0.679 M.
- Addtional security at the Jack Layton Ferry Terminal required \$0.371 M.

#### **Future Year Plan**

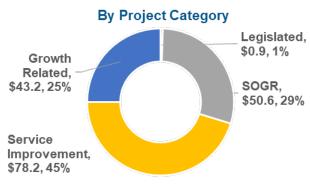
- Cost to operate new recreation facilities is projected to increase by \$5.000M in 2020 and \$2.250M in 2021.
- Step and progression pay and increased utilities and services comprise most of the balance of the increases.
- Dependency on reserves and one-time funding to support the Urban Forestry Service Plan will be addressed in 2019 in a report on the Tree Canopy and Plan update.

#### **EQUITY IMPACTS**

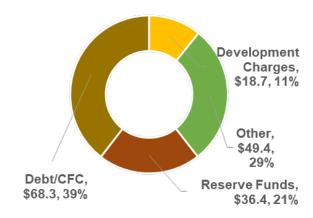
Increasing access to recreational services for persons with low income and vulnerable youth: Parks, Forestry and Recreation's Operating Budget includes an investment of \$0.5 million to add 7,500 spaces in high-demand introductory instructional programs across the City which will have a positive impact on low-income families and vulnerable youth. This investment, which advances Council's approved Recreation Growth Plan, also supports the City's Poverty Reduction Strategy.

## 10-YEAR CAPITAL PLAN HIGHLIGHTS

# 2019 Staff Recommended Capital Budget \$172.763M



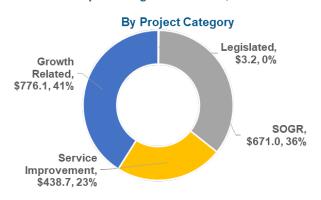
# By Funding Source



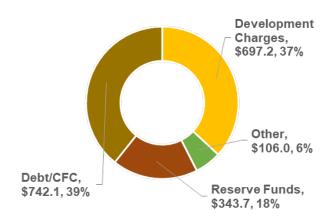
# 1 YEAR

- \$36.983M Continue the construction of 2 multi-stakeholder Community Centres - Canoe Landing and Bessarion.
- **\$9.943M** Complete construction of the Wellesley Community Centre Pool.
- \$31.059M Proceed with implementation of the Parks Plan, continue withy design of Rees Street and York Street Parks, start construniton of Grand Avenue Park, complete revitalization of Queens Park North, and comntinue with other Parkland developments across the City.
- \$50.563M To continue state-of-Good-Repair to maintain parkland and recreation facilities.

#### 2019-2028 Staff Recommended Capital Budget and Plan \$1,889.001M



## By Funding Source



# 10 YEARS

- \$790.906M to provide for the construction of 13 new community centre facilities and provide state-of-good repair to existing ones across the City.
- \$167.667M New parks, parkland improvments and major rehabilitations comprise the Parks Development 10 year Plan.
- \$35.506M Continue Information
   Technology Projects Enterprise Work
   Management System and the new Registration,
   Permitting and Licensing System.
- \$38.490M Replace three Ferry vessels.
- **\$24.706M** Remediate damage arising from the 2017 High Lake Effect Flooding and the 2018 Wind Storm.

# 10-Year Capital Plan by Project Category

**Table 4: Summary of Capital Projects by Project Category** 

(In \$000s)	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category												
Legislated												
Land Acquisition	850	2.112	200								3,162	3,162
Sub-Total	850	2,112	200								3,162	3,162
State of Good Repair											5,152	3,102
Arena	8.866	7.128	9.636	12.966	13.393	11.300	5,523	6.500	6.500	6.500	88.312	25,630
Community Centres	5,163	6.016	10,964	13,135	17,576	21.723	19.000	16,601	13,321	19.125	142,624	22,143
Environmental Initiatives	3,400	2,700	2,900	3,000	3,000	3,000	3,000	3,000	3,000	3,000	30,000	6,100
Facility Components	7.730	7.967	7,200	8.000	7,900	7,800	7,800	7.800	7.800	7.800	77,797	15,197
Outdoor Recreation Centres	1,310	1.595	2,138	2.879	3,109	2,500	2,500	2,500	2,500	2.500		5,043
Park Development	4,382	5,118	5,200	5,200	5,100	5,000	5,000	5,000	5,000	5,000	-,	9,500
Parking Lots and Tennis Courts	2,503	2,066	3,107	4.073	4,500	6,509	15,000	10,300	9,000	9,000		7.676
Playgrounds/Waterplay	335	978	2,300	900	900	900	900	900	900	900		3,613
Pool	4.416	4.518	5,100	5.622	4.250	4.410	4.250	5.000	5.000	5.000	.,	14.034
Special Facilities	10,920	12,209	12,053	10,108	5,500	5,527	5,527	6,500	6.508	6.910	,	39,290
Trails & Pathways	1,528	4,488	4,919	5,679	6,391	6,831	7.000	7.000	4,992	4,590	53,418	10,935
Sub-Total	50,553	54,783	65,517	71,562	71,619	75,500	75,500	71,101	64,521	70,325	670,981	159,161
Service Improvement	,	, , , , ,	,	,	,	, , , , , , , , , , , , , , , , , , , ,	-,	,	,	.,.	,	,
Arena	160		500	650	11,950	11,400					24,660	2,110
Community Centres	1.037	910	1.200	1.543	11,950	11,400					4.690	4.690
Environmental Initiatives	3,867	3,700	100	100	100	100	100	100	100	100	,	7,467
Facility Components	500	1.500	500	500	500	500	500	500	500	500		2,000
Information Technology	14.017	11,600	6.662	3.120	107	300	300	300	500	300	35,506	35,506
Outdoor Recreation Centres	5,580	12,645	4,970	4,200	4,200	4,170	3,900	3,900	3,900	3,900		15,795
Park Development	24,612	32,839	33,069	11,006	400	400	400	400	400	400		81,856
Parking Lots and Tennis Courts	150	02,000	00,000	70	680					100	900	150
Playgrounds/Waterplay	7,395	4,108	5,690	4,560	3,995	4,535	3,917	3,450	3,450	3,450		13,748
Pool	9,943	664	4,629	25,185	11,657	625	14,500	10,500	14,500	9,875		11,418
Special Facilities	8,113	7.100	3,500	7,200	2.650	020	720	6,800	6,480	0,010	42,563	15,563
Trails & Pathways	2,863	4,237	6,641	450	2,000		. 20	0,000	0, 100		14,191	11,691
Sub-Total	78,237	79,303	67,461	58,584	36,239	21,730	24,037	25,650	29,330	18,225	438,796	201,994
Growth Related												
Arena		98	2,326	3,019	1,007	59	1,427	3,082	16,667	10,665	38,350	
Community Centres	39.032	81.410	88.408	86.683	65,428	80.756	48.162	52,930	62,133	38.650	643,592	154,192
Land Acquisition	4,998	9,256	2,400	400	400	30,000	400	400	400	400	49.054	46,654
Outdoor Recreation Centres	.,550	385	5,159	2.530	4.475	2.541	3.289	1.652	4.230	1.136	25.397	350
Park Development	2.065	4,059	6,517	568	257	_,	18	257	.,_50	.,.50	13,741	9,506
Parking Lots and Tennis Courts	_,:00	20	313	487	313	500	467				2,100	1,000
Playgrounds/Waterplay		42	650	650	650	650	650	608			3,900	
Sub-Total	46,095	95,270	105,773	94,337	72,530	114,506	54,413	58,929	83,430	50,851	776,134	210,702
Total Expenditures by Category (excluding carry forward from 2018)	175,735	231,468	238,951	224,483	180,388	211,736	153,950	155,680	177,281	139,401	1,889,073	575,019

<sup>\*</sup>Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2018, excluding ongoing capital projects (i.e. Civic Improvement projects)

#### 2019 - 2028 Key Capital Projects

The 2019-2028 Capital Budget and Plan for Parks Forestry and Recreation is the largest to date at \$1.889 billion (B) with an investment of \$790.906 million in Community Centres and \$776.134 million in Growth Related projects. Capital projects funded in the 10-Year Plan are in keeping with the *Parks and Facilities Master Plan* adopted in 2017 to guide and prioritize future investments. State-of-Good Repair work through the Capital Asset Management Program (CAMP) and Information Technology initiatives comprise the other important strategic areas of the Plan.

- Legislated projects total \$3.162 million or 0.2% of the total 2019-2028 Recommended Capital Budget and Plan's projects under this category includes the *Land Acquisition* project which are funded entirely from City Reserve Funds.
- SOGR projects account for \$670.981 million or 35.5% of the total expenditures over the ten-year period, funded primarily by debt.
- Service Improvement projects amount to \$438.724 million or 23.2% of the total 10-Year Capital Plan's expenditures and are primarily funded by development charges and other development related revenue.
- Growth Related projects account for \$776.134 million or 41.1% of the total expenditures in the 2019 Ten-Year Plan. Development Charges (68.3%), Reserves and Reserve Funds (24.4%), and Other Revenue (7.3% for Section 37 and 45, Inter-Programs, and Third Party Funding) are the primary funding sources for these projects with no allocation from debt.

# State of Good Repair (SOGR) Funding & Backlog

Parks, Forestry and Recreation has stewardship over community centres, arenas, and pools, as well outdoor recreational assets and natural areas with a total estimated replacement value of over \$3.093 billion. The 10-Year Capital Plan funds \$595.107 million of SOGR projects, providing an average of \$59.511 million annually. This funding continues ongoing state of good repair projects for indoor and outdoor recreation facilities, trails and bridges, and the marine services. Parks, Forestry and Recreation's 7 major asset types are listed below:

Accet Tune	Asset Value			
Asset Type	(\$000s)	%		
Harbourfront, Fountains, Seawalls and Marine Services	72,739	2.4%		
Parking Lots, Tennis Courts & Sports Pads	120,054	3.9%		
Trails, Pathways & Bridges	227,788	7.4%		
Outdoor Recreation Centres	222,151	7.2%		
Water Plays/Splash Pads/Wading Pools	66,575	2.2%		
Arenas and Outdoor Ice Rinks, Community Centres, Indoor				
and Outdoor Pools	2,089,792	67.6%		
Special Facilities	294,284	9.5%		
Total	3,093,384	100.00%		

Based on this plan, the accumulated backlog will increase from \$556.936 million in 2019 to \$628.264 million in 2028.

800.000 30.0% 700.000 25.0% 600.000 % Asset Value 20.0% 500.000 400.000 15.0% 300.000 10.0% Backlog 200.000 5.0% 100.000 0.0% 0.000 2020 2021 2028 2022 · · · · SOGR Funding -Accumulated Backlog Est. Backlog % of Asset Value In \$ Millions 2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 2028 SOGR Funding 43.805 36.660 43.339 56.688 61.654 66.319 70.200 70.200 65.801 59.221 65.025 Accumulated Backlog Est. 637.399 616.188 667.401 457.691 556.936 607.599 636.383 654.077 659.292 667.690 628.264 19.6% 20.3% Backlog % of Asset Value 15.1% 18.0% 19.9% 20.6% 20.6% 21.1% 21.6% 21.3% 21.6% 3,093.384 3,093.384 3,093.384 3,093.384 | 3,093.384 | 3,093.384 | 3,093.384 3,093.384

**Chart 3: Total SOGR Funding & Backlog** 

It is important to note that the SOGR funding shown here in Chart 3 is only that portion of overall SOGR funding that addresses the backlog, so the SOGR shown here is less than the SOGR approved in the Budget (shown on Charts 1 and 2 in these Notes).

With the addition of new facilities included in the Facilities Master Plan, the need to maintain an ever larger asset base in the future will only become more challenging.

The following table showing the backlog by asset category, demonstrates that although planned resources for Community Centres, Pools and Arenas will reduce the backlog over the 10 years, others such as Trails, Pathways and Bridges will increase significantly. Future asset condition assessments will change some of these going forward and particularly those in outdoor environments have been shown to change significantly as result of extreme wind and rainstorms.

#### Table 5 SOGR Backlog by Asset Category

Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
State of Good Repair Funding	36,660	43,339	56,688	61,654	66,319	70,200	70,200	65,801	59,221	65,025
Accumulated Backlog Est. (yr end)	556,936	607,599	616,188	637,399	636,383	654,077	667,401	659,292	667,690	628,264
Backlog %Asset Value	18.0%	19.6%	19.9%	20.6%	20.6%	21.1%	21.6%	21.3%	21.6%	20.3%
Asset Value	3,093,384	3,093,384	3,093,384	3,093,384	3,093,384	3,093,384	3,093,384	3,093,384	3,093,384	3,093,384
Details by Asset Category:										
Harbourfront, Fountains, Seawalls & Ma	arina Sarvicas									
State of Good Repair Funding	570	2,076	2,120	2,000	2,000	2,027	2,027	3,000	3,008	3,410
Accumulated Backlog Est. (yr end)	35,153	34,813	34,298	33,398	32,979	32,952	31,925	29,925	27,917	25,507
Backlog %Asset Value	48.3%	47.9%	47.2%	45.9%	45.3%	45.3%	43.9%	41.1%	38.4%	35.1%
Asset Value	72,739	72,739	72,739	72,739	72,739	72,739	72,739	72,739	72,739	72,739
Parking Lots, Tennis Courts & Sports Pa		4.500	F 707	C C72	7.050	0.000	47.500	42.000	44 500	44.500
State of Good Repair Funding	4,694	4,566	5,707	6,673	7,050	9,009	17,500	12,800	11,500	11,500
Accumulated Backlog Est. (yr end)	85,327	91,628	87,381	89,033	84,343	77,557	77,510	65,320	55,605	49,136
Backlog %Asset Value	71.1%	76.3%	72.8%	74.2%	70.3%	64.6%	64.6%	54.4%	46.3%	40.9%
Asset Value	120,054	120,054	120,054	120,054	120,054	120,054	120,054	120,054	120,054	120,054
Trails, Pathways & Bridges										
State of Good Repair Funding	3,810	6,568	7,269	6,979	7,666	8,081	8,250	8,250	6,242	5,840
Accumulated Backlog Est. (yr end)	73,739	79,654	89,304	112,165	136,124	162,632	191,839	214,844	229,295	223,827
Backlog %Asset Value	32.4%	35.0%	39.2%	49.2%	59.8%	71.4%	84.2%	94.3%	100.7%	98.3%
Asset Value	227,788	227,788	227,788	227,788	227,788	227,788	227,788	227,788	227,788	227,788
Outdoor Recreation Centres										
State of Good Repair Funding	3,034	3,345	4,438	5,179	5,384	4,750	4,750	4,750	4,750	4,750
Accumulated Backlog Est. (yr end)	45,164	44,605	43,525	41,834	40,452	39,645	38,580	37,580	36,756	34,451
Backlog %Asset Value	20.3%	20.1%	19.6%	18.8%	18.2%	17.8%	17.4%	16.9%	16.5%	15.5%
Asset Value	222,151	222,151	222,151	222,151	222,151	222,151	222,151	222,151	222,151	222,151
Water Play / Splash Pads / Wading Pool	S									
State of Good Repair Funding	335	978	2,300	900	900	900	900	900	900	900
Accumulated Backlog Est. (yr end)	16,319	20,549	18,613	19,037	18,918	20,305	25,147	25,869	25,063	24,256
Backlog %Asset Value	24.5%	30.9%	28.0%	28.6%	28.4%	30.5%	37.8%	38.9%	37.6%	36.4%
Asset Value	66,575	66,575	66,575	66,575	66,575	66,575	66,575	66,575	66,575	66,575
Arenas & Outdoor Ice Rinks										
State of Good Repair Funding	10,326	8,795	11,369	14,700	15,093	12,966	7,190	8,166	8,167	8,167
Accumulated Backlog Est. (yr end)	70,853	78,344	78,113	77,154	68,986	72,019	70,003	66,707	81,796	81,702
Community Centres										
State of Good Repair Funding	5,893	6,850	11,830	14,001	18,426	22,556	19,833	17,435	14,155	19,959
Accumulated Backlog Est. (yr end)	159,665	187,168	195,798	197,539	188,627	180,292	161,258	143,987	138,714	120,963
Indoor and Outdoor Pools										
State of Good Repair Funding	5,879	6,184	6,834	7,356	5,950	6,077	5,917	6,667	6,665	6,665
Accumulated Backlog Est. (yr end)	16,891	13,369	10,381	8,912	7,809	7,547	7,101	6,925	7,686	5,011
Community Centres, Pools, Arenas & O										
State of Good Repair Funding	22,098	21,829	30,033	36,057	39,469	41,599	32,940	32,268	28,987	34,791
Accumulated Backlog Est. (yr end)	247,409	278,881	284,292	283,605	265,422	259,859	238,363	217,619	228,195	207,676
Backlog %Asset Value	11.8%	13.3%	13.6%	13.6%	12.7%	12.4%	11.4%	10.4%	10.9%	9.9%
Asset Value	2,089,792	2,089,792	2,089,792	2,089,792	2,089,792	2,089,792	2,089,792	2,089,792	2,089,792	2,089,792
Special Facilities		. ,					. ,	. ,		. ,
State of Good Repair Funding	2,120	3,977	4,821	3,866	3,850	3,834	3,833	3,833	3,834	3,834
Accumulated Backlog Est. (yr end)	53,826	57,469	58,775	58,327	58,145	61,128	64,038	68,135	64,860	63,411
Backlog %Asset Value	18.3%	19.5%	20.0%	19.8%	19.8%	20.8%	21.8%	23.2%	22.0%	21.5%
Asset Value	294,284	294,284	294,284	294,284	294,284	294,284	294,284	294,284	294,284	294,284

#### **Operating Impact of Completed Capital Projects**

**Table 5: Net Operating Impact Summary** 

	2019 E	Budget	2020	Plan	2021	Plan	2022	Plan	2023	Plan	2019 -	2023	2019 -	2028
Projects	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved													24,055.620	338.210
Arena	212	2.1							1	0.1	213	2.2	213	2.2
Community Centres	806	13.7	2,403	54.4	2,340	52.4	1,507	38.1	63	1.6	7,119	160.2	7,119	160.2
Environmental Initiatives	23	0.2	160	1.4	254	2.3					436	3.9	436	3.9
Information Technology	(58)	(3.0)	506	3.0	799	5.0	1,058	8.1	1,089	8.3	3,394	21.4	8,966	66.6
Land Acquisition	-	-	257	4.7							257	4.7	257	4.7
Outdoor Recreation Centres	195	1.9	199	4.0	395	7.4					789	13.2	789	13.2
Park Development	700	6.5	373	3.2	806	7.1	332	2.2	326	2.8	2,538	21.8	2,538	21.8
Playgrounds/Waterplay	44	0.3	98	0.9	-	-					142	1.2	142	1.2
Pool	63	1.0	1,559	28.4	1,445	28.4					3,067	57.8	3,067	57.8
Special Facilities	54	1.0	123	1.9	42	1.0					219	3.9	219	3.9
Trails & Pathways	16	0.1	28	0.3	130	1.2	136	1.1			310	2.7	310	2.7
Sub-Total: Previously Approved	2,055	23.7	5,706	102.2	6,210	104.8	3,033	49.5	1,480	12.8	18,483	293.0	24,056	338.2
New Projects - 2019													1,045	22.9
Community Centres									792	20	792	20.3	792	20.3
Outdoor Recreation Centres					9	0.2	11	0.2			20	0.4	20	0.4
Park Development					102	0.9	75	0.7			177	1.6	177	1.6
Playgrounds/Waterplay					37	0.4			20	0	56	0.6	56	0.6
Sub-Total: New Projects - 2019					148	1.5	86	0.9	812	20.5	1,045	22.9	1,045	22.9
New Projects - Future Years													12,903	286.7
Arena									37	1.9	37	1.9	391	18.6
Community Centres									906	23.2	906	23.2	7,846	201.1
Environmental Initiatives			3		90	0.8	93	0.8	93	0.8	280	2.4	745	6.4
Outdoor Recreation Centres					30	0.5	163	2.8	112	1.8	305	5.1	900	15.2
Park Development					330	2.9	152	1.3	284	2.5	767	6.7	783	7.8
Parking Lots and Tennis Courts							9	0	15	0	24	0.4	86	1.6
Playgrounds/Waterplay							35	0	35	0	70	0.6	213	1.9
Pool									514	9	514	9.2	1,864	33.4
Trails & Pathways					45	0	30	0			75	0.7	75	0.7
Sub-Total: New Projects - Future Years			3		495	4.6	482	5.6	1,996	40.0	2,977	50.2	12,903	286.7
Total (Net)	2,055	23.7	5,709	102.2	6,853	110.9	3,601	56.0	4,287	73.3	22,505	366.1	38,003	647.8

The 10-Year Capital Plan will increase future year Operating Budgets by \$38.003 million net over the 2019 - 2028 period, primarily due to the completion of new parks and recreation facilities as recommended by the Facilities Master Plan.

The 2019 operating costs for all these projects, as mentioned above, have been included in the 2019 Operating Budget for Parks Forestry and Recreation and any future operating impacts will be reviewed each year as part of the annual Operating Budget process.

Efficiencies and operating costs arising from information technology modernization projects – the Registration, Permitting and Licensing and Enterprise Work Management Systems – have not yet determined but are expected to be forthcoming during 2019.

Operating costs arising from New and Change of Scope projects recommended for approval as part of the 2019 Capital Budget are less than what is shown above as the Operating Impacts for the 2019 – 2028 Capital Plan, as several large projects with impacts reported above were approved as a result of prior year's budgets.

• Future operating costs resulting approval of the New and Change of Scope projects included in the 2019 Capital Budget are \$0.148 million net in 2021; \$0.086 million net in 2022; and \$0.812 million net in 2023.



PROGRAM SUMMARY

# **Shelter, Support & Housing Administration**

#### What We Do

We provide more than 7,000 emergency and transitional shelter beds in 65 locations and through motel programs mostly used by families. We oversee the operation of 55 shelters funded by community agencies and directly operate 10 shelter programs. We also directly provide street outreach through the Streets to Homes Program, which assists street homeless into shelter or permanent housing. Further, we fund and oversee community agencies that support services such as employment support, winter respite, and housing stability services. Finally, we provide funding and oversight of social housing in Toronto which includes direct management of access to subsidized housing through the Centralized Waiting List. These services are delivered through the following service areas

- Homeless and Housing First Solutions
- Social Housing System Management

SSHA has stewardship over 27 City Shelter facilities (10 City Operated and 17 Community Operated Agency) to support the delivery of its services.

#### Why We Do It

SSHA contributes to healthy communities by ensuring that people have a range of shelter and affordable housing options by providing temporary shelter and 24-hour respite services for individuals and families experiencing or at risk of homelessness, services that help people find and keep housing and permanent housing solutions for individuals and families.

#### **Our Experience & Success**

- Supported over 25,000 unique individuals in the shelter system (7,000 spaces per day) and managed a 40% increase in demand for shelter services in 2018.
- Successfully, housed nearly 8,000 individuals/families from the shelter system in 2018.
- Operated 700 Respite Spaces 24 / 7 /365 days including the first temporary structure to deliver Respite Services with a capacity of 100 beds.
- Over 5,000 households assisted with housing allowances to help them maintain housing.

#### **Key Challenges**

- Strong and sustained demand for emergency shelter beds across all sectors of the shelter system which has been further exacerbated by the surge of newcomers to Toronto stretching Toronto's shelter system to its limits.
- Competitive nature of Toronto's Real Estate market with very low vacancy rates and a lack of affordable housing options for lower income residents of the City.
- TCHC faces a funding shortfall as SOGR costs continue to rise for the aging building stock.

#### **Priority Actions**

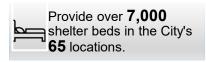
- Funding of \$98.185 million included in SSHA's 2019 Capital Budget to increase the capacity of the shelter system by the addition of 1,000 new beds over a 3 - year period and complete Phase 2 of the George Street Revitalization project.
- •\$45.4 million required to sustain the provision of 2,500 beds for newcomers for 2019 included in the 2019 Operating Budget, with a request for Federal funding.
- Funding of \$195.0M included in 2019 Capital Budget towards TCHC's capital needs and \$243.438M included in the 2019 Operating Budget to enable TCHC to maintain 2018 approved service levels.

#### **Budget At A Glance**

OPERATING BUDGET									
\$Million	2019	2020	2021						
Gross Expenditures	\$1,003.	7 \$824.6	\$796.9						
Revenues	\$540.7	\$337.4	\$297.2						
Net Expenditures	\$462.9	\$487.1	\$499.7						
Approved Positions	904.3	901.3	883.3						

10-YEAR CAPITAL PLAN										
\$Million	2019	2020-2028	Total							
Gross Expenditures	\$303.6	\$597.6	\$901.2							
Debt	\$168.6	\$588.3	\$756.9							
Note: Excluding 2018 ca	arry forwa	ard funding to	o 2019							

#### **Our Key Service Levels**





Provide **700** Respite Spaces/Cots in Respite Centers across the City.



Provide **931** units and supports for clients with mental illness.



Deliver housing subsidy for **91,000** housing units to **210** Social Housing providers.



Manage Social Housing Wait List with **106,654** residents

Source of Image: www.icons8.com

#### **Key Service Deliverables**

Open **448** new and replacement shelter beds and continue the provision of **2,500** beds for newcomers to the City

Respond to **84,000** central intake calls requiring **12,000** intakes

Support over 5,000 housholds with housing allowances

Provide funding to 165 community agencies under various support programs

#### Who We Serve

#### **Homeless and Housing First Solutions**

- Homeless persons
- · At risk persons

#### Beneficiaries

- Residents
- Community agencies
- Provincial and Federal governments

#### **Social Housing System Management**

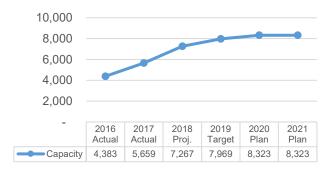
Social Housing Tenants / Members

#### Beneficiaries

- Residents
- Social Housing owners
- Provincial & Federal Governments

#### **Performance Measures**

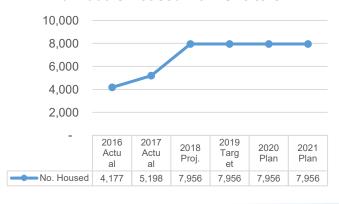
## Effectiveness Measure - Number of Shelter Beds



#### **Behind the Numbers**

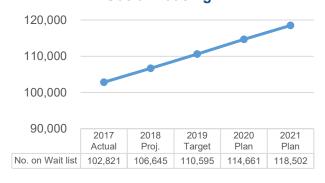
- Strong demand across all sectors has pushed the occupancy rate above the 90% threshold. A major driver of this demand for 2017 and 2018 is the refugee program affecting mainly the family sector.
- Hotels have been commissioned to alleviate the pressure of refugee programs on the shelter system. For 2020 and 2021, the trend line assumes a static refugee demand of 40% of shelter capacity.

## **Effectiveness Measure - Number of Individuals Housed from Shelters**



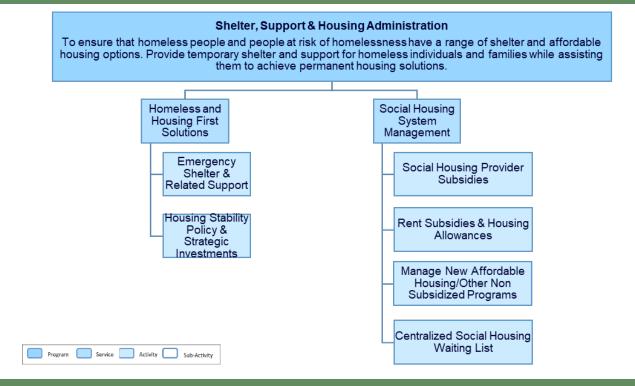
- The number of individuals housed from shelters has steadily climbed over the past couple of years. More than 80% of these individuals are housed in permanent housing such as private market housing, social housing, long term facility or supportive housing and the remaining going to temporary housing arrangements.
- Introduction of more Hostel to Homes programs, such as Bridges to Housing, will help increase the number of clients being housed in the future.

## Effectiveness Measure - Demand for Social Housing



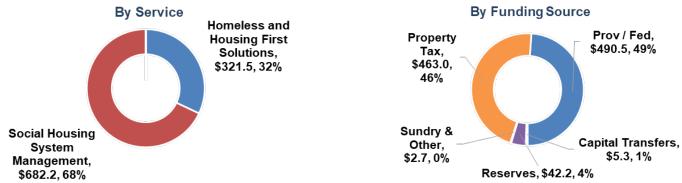
- The demand for social housing has continued to grow and is expected to keep growing for the next few years. Several initiatives are on the way to reverse this trend.
- The expansion of the housing allowance program to applicants on the wait list, will help improve the affordability of housing for applicants who have been longest on the waitlist.

#### **PROGRAM MAP**



#### 2019 OPERATING BUDGET HIGHLIGHTS





- 1.6% Budget increase over the 2018 Approved Net Operating Budget to maintain existing service levels and meet additional service demands. This includes \$243.438 million in operating subsidy for TCHC, which will enable TCHC to maintain 2018 levels of service.
- **\$0.352M** Efficiency savings in facility management costs and salary and benefit savings of \$0.191M achieved through position based budgeting as part of the City's complement management framework.
- \$5.273M New/enhanced funding to transition to a recently leased facility, implement an Enhanced Case Management Pilot program, provide menstrual hygiene products in Shelters, Respite sites and Community centres and to expand security at 129 Peter Street, SSHA's Assessment and Referral Center.
- 2020/2021 Increases primarily for known inflationary adjustments for salaries, benefits, incremental operating impact of new emergency shelters, social housing cost factor increase and federal funding changes for social housing which is subject to confirmation through the Federal National Housing Strategy.

#### 2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Operating Budget and Plan by Service

	201	8		2019				Increment	al Change
(In \$000s)	Budget	Actual	Base	New / Enhanced	Total CN Approved Budget	Chan	ges	2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
Homeless and Housin	g First Solu	itions							
Gross Expenditures	266,964.0	302,023.2	316,188.9	5,273.3	321,462.2	54,498.2	20.4%	(3,169.8)	2,968.3
Revenue	159,667.7	176,735.7	195,087.2	4,691.5	199,778.7	40,111.0	25.1%	(22,615.5)	(6,773.4)
Net Expenditures	107,296.3	125,287.5	121,101.7	581.8	121,683.5	14,387.2	13.4%	19,445.7	9,741.7
Social Housing System	m Managem	ent							
Gross Expenditures	601,469.5	570,034.3	682,239.7		682,239.7	80,770.1	13.4%	(175,913.9)	(30,677.7)
Revenue	253,069.4	239,625.3	340,961.4		340,961.4	87,892.0	34.7%	(180,635.7)	(33,488.4)
Net Expenditures	348,400.1	330,408.9	341,278.2		341,278.2	(7,121.9)	(2.0%)	4,721.8	2,810.7
Total									
Gross Expenditures	868,433.6	872,057.5	998,428.5	5,273.3	1,003,701.8	135,268.3	15.6%	(179,083.7)	(27,709.4)
Revenue	412,737.1	416,361.0	536,048.6	4,691.5	540,740.1	128,003.0	31.0%	(203,251.2)	(40,261.8)
Total Net Expenditures	455,696.4	455,696.4	462,379.9	581.8	462,961.7	7,265.3	1.6%	24,167.6	12,552.4
Approved Positions	886.4	787.4	899.3	5.0	904.3	18.0	2.0%	(3.0)	(18.0)

## Base Changes (\$6.683M Net)

- Annualized costs of 2018 approved complement changes, full year operation of Respite centres and funding increases for Purchase of Service housing provider.
- Inflationary salary and benefit increases.
- Alignment of the cost of Human Services Response to the influx of newcomers to the 2018 experience (\$45.4M)
- 1% inflationary increase for Purchase of Service shelter operators.
- Above pressures have been partially offset by revenue increases reflecting federal funding for Social Housing and the cost of the Human Services Response.

## New/Enhanced Services (\$0.0.582M Net)

- One-time costs of a new leased facility.
- Addition of 5 full time temporary positions and funding allocation to community agencies to support the implementation of the Enhanced Case Management Pilot.
- Provision of menstral hygiene products and dispensers in shelters, Respite sites and community centres.
- Expansion of security services at 129 Peter Street.

#### **Future Year Plan**

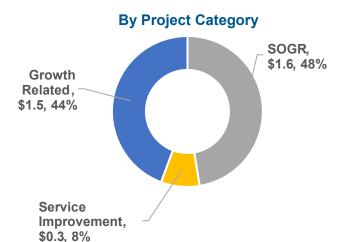
- Inflationary increases in salaries and benefits.
- Operating impact of capital projects once completed.
- Social Housing Indexed Cost Factor increases.
- Federal funding for Social Housing subject to confirmation of funding under the National Housing Strategy.

#### **EQUITY IMPACTS OF BUDGET CHANGES**

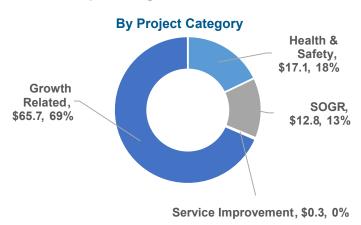
**Increasing access to shelters for immigrants and refugees, undocumented individuals and persons with low-income:** Shelter, Support and Housing Administration's ' 2019 Operating Budget includes an investment of \$4.69 million for enhanced case management and a one-time cost for a leased property. These investments will have a positive impact on immigrants and refugees, undocumented individuals and persons with low-income, increasing their access to shelter, support and housing services. These investments also advance the Toronto's Poverty Reduction Strategy and Newcomer Strategy.

#### 10-YEAR CAPITAL PLAN HIGHLIGHTS

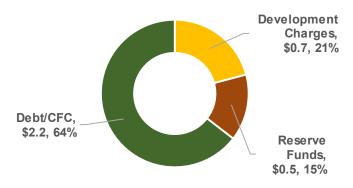
2019 Capital Budget \$3.425M



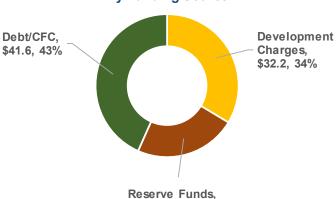
2019-2028 Capital Budget and Plan \$95.890M



#### **By Funding Source**



**By Funding Source** 



1 YEAR

- \$1.650M Continue funding lifecycle replacement projects for Mobile Data Communications, Radio Infrastructure for Portable Coverage and Medical Equipment.
- **\$1.000M** Continue funding the purchase/remounting of 5 Additional Ambulances.
- **\$0.295M** Continue the preliminary design and preparation phase of *Multi-Function Station* #2.
- **\$0.280M** Expand the fleet of the Community Paramedicine at Home Program by adding 4 Community Paramedicine Vehicles.
- \$0.200M Begin the plan and design of stand-alone Ambulance Post to augment services to be provided by multi-function stations.

10 YEARS

> \$17.140M Health & Safety and Legislated projects to purchase and replace cardiac defibrillators and mechanical power stretchers.

\$22.1, 23%

- **\$65.670M** Growth projects which include 3 multi-function stations, 2 ambulance posts and an additional 15 ambulances to address increasing service demands.
- **\$0.280M** Service Improvement projects to expand the Community Paramedicine emergency response vehicle fleet.
- \$12.800M State of Good Repair projects for mobile data equipment, ambulance radio, portable radio and medical equipment replacement.

#### 10-Year Capital Plan by Project Category

**Table 4: Summary of Capital Projects by Project Category** 

(In \$000s)	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category												
Legislated												
AODA Compliance for City owned shelter sites	750	1,946	2,213	1,865	428	560	185				7,947	7,947
Sub-Total	750	1,946	2,213	1,865	428	560	185				7,947	7,947
State of Good Repair												
Capital Repairs/Replacement : City Operated Capital Repairs/Replacememt - Leased Bldgs TCHC SOGR Backlog	470 100 173,111	1,130 100	800 100	800 100	2,100 300	1,628 272	1,628 272	1,628 272	1,628 272	1,628 272	13,440 2,060 173,111	13,440 2,060 173,111
Sub-Total	173,681	1,230	900	900	2,400	1,900	1,900	1,900	1,900	1,900	188,611	188,611
Service Improvement												
George Street Revitalization (GSR) - Phase 2 - Transition -Seaton House George Street Revitalization (GSR) - Phase 3 - Construction New Emergency Shelters (1,000 New Beds) Shelter Land Acquisition Choice Based Housing Access System Central Intake Call Centre TCHC Revitalization of Existing Portfolio Sub-Total	36,145 7,229 62,040 1,688 161 21,912 129,175	3,146 4,954 72,640 6,561 2,613 161 <b>90,075</b>	3,146 4,954 8,100	3,146 4,954 8,100	3,146 463,780 466,926	2,282					51,011 485,871 134,680 6,561 4,301 322 21,912 704,658	51,011 485,871 134,680 6,561 4,301 322 21,912 <b>704,658</b>
Total Expenditures by Category (excluding carry forward from 2018)	303,606	93,251	11,213		469,754	4,742	2,085	1,900	1,900	1,900	901,216	901,216

#### 2019 - 2028 Key Capital Projects

The capital projects included in SSHA's 10-Year Capital Plan are critical to the implementation of City Council priorities which includes the expansion of Toronto's Emergency Shelter System to improve access for people experiencing or at risk of homelessness. Further, the Plan provides funding for critical repair and maintenance projects in the City's directly operated and leased facilities, TCHC apartment units and buildings.

#### Legislated

- AODA Compliance for City Owned Shelter Sites (\$7.947 million): This new addition to the 10-year Capital Plan will
  focus on implementing a plan to meet accessibility requirements by 2025 for City-owned properties for both directly
  operated and Purchase of Service sites.
- Priorities for 2019 include the design of larger capital projects (i.e. washroom/shower access, access to bedded program and common spaces) and updated signage for areas not meeting Shelter Standards for AODA compliance. A total of 14 sites will be reviewed.

#### State of Good Repair (SOGR)

- SOGR projects account for \$188.611 million or 20.9% of the total 10-Year Capital Budget and Plan's expenditures and is allocated to the following projects:
  - Capital Repairs/Replacement City Operated and Leased Building (\$15.50 million): Will provide funding for high
    priority capital repairs and maintenance in SSHA's 63 directly operated and leased facilities across the City.
  - TCHC SOGR Backlog (\$173.111 million): Year 2 of 2 year interim SOGR funds to TCHC to address its SOGR backlog and avoid permanent unit closures.

#### Service Improvement

- Service Improvement projects amount to \$704.658 million or 78.2% of the total 10-Year Capital Plan's expenditures to fund the following key projects:
  - George Street Revitalization (GSR) Phase 2 Transition Seaton House (\$51.011 million): funding is recommended to relocate the current occupants of Seaton House into newly acquired temporary and permanent shelter facilities to allow for the decanting of the facility. Approximately 400 men will relocate from Seaton House to these new shelters while the remaining 200 will transition to Purchase of Service facilities operated by Habitat Services. The 2019 cash flow will support the acquisition, renovation and retrofit of the remaining 3 sites required to complete the Seaton House Transition Program. All sites are to be operating by Q1 of 2020 to enable the decanting of Seaton to proceed in Q2 of 2020. A Project Specific Output Specification (PSOS) document will be

developed and pre-construction consulting and due diligence to ensure construction readiness and procurement will be completed.

- George Street Revitalization (GSR) Phase 3 Construction (\$485.871 million): This future year funding will also undertake the demolition of Seaton House, redevelopment of the property to incorporate a 100 bed men's shelter, a transitional living program with 130 beds, a 378 bed long term care home, 21 units of affordable housing and a community hub as well as the revitalization of George Street.
- New Emergency Shelters -1,000 New Shelter Beds (\$134.680 million): The 3-year plan at a total project cost of \$178.560 million envisioned the acquisition/lease of 3 shelter sites in 2018 with the remainder of the sites to be acquired in 2019 and 2020. The year 2 and year 3 funding of \$134.680 million will fund the acquisition, design, construction / renovation and retrofit of 8 new shelters between 2019 and 2020 each with an average capacity of 80 beds.
- TCHC Revitalization of Existing Portfolio:(\$21.912 million): Funding to TCHC to facilitate the completion of Council approved inflight revitalization of Leslie Nymark, Lawrence Heights (Phase 1) and Regent Park (Block 27, Phase 3). These projects will help reduce the TCHC's building repair backlog from increasing further.

#### State of Good Repair (SOGR) Funding & Backlog

SSHA is responsible for the capital maintenance, repairs and upgrades at 27 facilities across the City. These facilities, comprise emergency shelter sites which are either City-operated or leased to community partners under purchase of Service agreements as well as administrative and operations support facilities. The replacement value of these assets at the end of 2018 was estimated at \$106.303 million

Chart 3: Total SOGR Funding & Backlog 200.000 30.0% 180.000 25.0% 160,000 140.000 Backlog % Asset Value 20.0% 120.000 100.000 15.0% 80.000 10.0% 60.000 40.000 5.0% 20.000 n n% 0.000 2018 2022 2027 2020 2021 2023 2024 2025 2026 2028 · · · · Total SOGR Funding (SSHA & TCHC) Accumulated Backlog Est. (SSHA Only) Backlog % of Asset Value (SSHA Only) In \$ Millions 2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 2028 **SOGR Funding** SSHA 1.137 0.570 1.230 0.900 0.900 2.400 1.900 1.900 1.900 1.900 1.900 TCHC 160.000 173.111 Total SOGR Funding (SSHA & TCHC) 161.137 173,681 1.230 0.900 0.900 2.400 1.900 1.900 1.900 1.900 1.900 26.414 Accumulated Backlog Est. (SSHA Only) 7.989 15.460 20.330 23.891 26.105 28.810 29.114 31.194 32.685 31.733 Backlog % of Asset Value (SSHA Only)\* 7.5% 10.6% 17.1% 20.1% 21.9% 16.9% 18.5% 18.6% 20.0% 20.9% 20.3% Total Asset Value (SSHA Only) 106.303 | 145.260 118.937 118.937 118.937 156.137 156.137

Following the completion of Building Condition Assessments in 2018, SSHA's SOGR backlog is projected to grow from 7.5% at the end of 2018 to 20.3% by the end of the 10-Year Capital Plan in 2028 if current funding levels in the plan are maintained. This increase is primarily attributable to the acquisition of many new properties expected to occur over this period, ageing of the City's real asset stock and legislative compliance requirements related to accessibility for disabled persons.

Further, with more recent estimates of the condition of SSHA's assets informed by the Building Condition Assessments, SSHA's SOGR backlog and future year projections are now better aligned and accurate.

The "Unmet Capital Needs" identified by SSHA include additional SOGR projects that will help reduce the backlog at a total cost of \$18.426 million. These projects could not be accommodated within the City's debt affordability targets and therefore are not included in the 2019 – 2028 Capital Budget and Plan.

#### **Operating Impact of Completed Capital Projects**

**Table 5: Net Operating Impact Summary** 

	2019 Budget 2020 Pla		Plan 2021		Plan	2019	- 2023	
Projects	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved								
Goorge Street Revitalization			4,425.8	18.0	410.8		4,836.6	18.0
New Emergency Shelters								
(7 sites in 2019 and an additional 4 in 2020)	10,907.5		12,696.0		9,964.5		33,568.0	
Central Intake Call Centre -	25.3		1,288.8				1,314.1	
Sub-Total: Previously Approved	10,932.8		18,410.6	18.0	10,375.3		39,718.7	18.0

The 10-Year Capital Plan will increase future year Operating Budgets by \$39.719 million net over the 2019 - 2028 period, primarily due to the addition of 11 emergency shelters expected to open between 2019 and 2020. Seven of these shelters are expected to be operational by the end of 2019.

Further, the opening of 2 permanent shelters required to implement the Seaton House Transition Plan under Phase 2 of the GSR project will result in operating pressures of \$4.425 million in 2020. Funding will support the operations of these facilities as well as the cost of 18 full time permanent positions required to operate them.

Additional staff complement of 13 temporary positions added in 2018 required for the expansion and modernization of SSHA's Central Intake function will result in incremental operating costs of \$1.314 million over the 10-year Capital Plan.

The 2019 operating costs of \$10.933 million for all these projects, mentioned above, have been included in the 2019 Operating Budget for Shelter, Support and Housing Administration and any future operating impacts will be reviewed each year as part of the annual Operating Budget process.



PROGRAM SUMMARY

## Social Development, Finance & Administration

#### What We Do

Social Development, Finance and Administration (SDFA) provides leadership on the City's social inclusion and community safety agenda of building safe, strong neighbourhoods and communities. Through internal, intergovernmental and community partnerships, the Program leads integrated service planning and delivery, and responds to other community social needs through social policy research and analysis, to improve individual and neighbourhood outcomes. The Division provides financial and program support and oversight to operating programs to ensure Community and Social Services' objectives are met.

SDFA delivers the following services:

- Community and Neighbourhood Development
- Community Partnership Investment Program
- Financial Management and Program Support
- Social Policy and Planning
- Toronto Office of Partnerships
- Corporate Leadership (DCM)

#### Why We Do It

SDFA provides leadership in the City of Toronto to develop and implement a social inclusion and community safety agenda for the City, fosters safe and strong neighbourhoods and communities, promotes community engagement and advances life skill opportunities for youth.

#### **Our Experience & Success**

- Responded to 654 violent and traumatic critical incidents in communities
- Secured \$6.8M over 5 years from the Federal Govt. National Crime Prevention Strategy to address gun violence in the City
- Provided 204 Toronto Community Housing Corporation (TCHC) rooming house units with supportive housing and put 143 previously closed TCHC units back in service
- Established the Confronting Anti-Black Racism Unit
- Connected 6,074 youth to meaningful employment supports through various youth programs

#### **Key Challenges**

- Strengthening crisis response and violence prevention
- Concentrated and growing disadvantage for vulnerable youth, particularly in social housing communities, including hyperexposure to violence, elevated mental health concerns, and intensified youth unemployment
- Meeting community needs and resident expectations about addressing inequities and social cohesion

#### **Priority Actions**

- •\$2.6M added to 2019 Budget to fully implement the Toronto Youth Equity Strategy by focusing on initiatives to support alternatives to criminalization and youth development and employment
- •\$1.2M included in 2019 Base Budget to address inequities through the Confronting Anti-Black Racism Action Plan
- •\$2.4M added to 2019 Budget to implement the Transit Fare Equity Program Phase 2 to provide transit discount to childcare subsidy recipients

#### **Budget At A Glance**

OPERATING BUDGET								
\$Million	2019	2020	2021					
Gross Expenditures	\$74.3	\$73.8	\$73.8					
Revenues	\$25.9	\$22.2	\$21.2					
Net Expenditures	\$48.4	\$51.6	\$52.6					
Approved Positions	183.0	185.0	184.0					

#### **Our Key Service Levels**



Respond to **600** violent incidents; Support **25** local safety networks



Coordinate and monitor implementation of **15** interdivisional social policies



Manage **\$2B**Provincial & Federal
Subsidies for costshared programs



Provide employment supports to **6,000** youth



Manage **\$20.8M** in grants and provide funding to 448 agencies and 737 programs

Source of image: www.icons8.com

#### **Key Service Deliverables**

Support low-income residents through expanding the Transit Fare Equity program

Facilitate meaningful interventions for young people most vulnerable to violence and crime through youth violence prevention and youth equity initiatives

Develop and deliver Community Benefits Framework

Continue implementation of the Confronting Anti-Black Racism Action Plan

Develop and deliver second Term Action Plan of the Toronto Poverty Reduction Strategy

Connect youth furthest from the labour market to employment, education and training opportunities through the Toronto Youth Partnership and Employment Program

#### Who We Serve

# Community & Neighbourhood Development

- City Programs & Agencies
- Community Service Providers/Groups
- Employers
- Families
- Members of Council
- Neighbourhoods
- Other Orders of Government/Funding Sources
- Residents

Social Policy & Planning

- Mayor/Council
- Deputy City Manager
- City Manager
- City Programs under Community and Social Services
- ABCs
- Communities/Public

## Financial Management & Program Support

- City Manager
- Deputy City Manager
- Corporation
- City Programs under Community and Social Services
- Taxpayer/Public

## Toronto Office of Partnerships

- Other orders of government
- Non-Government Organizations
- Charitable Organizations
- Philanthropists
- Priority Neighbourhoods

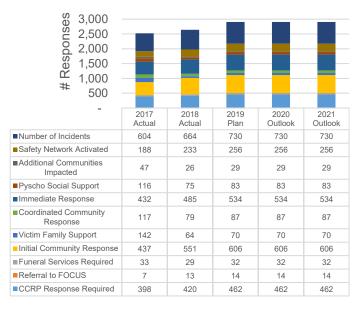
#### Corporate Leadership (DCM)

- City Programs under Community and Social Services
- Toronto Public Health

#### **How Well We Are Doing**

#### **Performance Measures**

#### Outcome Measure - Critical Incident Response Management - Incidents and Responses



#### **Behind the Numbers**

- The 2019 Operating Budget includes \$9.219 million in funding provided through National Crime Prevention Grant and TCHC Violence Reduction Strategy to strengthen crisis response within communities and invest in youth violence prevention programs. National Crime Prevention Grant and TCHC Violence Reduction Strategy programming are subject to the receipt of Federal and Provincial funding.
- SDFA provides crisis response to communities and individuals when violent incidents occur. Each incident may receive more than one type of response depending on need.
- The Program has seen a steady increase in the number of incidents in the prior years, which inform the outlooks for 2020 and 2021.

## Outcome Measure - Youth Development - Employment

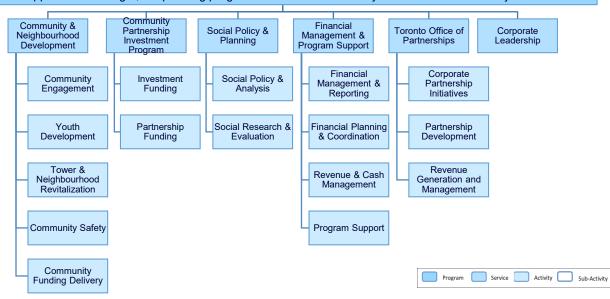


- The 2019 Operating Budget includes \$2.578 million to fully implement the Toronto Youth Equity Strategy by focusing on initiatives to support alternatives to criminalization and youth development and employment.
- SDFA provides youth development and employment programs. Youth most vulnerable to violence and multi-barrier youth benefit greatly from high engagement.
- SDFA expects to engage more than 6,000 youth in 2019 and connect them to the labour market through various employment programs.

#### PROGRAM MAP

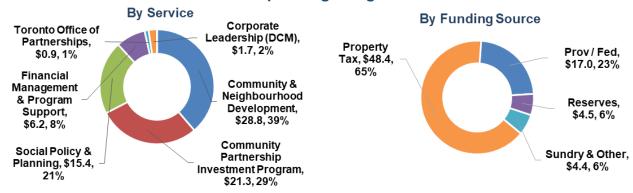
#### Social Development, Finance & Administration

The Program provides leadership on the City's social inclusion and community safety agenda of building safe, strong neighbourhoods and communities. Through internal, inter-governmental and community partnerships, the Program leads integrated service planning and delivery, and responds to other community social needs through social policy research and analysis, to improve individual and neighbourhood outcomes. The Division provides financial and program support and oversight, to operating programs to ensure Community and Social Services' objectives are met.



#### 2019 OPERATING BUDGET HIGHLIGHTS

#### 2019 Operating Budget \$74.3M



- 7
- **22.1%** Budget increase over 2018 Approved Net Operating Budget to maintain existing service levels and meet additional service demands.
- **\$0.106M** base expenditure reductions and revenue changes through the adjustment of budget to actual experience, base revenue changes with continued draw from the SAS reserve used as a bridging strategy for SPIDER program funding.
- **\$14.670M** New/enhanced funding to strengthen crisis response within communities and youth violence prevention, initiatives to expand youth development and employment programs and extending Transit Fare Equity to eligible child care fee subsidy recipients.
- 2020/2021 Increases primarily attributable to the annualization of Phase 2 of the Transit Fare Equity Program as well as known inflationary adjustment for salaries and benefits and the CPIP Grant program.

#### 2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Operating Budget and Plan by Service

	201	18		2019				Increment	al Change
	Budget	Actual	Base	New /	Total Budget			2020	2021
(In \$000s)	Budget	Actual	Dase	Enhanced	Total Budget	Char		Plan	Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
Community & Neighbo	ourhood Dev	/elopment							
Gross Expenditures	16,358.6	16,535.6	17,222.3	11,562.4	28,784.7	12,426.1	76.0%	(3,012.5)	(497.7)
Revenue	10,437.9	9,828.9	10,951.8	8,728.9	19,680.7	9,242.8	88.5%	(3,345.4)	(714.2)
Net Expenditures	5,920.7	6,706.7	6,270.5	2,833.5	9,104.0	3,183.3	53.8%	332.9	216.5
<b>Community Partnersh</b>	ip Investme	nt Program							
Gross Expenditures	20,991.8	21,071.5	20,785.3	535.0	21,320.3	328.5	1.6%	444.8	464.9
Revenue	650.0	745.0	0.0	490.0	490.0	(160.0)	(24.6%)	0.0	0.0
Net Expenditures	20,341.8	20,326.5	20,785.3	45.0	20,830.3	488.5	2.4%	444.8	464.9
Social Policy & Planni	ng								
Gross Expenditures	10,798.8	7,578.2	12,839.0	2,572.1	15,411.1	4,612.3	42.7%	2,195.7	(18.8)
Revenue	3,296.9	1,604.3	2,649.8	195.1	2,844.8	(452.1)	(13.7%)	(98.4)	(197.4)
Net Expenditures	7,501.9	5,973.9	10,189.3	2,377.0	12,566.3	5,064.4	67.5%	2,294.1	178.7
Financial Managemen	t & Program	Support							
Gross Expenditures	6,116.6	6,180.2	6,213.3		6,213.3	96.7	1.6%	118.8	67.0
Revenue	2,006.7	1,479.8	1,964.9		1,964.9	(41.8)	(2.1%)	3.6	7.5
Net Expenditures	4,109.9	4,700.5	4,248.4		4,248.4	138.5	3.4%	115.1	59.5
<b>Toronto Office of Part</b>	nerships								_
Gross Expenditures	821.6	1,000.0	854.8		854.8	33.2	4.0%	23.3	17.6
Revenue	117.9	349.1	134.9		134.9	17.0	14.4%	4.1	3.2
Net Expenditures	703.7	650.9	719.9		719.9	16.2	2.3%	19.3	14.4
Corporate Leadership	(DCM)								_
Gross Expenditures	1,597.9	1,365.8	1,740.6		1,740.6	142.7	8.9%	(277.3)	(62.9)
Revenue	506.1	85.4	791.9		791.9	285.8	56.5%	(310.9)	(85.0)
Net Expenditures	1,091.8	1,280.4	948.6		948.6	(143.1)	(13.1%)	33.6	22.1
Total									
Gross Expenditures	56,685.4	53,731.3	59,655.3	14,669.5	74,324.8	17,639.4	31.1%	(507.1)	(29.8)
Revenue	17,015.6	14,092.5	16,493.3	9,413.9	25,907.3	8,891.7	52.3%	(3,747.0)	(986.0)
Total Net Expenditures	39,669.8	39,638.8	43,162.0	5,255.5	48,417.5	8,747.7	22.1%	3,239.9	956.2
Approved Positions	169.0	154.0	164.0	19.0	183.0	14.0	8.3%	2.0	(1.0)

#### Base Changes (\$3.492M Net)

- Annualized costs of Transit Fare Equity – Phase 1 (OW/ODSP recipients).
- Inflationary increase for the Community Partnership Investment Program (CPIP) Grant.
- Above pressures partially offset by the adjustment of 2019 budget expenditure lines based on actual experience and continued draw from the SAS reserve used as a bridging strategy for SPIDER program funding.

## New/Enhanced Service Priorities (\$14.670M Gross / \$5.256M Net)

- National Crime Prevention Grant and TCHC Violence Reduction Strategy programming to strengthen crisis response and violence reduction with an addition of 9.0 new positions, subject to Federal and Provincial funding.
- Fully implement the Toronto Youth Equity Strategy by focusing on alternatives to criminalization initiatives with an addition of 9.0 new positions.
- Phase 2 of the Transit Fare Equity program to extend discounted fare to eligible child care fee subsidy recipients.
- Support the implementation of the Woodbine Community Benefits Agreement by adding 1.0 new position.
- Establish the East Scarborough Works program to connect local youth in need of employment to local jobs.

#### **Future Year Plan**

- Inflationary increases for salaries and benefits and CPIP Grant.
- Annualization of Phase 2 of Transit Fare Equity for eligible child care fee subsidy recipients.

#### **EQUITY IMPACTS**

Increasing access to services, employment/training and public transit for persons with low income, racialized youth and women:

Social Development, Finance & Administration's 2019 Operating Budget includes investments for a range of youth development and violence intervention programs, which will have a positive impact on youth most vulnerable to violence and crime, particularly low-income, racialized and Black youth. Specific programs are designed to address gender-based violence in order to improve the safety and security of young women. Some of these investments are funded through the City's tax base, while others are reliant on grants from the federal government.

The 2019 Operating Budget also includes funding for the expansion of the Fair Pass Program to eligible residents receiving child care fee subsidy, which will increase access to public transit for low income residents, particularly women. An investment of \$0.095 million to support the implementation of the Rexdale – Woodbine Casino Community Benefits Agreement will have a positive impact on low income residents' access to employment and training opportunities.

These investments advance the Youth Equity Strategy and Poverty Reduction Strategy.



**PROGRAM SUMMARY** 

## **Toronto Paramedic Services**

#### What We Do

Toronto Paramedic Services provides 24-hour paramedic care in response to life-threatening emergency medical calls. Toronto Paramedic Services (PS) delivers the following services:

- Community Paramedicine & Emergency Call Mitigation
- Emergency Medical Dispatch & Preliminary Care
- Emergency Medical Care

PS has stewardship over 45 ambulance stations (including a Multi-Function Station) and 220 ambulances and response vehicles to support service delivery.

#### Why We Do It

Toronto Paramedic Services protects and improves the quality of life in Toronto by providing superior and compassionate pre-hospital and out-of-hospital, paramedic-based health care.

#### **Our Experience & Success**

- Continue to work towards their long-term strategy which focuses on migrating towards a Multi-Function Facility System to improve operational efficiencies to accommodate growth in emergency call demand. 2018 marked the year that the first Multi-Function Station became fully operational.
- Continued improvement in 911 call mitigation seen from the Community Paramedicine Programming which provides primary medical care and referrals that support aging at home, health promotion, illness and injury prevention.
- •Emergency call response times significantly improved from 2010 to 2017, with 2017 at an all-time low since 2003 of 11.5 minutes, 90% of the time

#### **Key Challenges**

- Increased emergency call demand and emergency patient transports due to an aging and growing population.
- Ensuring the health and safety of all Paramedic Services staff.
- Increased patient acuity equates to greater need for specialized care due to 17% increase in stroke, trauma, STEMI (heart attacks) transports.
- Polarized Socio-Economic Status within the City results in: Fragmented support systems; Reliance on paramedic and public services; Increase in vulnerable and marginalized populations.

#### **Priority Actions**

- •The 2019 Staff Recommended 10-Year Capital Plan includes \$62.670 million for 3 multi-function stations and 2 ambulance posts as continued investment in infrastructure to support growth and improve service delivery.
- •The 2019 Staff Recommended Capital Plan provides \$29.940 million for the lifecycle replacement of medical equipment (including defibrillators and power stretchers) and Communication equipment.
- •Funding of \$0.353 million for 5 additional Community Paramedics is included in the 2019 Staff Recommended Operating Budget to continue call diversion strategies.

#### **Budget At A Glance**

OPERATING BUDGET								
\$Million	2019	2020	2021					
Gross Expenditures	\$233.5	\$235.6	\$237.2					
Revenues	\$147.8	\$147.9	\$148.1					
Net Expenditures	\$85.7	\$87.7	\$89.1					
Approved Positions	1,484.3	1,482.3	1,481.3					

10-YEAR CAPITAL PLAN										
\$Million	2019	2020-2028	Total							
Gross Expenditures	\$3.4	\$92.5	\$95.9							
Debt	\$2.2	\$39.4	\$41.6							
Note: Excluding 2018	carry forw	ard funding to	2019							

#### **Our Key Service Levels**



Provide an estimated **243,994** emergency patient transports



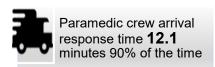
Deliver a minimum of **800** emergency medical training courses



Process an estimated **440,818** emergency calls at the Central Ambulance Communications Centre



**5,250** referrals of vulnerable patients by Paramedics to community health agencies to allow supportive aging at home



Source of Image: www.icons8.com

#### **Key Service Deliverables**

**24**-hour, **365** days per year emergency medical response for the city of Toronto with 45 ambulances stations and a fleet of 220 ambulances

Response times to life-threatening emergency calls within 12.1 minutes, 90% of the time

Transport estimated **243,994** emergency patients to hospitals

Respond to an estimated 343,572 medical emergencies, a 4% increase over 2018 of 330,358

Provide 800 First-Aid/CPR and Public Access Defrillation training courses

The Community Paramedicine Program will mitigate over **4,000** emergency calls

Paramedics will refer 5,250 vulnerable patients to community health agencies to allow for aging at home

Achieve the provision of 37,800 hours of continuing medical education for PS staff

Maintain and provide oversight of 1,581 Automatic External Defibrillators for public access

#### Who We Serve

#### Community Paramedicine & Emergency Call Mitigation

- 911 Callers
- Health Care Providers
- Hospitals
- Incident Victims

#### Beneficiaries

• Residents & Visitors

### Emergency Medical Dispatch & Preliminary Care

- 911 Callers
- Hospitals
- Incident Victims

#### Beneficiaries

• Residents & Visitors

#### **Emergency Medical Care**

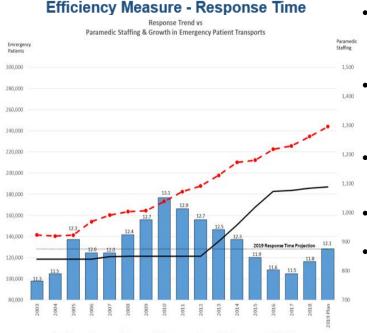
- 911 Callers
- Hospitals
- Patient

#### Beneficiaries

· Residents & Visitors

#### **How Well We Are Doing**

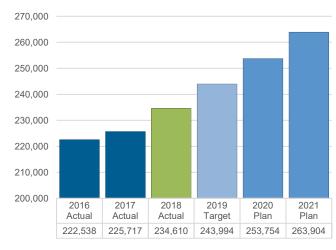
#### **Performance Measures**



#### **Behind the Numbers**

- Response time refers to the entire time elapsed between answering the phone at PS' dispatch centre to the arrival of the paramedics at the scene of the emergency.
- With increased staffing levels and through implementation of service efficiency initiatives, response time improved to 11.5 minutes, 90% of the time, in 2017.
- For 2018, response time was 11.8 minutes, 90% of the time due to an aging and growing population.
- Response time for 2019 is anticipated to increase from 2018 levels.
- The 2019 Budget includes funding of \$0.353 million for expansion of the Community Paramedicine at Home initiative which provides athome care and health care referrals thereby mitigating 911 call demand pressure.

#### Output Measure - Number of Emergency Transports Provided

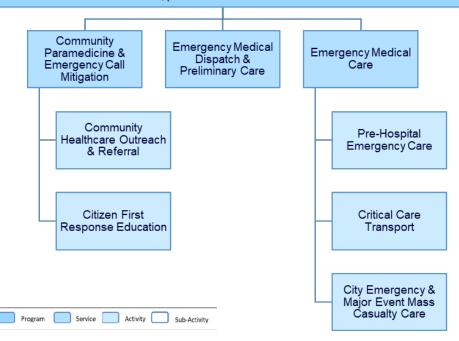


- PS has experienced an approximately 4% annual increase in emergency transports provided per year as a result of an aging and growing population.
- Emergency patient transports provided by PS are increased by 8,893 transports from 2017 to 2018.
- PS anticipates the increasing transport demand trend to continue into 2019 and projects 9,384 additional transports over 2018.

#### **PROGRAM MAP**

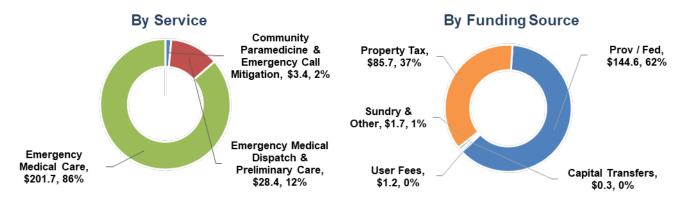
#### **Toronto Paramedic Services**

Toronto Paramedic Services is an industry leading, public service organization that exists to protect the quality of life in Toronto by providing superior and compassionate pre-hospital and out-of-hospital medical care, responding to patients with health emergencies and to the special needs of vulnerable communities through integrated, mobile, paramedic-based health care.



#### 2019 OPERATING BUDGET HIGHLIGHTS

#### 2019 Operating Budget \$233.5M





- **5.6%** Budget increase over the 2018 Approved Net Operating Budget to maintain existing service levels and meet additional service demands, primarily attributable to inflationary increases in salaries and benefits, increased costs related to legislative changes, increased operational expenditures as a result of growth in call demand and patient transports.
- **\$0.353M** New/enhanced funding to continue 911 call mitigation efforts in Community Paramedicine and to deliver a primary care paramedic education program to low-income residents.
- **2020/2021** Increases primarily attributable to inflationary adjustments for salaries and benefits, partially offset by increases in provincial subsidies.

#### 2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Operating Budget and Plan by Service

	201	8		2019				Increment	al Change
(In \$000s)	Budget	Actual	Base	New / Enhanced	Total CN Approved Budget	Chan	ıges	2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
Community Paramedic	ine & Emer	gency Cal	I Mitigation						
Gross Expenditures	3,069.4	2,759.8	3,074.7	353.2	3,427.9	358.5	11.7%	451.7	85.9
Revenue	2,374.2	2,553.2	2,032.9		2,032.9	(341.3)	(14.4%)	744.6	216.7
Net Expenditures	695.1	206.6	1,041.8	353.2	1,395.0	699.9	100.7%	(293.0)	(130.8)
<b>Emergency Medical D</b>	ispatch & P	reliminary	Care						
Gross Expenditures	29,017.1	27,910.7	28,396.1		28,396.1	(621.0)	(2.1%)	174.4	172.1
Revenue	28,347.2	28,242.9	28,180.2		28,180.2	(167.0)	(0.6%)	(335.4)	11.8
Net Expenditures	669.9	(332.2)	215.9		215.9	(454.0)	(67.8%)	509.8	160.4
<b>Emergency Medical C</b>	are								
Gross Expenditures	192,365.7	194,998.4	201,382.3	350.0	201,732.3	9,366.6	4.9%	1,445.6	1,359.8
Revenue	112,547.1	111,938.8	117,257.7	350.0	117,607.7	5,060.6	4.5%	(314.5)	(37.0)
Net Expenditures	79,818.7	83,059.6	84,124.6		84,124.6	4,305.9	5.4%	1,760.1	1,396.7
Total								)	
Gross Expenditures	224,452.2	225,669.0	232,853.1	703.2	233,556.3	9,104.1	4.1%	2,071.7	1,617.8
Revenue	143,268.5	142,735.0	147,470.8	350.0	147,820.8	4,552.3	3.2%	94.8	191.5
Total Net Expenditures	81,183.7	82,934.0	85,382.3	353.2	85,735.5	4,551.8	5.6%	1,976.9	1,426.3
Approved Positions	1,477.3	1,457.3	1,477.3	7.0	1,484.3	7.0	0.5%	(2.0)	(1.0)

#### Base Changes (\$4.199M Net)

- Salary & benefit increases due to inflation, the effects of legislative changes and the 2018 arbitration award.
- Increases in medical supplies, materials and fleet maintenance costs due to the growth in emergency call volumes and patient transports.
- Above pressures partially offset by increases in Ministry of Health (MOH) grant funding.

## New/Enhanced Service Priorities (\$0.353M Gross / \$0 Net)

- Addition of 5.0 permanent Community Paramedic positions and operating expenditures of 4 vehicles to support the 911 call mitigation efforts of the Community Paramedicine at Home Program.
- Addition of 2.0 Education Superintendents and operating supplies to support the Primary Care Paramedic Training Program delievered to low-income residents, fully funded through the Provincial Program Delivery funding.

#### **Future Year Plan**

- Inflationary increases in salaries and benefits, partially offset by increases in Provincial funding.
- Operating impact of capital projects on completion and inflationary/exchange rate increases for reserve fund contributions.

#### **EQUITY IMPACTS**

Increasing access to services for vulnerable seniors and persons with disabilities as well as employment opportunities for persons with low income: Toronto Paramedic Services' 2019 Operating Budget includes an investment of \$0.353 million for expansion of the Community Paramedicine at Home Program to mitigate dependency of residents on 911 as a primary means of health care, which will have a positive impact on persons with low income, vulnerable seniors, and persons with disabilities, increasing their access to health services.

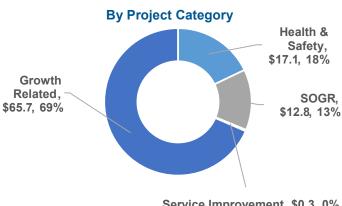
The budget also includes an investment of \$0.350 million to continue implementing the Primary Care Paramedic Training Program, which provides training, as well as financial and employment benefits to unemployed and underemployed residents of Toronto. These investments support the Toronto Seniors Strategy and Poverty Reduction Strategy.

#### 10-YEAR CAPITAL PLAN HIGHLIGHTS

2019 Capital Budget \$3.425M

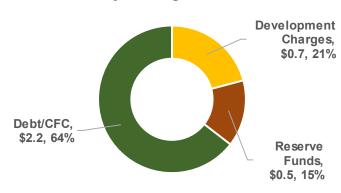
By Project Category SOGR, \$1.6, 48% Growth Related. \$1.5. 44% Service

2019-2028 Capital Budget and Plan \$95.890M

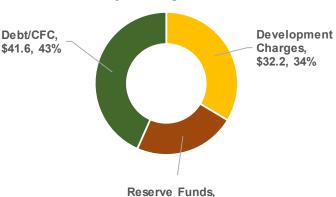


Service Improvement, \$0.3, 0%

**By Funding Source** 



**By Funding Source** 



10 YEARS

YEAR

Improvement. \$0.3, 8%

- **\$1.650M** Continue funding lifecycle replacement projects for Mobile Data Communications. Radio Infrastructure for Portable Coverage and Medical Equipment.
- \$1.000M Continue funding the purchase/remounting of 5 Additional Ambulances.
- **\$0.295M** Continue the preliminary design and preparation phase of Multi-Function Station #2.
- **\$0.280M** Expand the fleet of the Community Paramedicine at Home Program by adding 4 Community Paramedicine Vehicles.
- **\$0.200M** Begin the plan and design of stand-alone Ambulance Post to augment services to be provided by multi-function stations.

\$17.140M Health & Safety and Legislated projects to purchase and replace cardiac defibrillators and mechanical power stretchers.

\$22.1, 23%

- **\$65.670M** Growth projects which include 3 multi-function stations, 2 ambulance posts and an additional 15 ambulances to address increasing service demands.
- **\$0.280M** Service Improvement projects to expand the Community Paramedicine emergency response vehicle fleet.
- \$12.800M State of Good Repair projects for mobile data equipment, ambulance radio, portable radio and medical equipment replacement.

#### 2019 - 2028 CAPITAL BUDGET & PLAN OVERVIEW

#### 10-Year Capital Plan by Project Category

**Table 4: Summary of Capital Projects by Project Category** 

	Total App'd												Total
(In \$000s)	Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Project Cost
Total Expenditures by Category Health & Safety													
Defibrillator Replacement Purchases Power Stretchers	400				2,640 1.600	2,640 1.600	660 1.600	1.600	1.600	1.600	1.600	5,940 11,200	5,940 11.600
Sub-Total	400				4,240	4,240	2,260	1,600	1,600	1,600	1,600	17,140	17,540
State of Good Repair													
Medical Equipment Replacement Program Mobile Data Communications	330 500	500 300	500 300	500 300	525 300	525 300	550 250	550 550	550 300	575 300	575 330	5,350 3.230	5,680 3,730
Radio Infrastructure for Portable Coverage	550	850	1,750	400	000	000	200	000	000	610	610	4,220	4,770
Sub-Total	1,380	1,650	2,550	1,200	825	825	800	1,100	850	1,485	1,515	12,800	14,180
Service Improvement													
Community Paramedicine Vehicles	339	280										280	619
Sub-Total	339	280										280	619
Growth Related													
Additional Ambulances Ambulance Post Program	3,801	1,000 200	1,000 1,400	1,000 400	150	505	1,345					3,000 4,000	6,801 4,000
Multi-Function Station #2	800	295	5,396	5,854	8,974	4,481						25,000	25,800
Multi-Function Station #3 Multi-Function Station #4						500	4,000	6,454	7,596 400	950 4,650	9,120	19,500 14,170	19,500 14,170
Sub-Total	4,601	1,495	7,796	7,254	9,124	5,486	5,345	6,454	7,996	5,600	9,120	65,670	70,271
Total Expenditures by Category (excluding carry													
forward from 2018)	6,720	3,425	10,346	8,454	14,189	10,551	8,405	9,154	10,446	8,685	12,235	95,890	102,610

<sup>\*</sup>Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2018, excluding ongoing capital projects (i.e. Civic Improvement projects)

#### 2019 - 2028 Key Capital Projects

Capital projects funded in the 10-Year Capital Plan support Toronto Paramedic Services long-term strategy of improving service delivery by building multi-function stations for more efficient staff deployment and asset management while also investing in health and safety, state of good repair (SOGR) and service improvement to ensure ongoing replacement and purchases of medical and mobile data equipment, and emergency response vehicles.

#### Health and Safety

- Health and Safety projects account for \$17.140 million or 17.9% of the total 10-Year Capital Plan's expenditures for the purchase and lifecycle replacement of medical equipment.
  - The *Defibrillator Replacement Purchases* project (\$5.940 million) provides funding for the replacement of 240 Cardiac Monitor Defibrillators with an estimated life of 5 to 7 years. These highly technical medical devices are able to assess the presence of electrical activity within cardiac muscles.
  - The *Power Stretchers* project (\$11.200 million) provides funding for the replacement power stretchers which reduce health and safety risks related to heavy lifting by paramedics. With a lifespan of 5 years, total funding of \$11.200 million is planned beginning in 2022 for the regular replacement program that will replace 40 stretchers each year.

#### State of Good Repair (SOGR)

- SOGR projects account for \$12.800 million or 13.3% of the total 10-Year Capital Plan's expenditures for the following projects.
  - The Medical Equipment Replacement Program project (\$5.350 million) provides funding for the annual replacement of stair chairs, scoop stretchers, spine boards, etc. to maintain the equipment in a state of good repair.
  - The *Mobile Data Communications* project (\$3.230 million) provides funding for the replacement of mobile data equipment to be installed in approximately 27 ambulances annually.

■ The Radio Infrastructure for Portable Coverage project (\$4.220 million) provides funding to replace 200 radios for use in ambulance vehicles and 200 portable radios for Paramedics with a lifecycle replacement of 10 years. This includes the Dispatch Console Replacement sub-project for \$2.000 million which provides funding for the next Generation 911 (NG911) system. NG911 is a new technology aiming to upgrade the current 911 service infrastructure.

#### Service Improvement

- Service Improvement projects amount to \$0.280 million or 0.3% of the total 10-Year Capital Plan's spending plan.
  - The Community Paramedicine Vehicles project (\$0.280 million) provides funding to expand the Program's Fleet by 4 emergency response vehicles for an enhanced service priority in the 2019 Operating Budget, Community Paramedicine at Home Program Expansion, which will add 5 Community Paramedics in 2019.
    - This investment concludes a 2-year plan that added 8 emergency response vehicles and 10 paramedics, as part of the City's Seniors Strategy, to provide coverage throughout the City from 6:00am to midnight with the potential for 24-hour coverage, 7 days a week and which helps mitigate 911 emergency medical call demand.
    - Approval of the 2019 funding for this project is subject to the approval of the new/enhanced service priority funding included in the 2019 Operating Budget for the expansion of PS's Community Paramedicine at Home Program.

#### Growth Related

- Growth Related projects account for \$65.670 million or 68.5% of the total 10-Year Capital Plan's expenditures.
  - The Additional Ambulances project (\$3.000 million) provides funding for the remounting/purchase of 5 ambulances per year in 2019, 2020 and 2021 which are required to address ongoing growth in emergency call demand and patient transports.
  - The Ambulance Post Program project (\$4.000 million) provides funding for the construction of 2 smaller storefront posts to augment services to be provided in Multi-Function Station catchment areas. Paramedics will begin and end their shifts at Multi-Function Stations but will be deployed during to strategic posts while waiting to respond to their next emergency response call and for rest and meal breaks.
    - Ambulance Post 1 required in the Rexdale/Woodbine area. The construction will align with Fire Service's Woodbine Development project.
    - Ambulance Post 2 required in the City for the Multi-Function Station at 1300 Wilson Avenue.
       Specific site to be determined.
  - 3 Multi-Function station projects with 20 or more ambulance bays to facilitate greater efficiencies in staff deployment and asset management for an increasing number of ambulance vehicles.
    - The Multi-Function Station #2 project with funding of \$25.000 million for the construction of the new facility on City-owned property in the Progress Avenue & Kennedy Road area starting towards the end of 2019.
    - The *Multi-Function Station #3* with funding of \$19.500 million for project design and site preparation planned in 2023/2024 and expected completion by 2027.
    - The *Multi-Function Station #4* with funding of \$14.170 million for project design and site preparation planned in 2026 and expected completion by 2029.

#### **Operating Impact of Completed Capital Projects**

**Table 5: Net Operating Impact Summary** 

	2019 E	Budget	2020	Plan	2021	Plan	2022	Plan	2023	Plan	2019 -	2023	2019 -	2028
Projects	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	<b>Positions</b>	\$000s	<b>Positions</b>
Previously Approved														
Additional Ambulances	189		(108)								81		81	
Multi-Function Station #2							1,023		132		1,155		833	
Sub-Total: Previously Approved	189		(108)				1,023		132		1,236		914	
New Projects - 2019													65	
Additional Ambulances	23		2		(7)		224		(112)		130		130	
Power Stretchers	(65)										(65)		(65)	
Sub-Total: New Projects - 2019	(42)		2		(7)		224		(112)		65		65	
New Projects - Future Years													1,242	
Additional Ambulances			260		148		(99)		(20)		289		289	
Ambulance Post Program					10		(5)				5		10	
Defibrillator Replacement Purchases													42	
Multi-Function Station #3													901	
Sub-Total: New Projects - Future Years			260		158		(104)		(20)		294	_	1,242	
Total (Net)	147		154		151		1,143				1,595		2,221	

The 10-Year Capital Plan will increase future year Operating Budgets by \$2.221 million net over the 2019 - 2028 period, primarily due to operational costs of Multi-Function Station #2 beginning in 2022, Multi-Function Station #3 beginning in 2026 and inflationary and exchange rate increases for Vehicle and Equipment Reserve contributions.

For 2019, the operating impact of \$0.147 million net comprises of:

- An increase of \$0.212 million net for the Additional Ambulances project for inflationary and exchange rate
  increases in the Vehicle and Equipment Reserves which will ensure adequate funding to cover maintenance
  and replacement costs.
- An increase in Provincial funding revenue of \$0.065 million net for costs of the *Power Stretchers* project now eligible for 50% subsidy.

The 2019 operating costs for the projects mentioned above have been included in the 2019 Operating Budget for PS and any future operating impacts will be reviewed each year as part of the annual Operating Budget process.



**PROGRAM SUMMARY** 

# **Toronto Employment & Social Services**

#### What We Do

Through a network of 19 offices, Toronto Employment & Social Services (TESS) manages the third largest social assistance delivery system in Canada. Under the authority of the Ontario Works (OW) Act and Regulations, TESS provides employment services, financial assistance and social supports to Toronto residents to strengthen their social and economic well-being in their communities. TESS delivers the following services:

- **Employment Services**
- Integrated Case Management and Service Planning
- Financial Supports

#### Why We Do It

Together we encourage purpose and possibility to help the people we serve pursue their best lives. Our vision is to strengthen the social and economic well-being of Torontonians in their communities. Our mission is to provide employment services, financial benefits and social supports that make our vision a reality. Our work is to:

- Develop and provide integrated employment services, supports and opportunities.
- Deliver financial benefits.
- Advocate for policies, programs and services that better support Torontonians in their communities.
- Invest in skilled staff at all levels to respond to a dynamic environment.

#### **Our Experience & Success**

- •31,882 clients left OW for work or started a job placement
- Developed and updated 190,162 individual service plans
- Supported racialized youth and adults to address personal and systemic barriers to employment
- ·Launched Phase 1 of the Fair Pass Discount Program with over 37,500 Fair passes issued
- Implemented 3 co-located sites with ODSP
- Served 2,000+ youth and worked with 330+ employers through the PAYE program to connect 1,000 youth to jobs and/or work-based learning opportunities
- Advanced the City's Human Services Integration objectives, including the development of a new Knowledge Base tool.

#### **Key Challenges**

- distant from the labour market, remain on social assistance longer and require more intensive supports to transition to employment.
- •More than 50% of jobs in the GTHA are defined as precarious and Toronto's youth unemployment rate is double the overall rate and amongst the highest in any Canadian city.
- Expectations are that provincial OW policy changes together with a continued growth in refugee cases will result in higher caseloads in 2019.
- Provincial changes focusing on improvements to the Social Assistance system over the next few years will have budget implications.

#### **Priority Actions**

- •OW recipients are increasingly more •Enhance client outcomes through high impact activities such as service planning - goal-oriented service plans informed by client needs, skills and interest
  - Focus on connecting OW clients to employment opportunities and/or relevant programs and services that increase employability
  - Additional funding of \$1.803 million net and 21 positions is recommended to manage an increased caseload of 2,000 to address growth in refugee cases and OW policy changes.
  - · Actively partner with the province to modernize social assistance delivery with the aim of improving client outcomes, achieving efficiencies and reducing barriers (e.g.'My Benefits' online portal, Electronic document management system)

#### **Budget at a Glance**

OPER	RATING B	UDGET	
\$Million	2019	2020	2021
Gross Expenditures	\$1,147.6	\$1,178.4	\$1,199.8
Revenues	\$1,056.6	\$1,082.0	\$1,102.6
Net Expenditures	\$91.0	\$96.4	\$97.2
Approved Positions	1,911.0	1,911.0	1,909.0

10-YEA	R CAPITA	AL PLAN	
\$Million	2019	2020-2028	Total
Gross Expenditures	\$3.6	\$3.9	\$7.5
Debt	\$0.0	\$0.0	\$0.0
Note: Excluding 2018	carry forw	ard funding to	2019

#### **Our Key Service Levels**



**80%** of Service Plans are current



**85%** of eligibility decisions reached within 4 business days



**200,000** of individual service plans developed and updated





11% of clients with employment income



**90%** client satisfaction with Overall Quality and Service Delivery

Source of Image: www.icons8.com

#### **Key Service Deliverables**

Manage an average caseload of **86,000** and assist **28,000** OW clients to find and/or sustain employment

Continue to modernize the delivery of Ontario Works in Toronto to improve effectiveness and efficiency (eg. 'My Benefits' online portal, Electronic document management system, Service Delivery Model)

Improve Service Planning to achieve better client outcomes and enhanced client experience measured through a more holistic and positive understanding of client progress and success

Increase the outcomes of the City's Workforce Development Initiatives (eg. Partnership to Advance Youth Employment (PAYE) program, the Woodbine Community Benefits Agreement, work-based learning opportunities for Toronto youth (18-29), new sector based approaches for unemployed low income Toronto residents)

Continue to implement key programs / strategies that support the City's Poverty Reduction Strategy (eg. Fair Pass Discount Program).

#### Who We Serve

#### **Employment Services**

- Employers
- Low Income (Unemployed & Underemployed) Toronto Residents
- Ontario Works & Ontario Disability Support Program Recipients & Adult Dependants

#### Beneficiaries

- City Divisions & Agencies
- Community Agencies & Network
- Provincial Ministries & Service Canada

## Integrated Case Management and Service Planning

- Ontario Works & Ontario Disability Support Program Recipients & Dependants
- Low Income Toronto Residents

#### Beneficiaries

- City Divisions & Agencies
- Community Agencies
- Provincial Ministries & Service Canada

#### **Financial Supports**

- Ontario Works & Ontario Disability Support Program Recipients & Dependants
- Low Income Toronto Residents

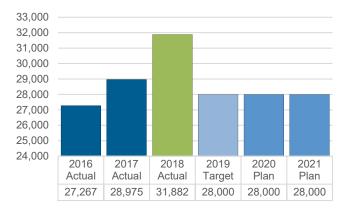
#### Beneficiaries

- City Divisions & Agencies
- Community Agencies
- Provincial Ministries & Service Canada

#### **How Well We Are Doing**

#### **Performance Measures**

## Outcome Measure - Number of OW Clients Placed in Jobs



#### **Behind the Numbers**

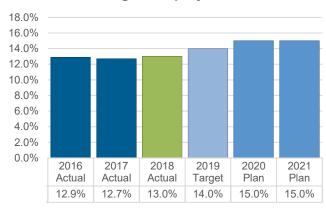
- The number of OW clients that exited OW for employment has increased gradually since 2016 as service levels returned to normal post implementation of the provincial technology SAMS.
- An increasing number of people on OW are more distant from the labour market, and require more intensive supports to transition to employment.
- Given the barriers that many clients are facing who are distant from the labour market, there may be individuals for whom employment is a longer term prospect, at best.

#### Outcome Measure - Total Amount of Benefits Paid to OW Recipients (\$M)



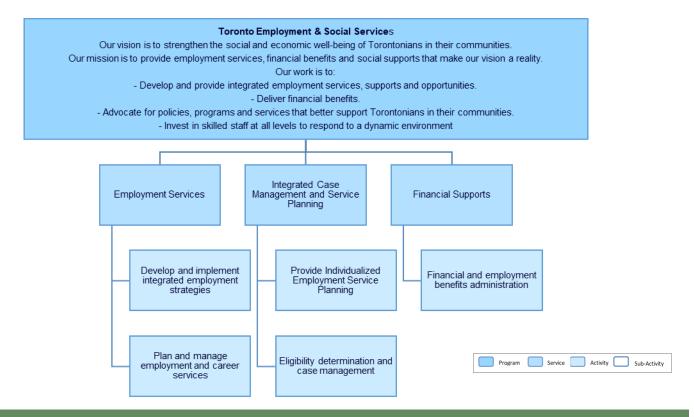
- TESS provides financial assistance and employment benefits for eligible City residents as per the Ontario Works Act and Regulations.
- The projected increase in benefits in 2019 reflects a 2,000 case increase in the caseload along with legislated rate increases.

## Efficiency Measure - % of Terminations Exiting to Employment



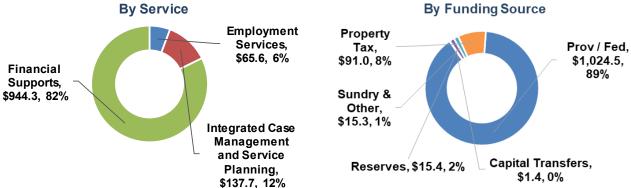
- % of terminations exiting to employment measures the proportion of cases that left the caseload that reported finding employment.
- While an increasing number of people on OW are more distant from the labour market, and require more intensive supports to transition to employment, TESS is targeting for improvements in 2019 due to the increased emphasis on Employment Service Planning and Workforce Development initiatives.

#### **PROGRAM MAP**



#### 2019 OPERATING BUDGET HIGHLIGHTS

#### 2019 Operating Budget \$1,147.6M



- 7
- **0%** Budget increase over the 2018 Approved Net Operating Budget to maintain existing service levels and meet additional service demands.
- **\$8.228M** Efficiency savings as a result of modernization, transformation and innovation initiatives and staff changes.
- **\$0.263M** New/enhanced funding for additional program managers to implement the Woodbine Community Benefits Agreement (CBA) by connecting employers with qualified individuals in receipt of OW from the Woodbine Local Area and for additional security resources at two office locations.
- **2020/2021** Increases primarily for known inflationary adjustments for salaries, benefits and contracts.

#### 2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Operating Budget and Plan by Service

	20 <sup>-</sup>	18		2019				Increment	al Change
(In \$000s)	Budget	Actual	Base	New / Enhanced	Total Approved Budget	Chan	iges	2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
<b>Employment Services</b>									
Gross Expenditures	65,773.0	64,765.2	65,308.7	268.3	65,577.0	(196.0)	(0.3%)	488.5	188.4
Revenue	48,951.5	47,584.0	48,334.7	43.6	48,378.4	(573.1)	(1.2%)	(530.1)	2.3
Net Expenditures	16,821.5	17,181.2	16,974.0	224.6	17,198.6	377.1	2.2%	1,018.6	186.1
Integrated Case Mana	gement and S	Service Plann	ing						_
Gross Expenditures	139,844.1	139,039.3	137,713.1	(15.6)	137,697.4	(2,146.7)	(1.5%)	1,383.5	264.0
Revenue	80,302.1	79,026.1	78,113.1	198.2	78,311.3	(1,990.7)	(2.5%)	(2,184.7)	(229.5)
Net Expenditures	59,542.1	60,013.2	59,600.0	(213.8)	59,386.1	(156.0)	(0.3%)	3,568.2	493.5
Financial Supports									
Gross Expenditures	895,889.0	885,770.7	944,298.1	10.2	944,308.4	48,419.4	5.4%	28,903.6	20,976.0
Revenue	881,249.5	871,962.0	929,868.9	21.0	929,889.9	48,640.4	5.5%	28,096.3	20,854.5
Net Expenditures	14,639.5	13,808.7	14,429.2	(10.8)	14,418.5	(221.1)	(1.5%)	807.3	121.4
Total									_
Gross Expenditures	1,101,506.2	1,089,575.2	1,147,319.9	262.9	1,147,582.8	46,076.6	4.2%	30,775.6	21,428.4
Revenue	1,010,503.0	998,572.1	1,056,316.7	262.9	1,056,579.6	46,076.6	4.6%	25,381.5	20,627.4
Total Net Expenditures	91,003.1	91,003.1	91,003.1		91,003.1	(0.0)	(0.0%)	5,394.1	801.0
Approved Positions	1,985.0	1,905.0	1,909.0	2.0	1,911.0	(74.0)	(3.7%)	0.0	(2.0)

#### **Base Changes** (\$0M Net)

- 21.0 permanent new caseworker positions to manage an increase in caseload of 2,000 due to continued growth in refugee cases and OW policy changes.
- Inflationary increases for salaries and benefits.
- · Annualized costs of 11 positions for the delivery of the Human Services Integration capital project.
- · Above pressures offset by service efficiency savings from 97 FTE reduction representing the final year of TESS' 3-year plan to reduce positions in light of caseload changes and modernization initiatives. Overall, this initiative saw a reduction of 247 positions or 11.7% from 2016 approved staff complement.

#### New/Enhanced Service Priorities Future Year Plan (\$0.263M Gross / \$0 Net)

- Implementation of the Woodbine Community Benefits Agreement (CBA) with the addition of 2.0 permanent program supervisor positions to connect employers with qualified workers in receipt of OW.
- Additional security services at 2 Employment Social Services locations provided by Corporate Security.

- Inflationary increases in salaries and benefits.
- OW rate increases (100%) funded by the province).
- Reversal of 2019 OW Reserve draw utilized as a bridging strategy.

#### **EQUITY IMPACTS**

Increasing access to services and employment for residents with low-income: Toronto Employment and Social Services' 2019 Operating Budget includes an investment of \$0.263 million in support of the Woodbine Casino's Community Benefits Agreement, which will have a positive impact on low-income individuals by increasing their access to employment.

There are also a number of efficiency savings, which includes the Electronic Document Management Project and the Service Delivery Model. Both initiatives seek to reduce unnecessary administrative functions, while simplifying, streamlining, and increasing access to City services and supports for low income residents.

These investments and efficiencies support the Poverty Reduction Strategy's domain of improving quality jobs, liveable incomes as well as improving service access.

#### **10-YEAR CAPITAL PLAN HIGHLIGHTS**





**By Project Category** 

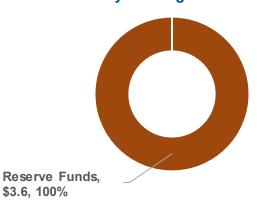
#### 2019-2028 Capital Budget and Plan \$7.510M

**By Project Category** 



Service Improvement, \$7.5, 100%

**By Funding Source** 



**By Funding Source** 



Reserve Funds, \$7.5, 100%

YEAR

\$3.6, 100%

Service

Improvement,

\$3.6, 100%

**\$3.623M** Continue the implementation phase (Phase 2) of the the Human Services Integration (HSI) project in partnership with Children's Services (CS) and Shelter Support and Housing Administration (SSHA).

YEARS

**\$7.510M** Service Improvement project to integrate access and intake to income support programs by implementing a shared contact centre and Customer Relationship Management (CRM) system across TESS, CS and SSHA. Funding by the three partnering divisions will be provided equally from the Reserves/Reserve Funds.

#### 10-Year Capital Plan by Project Category

**Table 4: Summary of Capital Projects by Project Category** 

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
Service Improvement													
HSI Phase 2	2,313	3,623	2,675	1,212								7,510	9,823
Sub-Total	2,313	3,623	2,675	1,212								7,510	9,823
Total Expenditures by Category (excluding carry forward from 2018)	2,313	3,623	2,675	1,212								7,510	9,823

<sup>\*</sup>Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2018, excluding ongoing capital projects (i.e. Civic Improvement projects)

#### 2019 - 2028 Key Capital Projects

The capital project funded in the 10-Year Capital Plan supports Toronto Employment & Social Services objective to transform and modernize service delivery while integrating services across programs to improve client experience.

#### Service Improvement

- The Service Improvement project amounts to \$7.510 million or 100.0% of the total 10-Year Capital Plan's
  expenditures. Funding will be provided in equal proportion from the Social Assistance Stabilization Reserve
  Fund, Social Housing Federal Reserve and Child Care Expansion Reserve Fund.
  - The Human Services Integration project is a multi-year service improvement project comprised of 2 phases with total project cost of \$10.173 million. The overall project will enhance the existing delivery of services into a fully integrated service delivery platform across the City's core income support programs: Ontario Works, child care fee subsidies, and housing subsidies currently delivered by TESS, Children's Services, and Shelter Support and Housing Administration, respectively. The project will enable a number of outcomes including an integrated contact centre for access and intake, an AODA compliant Customer Relationship Management (CRM) system and Knowledge Base database, a data exchange tool across divisions and analytics and business intelligence capabilities.
    - \$1.550 million has been spent to date. Phase 1, the scoping phase, with a total project cost of \$0.350 million concluded in 2018 with a completed project charter and technology funding analysis. Phase 2, the implementation phase, with a total project cost of \$9.823 million is underway with \$1.211 million spent in 2018.
    - In 2019, the Knowledge Base database will be fully launched in the three divisions (TESS, CS, and SSHA), an integrated applications and support centre will be implemented and an integrated Customer Relation Management (CRM) system leading to a single client record will be introduced.

#### **Operating Impact of Completed Capital Projects**

**Table 5: Net Operating Impact Summary** 

	2019	Budget	2020	Plan	2021	Plan	2022	Plan	2023	Plan	2019 -	2023	2019 - 2	2028
Projects	\$000s	Positions	\$000s	<b>Positions</b>	\$000s	<b>Positions</b>	\$000s	<b>Positions</b>	\$000s	Positions	\$000s	<b>Positions</b>	\$000s	Positions
Previously Approved														-
HSI Phase 2							(2,391)				(2,391)		(2,391)	
Sub-Total: Previously Approved							(2,391)				(2,391)		(2,391)	
Total (Net)							(2,391)				(2,391)		(2,391)	

The 10-Year Capital Plan will result in future year efficiency savings of \$2.391 million net annually in the Operating Budgets of the collective three partnering divisions, due to the completion of the *Human Services Integration* project.

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

# Operating & Capital Budget Summaries for City Programs And Agencies

City Building and Infrastructure
Services



#### **PROGRAM SUMMARY**

# **City Planning**

#### What We Do

The City Planning Division is helping to build Toronto's future by managing the growth and physical form of the city – how it looks, feels, and moves, and the opportunities it provides in terms of jobs and services to its residents.

City Planning delivers the following services:

- · City Building & Policy Development
- Development Review, Decision & Implementation

#### Why We Do It

To guide and manage the City's physical changes and growth, and the effects on the social, economic and natural environment while seeking to enhance the quality of life for Toronto's diverse residential and business communities.

#### Our Experience & Success

- Developed comprehensive transit planning frameworks such as Eglinton East LRT, SmartTrack, and Regional Express Rail Stage 4.
- Council adoption of Official Plan Amendments for TOcore, Midtown in Focus, and the Unilever Precinct.
- Initiated Rail Deck Park planning, proposed King Street Transit Pilot and other strategies to increase public open space and amenities.
- Completed multiple civic improvement projects including the planning phase of the St. James Town Public Realm + Open Space Plan, O'Connor Drive Master Plan, Bickford Centre - railing enhancements, and Queen Street West - Parketttes.
- Recomending development approvals contributing to housing support across the City.

#### **Key Challenges**

- Increasing number of high priority initiatives such as transit planning, affordable housing and transforming under-used land that require City Planning's support and leadership for joint projects and cross-corporate initiatives.
- High volume and complexity of Committee of Adjustment applications driving workload and operational challenges.
- Continuing need to produce planning frameworks to stay in front of development pressure.
- High volume of LPAT/OMB appeals that require significant staff commitment

#### **Priority Actions**

- Continue to advance studies with a focus on coordinating growth, transportation and transit planning, delivered through an additional investment of \$3.1 million in *Growth Studies*.
- Implementing the Council approved Official Plan Amendments for TOcore and Midtown in Focus with an investment of \$1.7 million.
- Implement transportation and transit network expansion through the 9.0 transit planners added mid-2018.
- Finalize and implement the endto-end development application review process to improve service delivery.
- Continue to review applications while adjusting service delivery to the new 25 ward structure.
- Contribute to key City priorities including Housing Now initiatives.

#### **Budget At A Glance**

OPERA	TING BUI	DGET	
\$Million	2019	2020	2021
Gross Expenditures	\$54.9	\$56.1	\$52.1
Revenues	\$39.5	\$39.8	\$35.2
Net Expenditures	\$15.4	\$16.4	\$16.9
Approved Positions	440.0	439.0	403.0

2019	2020-2028	Total
\$6.3	\$60.8	\$67.1
\$3.6	\$34.9	\$38.5
	\$6.3	\$6.3 \$60.8

#### **Our Key Service Levels**



Monitor change and growth patterns to inform policy reviews, the 5-Year Official Plan Review, and assessments



Complete 80% of OPA/Zoning Bylaw Amendment Applications within **9-18 months** 



Incorporate projections and assessments into the 5-Year Official Plan Review, capital budget, and infrastructure plans



Complete 62% of complex applications for site plan approval within **9-18 months** 

#### **Key Service Deliverables**

Completed 39 City Building studies to guide the growth in the City of Toronto

Completed 4 Heritage Conservation District Studies to balance preservation and growth in a neighbourhood

Completed 1 City-wide Urban Design Guidelines to set policy for appropriate design and development

Processed +3,573 Committee of Adjustment applications

Respond to +393 Community Planning applications

Completed 9 legislative initiatives to respond to legislative changes and Official Plan/Zoning By-law conformity

#### Who We Serve

#### **Development Review, Decision & Implementation**

- Applicants
- Community Groups
- Interest Groups
- Property Owner(s)

#### Beneficiaries

- Businesses
- Residents
- City and Agency Staff
- Visitors

#### **City Building & Policy Development**

- Community Groups
- Interest Groups
- Property Owner(s)

#### Beneficiaries

- Businesses
- Residents
- City and Agency Staff
- Visitors

#### **How Well We Are Doing**

#### **Performance Measures**

#### % of Heritage Permits that Received a First Review Within 3 days of Receipt



#### **Behind the Numbers**

- Heritage conservation is a priority during the development of the City. Building permit applications have continued to rise amidst the increase of development application volumes across the City.
- City Planning has a target of responding to 90% of the applications within 3 days of receipt. In 2018, the Program received 2,300 applications and was able to review nearly all within 3 days.

#### Length of time to respond to a Demolition Permit Application (60-90 days)



- Heritage Preservation Services implemented a target of 60-90 calendar days to respond to a Demolition Permit Application, placing priority on heritage conservation while meeting customer service standards.
- City Planning has successfully provided a response to each application within the target timelines annually.

# Time from application to decision for complex Zoning Bylaw Amendments (9-18 months)

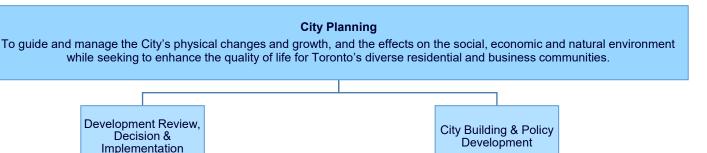


- Zoning By-law Amendments are submitted when a use, alteration, or development on a property does not conform with the Zoning By-law. A site specific amendment will be made if the application is accepted.
- Complex amendments require crossdivisional technical review, reports to Community Council or the Planning & Housing Committee, community consultation, and public meetings prior to the final decision by City Council.
- City Planning has targeted to complete 80% of the applications with a final decision within the target timelines. Applications in recent years have become increasingly complex and require additional time to deliver the application to a final decision

Sub-Activity

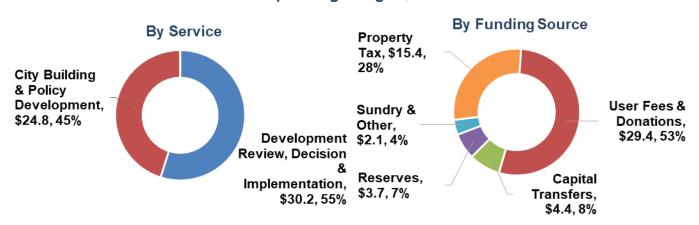
Program Service Activity

#### **PROGRAM MAP**



#### 2019 OPERATING BUDGET HIGHLIGHTS

#### 2019 Operating Budget \$54.9M



- V
  - **0.0%** Budget increase over the 2018 Approved Net Operating Budget to maintain existing service levels and meet additional service demands.
  - **2.04%** inflationary adjustment to City Planning's development application fees to continue the approved full cost recovery model. The next four year comprehensive review of the fees will be in 2020.
  - **\$0 net** impact for new/enhanced services, \$0.690 million gross, for the advancement of secondary plan implementation, master planning, and service delivery in the Committee of Adjustment. The services are fully funded by capital projects, third party funding, and user fees.
  - **440.0** total complement positions with the addition of 10.0 positions arising from the recommended new/enhanced services to continue policy reviews, studies, development application reviews and policy implementation, as well as reviewing development applications for the Housing Now Initiative.
  - 2020/2021 increases due to inflationary costs of salaries and benefits, partially offset by recoveries from capital projects, third party funding, and user fees.

#### 2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Operating Budget and Plan by Service

		2018			2019					Increment	al Change
(In \$000s)	Budget	Actual	Base	Base (Inc Changes		New / Enhanced	Total Budget	Cha	nges	2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	%	\$	\$	\$	%	\$	\$
<b>Development Review</b>	, Decision &	Implementation									
Gross Expenditures	28,750.4	27,025.5	29,995.5	1,245.1	4.3%	157.5	30,153.0	1,402.6	4.9%	660.1	(985.5)
Revenue	30,236.8	33,826.0	31,561.5	1,324.7	4.4%	157.5	31,719.0	1,482.2	4.9%	152.4	(1,271.8)
Net Expenditures	(1,486.4)	(6,800.5)	(1,566.0)	(79.6)	5.4%		(1,566.0)	(79.6)	5.4%	507.6	286.3
City Building & Policy	Developme	nt									
Gross Expenditures	23,752.6	23,964.0	24,065.7	313.1	1.3%	727.8	24,793.5	1,040.9	4.4%	573.3	(3,097.1)
Revenue	6,828.7	5,567.0	7,062.2	233.5	3.4%	727.8	7,790.0	961.3	14.1%	117.0	(3,297.6)
Net Expenditures	16,924.0	18,397.0	17,003.6	79.6	(0.0)		17,003.6	79.6	0.5%	456.3	200.5
Total											
Gross Expenditures	52,503.1	50,989.5	54,061.3	1,558.2	3.0%	885.3	54,946.6	2,443.5	4.7%	1,233.4	(4,082.6)
Revenue	37,065.5	39,392.9	38,623.7	1,558.2	4.2%	885.3	39,509.0	2,443.5	6.6%	269.4	(4,569.4)
Total Net Expenditures	15,437.6	11,596.6	15,437.6	0.0	0.0%		15,437.6	0.0	0.0%	964.0	486.8
Approved Positions	430.0	383.0	430.0	0.0	0.0%	10.0	440.0	10.0	2.3%	(1.0)	(36.0)

#### Base Changes

(\$15.438M Net)

- Net \$0 change from the 2018 Approved Operating Budget.
- Changes mainly attributed to inflationary increases in costs for salaries, benefits and interdivisional charges to maintain service delivery.
- 2.04% inflationary increase to the development application user fees to maintain the cost recovery model offset base budget pressures.
- Incremental \$1.151 million in salary and benefits costs for positions added through the 2018 Budget such as the 9.0 positions for Bill 139 and 9.0 transit planning positions, fully offset by capital funds and the development application reserve funds.
- Minor budget re-allocations to adjust budget lines that have historical overspend such as advertisements used to inform City residents of upcoming studies and consultations.
- Charge from I&T for the sustainment of the Online Portal Services, funded by the City Planning Development Technology reserve.

## New/Enhanced Service Priorities

(\$0.885M Gross / \$0 Net)

- 5.0 additional planners for the implementation of the TOCore and Midtown in Focus plans, fully offset by capital funds.
- Coordination of school projects with the Toronto District School Board and the Toronto District Catholic School Board through the addition of 1.0 senior planner, fully funded by the school boards.
- Master planning of the lands at Ontario Place and Exhibition Place through the addition of 1.0 senior planner, fully funded by capital.
- Enhancement of services delivered through the Committee of Adjustment to handle high volumes of applications through the addition of 1.0 assistant planner to the North York district, fully funded by the development application fees.
- Development application reviews of the 11 properties in the Housing Now Initiative through the addition of 2.0 senior planners, fully funded by reserve funds.

#### **Future Year Plan**

- Future year pressures primarily due to inflationary increases of salaries and benefits.
- The pressures are partially offset through capital recoveries and third party funding for project specific positions.
- Temporary positions to expire in 2021 and will be reviewed in future budget processes to determine staffing needs.

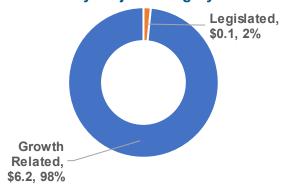
#### **EQUITY IMPACTS OF BUDGET CHANGES**

**No significant equity impacts:** The changes in City Planning's 2019 Operating Budget do not have any significant equity impacts.

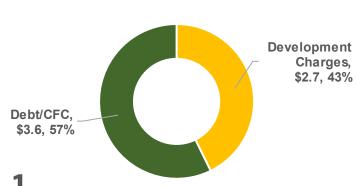
#### 10-YEAR CAPITAL PLAN HIGHLIGHTS

#### 2019 Capital Budget \$6.319M

#### **By Project Category**



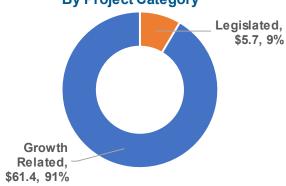
#### By Funding Source



- \$2.883M Continue the delivery of *Civic Improvements Places* projects to enhance the public realm.
  - \$1.345M Continue Growth Studies in City Planning's Study Work Program to complete studies such as the Golden Milke Secondary Plan Phase 2, Queensway Area Study and Jane Finch Secondary Plan Phase 1.
  - **\$0.800M** Continue the delivery of the Heritage Conservation District Studies in the areas such as Bloor West Village, Queen St. East, and Kensington Market.
  - **\$0.500M** Continue the *Transit and Transportation Studies* to report on the Eglinton East and West LRT, transportation master plans and other transportation planning studies.

#### 2019-2028 Capital Budget and Plan \$67.110M

#### **By Project Category**



#### **By Funding Source**



#### 10 YEARS

- **\$5.720M** Legislated projects to update the official plan and zoning by-laws for conformity with the latest legislation, as well as reviewing the city's archaeological heritage and natural heritage.
- \$61.390M Growth projects to continue civic improvements and development studies such as growth studies, transit and transportation studies, and heritage conservation studies, to guide areas undergoing development through policies and identifying infrastructure requirements.

#### 10-Year Capital Plan by Project Category

**Table 4: Summary of Capital Projects by Project Category** 

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
Legislated													
Five Year Review of the Official Plan		-	750	300	-	-	750	750	300	300	-	3,150	3,150
Natural Heritage Inventory & Integration Evaluation System		50	50	50	50	50	50	50	50	50	50	500	500
Toronto Archaeological Resources Plan - Implementation		50	50	50	50	50	50	50	50	50	50	500	500
Zoning By-law Official Plan Conformity Review		-	300	315	315	315	-	-	-	-	325	1,570	1,570
Sub-Total	-	100	1,150	715	415	415	850	850	400	400	425	5,720	5,720
Growth Related													
Avenue/Area Studies		250	250	250	250	250	250	250	300	300	300	2,650	2,650
Civic Improvement - Places		2,883	2,914	2,923	2,923	2,923	2,936	2,936	3,000	3,000	3,000	29,438	29,438
Growth Studies		1,345	1,390	1,400	1,400	1,400	1,400	1,400	1,500	1,500	1,500	14,235	14,235
Heritage Conservation District Program		800	800	800	800	800	800	800	800	800	800	8,000	8,000
Secondary Plan Implementation		441	604	622	-	-	-	-	-	-	-	1,667	1,667
St. Lawrence Market North		-	100	-	-	-	-	-	-	-	-	100	100
Transportation & Transit Planning Studies		500	500	500	500	500	500	500	600	600	600	5,300	5,300
Sub-Total	-	6,219	6,558	6,495	5,873	5,873	5,886	5,886	6,200	6,200	6,200	61,390	61,390
Total Expenditures by Category (excluding carry forward from 2018)	-	6,319	7,708	7,210	6,288	6,288	6,736	6,736	6,600	6,600	6,625	67,110	67,110

<sup>\*</sup>Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2018, excluding ongoing capital projects (i.e. Civic Improvement projects)

#### 2019 - 2028 Key Capital Projects

- Legislated projects total \$5.720 million or 8.5% of the total 10-Year Capital Plan's expenditures. Projects under this category are largely funded by development charges.
- Growth Related projects account for \$61.390 million or 91.5% of the total 10-Year Capital Plan's expenditures.
   Development Charges are the primary funding source, as well as Section 45 funding specifically for the St. Lawrence Market North.



**PROGRAM SUMMARY** 

## **Engineering & Construction Services**

#### What We Do

Provide specialized engineering design and construction services to internal clients (Toronto Water, Transportation Services, Solid Waste Management Services, and other City Programs and Agencies), and external clients (the development industry, utility companies and other public agencies) creating safe and sustainable municipal infrastructure.

Engineering & Construction Services (ECS) delivers the following services:

- Municipal Infrastructure Construction
- Engineering Review & Acceptance
- Engineering Information

#### Why We Do It

To build safe and sustainable infrastructure that enhances the quality of life of the people of Toronto, through professionalism in project planning, engineering and project management services, and to be an industry leader in delivering municipal infrastructure engineering services with integrity and pride.

#### **Our Experience & Success**

- •\$578 million in capital projects delivered in 2018, \$67 million more than in 2017, representing a 13% increase
- 2,015 engineering review circulations of development applications completed in 2018
- •677 bridge condition inspections completed in 2018, comprising 348 discrete spans along the elevated portion of the F.G. Gardiner Expressway, 286 bridges and culverts along City roads, and 43 vehicular bridges within City parks
- 6,032 third party application circulations reviewed in 2018, comprising 241 for transit expansion and 5,791 full stream utility applications

#### **Key Challenges**

- · Managing multi-year construction
- Increasing delivery capacity
- Ensuring regulatory compliance and best practices
- Recruiting and retaining the top calibre talent that is needed in key business areas, due to the highly competitive labour market and which continues to negatively affect the Program's ability to fully staff its complement

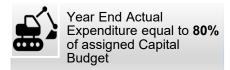
#### **Priority Actions**

- Continue to enhance planning and coordination of multi-year Capital Program with internal and external stakeholders
- Ensure compliance with the new Construction Act, which imposes strict prompt payment timelines, through staff training and updating of operating procedures
- Continue and increase vigilance and oversight on construction contracts to address recommendations made in Auditor General's reports
- Develop a strategy to address the chronic inability to recruit and retain top calibre talent due to reduced competitiveness in the employment market through a comprehensive review of salary compensation, which may impact future operating budgets

#### **Budget At A Glance**

OPERA	TING BU	DGET	
\$Million	2019	2020	2021
Gross Expenditures	\$76.3	\$78.0	\$78.5
Revenues	\$72.2	\$73.0	\$73.5
Net Expenditures	\$4.1	\$5.0	\$5.0
Approved Positions	591.1	591.1	591.1

#### **Our Key Service Levels**







Source of Images: www.icons8.com

#### **Key Service Deliverables**

Sustain capital delivery at an estimated 80% of year-end actual expenditure as a percentage of assigned Capital Budget

Sustain at least **75%** compliance with "Streamlining the Application Review" (STAR) timelines for review of development applications

Complete 100% of all legislated bridge condition inspections

Provide specialized engineering, surveying and construction inspection support to Metrolinx and TTC transit programs

Complete **100%** of all legislated environmental certificate of property use (CPU) requirements including inspections, reports, compliance audits, and Annual Reports of behalf of Parks, Forestry and Recreation

#### Who We Serve

## Municipal Infrastructure Construction

- City Divisions and Agencies
- Business Improvement Areas (BIAs)
- Utility Companies
- Development Industry

#### Beneficiaries

- Businesses
- Residents
- Visitors

## Engineering Review & Acceptance

- City Divisions and Agencies
- Development Industry
- Utility Companies

#### Beneficiaries

- Businesses
- Residents
- Visitors

#### **Engineering Information**

- City Divisions and Agencies
- Residents
- Waterfront Toronto
- Metrolinx

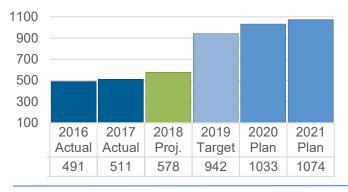
#### Beneficiaries

- Businesses
- Visitors

#### **How Well We Are Doing**

#### **Performance Measures**

## Annual Expenditure on Municipal Infrastructure Design & Construction (\$ Millions)



#### **Behind the Numbers**

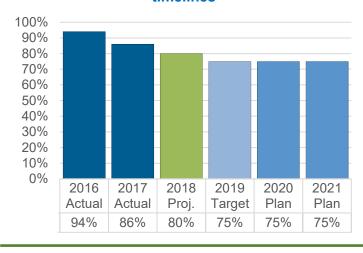
- \$578 million in capital projects are expected to be delivered by ECS in 2018, an increase of \$67 million compared to 2017.
- Engineering & Construction Services continues to experience substantial growth in construction activity for clients' capital programs in future years, driven primarily by increases in both Toronto Water's and Transportation Services' Capital Budgets and Plans.

## % of Bridge Condition Inspections Completed Compared to Plan



- In 2018, ECS again completed 100% of planned bridge condition inspections.
- ECS is targeting to maintain a 100% completion rate in 2019 and future years for the legislated biennial bridge condition inspection cycle.

#### % of Development Applications and Revisions Reviewed within STAR timelines

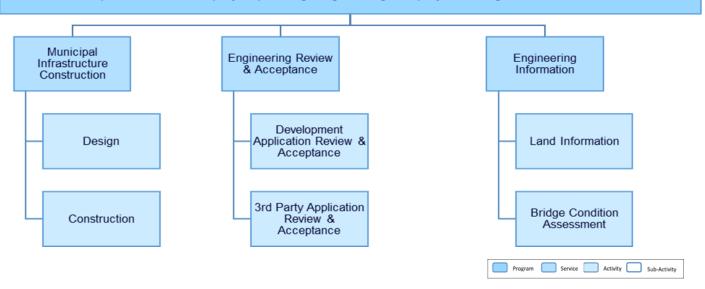


- This measure indicates how well ECS complies with the 75% Council approved "Streamlining the Application Review" (STAR) timeline for circulations of development applications and revisions.
- In 2018, 80% of development application circulations and revisions by Engineering & Construction Services were completed within STAR timelines, surpassing the 75% Council approved target compliance rate.
- ECS will continue to target compliance with STAR timelines in 2019 and future years.

#### **PROGRAM MAP**

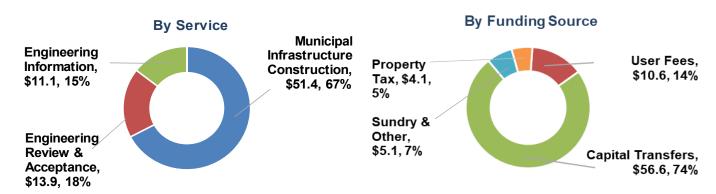
#### **Engineering & Construction Services**

To build safe and sustainable infrastructure that enhances the quality of life of the people of Toronto, through professionalism in project planning, engineering and project management services.



#### 2019 OPERATING BUDGET HIGHLIGHTS

#### 2019 Operating Budget \$76.3M



#### V

- 0% Budget increase over the 2018 Approved Net Operating Budget to maintain existing service levels and meet additional service demands.
- **\$0.085M** Base revenue increase through user fee inflationary increases (Development Application Review Fees).
- **2020/2021** Increases primarily for known inflationary adjustments for salaries, benefits and contracts.

#### 2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Operating Budget and Plan by Service

	201	8		2019				Increment	al Change
(In \$000s)	Budget	Actual	Base	New / Enhanced	Total Budget	Chan	ges	2020 Plan	2021 Plan
By Service	\$		\$	\$	\$	\$	%	\$	\$
Municipal Infrastructure	e Constructi	on							
Gross Expenditures	50,938.7	44,152.2	51,361.4		51,361.4	422.7	0.8%	1,114.3	217.7
Revenue	49,661.6	40,584.4	49,626.3		49,626.3	(35.3)	(0.1%)	1,068.1	380.9
Net Expenditures	1,277.2	3,567.8	1,735.1		1,735.1	458.0	35.9%	46.2	(163.1)
Engineering Review &	Acceptance								
Gross Expenditures	14,036.5	11,676.2	13,911.8		13,911.8	(124.7)	(0.9%)	366.0	220.1
Revenue	12,745.5	17,377.0	13,003.7		13,003.7	258.3	2.0%	160.2	(29.4)
Net Expenditures	1,291.0	(5,700.8)	908.1		908.1	(382.9)	(29.7%)	205.8	249.4
<b>Engineering Information</b>	n								
Gross Expenditures	10,910.9	8,810.3	11,064.2		11,064.2	153.3	1.4%	167.8	79.2
Revenue	9,376.4	8,056.8	9,604.7		9,604.7	228.3	2.4%	(435.2)	104.6
Net Expenditures	1,534.5	753.5	1,459.5		1,459.5	(75.0)	(4.9%)	603.0	(25.4)
Total									
Gross Expenditures	75,886.1	64,638.7	76,337.4		76,337.4	451.3	0.6%	1,648.1	517.0
Revenue	71,783.4	66,018.2	72,234.7		72,234.7	451.3	0.6%	793.1	456.1
<b>Total Net Expenditures</b>	4,102.7	(1,379.5)	4,102.7		4.102.7	0.0	0.0%	855.1	60.9
Approved Positions	592.1	521.1	591.1	0.0	591.1	(1.0)	(0.2%)	(0.0)	0.0

#### Base Changes (\$0M Net)

- Salary & benefit increases and lower recoveries from Metrolinx for survey services as ECS is expecting the demand for survey work for Metrolinx to decrease in 2019.
- However, increased recoveries from the TTC for survey work related to the Scarborough Subway Extension and revenue from inflationary increases for Development Application Review Fees are expected in 2019. These increases will allow the Program to again maintain no net increase in its operating budget for 2019 without adjusting service levels.
- Funding is included for 6 positions to help address the increased demand for delivery of clients' capital programs and major third party work (fully recovered). For example: TTC projects, including the Scarborough Subway Extension; Waterfront Toronto's Port Lands Flood Protection Project; and, engineering expertise to manage complex, multi-year construction projects, including projects for Toronto Water and the Strategic Rehabilitation of the F.G. Gardiner Expressway.

#### **Future Year Plan**

 Inflationary increases primarily in salaries and benefits.

#### **EQUITY IMPACTS**

**No significant equity impacts:** There are no significant equity impacts of the changes in Engineering and Construction Services' 2019 Operating Budget.



PROGRAM SUMMARY

## **Municipal Licensing & Standards**

#### What We Do

We provide bylaw administration and enforcement services for private property maintenance and use, community standards including signs, noise, waste, parks and regulated businesses. Municipal Licensing & Standards (ML&S) delivers the following services:

- By-law Compliance & Enforcement
- Licences & Permits
- Animal Services

ML&S has stewardship over 9 district offices, Animal Services has 1 CHIP Truck for micro-chipping and licensing, and 1 mobile Spay/Neuter Truck to support service delivery.

#### Why We Do It

Municipal Licensing and Standards contributes to the safety, vibrancy and maintenance of our communities by being a leader in the effective delivery of by-law enforcement, administration and animal care services to the City of Toronto.

#### Our Experience & Success

- Managed RentSafeTO program including online building registration renewal and mobile audit and evaluation processes
- Implemented Toronto Police Service Transformational Taskforce recommendations to direct nonpolicing calls from the TPS to the City
- Improved Dangerous Dog Review Tribunal, implemented UrbanHensTO and Second Chance Dogs programs
- Enhanced licencing administration and enforcement as a result of significant increase in demand for Private Transportation Company licences

#### **Key Challenges**

- Shifting regulatory and enforcement demands arising from public expectations
- Volume of significant bylaw reviews and implementation to be undertaken, including Vehicle-for-Hire, Business Licensing, Noise, and implementation of Short-Term Rental bylaw
- Managing implementation of new bylaws and business rules while advancing system modernization program
- Legalization of Cannabis and impact to operations

#### **Priority Actions**

- Improving the customer experience and bylaw compliance by broadening public education through enhanced communications
- Enforce the Cannabis Act (Bill C-45) and prevent proliferation of illegal storefronts with funding of \$1.031M including Legal support.
- Focus on obtaining complaint resolution and positive bylaw compliance through improved case management
- Respond to demands for Vehiclefor-Hire enforcement due to the increased volumes of Private Transportation Companies

#### **Budget at a Glance**

OPERA	TING BUI	DGET	
\$Million	2019	2020	2021
Gross Expenditures	\$62.0	\$62.6	\$63.1
Revenues	\$42.0	\$42.5	\$43.1
Net Expenditures	\$20.1	\$20.1	\$20.0
Approved Positions	526.5	526.5	526.5

#### **Our Key Service Levels**





**92%** of responses to Public Spaces enforcement requests in 48 hours.



**89%** of stationary business licences issued in 20 days.



**80%** of responses to emergency animal requests in 2 hrs (TAS)



**100%** of responses to emergency service requests in in 24 hours (Property Standards)

Source of Image: www.icons8.com

#### **Key Service Deliverables**

**3,025** animals were adopted or transferred to other organizations

160,626 business licenses and permits were issued and renewed

Conducted **184,870** investigations for property standards, zoning, noise, waste, parks, animals and business licences

Conducted 7,685 investigations to address service requests for tenants under RentSafeTO

#### Who We Serve

#### By-law Compliance & Enforcement

- Licenced / Permitted Business Owners
   & Operators
- Property Owners / Managers / Providers, Tenants
- By-Law Complainants
- Community / Resident Groups
- Enforcement agencies
- Vulnerable Residents
- Mayor & City Council

#### Beneficiaries

- Residents, Neighbours, Visitors
- Toronto Licensing Tribunals
- Mayor and City Council
- · Divisional and Agency Staff

#### **Licences & Permits**

- Licenced / Permitted Business Owners
   & Operators
- Licence or Permit Applicant
- By-law Exemption Applicant
- · Divisional and Agency Staff

#### Beneficiaries

- Residents
- Visitors
- Consumer / Patron
- Businesses
- Toronto Licensing Tribunals
- Mayor and City Council
- · Divisional and Agency Staff

#### **Animal Services**

- Animal/pet owners
- Domestic / Wild Animals
- Divisional & Agency Staff

#### Beneficiaries

- Residents
- Businesses
- Visitors
- Veterinarian industry
- Volunteers
- Animal Welfare advocacy groups

#### **How Well We Are Doing**

#### **Performance Measures**

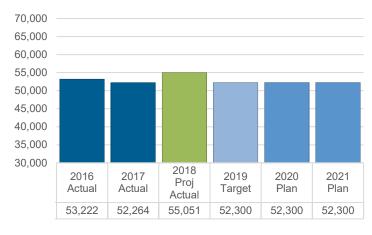
#### % Responses within 2 Hours



#### **Behind the Numbers**

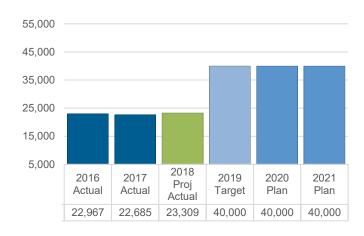
- Animal Services responds to emergency animal calls in 2 hours 81% of the time, consistently meeting or exceeding performance target
- Emergencies include requests where there is an imminent risk to an animal or public safety risk involving an animal.
- Responded to over 15,000 emergency requests in 2018
- · Provides 22 hour per day service across Toronto

#### # New and Renewed Licences Issued



- Licences & Permits is projecting 55,051 issuances for 2018 which is an increase of 5.3% over 2017. This projection excludes Private Transportation Companies (PTC) (PTC licences are estimated to be 103,034 in 2018, an increase of about 89.6% since 2017).
- 99 total business and permit licence types
- Number of business licences stays relatively constant year-to-year, but there has been a significant increase in number of PTC driver licences since 2016.
- Online processing of PTC driver licences within about one day and in-person services offered for all other licence types at East York Civic Centre.
- Most renewals can be completed online.

#### # Permit and Licence Investigations

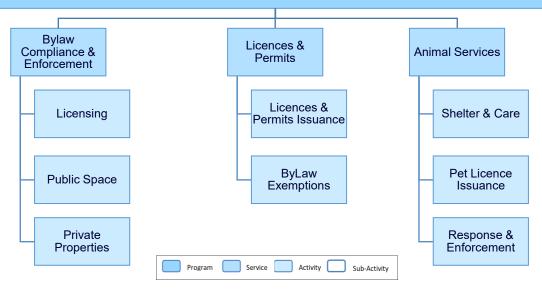


- In 2018 the redeployment of Licensing Enforcement Teams has resulted in an increased ability to undertake more licensing investigations.
- Starting in 2019 the focus will continue to be on data-driven decision making to better inform higher risk business categories and specific entities.
- Projected number of permit and license investigations will be maintained in 2019 through to 2021 at 40,000 annually.

#### **PROGRAM MAP**

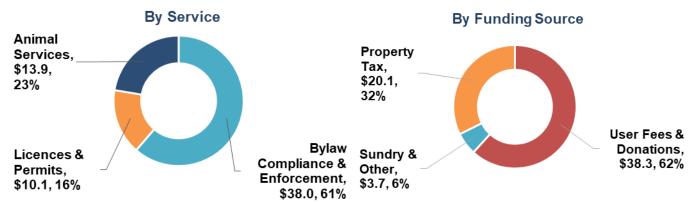
#### **Municipal Licensing & Standards**

Municipal Licensing and Standards contributes to the safety, vibrancy and maintenance of our communities by being a leader in the professional delivery of by-law enforcement, administration and animal care services to the City of Toronto.



#### 2019 OPERATING BUDGET HIGHLIGHTS

#### 2019 Operating Budget \$62.0M



#### V

- **0.7%** Budget **below** the 2018 Approved Net Operating Budget to maintain existing service levels and meet additional service demands.
- **\$0.020M** Efficiency savings in fleet management costs.
- **\$1.031M** New/enhanced funding to implement Illegal Cannabis Storefront Enforcement & Legal Support funded by Provincial subsidy.
- 2020/2021 Increases primarily for known inflationary adjustments for salaries, benefits and contracts, inter-divisional charges for Court, Fleet and Legal Services and Information Technology as well as the annualization of the new/enhanced service priority for Illegal Cannabis Enforcement.

#### 2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Operating Budget and Plan by Service

	201	8		2019				Increment	al Change
	Budget	Actual	Base	New /	Total			2020	2021
(In \$000s)	Buuget	Actual	Dase	Enhanced	Budget	Chan	iges	Plan	Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
Bylaw Compliance & E	nforcement	t							
Gross Expenditures	34,544.5	32,290.5	37,009.8	1,031.2	38,041.0	3,496.5	10.1%	799.8	314.3
Revenue	5,119.5	5,961.1	6,016.8	1,031.2	7,048.0	1,928.5	37.7%	773.2	117.4
Net Expenditures	29,425.0	26,329.5	30,993.0	0.0	30,993.0	1,568.0	5.3%	26.6	197.0
Licences & Permits									
Gross Expenditures	9,374.6	8,763.0	10,119.7		10,119.7	745.1	7.9%	437.8	116.7
Revenue	28,538.7	33,230.0	31,630.3		31,630.3	3,091.6	10.8%	508.3	492.6
Net Expenditures	(19,164.1)	(24,467.0)	(21,510.6)		(21,510.6)	(2,346.5)	12.2%	(70.5)	(375.9)
Animal Services									
Gross Expenditures	13,220.8	12,358.2	13,879.8		13,879.8	659.0	5.0%	(656.9)	68.4
Revenue	3,280.7	3,820.0	3,306.3		3,306.3	25.6	0.8%	(748.2)	1.8
Net Expenditures	9,940.1	8,538.2	10,573.5		10,573.5	633.4	6.4%	91.3	66.6
Total									
Gross Expenditures	57,139.9	53,411.6	61,009.4	1,031.2	62,040.5	4,900.6	8.6%	580.7	499.4
Revenue	36,938.9	43,011.0	40,953.5	1,031.2	41,984.6	5,045.7	13.7%	533.4	611.8
Total Net Expenditures	20,201.0	10,400.6	20,055.9	0.0	20,055.9	(145.1)	(0.7%)	47.4	(112.4)
Approved Positions	492.5	455.5	518.5	8.0	526.5	34.0	6.9%	(0.0)	0.0

#### **Base Changes**

(\$0.145M Net)

- 2019 salary, step, progression pay & benefit increases union/ non-union. Year over year inter-divisional charge adjustments.
- 2% user fee inflationary increase.
- Other base changes including line by line expenditure reductions partially offset by increased fleet reserve contribution expense.
- Inceased incremental fee revenue from Private Transportation Companies Trip Fees (\$3.601M), from Payday Loan Establishments business licence fees (\$0.064M) and increased volumes of licences & permits (\$0.063M)
- Above pressures partially offset by service efficiency savings for fleet services.

#### **Future Year Plan**

- Inflationary increases in salaries and benefits, inter-divisional charges for Court, Fleet and Legal Services and Information Technology as well as the annualization of the new/enhanced service changes.
- Estimated inflationary increases to existing user fees.
- Operating impact of IT capital projects once completed.

#### **EQUITY IMPACTS**

**No significant equity impacts:** The changes in Municipal Licensing and Standards' 2019 Operating Budget do not have any significant equity impacts.



PROGRAM SUMMARY

## Policy, Planning, Finance & Administration

#### What We Do

Policy, Planning, Finance & Administration (PPF&A) provides centralized financial and administrative support to the Deputy City Manager and Programs within Infrastructure and Development Services, as well as coordination of major capital infrastructure and emergency management. PPF&A provides the following services:

- Organizational Effectiveness
- Financial Management
- Program Support

- Corporate Leadership
- Emergency Management

#### Why We Do It

PPF&A offers centralized financial and administrative support to the Deputy City Manager and Infrastructure and Development Services Programs so they can focus on providing services to Toronto's residents and businesses. The Office of Emergency Management develops, implements, and maintains a comprehensive City of Toronto emergency management program to reduce the risks to public safety and create increasingly disaster-resilient communities. The Major Capital Infrastructure Coordination Office coordinates a comprehensive five-year capital program and ensures continuous liaison and construction coordination with all City divisions and external Agencies to minimize construction disruption and improve capital delivery.

#### **Our Experience & Success**

- Provided centralized financial and administrative services to Infrastructure and Development Services (IDS) including:
- Processed bi-weekly payroll files for over 6,200 IDS employees.
- Issued over 60,000 customer invoices and credit notes and processed over \$195 million in accounts receivable transactions.
- Conducted 150 public consultation events.
- Maintained 100% compliance with requirements under the Emergency Management and Civil Protection Act and Municipal Code Chapter 59: Emergency Management through the Office of Emergency Management.
- Ensured ongoing readiness of the City's Emergency Operations Centre.
- Implemented Cloud-Based DisasterLAN Emergency Operation Centre software.

#### **Key Challenges**

- Maintaining current service levels while simultaneously implementing new enterprisewide technology improvements and responding to increased demand for service.
- Ensuring effective oversight, coordination and implementation of the City's participation in long-term, multibillion dollar transit network expansion initiatives.
- Meeting the emergency management needs of a rapidly growing City and ensuring that the training needs of City staff and Agencies are addressed.

#### **Priority Actions**

- Continue to transform service delivery through leveraging automation and streamlining processes.
- Support city building/capital delivery through public consultation support for IDS Programs, including the addition of positions to respond to increased demand for services.
- Establish a Transit Expansion
   Office to provide single channel
   access for all City Divisions, the
   TTC, Metrolinx and other levels of
   government, ensuring City
   interests and priorities are reflected
   in transit network expansion
   efforts.
- Streamline emergency management processes, enhance position-specific training for City staff, and conduct exercises and assessments to ensure preparedness.

#### **Budget At A Glance**

OPER/	ATING BU	DGET	
\$Million	2019	2020	2021
Gross Expenditures	\$25.3	\$25.3	\$24.2
Revenues	\$16.1	\$16.1	\$14.2
Net Expenditures	\$9.2	\$9.2	\$10.0
Approved Positions	211.1	211.1	201.1

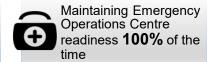
#### **Our Key Service Levels**



100% of timesheets entered within pay period



**70%** of undisputed accounts receivable collected within payment terms



Source of Image: www.icons8.com

#### **Key Service Deliverables**

Processed over **60,000** payables and purchasing documents with a value over **\$1 billion** 

Issued over 60,000 customer invoices and credit notes, processed over \$195 million in accounts receivable transactions

Processed over 6,200 bi-weekly payroll files for over 6,200 employees, requiring 587,344 payroll lines Conducted over 150 public consultation events

Reviewed 1,269 special event emergency plans, with 113 of these events having over 5,000 in attendance Managed short-term emergency accommodations for 194 people in 2018, totalling 905 accommodation nights

Updated the City's five-year capital program, along with integration of the capital programs of other Agencies and utilities.

#### **Who We Serve**

Businesses

Visitors

Visitors

#### Organizational **Financial Program** Corporate Office of Emergency **Effectiveness** Management Support Leadership Management • DCM - Infrastructure • DCM - Infrastructure • City Manager & • Mayor/Council • Staff - City Divisions, and Development and Development **DCMs** Agencies, Boards & Staff – City Divisions, Services Services Commissions Agencies, Boards & Staff – City Divisions, Staff – Infrastructure • Staff – Infrastructure Agencies, Boards & Commissions External and Development and Development Commissions External Corporations Services Divisions Services Divisions Waterfront Corporations Secretariat Beneficiaries Beneficiaries Beneficiaries Beneficiaries Beneficiaries Residents Residents Residents Residents Residents • Businesses Businesses Businesses Businesses

Visitors

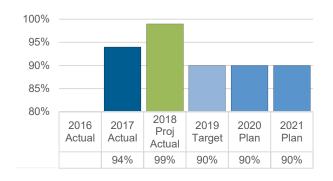
Visitors

Visitors

#### **How Well We Are Doing**

#### **Performance Measures**

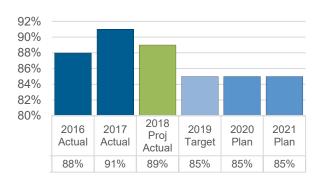
#### Invoices Issued within 48 hours



#### **Behind the Numbers**

- PPF&A manages the Accounts Receivable process end-to-end for IDS Divisions, including billing, collections, payment processing, banking, and analysis and reporting.
- PPF&A has a target of issuing 90% of debtor invoices (created and mailed) within 48 hours of receipt of an invoice request.
- The Program has exceeded its target in 2017 and projects to do so again in 2018 due to efficiencies gained through automation. The target will be reviewed during 2019.

#### **Invoices Confirmed for Payment**



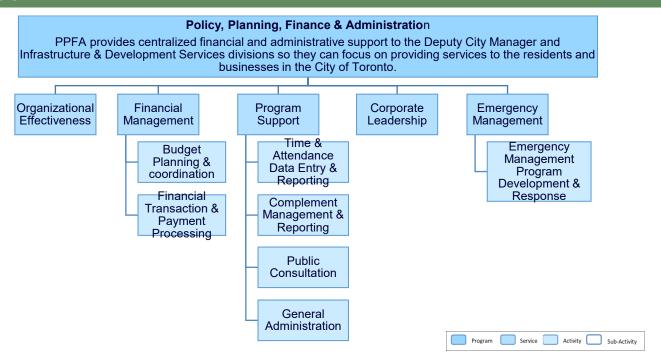
- Vendor invoices are reviewed to confirm that goods and services have been received before payment.
- PPF&A has a target of 85% of invoices to be reviewed and confirmed within 60 days of the invoice date. The Program has historically exceeded its target and is projected to have a similar trend in 2018 as a result of efficiencies gained through automation. The target will be reviewed during 2019.

## Divisions with a current Business Continuity Plan



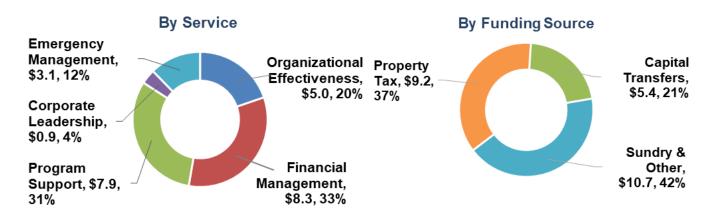
OEM is responsible for developing Business
 Continuity Plans for the City of Toronto's divisions as
 well as preparing residents for emergencies. As of
 2018, all City divisions have an updated Business
 Continuity Plan that will be maintained annually and
 practiced with an exercise program.

#### **PROGRAM MAP**



#### 2019 OPERATING BUDGET HIGHLIGHTS

#### 2019 Operating Budget \$25.3M





- 0% net change from the 2018 Approved Operating Budget to maintain existing services and to meet additional service demands from the Infrastructure and Development Services divisions.
- **\$0.718M gross, \$0 net** New/enhanced funding to setup the Transit Expansion Office and to provide additional public consultation services to Transportation Services, funded by capital projects, adding 5.0 additional positions, increasing the total PPF&A complement to 211.1 positions.
- **2020/2021** Increases primarily for known inflationary adjustments for salaries, benefits and contracts, partially offset by recoveries from capital and third-party funding.

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#### 2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Operating Budget and Plan by Service

	201	18			201	19				Increment	al Change
	Budget	Actual	Base	Base	(Inc.	New /	Total Budget			2020	2021
(In \$000s)	Duaget			Serv		Enhanced	Total Budget	Chan		Plan	Plan
By Service	\$	\$	\$	\$	%	\$	\$	\$	%	\$	\$
Organizational Effecti	veness										
Gross Expenditures	4,120.0	2,135.2	4,411.1	291.1	7.1%	568.3	4,979.4	859.4	20.9%	(272.3)	(1,272.0)
Revenue	3,828.7	1,786.3	4,096.0	267.3	7.0%	568.3	4,664.3	835.7	21.8%	(185.6)	(1,827.7)
Net Expenditures	291.3	348.9	315.1	23.8	8.2%		315.1	23.8	8.2%	(86.8)	555.8
Financial Managemen	t										
Gross Expenditures	8,120.7	7,623.3	8,338.2	217.5	2.7%		8,338.2	217.5	2.7%	137.9	91.7
Revenue	3,856.5	3,570.9	4,057.4	200.9	5.2%		4,057.4	200.9	5.2%	76.3	56.0
Net Expenditures	4,264.2	4,052.4	4,280.8	16.6	(0.0)		4,280.8	16.6	0.4%	61.6	35.7
<b>Program Support</b>											
Gross Expenditures	7,814.6	6,315.4	7,797.1	(17.5)	(0.2%)	149.6	7,946.7	132.1	1.7%	102.8	38.8
Revenue	6,788.3	6,179.4	6,951.3	163.0	2.4%	149.6	7,100.9	312.6	4.6%	134.1	(51.1)
Net Expenditures	1,026.3	136.0	845.8	(180.5)	(17.6%)		845.8	(180.5)	(17.6%)	(31.3)	89.9
Corporate Leadership											
Gross Expenditures	833.1	937.5	888.2	55.1	6.6%		888.2	55.1	6.6%	0.9	19.3
Revenue			0.0	0.0	-		0.0	0.0	-	0.0	0.0
Net Expenditures	833.1	937.5	888.2	55.1	6.6%		888.2	55.1	6.6%	0.9	19.3
Emergency Manageme	ent										
Gross Expenditures	3,027.1	2,875.7	3,112.2	85.1	2.8%		3,112.2	85.1	2.8%	65.3	51.9
Revenue	235.0	316.3	235.0	0.0			235.0	0.0		0.0	0.0
Net Expenditures	2,792.1	2,559.5	2,877.2	85.1	3.0%		2,877.2	85.1	3.0%	65.3	51.9
Total											
Gross Expenditures	23,915.5	19,887.1	24,546.7	631.2	2.6%	717.9	25,264.6	1,349.1	5.6%	34.6	(1,070.3)
Revenue	14,708.4	11,852.8	15,339.7	631.2	4.3%	717.9	16,057.6	1,349.1	9.2%	24.9	(1,822.8)
Total Net Expenditures	9,207.0	8,034.3	9,207.0	0.0			9,207.0	(0.0)	(0.0%)	9.8	752.5
Approved Positions	200.1	189.1	206.1	6.0	3.0%	5.0	211.1	11.0	5.5%	(2.0)	(10.0)

## Base Changes (\$0 Net)

- Budget pressures mainly attributed to inflationary increases to salaries and benefits, offset by inter-divisional recoveries for services provided and capital recoveries for capital support.
- Adjustments to third party funded positions to align with staffing requirements on joint projects.
- Transfer of 4 temporary positions from the City Manager's Office to the Transit Expansion Office.
- Increased costs to fund technological enhancements such as T.O. INview and DisasterLAN, offset by reductions in utilities and other expenditures.

## New/Enhanced Service Priorities

(\$0.718M Gross / \$0 Net)

- Establishment of the Transit Expansion Office requires an additional 3 positions, funded by capital.
- Additional public consultation services funded by Transportation Services to be provided by 2 temporary coordinators.

#### **Future Year Plan**

- Additional Director position to be added to the Transit Expansion Office, to be funded by capital.
- Increases in outlook years mainly due to inflationary increases in salaries and benefits, partially offset by recoveries from capital projects and Metrolinx.

#### **EQUITY IMPACTS**

Improving civic participation for all equity seeking groups: The Policy, Planning, Finance and Administration's 2019 Operating Budget includes an investment of \$0.150 million in the Public Consultation Unit to enhance the accessibility and inclusivity of the consultation activities that will inform the direction of many transportation initiatives in Toronto.



PROGRAM SUMMARY

## Solid Waste Management Services

#### **What We Do**

Solid Waste Management Services (SWMS) is responsible for collecting, transporting, processing, composting and disposal of municipal and some private sector waste. This includes garbage, Blue Bin recyclables, Green Bin Organics, litter, yard waste, over-sized and metal waste as well as household hazardous and electronic waste. SWMS delivers the following services:

City Beautification

- Residual Management
- Solid Waste Collection & Transfer

- Solid Waste Education & Enforcement
- Solid Waste Processing & Transport

SWMS manages 7 Transfer Stations, 2 Organics Processing Facility with one under expansion, 3 Collection Yards and 1 Litter Collection Yard, Green Lane Landfill + 160 Closed Landfills, 1.5 million residential bins and operates approximately 750 vehicles and pieces of equipment.

#### Why We Do It

Solid Waste Management Services' mission is to be an international leader in providing innovative waste management services in the City of Toronto in a safe, efficient and courteous manner, creating environmental sustainability, promoting waste diversion and maintaining a clean city.

#### **Our Experience & Success**

- Awarded Waste Reduction Community Grants to fund 7 community-led waste initiatives.
- Launched 5 new Reduce & Reuse Programs to divert bikes, food waste, small household items and clothing from landfill.
- Key role in the Municipal Research and Resource Recovery Collaborative to move diversion towards full producer responsibility.
- Launched TOwaste app (SWMS mobile waste application).
- Implemented ADAPT policy and added new materials to diversion programs.
- Completed Green Bin Organics Pilot in 20 dog parks across the city
- Completed city-wide roll out of the 2nd generation Green Bin – 460,000 bins.
- Entered into a partnership Agreement with Enbridge Gas Distribution Inc.for the City's first RNG facility.
- Expansion and commissioning of the Dufferin Organics Processing facility.

#### **Key Challenges**

- Moving toward 70% waste diversion and balancing this target with program sustainability.
- Continually moving towards a Fully Sustainable Utility by generating rate revenue adequately to support SWMS' operating and capital for future diversion programs and facilities as outlined in the LTWMS.
- Continuation of efforts to prioritize the 3Rs, enhance existing programs and implement new recommendations to help achieve 70% Diversion to extend the lifespan of Green Lane landfill.
- Decrease recyclable material contamination to maximize revenue and reduce processing costs.
- Managing the ever-changing nature of packaging materials and unstable recycling markets.
- Transitioning towards full producer responsibility is impacting short and long-term planning in the absence of Provincial regulations under the Waste-Free Ontario Act.

#### **Priority Actions**

- Program enhancements and updates are being addressed through implementation of the Long Term Waste Strategy that has targets to guide SWMS activities for 30 to 50 years.
- •A 2.2% blended rate increase is for 2019.
- SWMS' capital program is primarily driven by the City's Waste Strategy and long term infrastructure demands. The 2019 2028 Capital Budget and Plan includes funding of \$199 million for the Waste Strategy as approved by Council in July 2016.
- The rebate applied to the single and multi-residential rates be phased out to transition a fully self-sufficient and sustainable utility.
- Development of a multi-year financial strategy to bring rate stability and predictability.

#### **Budget at a Glance**

OPERA	ATING BU	DGET	
\$Million	2019	2020	2021
Gross Expenditures	\$391.6	\$403.9	\$410.6
Revenues	\$411.6	\$423.7	\$436.6
Net Expenditures	\$(20.0)	\$(19.8)	\$(26.0)
Approved Positions	1,122.8	1,121.4	1,121.4

10-YEAR CAPITAL PLAN												
\$Million	2019	2020-2028	Total									
Gross Expenditures	\$39.6	\$601.7	\$641.3									
Recoverable Debt	\$18.8	\$238.1	\$256.9									
Note: Excluding 2018 of	carry forw	ard funding to	2019									

#### **Our Key Service Levels**



Litter pick-up, park bins, street bins:1 to 7 times per week; Special Events Collection - On demand



Residual Management: Green Lane, Old Landfills Energy Generation: 100% in compliance with Certificate of Approval



Collection of Garbage & recyclables / organics; Biweekly to 1 to 2 times per week depending on customer type



Education and Enforcement - Enviroment Days : On Demand - up to 26 events per year



Processing & Transport of residual waste, organics, recyclables, durable goods, yard & hazardous waste - 100% in compliance with Certificate of Approval

Source of Image: www.icons8.com

#### **Key Service Deliverables**

- Conduct Landfill Gas Utilization Studies & Commission Dufferin Organics Facility & RNG Infrastructure;
- Rollout of additional Compressed Natural Gas Vehicles;
- · Implement Long Term Waste Strategy with focus on reduce & reuse, textile waste strategy & multi-residential diversion and a multi-year financial strategy to advance the LTWMS
- Transition Preparing for Blue Box program towards an Extended Producer Responsibility Model;
- · Consultation to incorporate circular economy principles in purchasing and Partner with academic institutions on innovative waste management initiatives;
- **Reduce** single-use plastics and takeaway packaging;
- Award contracts for haulage to Green Lane / alternative landfills; Disco Road Organics Processing Facility operation; District 2 Collection Contract and Single Stream Recycling Processing Contract.

#### Who We Serve

#### **City Beautification**

- Local Communities
- Local businesses

Beneficiaries

Staff - City Divisions &

Residents

Agencies

Public realm users

#### **Solid Waste** Collection & Transfer

- Institutional/DACs
- Property Owners (residential – single, semi, multi-res)
- Recyclables markets
- Commercial/Industrial

#### Beneficiaries

- Residents
- Staff City Divisions & Agencies

#### **Solid Waste** Processing & **Transport**

- Institutional/DACs
- Property Owners (residential - single, semi, multi-res)
- Recyclables markets
- Commercial/Industrial

#### Beneficiaries

- Residents
- Agencies

#### Residual Management

- Institutional/DACs
- Property Owners (residential - single, semi, multi-res)
- · Recyclables markets
- Commercial/Industrial

#### Beneficiaries

- Residents
- Staff City Divisions & Staff City Divisions & Agencies

#### **Solid Waste Education & Enforcement**

- Institutional/DACs
- Multi-unit residences
- Property owners (residential households - single, semi, townhouse)

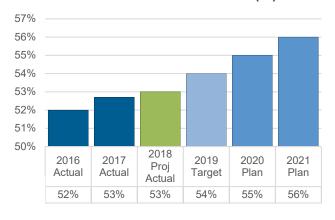
#### Beneficiaries

- Residents
- Staff City Divisions & Agencies

#### **How Well We Are Doing**

#### **Performance Measures**

#### **Residential Diversion Rate (%)**



#### **Behind the Numbers**

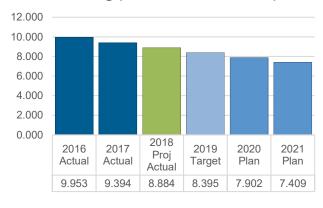
- Overall Residential Diversion has increased from 44% to 53% from 2008 2017 and is projected to be at 53% in 2018. For 2019, the Waste Diversion target is set at 54%.
- The increase in diversion is attributed to an increase in tonnes of organics material collected but some gains are offset by additional lightweight packaging and less garbage collected overall

#### # Collection Complaints per 1000 Customers



- In 2018, complaints decreased by 3% to 6.6 complaints per 1,000 customers. 2019 is expected to decline to 5.5.
- The improvement is due to on-going efficiencies in collection operations.

## **Green Lane Landfill Volume Remaining (Millions Cubic Metres)**

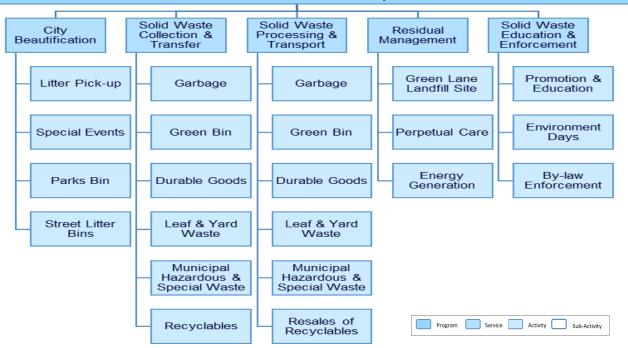


- The chart shows steadily decreasing volume due to increasing rate of annual waste fill.
- Tonnages are changing due to lower levels of private tonnes being received. This reduction will be offset by an anticipated increase in City tonnages. This trend began to stabilize in 2018 as waste fill components experienced less change.
- 2019 volume of 8.395 million m<sup>3</sup> represents a further decrease of 5.5% in the remaining available volume at Green Lane.
- Life expectancy of Green Lane Landfill site, based on the consumption of approximately 500,000 cubic metres (520,000 tonnes) per year, is 2037

#### **PROGRAM MAP**

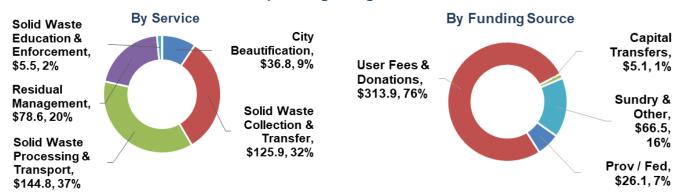
#### Solid Waste Management Services

To be a leader in providing innovative waste management services to residents, businesses and visitors within the City of Toronto in an efficient, effective and courteous manner, creating environmental sustainability.



#### 2019 OPERATING BUDGET HIGHLIGHTS

#### 2019 Operating Budget \$391.6M



- 7
- 8% Budget decrease compared to the 2018 Approved Capital Contribution to maintain existing service levels and meet additional service demands.
- \$15.533M Service change savings including \$10.6M in user fee rate increases and \$4.8M in net efficiency savings.
- \$0.313M New/enhanced funding to initiate additional Litter pickup.
- 2020/2021 Increases primarily for known inflationary adjustments for salaries, benefits and contracts, the Dufferin Renewable Natural Gas initiative as well as future projected rate increases to support the ongoing Capital works program and Long Term Waste Management Strategy.

#### 2018 OPERATING BUDGET OVERVIEW

Table 1: 2019 Operating Budget and Plan by Service

		2018		2019				Increment	al Change
(In \$000s)	Budget	Actual	Base	New / Enhanced	Total Budget	Char	naes	2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
City Beautification	,	*		,	*	•	,,,	· ·	· · · · · · · · · · · · · · · · · · ·
Gross Expenditures	36,417.0	34,528.5	36,499.3	313.1	36,812.5	395.4	1.1%	1,713.3	147.9
Revenue	1,637.6	1,616.4	1,802.2		1,802.2	164.6	10.1%	15.6	16.6
Capital Contribution	34,779.4	32,912.2	34,697.1	313.1	35,010.2	230.8	0.7%	1,697.6	131.4
Solid Waste Collection 8	Transfer								
Gross Expenditures	121,337.8	108,286.4	125,910.7		125,910.7	4,572.9	3.8%	5,565.1	1,280.0
Revenue	302,121.8	299,092.9	312,930.8		312,930.8	10,809.0	3.6%	10,976.0	11,601.2
Capital Contribution	(180,784.0)	(190,806.4)	(187,020.1)		(187,020.1)	(6,236.1)	3.4%	(5,410.9)	(10,321.2)
Solid Waste Processing	& Transport								
Gross Expenditures	139,815.6	152,449.1	144,752.5		144,752.5	4,936.9	3.5%	1,954.7	2,089.6
Revenue	55,379.8	47,479.0	50,446.2		50,446.2	(4,933.6)	(8.9%)	1,031.3	1,118.5
Capital Contribution	84,435.8	104,970.0	94,306.3		94,306.3	9,870.5	11.7%	923.5	971.1
Residual Management									
Gross Expenditures	79,647.9	80,421.7	78,640.9		78,640.9	(1,007.0)	(1.3%)	3,121.0	3,196.8
Revenue	46,045.7	48,197.0	46,436.8		46,436.8	391.1	0.8%	98.1	105.8
Capital Contribution	33,602.2	32,224.7	32,204.1		32,204.1	(1,398.1)	(4.2%)	3,022.9	3,091.1
Solid Waste Education &	Enforceme	nt							
Gross Expenditures	6,224.0	4,711.6	5,503.6		5,503.6	(720.4)	(11.6%)	(73.6)	(6.6)
Revenue	3.9	83.2	4.2		4.2	0.2	5.9%	0.2	0.3
Capital Contribution	6,220.1	4,628.4	5,499.4		5,499.4	(720.7)	(11.6%)	(73.8)	(6.9)
Total								1	
Gross Expenditures	383,442.3	380,397.3	391,306.9	313.1	391,620.1	8,177.8	2.1%	12,280.5	6,707.7
Revenue	405,188.8	396,468.4	411,620.2		411,620.2	6,431.4	1.6%	12,121.2	12,842.3
<b>Total Capital Contribution</b>	(21,746.5)	(16,071.1)	(20,313.2)	313.1	(20,000.1)	1,746.4	(8.0%)	159.3	(6,134.5)
Approved Positions	1,116.3	1,054.1	1,119.0	3.8	1,122.8	6.5	0.6%	(1.4)	0.0

#### **Base Changes**

(\$1.433M Net Reduction to Capital Contribution)

- Escalation cost in collection & processing contracts and landfill operations as well as related volume changes.
- Salary & benefit increases including progression increases, COLA and benefit adjustments.
- Alternate Ontario Landfill Disposal increased costs. Collection yard improvements.
- Increased reserve contribution for lifecycle replacement of equipment and fleet vehicles.
- •Operating Impact of commissioning the Dufferin Organics Processing facility.
- Above pressures partially offset by base changes for user fee rate adjustments and service efficiency savings including fleet fuel savings, reducing recycling processing fees, bringing more disposal and organics processing in-house.

## New/Enhanced Service Priorities

(\$0.313M Gross / \$0.313M Net)

- Funding in response to Executive Committee May 14, 2018 report EX34.6 "Response Times and Service Levels for Various City Divisions".
- Will address frequency of alley and laneway cleaning; property standard inspections and enforcement response times, park maintenance, litter collection and graffiti removal levels.
- Includes 3.8 approved postions in the City Beautification service area.

#### **Future Year Plan**

- Inflationary increases in salaries and benefits, fuel costs and contracted services including collection and processing.
- •Start of operating agreement with third party for Renewable Natural gas production at the Dufferin OPF facility.
- Operating impact of capital projects once completed.
- Projected required rate increases to support ongoing capital program & Long Term Waste Management Strategy.

#### **EQUITY IMPACTS OF BUDGET CHANGES**

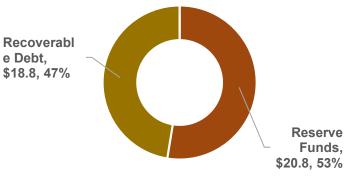
**No significant equity impacts:** The changes in Solid Waste Management Services' 2019 Operating Budget do not have any significant equity impacts.

#### 10-YEAR CAPITAL PLAN HIGHLIGHTS

#### 2019 Capital Budget \$39.611M

# Service Improvement, \$10.8, 27% SOGR, \$5.9, 15%

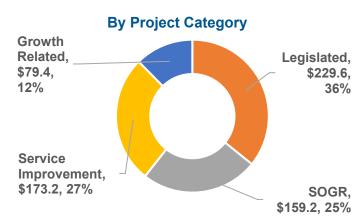
#### **By Funding Source**



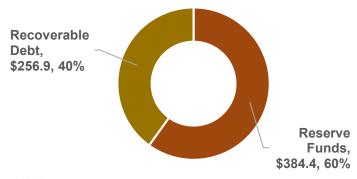
#### 1 YEAR

- \$16.408M Continue capital development and monitoring at Green Lane Landfill.
- **\$3.475M** For on-going bin replacement which includes green bins, replacement waste containers, kitchen containers and recycling bags.
- \$3.228M For on-going base & new control systems, including engineering & monitoring at old closed landfill sites.
- \$3.143M For Information Technology
  Application projects including Customer
  Relationship Management, Asset Management,
  Contract Management and Transfer Station
  Efficiencies.
- \$2.869M Continue implementing the Long Term Waste Management Strategy including Promotion & Education, Mixed Waste Processing study, Circular Economy research and reduce & reuse programs.

#### 2019-2028 Capital Budget and Plan \$641.280M



#### **By Funding Source**



#### 10 YEARS

- \$229.614M Legislated projects focused on Perpetual Care of Old Landfills and Green Lane Devlopment.
- \$173.158M Service Improvement projects including bin distribution, Long Term Strategy, Engineering Planning Studies and investment in IT infrastructure.
- \$159.153M State of Good Repair projects for Transfer Stations, Diversion Facilities and Collection Yards.
- \$79.355M Growth projects including the planning and initial construction phases of two new facilities for waste management and organics processing.

#### 10-Year Capital Plan by Project Category

**Table 4: Summary of Capital Projects by Project Category** 

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
Legislated													
Green Lane Landfill Development		16,108	18,931	13,414	14,805	15,698	14,815	14,815	14,815	14,815	14,815	153,031	
Perpetual Care of Landfills		6,830	11,574	6,277	9,253	9,479	9,150	5,950	5,950	5,950	6,170	76,583	
Sub-Total	-	22,938	30,505	19,691	24,058	25,177	23,965	20,765	20,765	20,765	20,985	229,614	
State of Good Repair													
Dufferin Waste Facility Site Improvement	20,500	893	10,567	8,028	5	-	-	-	-	-	-	19,493	20,500
Collection Yard Asset Management		1,157	1,493	600	600	600	600	600	600	600	600	7,450	
Diversion Facilities Asset Management		99	100	100	-	-	-	-	-	-	-	299	
New Fleet		550	-	-	-	-	-	-	-	-	-	550	550
OPF Asset Management		750	4,550	3,610	3,050	5,050	6,250	2,610	1,850	3,050	6,550	37,320	37,320
Renewable Natural Gas KVL		300	500	-	-	-	-	-	-	-	-	800	800
Transfer Station Asset Management		2,170	18,768	24,188	9,742	8,319	8,522	3,210	13,850	2,860	1,612	93,241	
Sub-Total	20,500	5,919	35,978	36,526	13,397	13,969	15,372	6,420	16,300	6,510	8,762	159,153	59,170
Service Improvement													
Biogas Utilization	17,300	300	500	-	-	-	-	-	-	-	-	800	18,100
Diversion Systems Bins		3,475	3,475	3,475	3,475	3,475	3,475	3,475	3,475	3,475	3,475	34,750	
Engineering Planning Studies		-	1,400	500	500	500	500	500	500	500	500	5,400	
Green Lane Landfill Development	4,228	300	-	-	-	-	-	-	-	-	-	300	4,228
IT Corporate Initiatives	11,762	397	2,452	379	609	-	-	-	-	-	-	3,837	12,750
Long Term Waste Management Strategy	12,567	2,869	7,565	13,253	22,292	24,542	15,338	16,088	18,356	-	-	120,303	132,870
SWM IT Application Initiatives	16,654	3,143	1,245	1,526	728	141	-	-	-	-	-	6,783	20,234
Two-Way Radio Replacement	2,910	270	250	250	85	50	40	40	-	-	-	985	3,490
Sub-Total	65,421	10,754	16,887	19,383	27,689	28,708	19,353	20,103	22,331	3,975	3,975	173,158	191,672
Growth Related													
Organics Processing Facility		-	-	-	323	967	484	484	484	484	16,129	19,355	100,000
Waste Management Facility		-	-	-	1,000	3,000	1,500	1,500	1,500	1,500	50,000	60,000	310,000
Sub-Total	-			-	1,323	3,967	1,984	1,984	1,984	1,984	66,129	79,355	410,000
Total Expenditures by Category (excluding carry forward from 2018)	85,921	39,611	83,370	75,600	66,467	71,821	60,674	49,272	61,380	33,234	99,851	641,280	660,842

<sup>\*</sup>Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2019, excluding ongoing capital projects (e.g. Landfill Development, Transfer Station Asset Management, Collection Yards, etc)

#### 2019 - 2028 Key Capital Projects

The 10-Year Capital Plan for SWMS is primarily comprised of Legislated projects to fund the perpetual care of old landfills as well as landfill development at Green Lane; State of Good Repair (SOGR) is dedicated to on-going asset management of transfer stations, collection yards and diversion facilities. Service Improvement projects provide funding for studies, facilities, systems and the implementation of the Long Term Waste Strategy to make progress on achieving the waste diversion target of 70%. Growth Related projects reflect the plan to build a future waste processing facility as well as an organics processing facility.

- Legislated projects total \$229.614 or 35.8% of the total 10-Year Capital Plan's funding.
- SOGR projects account for \$159.153 million or 24.8% of the total 10-Year Capital Plan's expenditures.
- Service Improvement projects account for \$173.158 million or 27% of the total 10-Year Capital Plan's spending allocation.
- Growth Related projects account for \$79.355 million or 12.4% of the total 10-Year Capital Plan's expenditures.

#### State of Good Repair (SOGR) Funding & Backlog

Solid Waste Management Services has not currently identified a backlog of State of Good Repair projects. At
this time, the funding allocated in the 10-Year Capital Plan for SWMS for State of Good Repair projects is
deemed appropriate to maintain the assets in a steady state of good repair.

It is recommended Solid Waste Management Services report back to Budget Committee as part of the 2020
 Budget Process with the final assessment of the condition of its capital assets and provide an update on status of State of Good Repair Backlog studies and related impact on the Capital Plan.

#### **Operating Impact of Completed Capital Projects**

**Table 5: Net Operating Impact Summary** 

	2019 I	Budget	2020	Plan	2021	Plan	2022	2 Plan	2023	Plan	2019 -	2023	2019 -	2028
Projects	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved													3,669.800	2.000
Dufferin SSO Facility	3,669	2.0	0.4	-	0.4	-	-	-	-	- 1	3,670	2.0	3,670	2.0
	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sub-Total: Previously Approved	3,669	2.0	0.4	-	0.4	-	-	-	-	-	3,670	2.0	3,670	2.0
New Projects - 2019													-	
-	-	-	-	-	-	-	-	-	-	- 1	-	-	-	-
Sub-Total: New Projects - 2019	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Projects - Future Years													-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sub-Total: New Projects - Future Years	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total (Net)	3,669	2.0	0.4	-	0.4	-	-	-	-	-	3,670	2.0	3,670	2.0

The 10-Year Capital Plan will increase future year Operating Budgets by \$3.670 million on a net basis over the 2019 - 2028 period as shown above.

For 2019, the project for the Dufferin SSO (Source Separated Organics) Facility Expansion, with facility completion in 2019, has an estimated operating cost impact of \$3.889 million gross including salaries & benefits for 2 Heavy Equipment Operators (\$0.164 million); materials & supplies (\$0.221 million); contracted haulage (\$0.230 million); and contracted services (\$3.274 million). Total water expenditure third party recoveries of \$0.220 million result in an annual net impact of \$3.669 million. Incremental impacts of \$0.0004 million in 2020 and 2021 reflect salary & benefits adjustments.

The 2019 operating costs for this project, as mentioned above, have been included in the 2019 Operating Budget for SWMS and any future operating impacts will be reviewed each year as part of the annual Operating Budget process.

It is recommended that Solid Waste Management Services report back to Budget Committee as part of the 2020 Budget Process to identify, as part of the budget submission, all operating costs, revenues and benefit impacts from capital projects including Information Technology projects.



PROGRAM SUMMARY

## **Toronto Building**

#### **What We Do**

We enforce provincial and municipal building regulations and bylaws, where our primary responsibilities are established through the *Building Code Act*, as follows:

- Reviewing and issuing building permits
- Conducting mandatory inspections of construction to make sure work is in compliance with the Building Code and building permits
- · Setting fees for building permits
- Investigating and enforcing compliance through inspections and, if necessary, issuing orders.

In addition to the roles and responsibilities prescribed by the *Building Code Act*, the Program administers and enforces the City of Toronto Sign Bylaw and other applicable law. Applicable law is a term used to describe all of the regulations and municipal bylaws, which a project must comply with in order for a permit to be issued.

#### Why We Do It

Our mission is to deliver the highest quality public service that secures compliance with building regulations and bylaws, while working cooperatively with the public and building industry to create a safe, healthy, sustainable, and accessible built environment.

#### **Our Experience & Success**

- Developed and implemented requirements for public notices on residential infill construction sites, to improve communication with the public about demolition and construction activity in existing neighbourhoods
- Established the Chief Building Official's Renovator Roundtable, to facilitate productive and collaborative dialogue between Toronto Building, the development industry and other City divisions.
- Advanced further stages of Division's Digital First Service Strategy including:
- Digitizatied of over 500,000 building records
- Implemented enhancements to online permit status search and developed online payments functionality.

#### **Key Challenges**

- Investing in a knowledgeable and engaged workforce
- Advancing strategic initiatives and fiscal responsibility
- Driving service quality, efficiency, and innovation to respond to high levels of permit activity, increasing complexity, and regulatory changes
- Pursuing a seamless customer service experience
- Undertake a comprehensive program and organizational review to seek options for a refreshed client-centric operating model and practices for the Division.
- Implement enhancements to interdivisional complaint monitoring and management in support of the Residential Infill Strategy.

#### **Priority Actions**

- Continue to advance on divisional hiring strategy and succession planning and developing enhanced staff training and development programs for all service areas
- Implement quality assurance pilot project in Inspection Services and explore new collaboration platforms and tools for staff
- •\$1.6M in funding is included within the 2019 Budget to support the program and organziaitonal review.
- Continue working towards developing a CRM solution to enable an enhanced, customerfocused complaint tracking process.

#### **Budget At A Glance**

OPER	ATING BU	JDGET	
\$Million	2019	2020	2021
Gross Expenditures	\$59.8	\$59.3	\$58.7
Revenues	\$75.7	\$70.0	\$69.4
Net Expenditures	(\$15.9)	(\$10.7)	(\$10.7)
Approved Positions	472	472	472

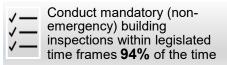
#### **Our Key Service Levels**



Review complete building permit applications, within legislated time frames **95%** of the time



Review incomplete building permit applications, within established service standards **75%** of the time





Review sign permit applications within legislated time frame **94%** of the time



Respond to building permit related complaints within legislated time frame **90%** of the time

Source of Image: www.icons8.com

#### **Key Service Deliverable**

Maintain and improve the rate of processing applications and responding to inspection requests

Monitor and respond to the high level of development and construction activity across the City

Advance on Residential Infill Strategy including enhancing interdivisional coordination of complaints

Support the delivery of the City's transit expansion projects

Continue the Chief Building Official's Renovator Roundtable to facilitate productive and collaborative dialogue with the development industry and other City divisions

#### Who We Serve

#### **Building Permission & Information**

- Agent
- Applicant
- Architect / Firm
- · Builder and Organization
- Building User Or Occupant
- Business
- Complainant
- Consultant
- Contractor
- Contravener
- Designer Firm / Professional
- Developer
- Engineer
- Lawyers
- Licensee

- Mayor & City Council
- Operator
- Owner's Agent
- Police

Implement measures to further reduce existing inventory of dormant permits

- Property Owner
- Ratepayers
- Sign Owner
- Staff City Divisions
- Surveyor
- Tenant

#### Beneficiaries

- Adjacent Property Owners
- Residents

#### **Building Compliance**

- Design Professional
- Developer
- Property Owner / Occupant
- Sign Owner
- · City Staff

#### Beneficiaries

- Adjacent Property Owners
- Council / Mayor
- Residents

#### **How Well We Are Doing**

#### **Performance Measures**

## % complete building permit applications reviewed within time frames



#### **Behind the Numbers**

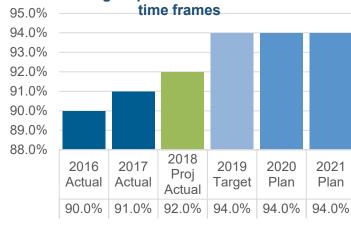
- This measure indicates the percentage of complete building permit applications, for all types of buildings, which are reviewed for compliance with the Building Code and all applicable law within legislated time frames.
- Time frames vary according to the complexity of the application and type of building.
- Despite sustained high levels of permit activity, it is anticipated that the time frame to review complete applications for all types of buildings will be achieved 95% of the time in 2019.

## % sign permit applications reviewed within legislated time frame



- This measure indicates the of sign permit applications reviewed within the legislated time
- Toronto Building aims to review sign permit applications within 10 days.
- The number of sign permit applications fluctuates with market dynamics. Toronto Building anticipates maintaining the target of 94% in 2019 and future years.

#### % building inspections conducted within

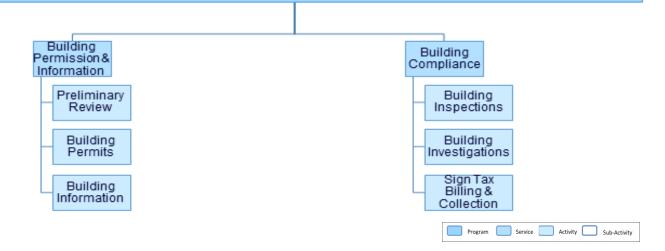


- This measure indicates the percentage of requested mandatory inspections that are completed within 2 business days of receiving the request for inspection.
- It is a requirement of the Ontario Building Code that an inspection be conducted within the prescribed time frames.
- It is projected in 2019 that the Program will achieve a service level of 94%.

#### **PROGRAM MAP**

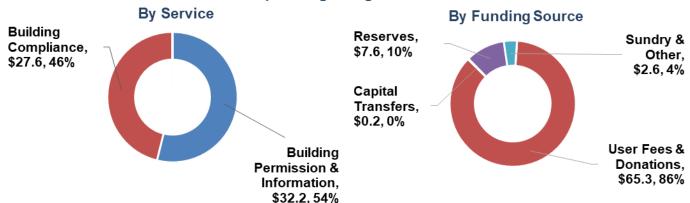
#### Toronto Building

To deliver the highest quality public service that secures compliance with building regulations and bylaws, while working cooperatively with the public, designers, and the building industry to create a safe, healthy, sustainable, and accessible built environment.



#### 2019 OPERATING BUDGET HIGHLIGHTS

#### 2019 Operating Budget \$59.8M



- N
- **48.6%** Budget reduction over the 2018 Approved Net Operating Budget to maintain existing service levels and meet additional service demands. Attributed to one time Toronto Building indexed adjustment for Indirect cost.
- **\$0.203M** Service efficiency savings related to development of a Customer Relationship Management solution.
- \$1.930M Gross \$0M Net. New/enhanced funding to review and access the organizational structure, service areas, service levels, service delivery models, and the full costing model.
- 2020/2021 Increases primarily for known inflationary adjustments for salaries and benefits.

#### 2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Operating Budget and Plan by Service

	201	8		2019				Increment	al Change
(In \$000s)	Budget	Actual	Base	New / Enhanced	Total Budget	Chan	iges	2020 Plan	2021 Plan
By Service	\$		\$	\$	\$	\$	%	\$	\$
<b>Building Permission &amp;</b>	Information	1							_
Gross Expenditures	31,194.2	26,957.3	31,177.2	1,025.0	32,202.3	1,008.0	3.2%	(173.9)	(143.4)
Revenue	36,875.2	43,828.5	39,807.4	1,025.0	40,832.4	3,957.2	10.7%	(2,603.2)	(54.5)
Net Expenditures	(5,681.0)	(16,871.2)	(8,630.2)	(0.0)	(8,630.2)	(2,949.2)	51.9%	2,429.3	(88.8)
<b>Building Compliance</b>									
Gross Expenditures	25,919.5	24,934.0	26,693.5	905.3	27,598.9	1,679.3	6.5%	(366.4)	(459.0)
Revenue	30,932.7	34,280.8	33,957.6	905.3	34,862.9	3,930.2	12.7%	(3,137.2)	(547.8)
Net Expenditures	(5,013.2)	(9,346.8)	(7,264.0)	0.0	(7,264.0)	(2,250.8)	44.9%	2,770.7	88.8
Total									
Gross Expenditures	57,113.7	51,891.3	57,870.8	1,930.3	59,801.1	2,687.4	4.7%	(540.4)	(602.3)
Revenue	67,807.9	78,109.2	73,765.0	1,930.3	75,695.3	7,887.4	11.6%	(5,740.4)	(602.3)
Total Net Expenditures	(10,694.2)	(26,218.0)	(15,894.2)		(15,894.2)	(5,200.0)	48.6%	5,200.0	(0.0)
Approved Positions	468.0	440.0	468.0	4.0	472.0	4.0	0.9%	(0.0)	0.0

## Base Changes (\$5.200M Net)

- Salary & Benefits, IDC/IDR pressures are offset by:
- a) Savings to achieve target through Toronto Buildings fiscal Strategy by reducing Budgted contributions to the Building Code Service Improvement reserve.
- b) Efficiency savings through the implementation of the Customer Relationship Management (CRM) solution.
- A base budget change of \$5.2m for one-time indexed inflation adjustment for indirect support costs.

## New/Enhanced Service Priorities (\$1.930M Gross / \$0 Net)

- Toronto Building review, a comprehensive Program Review to assess and analyze the organizational structure, service areas, service levels, service delivery models.
- Additional Capacity for Modernization & Continuous Improvement to support the proposed Program Review and service plan objectives.
- Issues Management & Administrative Support for Chief Building Official's Office.

#### **EQUITY IMPACTS**

**No significant equity impacts:** The changes in Toronto Building's 2019 Operating Budget do not have any significant equity impacts.



#### **PROGRAM SUMMARY**

## **Toronto Fire Services**

#### What We Do

In accordance with the Ontario Fire Protection and Prevention Act, Toronto Fire Services (TFS) provides Toronto residents and businesses with a comprehensive suite of Fire protection services 24 hours per day, 7 days per week. TFS delivers the following services:

- Fire Rescue & Emergency Response
- Fire Safety Education
- Fire Prevention Inspection & Enforcement

TFS has stewardship over 83 fire stations and 8 support facilities to support service delivery. TFS responded to more than 132,000 emergency incidents, inspected more than 3,800 buildings, and responded to more than 8,300 complaints or requests for inspections.

#### Why We Do It

Toronto Fire Services provides high quality, efficient and effective fire protection services to those who live, work and visit our City. This includes protecting life, property and the environment from the effects of fire, illness, accidents, natural disasters and other hazards. Through raising community awareness about all hazards and employing a risk-based approach to fire prevention, TFS continues to enhance fire and life safety.

#### **Our Experience & Success**

- Received, processed and dispatched incoming emergency calls in 64 seconds or less, 94.3% of the time.
- Inspected every high rise residential building within the City, including all TCHC high-rise buildings and all TCHC Senior's buildings.
- Engaged residents from 19 TCHC seniors' buildings, providing the safety education in 10 different languages.
- Launched a comprehensive public education program in the City's most at-risk neighbourhood for fires (Parkdale - Ward 14).

#### **Key Challenges**

- Delivering effective services in an increasingly dense, growing and vertical city (above and below grade), where high-rise incidents represent 39% of the city-wide total number of fires and alarms.
- Addressing the challenges arising from Firefighter occupational stress injury, post-tramatic stress and other psychological illnesses and injuries.
- Implementing the recommendations contained within the Auditor General's report entitled "Raising the Alarm..."(AG).
- Achieving International accrediation under Centre for Fire Accreditation International (CFAI).

#### **Priority Actions**

- Funding of \$0.411 million is included to implement innovative high-rise fire fighting techniques and tools, including 65mm Hose Packs and Standpipe Kits, in order to enhance operational effectiveness.
- Funding of \$0.066 million is included to secure 0.5 FTE Employee Asssistance Counsellor position to support the TFS Mental Health and Suicide Prevention Plan.
- Funding of \$1.135 million is included for Quality Assurance inspections implemented in 2018 as a result of an AG investigation and audit report.

#### **Budget At A Glance**

OPEF	RATING B	UDGET	
\$Million	2019	2020	2021
Gross Expenditures	\$494.1	\$514.4	\$527.2
Revenues	\$18.3	\$18.3	\$18.3
Net Expenditures	\$475.8	\$496.1	\$508.9
Approved Positions	3,212.3	3,233.3	3,232.3

2019	2020-2028	Total
<b>^- ^</b>		
\$7.3	\$39.2	\$46.5
\$4.3	\$12.1	\$16.4
	\$4.3	\$4.3 \$12.1

#### **Our Key Service Levels**



Emergency call processing time to dispatch within **1:04** minutes or less 90% of the time



Total response time for first truck on scene within the NFPA standard **6:24** minutes 90% of the time



Total response time for effective firefighting force within **10:24** minutes 90% of the time



**8,656** complaint/ request Fire Code Inspections conducted annually



**2,015** Fire Safety presentations made annually to elementary schools and seniors



**325** Quality Assurance Inspections conducted annually

Source of Image: www.icons8.com

#### **Key Service Deliverables**

Respond to 137,071 emergency incidents and fire events requiring 311,586 vehicle responses

Respond to 3,203 carbon monoxide and 1,764 hazardous material emergency events

Respond to 71,899 medical emergencies and 10,384 vehicle incidents and rescues

Train and equip HUSAR and CBRNE teams to be ready to respond to major disasters

Complete 320 vulnerable occupancy inspections and 8,656 complaint / request inspections

Inspect 505 rooming houses / multi-residential apartment buildings / vacant buildings

Conduct fire safety presentation for 1,800 elementary schools and 215 Seniors

#### Who We Serve

## Fire Rescue & Emergency Response

- Incident Victim
- Property occupant
- Property owner

#### Beneficiaries

- Adjacent Property owners
- Businesses
- Insurance Companies
- Residents
- Visitors

#### **Fire Safety Education**

- Local Businesses
- Toronto Elementary School Teachers

#### Beneficiaries

- Elementary School Children
- Residents
- City & Agency Staff
- Visitors

## Fire Prevention, Inspection, & Enforcement

• Property owners

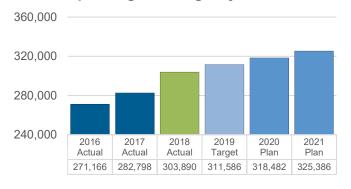
#### Beneficiaries

- Adjacent Property Owners/Neighbours
- Businesses
- Residents
- Visitors

#### **How Well We Are Doing**

#### **Performance Measures**

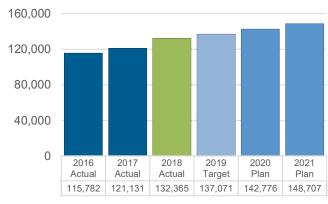
#### # Frontline Emergency Apparatus Responding to Emergency Incidents



#### **Behind the Numbers**

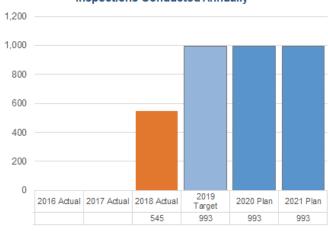
- The complexities of heavy urban emergency response drive the requirement for multiple specialized apparatus and crews to respond to many emergency incidents.
- In 2018, the average number of crews / trucks responding to each emergency incident is 2.30 vehicles.
- The demand for multiple apparatus and crew responses is forecasted to grow 6.7% from 2018 to 2021.

#### # Emergency Incidents



- Emergency incidents include TFS response to all types of emergencies including fires, emergency medical incidents, all types of rescue including water, high-angle, and specialized services including hazardous materials.
- Emergency incidents increased by 14.3% from 2016 to 2018.
- A 12.3% increase is forecasted from 2018 to 2021.

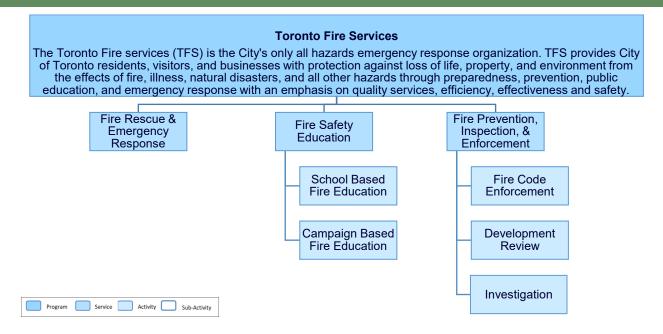
#### # Toronto Community Housing Corporation Inspections Conducted Annually



- TFS is committed to inspecting every multi-unit residential Toronto Community Housing building no less than once per year in accordance with Fire Protection and Prevention Act (FPPA) requirements
- TFS is committed to inspecting every multi-unit residential Toronto Community Housing building no less than once per year in accordance with Fire Protection and Prevention Act (FPPA) requirements TFS is targeting to inspect a total of 993 buildings in 2019.

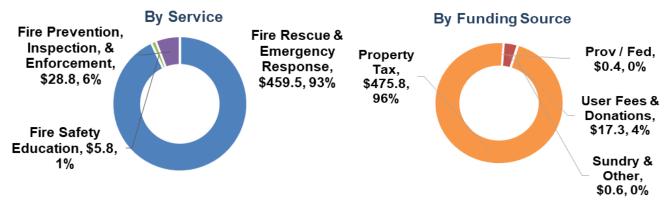
Future year targets are subject to increase with the addition of new TCH buildings

### **PROGRAM MAP**



### 2019 OPERATING BUDGET HIGHLIGHTS

### 2019 Approved Operating Budget \$494.1M





- **3.0%** Increase over the 2018 Approved Net Operating Budget to maintain existing service levels and meet additional service demands resulting from increased population and vertical growth.
- **\$1.460M** Fire Safety Quality Assurance Inspection Audits with 11 new permanent positions (AG13.11); additional permanent position for Computer Aided Dispatch/ Records Management Systems (CAD/RMS) section; Employee Assistance Counsellor (0.5 position), provided by City Manager's Office; dedicated second solicitor to support prosecutions, provided by Legal Services.
- 2020/2021 Increases primarily for known inflationary adjustments for salaries, benefits and contracts, as well as operating costs associated with Station B (Downsview) and Station A (Woodbine) to be fully operational in Q2 2020 and Q2 2021 respectively.

### 2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Approved Operating Budget and Plan by Service

	201	18		2019				Increment	al Change
(In \$000s)	Budget	Acutal	Base	New / Enhanced	Total Staff Recommended Budget	Chan	ges	2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
Fire Rescue & Emerge	ency Respo	nse							_
Gross Expenditures	447,316.4	448,334.5	459,315.0	186.7	459,501.7	12,185.3	2.7%	18,931.9	11,929.5
Revenue	15,117.8	18,982.5	17,006.4		17,006.4	1,888.6	12.5%	95.1	(128.9)
Net Expenditures	432,198.7	429,352.0	442,308.7	186.7	442,495.3	10,296.7	2.4%	18,836.8	12,058.4
Fire Safety Education									_
Gross Expenditures	6,129.4	5,995.3	5,759.1	0.8	5,760.0	(369.5)	(6.0%)	208.4	114.6
Revenue	160.7	154.6	140.3		140.3	(20.4)	(12.7%)	(109.5)	130.0
Net Expenditures	5,968.7	5,840.7	5,618.8	0.8	5,619.7	(349.1)	(5.8%)	317.9	(15.4)
Fire Prevention, Inspe	ection, & En	forcemen	t						_
Gross Expenditures	26,957.4	25,080.9	27,535.0	1,272.8	28,807.8	1,850.4	6.9%	1,222.1	730.4
Revenue	3,334.1	2,147.9	1,139.6		1,139.6	(2,194.5)	(65.8%)	2.0	0.0
Net Expenditures	23,623.3	22,933.0	26,395.4	1,272.8	27,668.2	4,045.0	17.1%	1,220.1	730.4
Total									_
Gross Expenditures	480,403.2	479,410.7	492,609.1	1,460.3	494,069.4	13,666.2	2.8%	20,362.5	12,774.5
Revenue	18,612.6	21,285.0	18,286.2		18,286.2	(326.4)	(1.8%)	(12.4)	1.1
Total Net Expenditures	461,790.6	458,125.7	474,322.9	1,460.3	475,783.2	13,992.6	3.0%	20,374.8	12,773.4
Approved Positions	3,214.3	3,161.3	3,200.3	12.0	3,212.3	(2.0)	(0.1%)	21.0	(1.0)

# Base Changes (\$12.532M Net)

- Annualized costs of implementing the TCHC Task Force inspections and Road to Mental Readiness programming.
- Salary & benefit increases from 2019-2023 from L3888 contract agreement and increase in salary and benifits for non union staff.
- Operating costs related to the deferred hiring (start date Oct 1) of 21 positions for Station B (Downsview) approved with the 2018 budget to align with scheduled station opening in Q2, 2020:
- 2.1% Inflationary increase for utilities, materials, supplies, services and rents.
- Increase in Interdivisional Charges, primarily fuel, facilities maintenance and shared costs with Toronto Police Services for Radio Communications.

# New/Enhanced Service Priorities

(\$1.460M Net)

- •Fire Safety Quality Assurance Inspection Audits with 11 new permanent positions (AG13.11). Operating impacts of
- Additional permanent position for Computer Aided Dispatch/ Records Management Systems (CAD/RMS) section.
- •Human Resources Employee Assistance Counsellor (0.5 position), provided by City Manager's Office.
- Second dedicated solicitor to support prosecutions, provided by Legal Services.

### **Future Year Plan**

- Annualizated cost of enhanced service priorities is included in 2020.
- Operating impacts of capital projects, including delivery of Station A (Woodbine) and Station B (Downsview).
- Inflationary increases in salaries and benefits, fuel costs, and high-speed internet connectivity.

### **EQUITY IMPACTS OF BUDGET CHANGES**

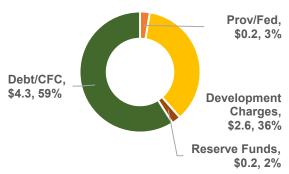
**No significant equity impacts**: The changes in Toronto Fire Services' 2019 Approved Operating Budget do not have any significant equity impacts.

### 10-year capital plan highlights

2019 Approved Capital Budget \$7.3M



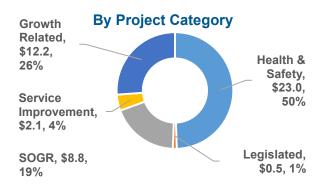
### By Funding Source



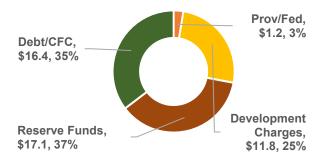
YEAR

- \$3.053M Begin 11 new projects, including Firefighting Particulate Hoods; Training Facilities Needs Assessment Study; Fire Prevention Office Space Accomodation; 65mm Hose Packs and Standpipe Kits; Next Generation 911 Project; Personal Protection Equipment; HUSAR Building Expansion; and Breathing Air Compressor.
- **\$2.093M** Complete the construction of the *Station B-Downsview Firestation*.
- \$1.590M Continue the next phase of 4 multi-year replacement projects: Fire Prevention Technology Integration; Operational Training Simulators; Facilities Rehabilitation; and Firefighter Helmet Replacement.
- **\$0.544M** Complete the *Emergency Communication Console* project.

### 2019 - 2028 Approved Capital Plan \$46.5M



### By Funding Source



10 YEARS

- **\$23.530M** Health & Safety and Legislated projects to replace personal equipment, defibrillators, safety, and emergency protective equipment.
- \$12.150M Growth Related projects to continue the construction of two new fire stations in the areas of Downsview and Woodbine to adddress service gaps, and begin the HUSAR Building Expansion project to provide expanded training capacity.
- \$8.754M State of Good Repair projects including investments: for additional office space to accommodate existing staff; to support a Training Facilities Needs Assement; to upgrade the CAD system; and to replace Communication Workstation Consoles.
- **\$2.078M** Service Improvement projects to upgrade existing systems, including the IT data intelligence systems to facilitate data integration.

### 10-Year Capital Plan by Project Category

Table 4: Summary of Capital Projects by Project Category

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
Firefighting Particulate Hoods (PPE)		650										650	650
Breathing Air Compressor Replacement	75	77	78	80	81	83	84	86				569	569
Defibrillators Lifecycle Replacement											1,100		1,100
Helmet Replacement	50	50								1,000		1,050	1,050
Mobile Radios Lifecycle Replacement-2023	2,700					2,700						2,700	2,700
Next Generation 911 Project		350										350	350
Personal Protection Equipment Replacement		100	1,900	2,300	200		100	1,900	2,200	400		9,100	9,100
Replacement of CBRNE Equipment										500		500	500
Replacement of Portable Radiios	5,050						5,050					5,050	5,050
The purchase of gas metres for fire investigators										100		100	100
Thermal Imaging Cameras									1,450			1,450	1,450
65mm Hose Packs and Standpipe Kits		411										411	411
Sub-Total	7,875	1,638	1,978	2,380	281	2,783	5,234	1,986	3,650	2,000	1,100	23,030	23,030
Legislated													
Replacement of HUSAR Equipment		50	50	50	50	50	50	50	50	50	50	500	500
Sub-Total		50	50	50	50	50	50	50	50	50	50	500	500
State of Good Repair													
Emerg Fire Comm Workstation Console Replacement		544										544	544
Training Simulators and Facilities Rehabilitation	150	250	100	100	100	100	100	100	100	100	100	1,150	1,150
CAD Upgrade				930	1,030							1,960	1,960
Training Facilities Needs Assessment Study		600										600	600
Fire Preven-Office Space Accomodation (3 Dhome)		525	3,670	305								4,500	4,500
Sub-Total	150	1,919	3,770	1,335	1,130	100	100	100	100	100	100	8,754	8,754
Service Improvement													
Fire Prevention Technology Integration	202	1.140	668									1.808	2,010
Operational BI Data Architecture Modernization	500	250	20									270	770
Sub-Total	702	1,390	688									2,078	2,780
Growth Related													
Station A -Woodbine	2,685		4,596	1.061								5.657	8.342
Station B - Downsview	6.792	2.093	2.000	.,001								4,093	10.885
HUSAR Building Expansion	3,.32	190	1,105	1,105								2,400	2,400
Sub-Total	9,477	2,283	7,701	2,166								12,150	21,627
Total Expenditures by Category (excluding carry													
forward from 2018)	18,204	7,280	14,187	5,931	1,461	2,933	5,384	2,136	3,800	2,150	1,250	46,512	56,691
*Life to Date approved cash flows are provided for mult													

\*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2018, excluding ongoing capital projects (i.e. Breathing Air Compressor project)

### 2019 - 2028 Key Capital Projects

Capital projects funded in the Approved 10-Year Capital Plan are critical to reducing risk to both life and property and ensuring the efficiency, responsiveness, and health & safety of firefighters. The completion of these capital projects will help achieve the strategic direction and service objectives outlined in the Toronto Fire Services 2015 – 2019 Master Plan.

- Health and Safety projects account for \$23.030 million or 49.5% of the total 10-Year Capital Plan's expenditures.
   Projects included in this category are 70% reserve funded and 30% debt funded, and are comprised of the following.
- Legislated projects total \$0.500 million or 1.1 % of the total 10-Year Capital Plan's expenditures, and are fully debt funded.
- SOGR projects account for \$8.754 million or 18.8% at a cost of the total 10-Year Capital Plan's expenditures, and are funded through a combination of Development Changes and debt funding.
- Service Improvement projects account for \$2.078 million or 4.5% of the total 10-Year Approved Capital Plan's expenditures, and are fully debt funded.
  - Performance Management (EPM) vision and Enterprise Business Intelligence Framework (EBIF).
- Growth Related projects account for \$12.150 million or 26.1% of the 10-Year Capital Plan's expenditures, and are primarily funded by Development Charges and Federal Subsidy.

### SOGR Funding & Backlog (Administered by Facilities, Real-Estate, Environment & Energy)

• TFS has a portfolio of 91 facilities, including 83 fire stations and 8 support facilities with a foot print of 803,825 square with an estimated building replacement value of \$401.912 million. TFS's State of Good Repair backlog and ongoing

maintenance is managed by (Facilities, Real-Estate, Environment & Energy) FREEE State of Good Repair program and is included in FREEE's 2019 Capital Budget.

 Maintenance and security costs for TFS, also managed by FREEE, totals \$5.518 million and is included in the 2019 Approved Operating Budget for TFS.

### **Operating Impact of Completed Capital Projects**

**Table 5: Net Operating Impact Summary** 

	2019 E	Budget	2020	Plan	2021	Plan	2022	Plan	2023	Plan	2019 -	2023	2019 -	2028
Projects	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved													5,022.000	21.000
Fire Prevention Technology Integration					125						125		125	
Helmet Replacement			80		-						80		80	
Replacement of CBRNE Equipment	30		-		-						30		30	
Station A -Woodbine	-						2,258	21.0			2,258	21.0	2,258	21.0
Station B - Downsview			538	-	1,764		227				2,529		2,529	
Sub-Total: Previously Approved	30	-	618	-	1,889	-	2,485	21.0	-	-	5,022	21.0	5,022	21.0
New Projects - 2019														
CAD Upgrade					-				25		25		40	
Fire Preven-Office Space Accomodation (3)	Dhome)				140						140		140	
HUSAR Building Expansion					-		5				5		5	
Next Generation 911 Project					65						65		65	
Sub-Total: New Projects - 2019		-	-	-	205	-	5		25	-	235	-	250	-
Total (Net)	30	-	618	_	2,094		2,490	21.0	25		5,257	21.0	5,272	21.0

The 10-Year Approved Capital Plan will increase future year Operating Budgets by \$5.272 million net over the 2020 - 2028 period, primarily due to the completion of two new fire stations expected to open in 2020 and 2021.

- Four new projects in the 2019 Approved Capital Budget will add \$0.250 million during the 10 Year Period for maintenance requirements and supplies:
- The 2019 operating costs for all these projects, as mentioned above, have been included in the 2019 Operating
  Budget for TFS and any future operating impacts will be reviewed each year as part of the annual Operating Budget
  process.



PROGRAM SUMMARY

# **Toronto Water**

### What We Do

We manage one of the largest water and wastewater systems in North America, 24 hours a day, seven days a week. Our services ensure that over 3.6 million residents and businesses in Toronto, and portions of York and Peel have access to high quality, safe drinking water and that they can trust that their wastewater is collected, treated and responsibly managed. Toronto Water delivers the following services:

- Water Treatment & Supply
- Wastewater Collection & Treatment
- Stormwater Management

Toronto Water has stewardship of an inventory of capital assets valued at \$28.638 billion. It maintains two categories of assets: linear infrastructure, such as distribution (5,551 km) and transmission (550 km) watermains, sanitary (3,730 km), combined (1,411 km) and storm (4,981 km) sewers; and facilities/plant assets such as water filtration (4) and waste water treatment (4) plants, pumping stations (105), as well as a variety of reservoirs, storage and detention tanks.

### Why We Do It

Toronto Water provides water services through supplying drinking water and treatment of wastewater and stormwater to residents, businesses and visitors in order to protect public health, safety and property in an environmentally and a fiscally responsible manner.

### Our Experience & Success

- Over 1 billion litres of potable water daily is delivered to industrial, commercial, institutional, and household water users in the City of Toronto (including York Region), amounting to more than 511,000 service connections.
- Over 1.5 billion litres of wastewater is collected and treated per day, from residents and businesses in Toronto and a portion of Peel Region.
- Continuity of our services is ensured by replacement (31 km) and rehabilitation (128 km) of watermains and sewers in 2018.
- We have made significant progress by investing in critical stormwater management projects, including the Don River & Central Waterfront Phase 1 and ongoing critical upgrades to water and wastewater treatment plants to ensure regulatory requirements.

### **Key Challenges**

- •Toronto Water's infrastructure is aging with an accumulated state of good repair backlog estimated at \$1.491 billion. Ongoing significant capital investment is required to effectively eliminate the backlog by 2028.
- Significant investment is required to ensure extreme weather resiliency and to manage basement flooding and other stormwater issues across the city.
- Providing efficient and effective response to customer service.
- Toronto Water's long-term financial sustainability including planning for growth depends primarily on successive water rate increases of 3%.
- Minimizing operating pressures.

### **Priority Actions**

- The 10-Year Capital Plan includes funding of \$6.745 billion for state of good repair projects.
- Approximately \$3.4 billion or 25% of the 10-Year Capital Plan's expenditures will be allocated to projects that will improve the city's resiliency to extreme weather events.
- Increased customer satisfaction through improved service processes and operationalization of the Customer Care Centre in 2019.
- The City of Toronto is experiencing significant growth. Approximately \$603.4 million will be drawn from Toronto Water's capital reserves to accommodate development growth over the next 10 years.
- •\$7.284 million in efficiencies and other savings will fully offset the 2019 budget pressures.

### **Budget At A Glance**

OPER	RATING B	UDGET	
\$Million	2019	2020	2021
Gross Expenditures	\$463.9	\$484.5	\$495.0
Revenues	\$1,331.4	\$1,376.7	\$1,408.4
Capital Contribution	\$867.5	\$892.2	\$913.4
Approved Positions	1,805.6	1,840.6	1,846.6

\$Million	2019	2020-2028	Total
Gross Expenditures	\$797.1	\$12,654.1	\$13,451.2
Debt	\$0.0	\$0.0	\$0.0

### **Our Key Service Levels**



**22** mainbreaks per 100 km of pipe



**4** sewer mainline backups per 100km of pipe



**1,248 ML** of dedicated (designed) stormwater storage capacity



**0** non-compliance water treatment incidents



**0** non-compliance wastewater events



**7,065 hectares** of drainage area where quality control provided

Source of Image: www.icons8.com

### **Key Service Deliverables**

Provide treatment and supply of **+435 billion litres** of water (including Region of York)

Provide collection and treatment of **+400 billion litres** of wastewater (including Region of Peel)

Continue maintenance and repair of +6,100 km of water mains and +4,100 km of sanitary sewers

Replace +5,000 substandard water services

Repair +1,600 broken watermains

Provide Environmental Monitoring and Protection including on-going public consultation and awarenes programs

### Who We Serve

### Water Treatment & Supply

- Water Account Holders
- Water Consumers

### Beneficiaries

- Businesses
- Residents
- City & Agency Staff
- Visitors

# Wastewater Collection & Treatment

- Wastewater Account Holders
- Wastewater producers
- Public & Private Landowners

### Beneficiaries

- Businesses
- Residents
- City & Agency Staff
- Visitors

### **Stormwater Management**

Public & Private Landowners

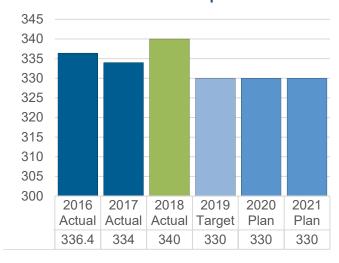
### Beneficiaries

- Businesses
- Residents
- City & Agency Staff
- Visitors

### **How Well We Are Doing**

### **Performance Measures**

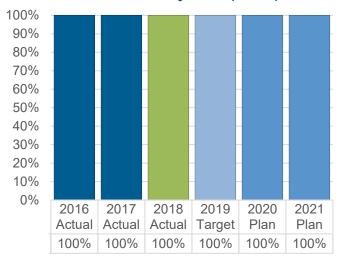
# Efficiency Measure - Electrical kWH per ML of Water Pumped



### **Behind the Numbers**

- 2016-2017 actual usage of electricity per mega liter of water pumped was lower than the 340 kWh target.
- Although 2018 usage was 340 kWh, Toronto Water continue to plan for improved electrical efficiency through the transmission operations optimization project at the water treatment plants, thus reducing the target to 330 kWh per mega liter of water.

### Effectivenes Measure - Percent Biosolids Beneficially Used (ABTB)

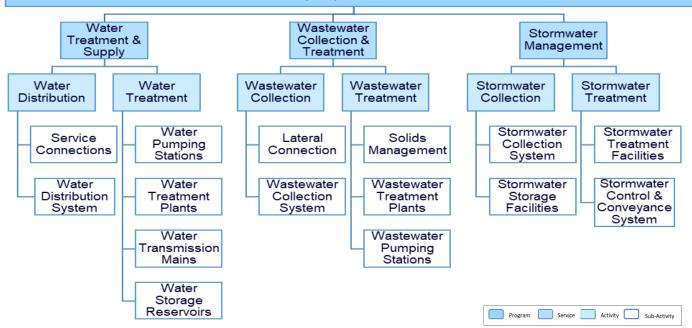


- Continuing efforts to increase beneficial use by pelletizing biosolids resulted in an actual performance reaching 100% in 2016, 2017and 2018.
- 2019-2021 target and plan are projected to maintain beneficial use to 100% target level.

### PROGRAM MAP

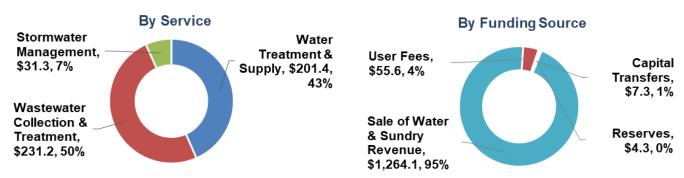
### **Toronto Water**

Provide quality water services through supplying drinking water and treatment of wastewater and storm water to residents, businesses and visitors in order to protect public health, safety and property in an environmentally and a fiscally responsible manner.



### 2019 OPERATING BUDGET HIGHLIGHTS

### 2019 Operating Budget \$463.9 M





- **3.0%** increase over the 2018 Approved Capital Contribution Budget to maintain existing service levels and meet additional service demands.
- \$1.223 M Efficiency savings in water and wastewater production utility costs.
- \$7.985 M New/enhanced initiatives such as utility cut repairs and chamber adjustment program, bulk water fill station pilot project and provision of dedicated sttaff resources for insurance/risk management, legal services and Ontario One Call locate tickets clearing, funded from capital projects and reserve funds, as well as additional revenues to recover full cost of the industrial waste treatment.
- 2020/2021 Increases primarily for known inflationary adjustments for salaries, benefits and operating impact of completed capital projects, and anticipated changes in other costs and revenues.

### 2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Operating Budget and Plan by Service

	20	18		2019				Increment	al Change
(In \$000s)	Budget	Actual	Base	New / Enhanced	Total Budget	Char	nges	2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
Water Treatment & Supp	ply								
Gross Expenditures	190,923.3	177,188.1	196,492.1	4,877.4	201,369.5	10,446.3	5.5%	10,706.2	4,876.4
Revenue	565,454.7	579,841.2	584,954.4	1,309.3	586,263.7	20,809.1	3.7%	19,757.3	13,996.2
Capital Contribution	374,531.4	402,653.0	388,462.3	(3,568.2)	384,894.2	10,362.8	2.8%	9,051.0	9,119.8
Wastewater Collection 8	k Treatment								_
Gross Expenditures	225,770.4	209,528.4	228,560.3	2,624.7	231,185.0	5,414.5	2.4%	8,735.8	5,365.7
Revenue	718,861.1	737,150.6	738,734.7	873.5	739,608.2	20,747.1	2.9%	25,346.2	17,994.9
Capital Contribution	493,090.6	527,622.2	510,174.4	(1,751.2)	508,423.2	15,332.5	3.1%	16,610.5	12,629.2
Stormwater Managemen	nt								_
Gross Expenditures	30,558.1	28,359.8	30,831.6	482.8	31,314.4	756.3	2.5%	1,168.2	258.2
Revenue	4,971.2	5,097.7	5,380.2	137.6	5,517.8	546.6	11.0%	180.5	(277.0)
Capital Contribution	(25,586.9)	(23,262.1)	(25,451.4)	(345.2)	(25,796.6)	(209.7)	0.8%	(987.7)	(535.2)
Total								<b>)</b>	
Gross Expenditures	447,251.8	415,076.3	455,884.0	7,985.0	463,869.0	16,617.1	3.7%	20,610.2	10,500.2
Revenue	1,289,287.0	1,322,089.5	1,329,069.3	2,320.4	1,331,389.7	42,102.7	3.3%	45,283.9	31,714.1
<b>Total Capital Contribution</b>	842,035.1	907,013.2	873,185.3	(5,664.6)	867,520.7	25,485.6	3.0%	24,673.7	21,213.8
Approved Positions	1,764.7	1,608.3	1,774.7	31.0	1,805.7	41.0	2.3%	34.9	6.0

### **Base Changes**

(\$8.632 million gross)

- Operating costs for salaries and benefits, utilities, chemicals and contracted services resulting from completed capital projects, including addition of 8 positions to operate new facilities and infrastructure, and 2 positions for delivery of capital projects.
- Salary & benefit cost inflationary increases.
- Inflationary increases for materials, supplies and contracted services.
- · Above pressures are offset by base expenditure savings arising from a line by line review, other operational savings, utility efficiencies and higher revenues from sale of water to Region of York and increase in new service conections and other revenues.

### **New/Enhanced Service Priorities Future Year Plan** (\$7.985 million Gross / \$5.665 million Net).

- Transfer of Utility Cut and and Chamber Adjustment Program from Transportation Services, requiring addition of 27 new positions.
- Dedicated insurance/risk management position to reduce claim settlements, as well as funding for addition of one solicitor to address growing demand for legal services.
- Addition of 3 positions to support the review/clearing of Transportation Services Ontario One Call Locate Tickets involving markings for the City's infrastructure at exavation sites.
- Introduction of a new bulk water fee and fill station pilot project for mobile washing businesses.
- Additional revenues from industrial waste treatment agreements to provide for full cost recovery.

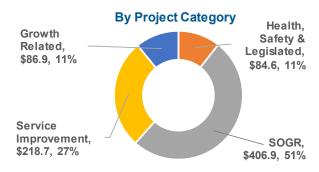
- Inflationary increases for salaries and benefits.
- Operating impact of capital projects once completed and salaries and benefits for staff delivering capital projects.
- Anticipated inflationary increases for utilities, chemicals and other materials and supplies, contributions to TRCA and payment of taxes.
- Anticipated changes in volume and price of water sold in Toronto and Region of York.

### **EQUITY IMPACTS**

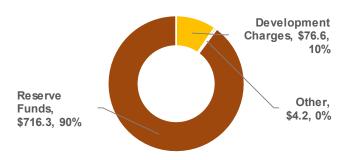
Toronto Water's 2019 Operating Budget does not include any changes that affect equity-seeking groups and vulnerable residents of Toronto and it has no equity impacts.

### 10-YEAR CAPITAL PLAN HIGHLIGHTS

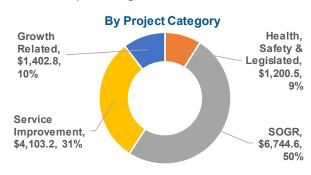
# 2019 Staff Recommended Capital Budget \$797.0M



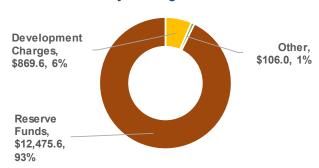
### By Funding Source



# 2019-2028 Staff Recommended Capital Budget and Plan \$13,451.1M



### **By Funding Source**



# YEAR

- **\$214.978M** Deliver continued state of good repair projects to adress infrastructure renewal such as Watermain Replacement and Rehabilitation (\$64.053 million), Sewer System Replacement and Rehabilitation (\$130.250 million) and Trunk Sewer and Pumping Station projects (\$20.675 million).
- \$168.207M Implement Basement Flooding (\$58.406 million), Wet Weather Flow Master Plan (\$102.518 million) and Stream Restoration and erosion projects (\$7.283 million)
- \$14.791M Continue to provide funding for the TRCA erosion control projects including critical Erosion sites.

### 10 YEARS

- **\$7.945B** State of Good Repair projects (including Health & Safety and Legislated projects of \$1.201B) to ensure the replacement or rehabiliation of aging watermains and sewers and investment in the aging water and wastewater facilities.
- \$4.103B Service Improvement projects for the implementation of water quality improvements projects, Wet Weather Flow Master Plan and to advance the Basement Flooding Protection projects in 67 chronic basement flooding areas accross the City.
- \$1.402B Growth Related projects to increase the hydraulic capacity in the Toronto Water supply system and to provide necessary servicing capacity for growing population, to install service connections for new homes and developments, and to provide for wastewater projects such as Waterfront Sanitary Servicing and Ashbridges Bay Plant Aeration Tanks.

# 10-Year Capital Plan by Project Category

Table 4: Summary of Capital Projects by Project Category

	• • •											
(In \$000s)	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Tatal Farman III to a la Catalana												
Total Expenditures by Category Health & Safety												
Ashbridges Bay TP	491	6,629	2,583	2,374	1,891	31					13,999	13,999
Humber TP	250	5,140	424	2,014	1,001	01					5,814	5,814
Sub-Total	741	11,769	3,007	2,374	1,891	31					19,813	19,813
Legislated	1											
Water Service Replacement	15,390	57,043	45,625	48,221	46,246	46,246	45,746	44,246	44,246	44,246	437,255	437,255
Pumping Stations	3,489	7,338	8,919	11,490	12,924	9,558	6,700	8,425	4,250	44,240	73,093	73,093
WT - Storage & Treatment	125	125	125	11,100	12,021	0,000	0,700	0, 120	1,200		375	375
Ashbridges Bay TP	55,907	117,316	129,560	101,068	60,016	42,764	35,719	20,615	60		563,025	563,025
Highland Creek TP	4,935	9,586	10,417	7,456		37	400	1,000	6,500	11,300		51,668
Humber TP	1,378	2,676			550				550		5,154	5,154
RL Clark TP	2,087	700	3								2,790	2,790
Island TP	568	2,462	16,163	19,280	8,529	367					47,369	47,369
Sub-Total	83,879	197,246	210,812	187,515	128,302	98,972	88,565	74,286	55,606	55,546	1,180,729	1,180,729
State of Good Repair												
Business & Technology		79	78	80							237	237
Linear Eng	69,110	112,329	122,283	104,413	88,038	74,298	74,309	80,251	75,489	74,309	874,829	874,829
Sewer Rehabilitation	50,798	77,236	89,179	78,637	69,853	66,953	68,303	67,053	68,603	69,553	706,168	706,168
Sewer Replacement	12,332	19,458	21,086	16,012	17,469	15,100	15,000	15,000	15,000	15,000	161,457	161,457
WM Rehabilitation	47,901	68,171	83,054	71,180		70,460	70,360	70,260	65,460			683,766
WM Replacement	55,424	129,525	117,014			95,000	95,000	95,000	95,000	95,000		981,797
Water Service Replacement	5,115	7,854	7,854	675							21,498	21,498
Pumping Stations	1,303	8,212	7,612			7,875	6,815	4,260	3,550	4,000	60,378	60,378
Trunk Water Mains WT - Storage & Treatment	4,542	5,891	2,360			27,800	22,150	25,975	25,925			180,193
	20,445	32,061 77,830	47,276			13,737	26,385	35,830 33,515	17,155			241,438 489,601
Trunk Sewers & Pumping Stations Ashbridges Bay TP	19,261 53,618	184,523	70,103 217,002	80,188 203,880		61,157 120,748	53,115 151,159	129,487	28,350 114,564	14,082 64,040		1,404,535
Highland Creek TP	9,425	39,327	32,880	35,157		24,610	26,255	18,640	13,927	14,314	258,425	258,425
Humber TP	33,649	43,676	52,590	26,529		18,057	7,585	11,235	36,360	35,000		297,168
RL Clark TP	7,950	4,941	315		200	200	200	200	200	200		14,697
RC Harris TP	1,910	12,808	10,648	3,437	2,024	11,550	11,500	11,500	12,550	500	78,427	78,427
FJ Horgan TP	180	1,701	1,281	1,321	825	202	202	200	200			6,312
Island TP	4,480	17,312	8,421	7,438	8,875	3,775	725	525	475	4,675	56,701	56,701
WWF-Implementation Projects	1,567	12,828	25,109	17,081	3,665	4,000	4,000	4,000	6,000	4,500	82,750	82,750
WWF - Stream Restoration	7,283	16,339	14,349	16,947		7,295	12,665	16,460	14,395	12,805	130,958	130,958
Yards & Facility	562	769	1,733	1,275		1,485	1,485	1,485	1,485	1,485	13,249	13,249
Sub-Total	406,855	872,870	932,227	823,888	715,382	624,302	647,213	620,876	594,688	506,283	6,744,584	6,744,584
Service Improvement												
Water Meter Program (AMR)	4,605	1,680	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18,285	18,285
Basement Flooding	58,406	143,565	157,987	183,371	163,152	151,264	147,986	221,612	226,263	217,001	1,670,607	1,670,607
Business & Technology	12,277	12,584	12,572	8,506		4,769	2,914	2,014	2,014			67,433
Linear Eng	954	3,000	3,075	3,735	7,125	8,975	8,475	7,975	7,975	7,975		59,264
Sewer Replacement	923	1,825									2,748	2,748
Pumping Stations Trunk Water Mains	188 50	69	3,327	3,333	44	00					257 10,411	257
WT - Storage & Treatment	2,247	3,568 8,945	5,521	4,061	41 60	92					20,834	10,411 20,834
Trunk Sewers & Pumping Stations	700	1,100	700	900		9,450	750				22,000	22,000
Ashbridges Bay TP	1,926	14,609	14,098			2,062	2,115	2,100	20,050	41,300		124,741
Highland Creek TP	9,062	9,757	15,005				48,125	44,080				262,191
Humber TP	4,179	8,070	7,849			3,500		, , , , , , ,		.,	40,375	40,375
RC Harris TP	1,029	5,853	864				1				7,746	7,746
FJ Horgan TP	213	750	2,360	540	760	1,011	1				5,634	5,634
Island TP		2,900	3,957	867	695	650	75	650	225		10,019	10,019
WTP-Plantwide	2,149	14,128	36,828	49,507		30,609	30,825	16,710	16,515	13,815		240,260
WWF-Implementation Projects	100,951	124,013	125,573	135,344		58,674	69,252	133,640	260,870		1,345,769	1,345,769
WWF-TRCA	14,791	14,104	14,219			16,082	16,209	16,339	16,473	16,610		155,122
Yards & Facility	4,035	9,888	11,722	1,677	725	605	605	605	9,055	605		39,522
Sub-Total	218,685	380,408	417,157	460,433	377,556	319,163	328,831	447,225	586,090	567,670	4,103,218	4,103,218
Growth Related					1	1	1				I I	]
Linear Eng	531	250	150	150	150	150	150	150	150	150	1,981	1,981
New Connections	41,836	52,503	54,993	49,857	45,223	48,223	48,223	48,223	48,223	48,223	485,527	485,527
New Sewers	5,500	9,566	20,459	27,537	12,651	3,930	2,048	1,698	1,000	1,000	85,389	85,389
WM Replacement	26,925	35,723	31,982	19,712	20,505	18,040	19,000	19,000	19,000	19,000	228,887	228,887
Pumping Stations	4,312		2,068					l			16,133	16,133
Trunk Water Mains	6,791	15,625	17,215				9,345	35			101,120	101,120
WT - Storage & Treatment Trunk Sewers & Pumping Stations	400	165	1,000				EQ 400	E0 000	E4 000	50,000	6,165	6,165
	188 50	1,347 4,850	3,545 5,300					52,200 300			304,530 158,950	304,530 158,950
Ashbridges Bay TP Highland Creek TP	192		5,300 500		39,000	00,000	35,350	300	200		158,950 1,492	158,950 1,492
FJ Horgan TP	192	600	500	41	1	1	1				1,492	1,492
Island TP	100	700	2,300			1	1				6,400	6,400
Water Effeciency Plan	495		603			520	520	520	520	520		5,698
WWF-Implementation Projects	495	700	100			100	100	520	520	520	5,696	5,090
Sub-Total	86,920	127,793	140,215	142,558	168,216		167,136	122,126	120,993	118,893		1,402,813
Total Expenditures by Category (excluding carry												
forward from 2018)	797,080	1,590,086	1,703,418	1,616.768	1,391,347	1,250,431	1,231,745	1,264,513	1,357,377	1,248,392	13,451,157	13,451,157
,												

### 2019 - 2028 Key Capital Projects

The 10-Year Capital Plan supports Toronto Water's objectives by balancing infrastructure renewal needs for State of Good Repair with new Service Improvement projects, while providing the capacity to keep pace with population growth, and ensuring the delivery of water supply and wastewater treatment within an increasingly stringent regulatory framework.

In addition to the state of good repair projects, considerable funding is provided to support the implementation of the Wet Weather Flow Master Plan, Basement Flooding Protection Program and growth related projects. Additional financial pressures are also accommodated within the Plan as a result of updated cost estimates for Ashbridges Bay Wastewater Treatment Plant upgrades and implementation of various Trunk Sewer and Pumping Station rehabilitation projects.

Over the 10-year planning horizon, Toronto Water's Capital Plan continues to be 100% user fee funded and does not require debenture financing. The 10-Year Capital Plan of \$13.451 billion will be funded primarily from the Program's reserves, representing approximately 93% or \$12.476 billion of total capital financing.

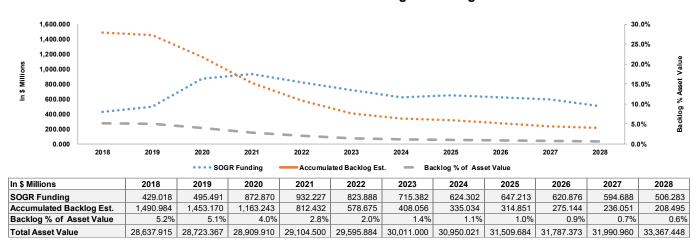
- The on-going state of good repair projects for linear infrastructure renewal to ensure the replacement or rehabilitation of aging watermains and sewers, and investment in the City's aging wastewater treatment facilities, are the focus of the 2019-2028 Capital Budget and Plan.
- The 10-Year Capital Plan includes \$7.945 billion or 59.1% of the total funding of \$13.451 billion for new SOGR projects (including Health & Safety and Legislated projects of \$1.201 billion or 8.9%) over the next 10 years.
- The 2019-2028 Capital Budget and Plan includes funding of \$563.025 million or 4.2% of total funding to meet legislated requirements governing the Ashbridges Bay Wastewater Treatment Effluent System. Another \$56.822 million or 0.4% of the total is allocated to legislated odour control projects at Highland Creek and Humber Wastewater Treatment plants.
- State of Good Repair funding included in the 10-Year Capital Plan is intended to address Toronto Water's SOGR linear infrastructure and plant backlog, estimated at \$1.491 billion by year-end 2018, with the backlog projected to be effectively eliminated by year-end 2028, provided current funding allocations for State of Good Repair projects are maintained over the next 10 years.
- The largest state of good repair projects involving linear infrastructure are watermain (\$1.666 billion) and sewer (\$0.868 billion) rehabilitation and replacement projects. Another \$1.404 billion will be invested over the 10-year period in various state of good repair projects at the Ashbridges Bay Wastewater Treatment Plant including liquid treatment, solids and gas handling projects.
- State of Good Repair funding included in the 10-Year Capital Plan is intended to address Toronto Water's SOGR linear infrastructure and plant backlog, estimated at \$1.491 billion by year-end 2018, with the backlog projected to be effectively eliminated by year-end 2028, provided current funding allocations for State of Good Repair projects are maintained over the next 10 years.
- Adjustments to project costing rates to align with market experience calculated through the bidding process, will require that the SOGR estimate be regularly updated.
- Service Improvement projects account for \$4.103 million or 30.5% of total funding over the 10-year period, some of which is recovered from Development Charges.
- Funding is also included for the implementation of other water quality improvement projects from the City's Wet
  Weather Flow Master Plan to reduce and ultimately eliminate the adverse impacts of polluted stormwater and
  combined sewer overflows (CSOs) that are discharged from outfalls to the City's watercourses and the
  waterfront. These projects will achieve a measurable improvement in ecosystem health of the City's
  watersheds and waterfront, and improved water quality along the City's waterfront beaches and include:

- Another \$262.191 million or 1.9% has been allocated to the Highland Creek Waste Water Treatment Plant upgrades and biosolids and gas handling projects implementation.
- Toronto Water's 10-Year Capital Plan dedicates \$67.433 million for Business and Technology projects to
  upgrade reliability and connectivity of its water and wastewater treatment plant systems. This allocation
  includes funding for the Enterprise Work Management System, a multi-divisional initiative that will replace
  several legacy software applications with an enterprise solution in order to improve the coordination of daily
  maintenance activities across the four largest divisions, Parks, Forestry and Recreation, Solid Waste
  Management Services, Toronto Water and Transportation Services.
- Growth Related projects account for \$1.402 billion or 10.4% of the 10-Year Capital Plan's funding allocation.
- In addition to the New Connection Program, the largest projects in this category are the Local and Trunk Watermain Upgrade projects that will increase the hydraulic capacity in the Toronto Water supply system. Many of the Trunk Watermain projects are cost shared with the Region of York.
- The 2019-2028 Capital Budget and Plan allocates funding for the New Sewer Construction (\$85.389 million) and Trunk Sewer and Pumping Station projects (\$304.583 million) including the Black Creek Sanitary Trunk Sewer, as well as New Service Connections (\$485.527 million) and Trunk Watermains (\$101.120 million) to provide the necessary servicing capacity based on projected population growth, and for the installation of service connections for new homes and developments. It also allocates funding to construct 2 new aeration tanks at the Ashbridges Bay Treatment Plant (\$157.150 million).
- Growth related projects are primarily funded by Development Charges (DC). Development Charges provide
  approximately 6.5% or \$869.582 million of financing for the 10-Year Capital Plan, excluding carry forward
  funding. The use of Development Charge funding has been maximized based on project eligibility. However the
  following should be noted:

### State of Good Repair (SOGR) Funding & Backlog

- At the end of 2018, the replacement value of Toronto Water's assets was estimated at \$28.638 billion incorporating both linear (watermains, sewers) and facility/plant (water treatment plants, wastewater treatment plants, pumping stations) assets.
  - Linear infrastructure assets represent approximately 74% of the total asset value at \$21.303 billion.
  - Facility/plant assets account for the remaining 26% or \$7.335 billion.
- The 2018 year-end backlog of state of good repair work for linear and plant infrastructure renewal is projected at \$1.491 billion, representing 5.2% of the asset replacement value. Approximately 55% or \$0.819 billion of the backlog relates to linear infrastructure, with the remaining 45% or \$0.645 billion representing facilities backlog.
- The linear infrastructure and facilities State of Good Repair backlog and annual renewal need estimates have been periodically updated to reflect changes in unit rates for replacement and the changing condition of the asset.
- The 10-Year Capital Budget and Plan dedicates \$6.745 billion or \$675 million on average annually (excluding carryforward funding), to address state of good repair, which is anticipated to effectively eliminate the backlog by 2028.

### **Chart 3: Total SOGR Funding & Backlog**



- While both categories of assets have historically received funding for state of good repair projects, the
  accumulated backlog of projects for linear infrastructure has been addressed at a higher rate, resulting in a
  proportionally lower backlog representing 3.9% of its replacement value at the end of 2018, compared to 9.2%
  for facilities.
- Additional condition assessments of infrastructure continue to be undertaken based on asset classes through
  discrete projects. The condition assessment of booster pumping stations and sewer pipes was completed in
  2014 and has resulted in the addition of a pumping station rehabilitation plan to Toronto Water's 10 year Capital
  Plan in 2015.
- Condition assessments of sewage pumping stations continue to be undertaken on a prioritized basis and a facility condition assessment project is being undertaken and is expected to be completed in 2019.
- New methods for inspection of pressurized pipe are being explored to assess condition of assets without taking the pipes out of service during the inspection.
- It should be noted that continued trend of higher unit rates for linear infrastructure renewal projects may impact negatively on the state of good repair backlog for infrastructure renewal.
- Escalating unit rates for linear infrastructure renewal, due to additional funding requirement for those projects, have already resulted in a deferral of some previously planned capital projects by 1 to 5 years, to align with the funding availability projected by the Water and Wastewater Rate Model.

### **Operating Impact of Completed Capital Projects**

**Table 5: Net Operating Impact Summary** 

	2019 E	Budget	2020	Plan	2021	Plan	2022	Plan	2023	Plan	2019 -	2023	2019 -	2028
Projects	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved													6,001.000	13.500
Ashbridges Bay WWTP - Blower Building & Old														
North Substation Improvements			99	1.0	24						123	1.0	123	1.0
Ashbridges Bay WWTP - D Building Phase 2					250		250				500		500	
Ashbridges Bay WWTP - Disinfection System					867	2.0	120				987	2.0	987	2.0
Ashbridges Bay WWTP - Liquid Treatment &														
Handling - Integrated Pumping Station													1,700	
Ashbridges Bay WWTP - Liquid Treatment &														
Handling - Waste Activated Sludge Upgrade					(620)		1,500				880		880	
Ashbridges Bay WWTP - O & M Upgrades			70	1.0	19						89	1.0	89	1.0
Ashbridges Bay WWTP - P Building Headworks	77	1.0	304	2.0	38						419	3.0	419	3.0
Basement Flooding Releif - Group 2	61	1.0	107	1.0	18						186	2.0	186	2.0
Capital Programming & Facility Asset Planning	79	1.0	30		3						112	1.0	112	1.0
Highland Creek WWTP - Proces & Facility Upgrades	50										50		50	
Humber WTP - Gas Compressor Syatem Upgrades	50										50		50	
Humber WTP - Odour Control Engineering	77	1.0	27								104	1.0	104	1.0
Island WTP - Chemical & Residuals Management					13	0.5	89		40		142	0.5	142	0.5
Island WTP - Plantwide HVAC Upgrades			(50)								(50)		(50)	d .
Laboratory Equipment (Warranty Expiry)	25		35		15		50		50		175		175	
North Toronto WTP - Treatment Plant Improvements					132	1.0	50				182	1.0	182	1.0
Transmission Operations Optimizer	319	1.0	30		3						352	1.0	352	1.0
Sub-Total: Previously Approved	738	5.0	652	5.0	762	3.5	2,059		90		4,301	13.5	6,001	13.5
WT&S Plantwide - Zebra Mussel Control - Construction	1		397					ĺ			397		397	
Sub-Total: New Projects - 2019			397								397		397	
WT&S Plantwide - UV Disinfection - Construction					13	0.5	115		60		188	0.5	983	0.5
Sub-Total: New Projects - Future Years					13	0.5	115		60		188	0.5	983	0.5
Total (Net)	738	5.0	1,049	5.0	775	4.0	2,174		150		4,886	14.0	7,381	14.0

The 10-Year Capital Plan will increase future year Operating Budgets by \$7.381 million net over the 2019 - 2028 period.

- The 2019 Operating Budget includes an increase in operating costs for salaries, benefits, chemicals, energy, utilities, and contracted services from previously approved projects at the Ashbridges Bay, Humber and Highland Creek Wastewater Treatment plants (\$0.254 million), Transmission Operations Optimizer (0.319 million), Basement Flooding Program, Capital Asset Programming and other projects (\$0.165 million).
- The operating costs of completed capital projects for 2020 and 2021 are projected at \$1.049 million and \$0.775 million respectively, reflecting an increase of 5 positions in 2020 and 4 positions in 2021, for the planned completion of new equipment and facilities at Ashbridges Bay and North Toronto Wastewater Treatment plants and Toronto Island Water Treatment Plant, as well as plant-wide implementation/construction of UV disinfection facilities.
- Future year operating impacts will be reviewed each year as part of the annual Operating Budget process.



**PROGRAM SUMMARY** 

# **Transportation Services**

### What We Do

Transportation Services strives to be a leader in providing safe, efficient and effective transportation solutions to serve the needs of Toronto residents, businesses and visitors in an environmentally, socially and economically prudent manner through planning, engineering, designing, maintaining and operating the City's municipal transportation system. Transportation Services delivers the following services:

- Road & Sidewalk Management
- Transportation Safety & Operations
- Permits & Applications

Transportation Services maintains infrastructure comprised of 5,600 km of roads, 6,960 km of sidewalks, 900 bridges / culverts, 2,360 traffic control signals, 600 pedestrian crossovers, and 940 km of bike lanes / trails / routes.

### Why We Do It

Transportation Services' mission is to build and maintain a resilient transportation network so that people connect with the places, activities and communities they value.

### **Our Experience & Success**

- Vision Zero Road Safety plan accelerated implementation plan resulting in the installation of 80 leading pedestrian intervals, 188 mobile watch your speed signs, 350 community safety zones
- Installed 18 lane km of new on-street cycling facilities, 4 km of new multiuse trails, and improvements to over 50 lane km of existing cycling facilities
- Initiated 40 km of Major Roads Rehabilitation and 92 km of Local Roads Rehabilitation
- Completed procurement & deployed City's first "Smart Work Zone" operation on Jarvis Street
- Completed the Curbside
   Management Strategy and implementation of Designated Delivery Vehicle Parking Zones
- •244,065 potholes filled in 2018

### **Key Challenges**

- Vision Zero Road Safety Plan enhance the City's transportation network for vulnerable road users
- Management of traffic congestion as densification in the City continues, the demands on the road network increase
- Supporting active Transportation and surface transit operations - develop and manage the transportation network to enable users to travel efficiently using all modes of transportation
- SOGR backlog of major assets (bridges, major roads, local roads, laneways) – estimated to be \$894.710 million at the end of 2018 and anticipated to grow to \$3.517 billion by 2028 (excludes F. G. Gardiner)

### **Priority Actions**

- Continue to implement safety initiatives as part of the Vision Zero Road Safety Plan including \$57.387 million to continue the five year RSP action plan (2017-2021)
- Undertake traffic signal coordination studies to reduce delay and improve travel times along arterial roads
- Continue to implement the 10 Year Cycling Network Plan, and the Pedestrian Wayfinding Program – Integrate Complete Streets and Green Streets design into Capital Program
- Undertake \$1.888 billion of critical SOGR works (bridges, major roads, local roads) over the next ten years to mitigate some of the accumulated backlog (excludes F. G. Gardiner)
- Invest \$430.973 million over the next ten years in projects to help manage the impacts of significant growth in the City

### **Budget At A Glance**

OPER	ATING BU	DGET		
\$Million	2019	2020	2021	
Gross Expenditures	\$396.3	\$411.5	\$392.3	
Revenues	\$170.9	\$168.9	\$144.7	
Net Expenditures	\$225.4	\$242.6	\$247.6	
Approved Positions	1,198.3	1,195.3	1,182.3	

	R CAPITA		
\$Million	2019	2020-2028	Total
Gross Expenditures	\$477.7	\$4,876.8	\$5,354.5
Debt	\$360.2	\$3,854.2	\$4,214.4

### **Our Key Service Levels**



Response time for filling potholes on roads within 5 days 100% of the time



Response time for service request for a missing or damaged street or traffic sign permanently resolved within 6 months 100% of the time



Response time for street event permit requests processed within 8 weeks 100% of the time

Source of images: www.icons8.com

### **Key Service Deliverable**

Provide safe streets for all road users through the implementation of Vision Zero Road Safety Plan

Implement acceleration of sidewalk and utility cut repairs

Implement strategies to minimize lane closures due to construction through accelerated schedules, improved coordination, and more stringent permit timelines and enforcement

Use preventative maintenance techniques to improve infrastructure quality and extend lifespan

Continue to better manage congestion and improve safety through the Congestion Management Plan

Continue to connect, grow and renew the City's cycling infrastructure through the delivery of Year 4 of the 10 Year Cycling Network Plan

Continue to enhance the public realm through increased street furniture deployment, graffiti removal, street art installations and beautification of abandoned spaces

### Who We Serve

### **Road & Sidewalk Management**

- Pedestrians
- Cyclists
- · Goods Movement Service Providers
- Vehicle Operations and **Passengers**

### Beneficiaries

- Businesses
- Emergency Services
- Residents
- City & Agency Staff
- Utility Companies
- Visitors/Tourists

### **Transportation Safety & Operations**

- Pedestrians
- Cyclists
- Vehicle Operations and **Passengers**

### Beneficiaries

- Businesses
- Emergency Service
- Residents
- Commercial Vehicle Operators
- Visitors/Tourists

### **Permits & Applications**

- Property owners
- City Staff
- Utility Companies

### Beneficiaries

- Businesses
- Emergency Service
- Residents
- Commercial Vehicle Operators
- Visitors/Tourists

### **How Well We Are Doing**

### **Performance Measures**

### **Behind the Numbers**

### % of potholes filled within 5 days



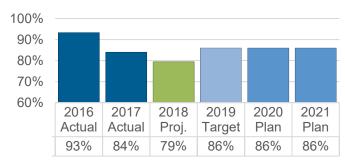
- Due to a severe winter, Transportation Services filled a significantly greater number of potholes in 2018, but was still able to complete 93% within 5 days.
- Transportation Services anticipates filling 93% of potholes in 2019 and future years within the specified timeframes.

### % of service requests related to traffic signs and pavement markings completed within timelines



- With priority given to the acceleration of Vision Zero Road Safety Plan initiatives in 2018, Transportation Services devoted its resources towards the installation of new traffic signs and pavement markings while continuing to respond to routine requests.
- Transportation Services anticipates maintaining a 99% target in 2019 and future years.

### % of emergency service requests related to traffic signal installation and maintenance attended to within 90 minutes



- With priority given to the acceleration of Vision Zero Road Safety Plan initiatives in 2018, Transportation Services devoted its resources towards the signal related elements of that plan while continuing to respond to routine requests.
- This measure is expected to be 86% in 2019 and future years.

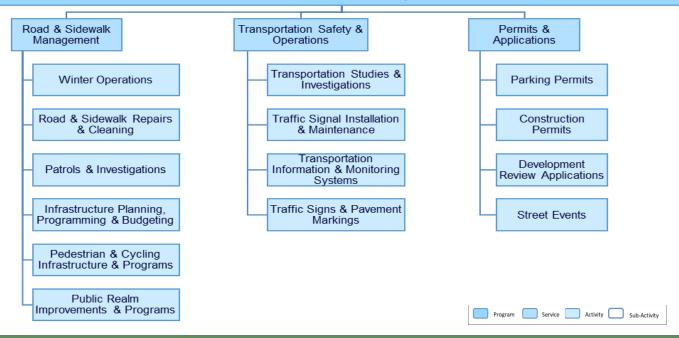
### **Performance Measures Under Development**

As part of the Divisional Service Delivery Review, Transportation Services is currently undergoing a comprehensive review of its service levels to identify and implement process improvements, optimize work performance and align with corporate agendas and priorities. Part of this review will lead to improved baseline performance measures. Changes to service levels will be submitted for Council approval as part of the 2020 Budget process.

### **PROGRAM MAP**

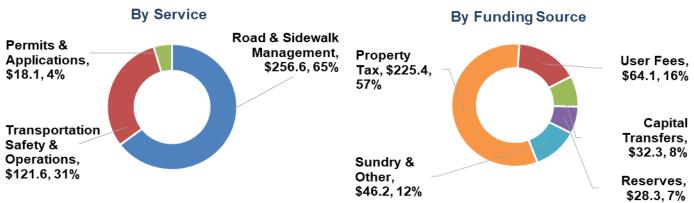
### **Transportation Services**

Transportation Services' mission is to build and maintain a resilient transportation network so that people connect with the places, activities and communities they value



### 2019 OPERATING BUDGET HIGHLIGHTS

### 2019 Operating Budget \$396.3M



### 7

- **0.2%** Budget increase over the 2018 Approved Net Operating Budget to maintain existing service levels and meet additional service demands.
- \$16.1M Net efficiency savings, user fee and other revenue adjustments and expenditure reductions that achieve the base budget target.
- **\$0.201M** Net new/enhanced funding to study the feasibility of and plan for the continued Red Light Camera program expansion, and enhance the StreetARToronto Partnership program.
- 2020/2021 Increases for known inflationary adjustments for salaries & benefits, contracts (primarily
  winter maintenance costs), utility cut repair backlog volume decreases, and additional contributions to the
  vehicle reserve.

### 2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Operating Budget and Plan by Service

			<u>-</u>						
	201	18		2019				Increment	al Change
	Budget	Actual	Base	New /	Total Budget			2020	2021
(In \$000s)	Daaget	Actual	Dase	Enhanced	Total Budget	Chan	iges	Plan	Plan
By Service	\$		\$	\$	\$	\$	%	\$	\$
Road & Sidewalk Mana	gement								
Gross Expenditures	272,989.9	229,900.0	256,447.2	150.0	256,597.2	(16,392.6)	(6.0%)	11,331.3	(20,302.3)
Revenue	130,434.6	75,144.4	98,461.2	150.0	98,611.2	(31,823.4)	(24.4%)	(3,651.6)	(26,271.2)
Net Expenditures	142,555.3	154,755.6	157,986.1		157,986.1	15,430.8	10.8%	14,982.9	5,968.9
Transportation Safety 8	& Operation:	s							
Gross Expenditures	118,277.2	105,788.7	121,413.8	201.4	121,615.3	3,338.0	2.8%	3,245.5	936.8
Revenue	11,550.2	10,961.8	13,957.9		13,957.9	2,407.7	20.8%	397.7	40.7
Net Expenditures	106,727.0	94,826.9	107,455.9	201.4	107,657.4	930.4	0.9%	2,847.8	896.1
Permits & Applications									
Gross Expenditures	19,461.2	17,560.1	18,076.6		18,076.6	(1,384.6)	(7.1%)	640.4	198.2
Revenue	43,663.6	51,555.7	58,299.7		58,299.7	14,636.1	33.5%	1,288.7	2,023.5
Net Expenditures	(24,202.5)	(33,995.6)	(40,223.1)		(40,223.1)	(16,020.7)	66.2%	(648.3)	(1,825.3)
Total									
Gross Expenditures	410,728.2	353,248.8	395,937.6	351.4	396,289.1	(14,439.2)	(3.5%)	15,217.2	(19,167.3)
Revenue	185,648.5	137,661.9	170,718.8	150.0	170,868.8	(14,779.7)	(8.0%)	(1,965.1)	(24,206.9)
Total Net Expenditures	225,079.8	215,586.9	225,218.9	201.4	225,420.3	340.5	0.2%	17,182.4	5,039.6
Approved Positions	1,179.8	1,083.8	1,196.3	2.0	1,198.3	18.5	1.6%	(3.0)	(13.0)

### **Base Changes**

(\$0.139M Gross and Net)

- Salary & benefit increases, inflationary contract cost escalation primarily for the winter maintenance program, and increased vehicle reserve contributions for replacement of equipment and fleet vehicles.
- Complete realignment of the historical utility cut repair program budget with expected volumes, resulting in a net budget pressure.
- Above pressures were almost entirely offset by base expenditure / revenue adjustments to align the budget with actual experience, user fee inflationary increases, increase above the rate of inflation to the lane occupancy permit fee, and efficiency savings.

# New/Enhanced Service Priorities

(\$0.351M Gross and \$0.201M Net)

- Transportation Services will determine where additional Red Light Cameras (RLCs) are feasible, what future funding requirements are needed (staff and contract costs) and will report back in time for the 2020 Budget process on the next phase of the RLC program.
- Additional investment in the StreetARToronto Partnership Program, fully funded from the Public Realm Reserve Fund.

### **Future Year Plan**

 Increases primarily for salaries and benefits, contract costs (i.e. winter maintenance program), utility cut repair backlog volume decreases, and additional contributions required for the vehicle reserve.

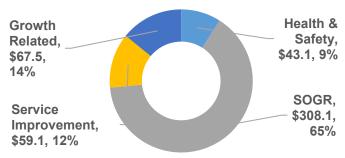
### **EQUITY IMPACTS**

**No significant equity impacts:** The changes in Transportation Services' 2019 Operating Budget do not have any significant equity impacts.

### 10-YEAR CAPITAL PLAN HIGHLIGHTS

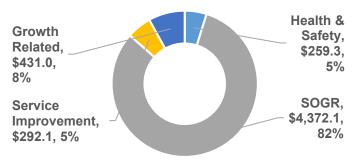
### 2019 Capital Budget \$477.7M

### **By Project Category**

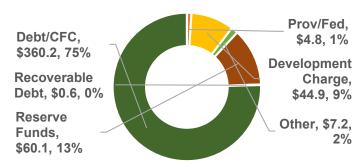


### 2019 - 2028 Capital Budget and Plan \$5,354.5M

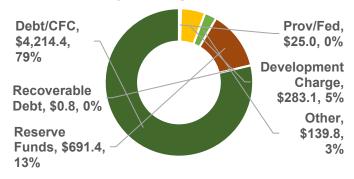
### By Project Category



### **By Funding Source**



### **By Funding Source**



- 1
- \$18.832M Continue the Road Safety Plan initiatives, including the implementation of 80 School Safety Zones and 300 Community Safety Zones, and deployment of 188 signs at 2,200 Watch your speed locations.
- **\$22.068M** To begin critical *City Bridge*Rehabilitation work that is necessary based on the increased age of infrastructure and the deteriorated condition of City bridges specifically.
- **\$9.800M** Funding to begin property acquisition activities related to the *Broadview Avenue Extension Project* required to implement the future extension from Queen Street to Lake Shore Boulevard.
- **\$0.335M** Begin work on the *Mapping and GIS Repository* project for I&T related improvements in the use of Geographic Information Systems (GIS) to deliver Transportation related services.

### 10

- **\$259.294M** Health & Safety projects to continue with the comprehensive five year (2017-2021) Road Safety Plan and implement critical City Bridge Rehabilitation work.
- **\$4.372B** State of Good Repair projects to continue the *Strategic Rehabilitation Plan for the F.G. Gardiner Expressway* and work on *Local Road Rehabilitation* and *Major Road Rehabilitation*.
- **\$292.149M** Service Improvement projects to continue the implementation of the Cycling Network 10 Year plan (*Cycling Infrastructure*) and to reduce and mitigate congestion pressures (*Traffic Congestion Management*).
- **\$430.973M** Growth projects for various initiatives intended to accommodate growing infrastructure needs (i.e. *Six Points Interchange Redevelopment*).

## 10-Year Capital Plan by Project Category

**Table 4: Summary of Capital Projects by Project Category** 

	Total												
(In \$000s)	App'd Cash Flows to Date**	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety  City Bridge Rehabilitation (Critical)		22,068	44,807	46,419	_	_	_	_	_	_	_	113,294	113,294
Glen Road Pedestrian Bridge		620	12,700	2,242	-	42	-	-	-	-	-	15,604	15,604
Guide Rail Program	4,250	800	800	-	-	-	-	-	-	-	-	1,600	5,850
Pedestrian Safety and Infrastructure Programs Road Safety Plan (LGSI and SCSPEA)	34,059	744 11,168	756 9,312	767 10,038	779	790	803	814	826	838	851	7,968 30,518	64,577
RSP Accessible Pedestrian Signals	34,039	1,328	1,652	1,490	1,490	1,490	1,490	1,490	1,490	1,490	1,490	14,900	04,377
RSP Missing Link Sidewalk		3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	30,000	
RSP New Traffic Control Signals / Devices		1,070	3,290	2,180	2,180	2,180	2,180	2,180	2,180	2,180	2,180	21,800	
RSP Traffic Calming RSP Traffic Signals Major Modifications		450 480	450 480	450 480	450 480	450 480	450 480	450 480	450 480	450 480	450 480	4,500 4,800	
RSP Transportation Safety & Local Improvement		1,336	1,356	1,377	1,397	1,418	1,439	1,461	1,483	1,508	1,535	14,310	
Sub-Total		43,064	78,603	68,443	9,776	9,850	9,842	9,875	9,909	9,946	9,986	259,294	
State of Good Repair													
City Bridge Rehabilitation		39,143	33,503	34,021	34,546	35,079	35,621	36,170	36,727	37,293	-	322,103	
Critical Interim Road Rehabilitation	32,279	9,000	4 000	4 000	4 000	4 000	4 000	4 000	4 000	4 000	4 000	9,000	41,279
Ditch Rehabilitation and Culvert Reconstruction Don Valley Parkway Rehabilitation		1,451 2,558	1,000 2,558	10,451 25,580									
Dufferin Street Bridge Rehabilitation	950	_,550	_,000	-,556	-,555	-,556	_,000	8,633	8,633	8,633	-,000	25,899	26,849
Facility Improvements		2,659	2,659	2,659	2,659	2,659	2,659	2,659	2,659	2,659	2,659	26,590	
F.G. Gardiner*	231,106		141,310	121,850	79,680	250,670	669,050	603,180			- 0.000	2,229,100	2,460,206
Laneways Local Road Rehabilitation		1,800 42,753	1,827 67,945	1,854 70.042	1,882 73,925	1,910 77,685	1,939 81,525	1,968 85,645	1,998 89,898	2,027 99,558	2,062 101,106	19,267 790,082	
Major Road Rehabilitation		49,220	67,515	68,006	68,312	69,444	70,603	71,988	73,451	52,002	52,742	643,283	
Major SOGR Pooled Contingency		3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	38,000	
Retaining Walls Rehabilitation		1,320	1,339	1,359	1,380	1,400	1,421	1,443	1,464	1,486	-	12,612	
Sidewalks Traffic Plant Requirements/Signal Asset Manageme.	 nt	15,495 7,025	14,745 7,025	15,000 7,025	15,259 7,025	15,522 7,025	15,788 7,025	16,059 7,025	16,334 7,025	16,351 7,025	16,351	156,904 63,225	
Sub-Total	n	308,084	345.226	329,174	292,026	468,752	892,989	842,128	477,047	234,392	182,278	4,372,096	
Service Improvement				,	,	,			,	,	,	.,,	
Advanced Traffic Signal Control		1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	13,500	
Cycling Infrastructure		13,183	14,557	8,303	8,303	8,303	8,303	8,303	8,303	8,303	8,303	94,164	
Engineering Studies		9,150	3,038	3,038	3,038	3,038	3,038	3,038	3,038	3,038	-	33,454	
Enterprise Work Management System  Jane St. Crossing		1,496	4,835 1,000	3,094 2,000	2,062 2,000	340 2,000	340 6,000	226 8,000	8,000	6,000	-	12,393 35,000	12,393 35,000
LED Signal Module Conversion		1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	17,000	35,000
Mapping and GIS Repository		335	543	436	365	-	,	- 1,700	- 1,7.00	- 1,700		1,679	1,679
Neighbourhood Improvements		1,903	3,245	2,433	2,000	2,000	2,000	2,000	2,000	2,000	2,000	21,581	
PTIF Projects Quick Clear Squad Vehicles	54,759	18,840	600	-	-	-	-	-	_	_	-	18,840 600	73,599 600
Signs and Markings Asset Management		1,140	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,140	000
System Enhancements for Road Repair & Permits	1,388	1,343	550	-	-	-	-	-	-	-	-	1,893	3,281
Traffic Congestion Management	28,730	7,030	11,480	-	-	-	-	-	-	-	-	18,510	47,240
Traffic Control - RESCU Traffic Signals Major Modifications		295 1,310	1,310	- 1,310	- 1,310	- 1,310	1,310	- 1,310	1,310	1,310	1,310	295 13,100	
Sub-Total		59,075	45,208	24,664	23,128	21,041	25,041	26,927	26,701	24,701	15,663	292,149	
Growth Related			,		,					,,	,	,	
Bloor Street Transformation		_	881	-	_	_	_	_	_	_	-	881	
Broadview Extension		9,800	4,200	-	-	-	-	-	-	-	-	14,000	14,000
Gardiner York/Bay/Yonge Reconfiguration	34,588	164	-	-	-	-	-	-	-	-	-	164	34,752
Georgetown South City Infrastructure Upgrades John Street Revitalization Project	53,680 2,000	13,420	- 19,079	- 14,530	9,700	-	-	-	-	-	-	13,420 43,309	67,100 45,309
King Liberty Cycling Pedestrian Bridge	12,285	1,662	19,079	14,530	9,700		_	_	]		_	1,662	45,309 13,947
LARP (Lawrence-Allen Revitalization Project)	3,260	1,040	1,898	3,026	1,575	787	-	-	-	-	-	8,326	11,586
Legion Road Extension & Grade Separation	490	431	2,247	11,489	11,201	-	-	-	-	-	-	25,368	25,858
Metrolinx Additional Infrastructure		-	5,000	2,750	5,000	5,000	-	-	-	-	-	17,750	17,750
New Courthouse Streetscape North York Service Road Extension	17,440	9,000	1,250	2,500 4,300	4,200	_	_	_	-		-	2,500 18,750	2,500 36,190
Port Union Road	2,150	- 3,000	2,450	5,250	2,100		_	_	_		_	9,800	11,950
Rean to Kenaston New Road	6,000	3,050	840	-	-	-	-	-	-	-	-	3,890	9,890
Regent Park Revitalization	3,742		671	93	-	44.000	44.000	-	-	-	-	764	4,506
Regional Express Rail Implementation - City Share Scarlett/St Clair/Dundas	500 4,125	-	- 16,950	13,000	- 12,000	11,000	11,000	-	-	-	-	22,000 41,950	22,500 46,075
Six Points Interchange Redevelopment	44,642	20,268	13,062	13,000	12,000	_	_	_	-	-	-	33,330	77,972
St Clair TMP:Keele to Old Weston	4,960	-	42,011	8,186	8,597	-	-	-	-	-	-	58,794	63,754
Steeles Widenings (Tapscott Road - Beare Road)	2,000	192	4,000	3,000	16,000	15,000	5,000	-	-	-	-	43,192	45,192
Third Party Signals		300	300	300	300	300	300	300	300	300	4 000	2,700	
Work for TTC & Others Yonge TOmorrow		6,500	17,543	4,000	4,000 1,500	4,000 1,500	4,000 2,568	4,000 2,568	4,000 2,568	4,000	4,000	56,043 10,704	10,704
York Street Tunnel		1,676	_	-	1,300	1,500	2,300	2,500	2,506	]	-	1,676	1,676
Sub-Total		67,503	132,382	72,424	76,173	37,587	22,868	6,868	6,868	4,300	4,000	430,973	
Total Expenditures by Category (excluding carry													
forward from 2018)		477,726	601,419	494,705	401,103	537,230	950,740	885,798	520,525	273,339	211,927	5,354,512	

forward from 2018) 47
\*The total project cost for the Gardiner reflects the 2012 - 2028 costs.

<sup>\*\*</sup>Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2019, excluding ongoing capital projects (i.e. Major Road Rehabilitation)

### 2019 - 2028 Key Capital Projects

The 10-Year Capital Plan supports Transportation Services' objectives of delivering and maintaining safe transportation systems, infrastructure development and maintenance of State of Good Repair projects, and optimizing the efficient operation of the transportation network.

- Major Health and Safety projects amount to \$259.294 million or 4.8% of the 10-year total Capital Plan's expenditures. In addition to debt, funding of \$28.722 million is also provided from Development Charges (DC). Projects include:
- The main focus of the 10-Year Capital Plan is to ensure the State of Good Repair of the City's transportation infrastructure. SOGR projects account for \$4.372 billion or 81.6% of the total 10-year Capital Plan's investments. In addition to debt, the other largest funding source is \$633.020 million from the Capital Financing Reserve.
- Specific attention is being paid to the following priority projects:
- Service Improvement projects total \$292.149 million or 5.5% of the total 10-Year Capital Plan's expenditures.
   Other than debt, the other large funding sources are \$57.591 of Development Charges (DC), \$37.058 million from Reserve Funds, and \$25.042 of Federal/Provincial funding.
- Projects include:
- Major Growth Related projects total \$430.973 million or 8.1% of the total 10-Year Capital Plan's spending and consist of a number of different initiatives intended to accommodate growing infrastructure needs. Other than debt, the majority of these projects are partially funded by Development Charges (\$194.640 million), Third Party funds including funding for traffic control signals, and TTC track replacement work on the City's right-of-ways (\$114.799 million), Reserves/Reserve Funds (\$17.539 million), and Section 37 community benefits (\$23.521 million).
- Projects include:

### State of Good Repair (SOGR) Funding & Backlog

Transportation Services has stewardship over linear assets including bridges, roads, expressways, sidewalks and traffic signals. A large portion of Transportation Services' infrastructure consists of roads and bridges that are 40 to 50 years old.

The 10-Year Capital Plan will fund \$4.372 billion of SOGR projects within Transportation Services over the 10-year period, providing an average of \$437.210 million annually. This funding will continue ongoing state of good repair projects for transportation related infrastructure, including major and local roads, city bridges and laneways.

In 2018, Transportation Services completed an update of its asset inventory, replacement value, Capital needs for the Major and Local Road Rehabilitation Programs and the funding required to maintain its assets in a state-of-good repair for the next ten years. The average pavement condition of the existing network is approximately 63.4, which is below the desirable range of 70-75. In addition, 43.1% of Major Roads and 23.8% of Local Roads are in poor condition.

- Given the current funding for the Major and Local Road Rehabilitation Programs, the backlog of rehabilitation needs for both programs are expected to grow over the next 10 years as follows:
  - The backlog for Major Roads will grow from \$464.563 million at the end of 2018 to \$1.501 billion or about 21.7% of assets by 2028; and,
  - Local Roads' backlog will increase from \$376.447 million at the end of 2018 to \$1.505 billion or about 14% of assets by 2028.

In 2019, staff will evaluate various strategies to optimize the use of existing and increased capital funding for these road programs while taking into account capacity, opportunities and coordination of work.

In 2018, Transportation Services and Engineering & Construction Services (ECS), the delivery agent of the Bridge Rehabilitation Program, also completed an update on Transportation's Bridge inventory, replacement value, and Capital needs for the bridge program in order to maintain its assets in a state-of-good-repair for the next ten years.

 Approximately \$500 million was identified as necessary to address bridge repair. \$113.294 million spanning 2019 to 2021 has been added to the Bridge Rehabilitation Program, leaving an additional \$373.451 million of backlog that will be unfunded from 2022 to 2028.

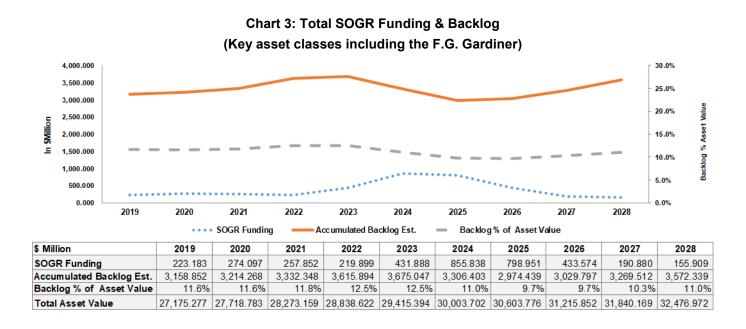
At the end of 2018, Transportation Services had a backlog of State of Good Repair work for infrastructure renewal estimated at \$3.103 billion.

The backlog is estimated based on field observations and an engineering assessment of the condition of the pavements and bridge structure and the estimated cost of rehabilitating these infrastructure assets.

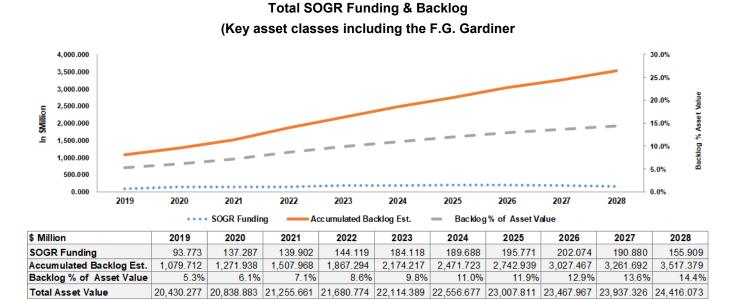
The individual locations that actually make-up the backlog continually change as infrastructure that has been rehabilitated is replaced on the backlog list by infrastructure that, in the meantime, has reached its useful life span. Funding needs and resulting backlog for each Capital program will change from year to year according to updated information from asset inspections completed by staff. Addressing the backlog is also dependant on the capital programs of Toronto Water, TTC and utility companies, which have to be coordinated with the Transportation Services' Capital Program.

SOGR funds have been made available to continue the Strategic Rehabilitation Plan for the F. G. Gardiner Expressway. In 2018, a review of the program was completed to realign annual cash flow requirements to reflect historical spending patterns, project readiness, and required coordination with other major projects. As a result, the plan has been rescheduled with an anticipated completion date of 2026. The program will be continuously monitored as progress is made to assess if any funding adjustments are required as a result of schedule changes together with changes in market conditions.

In past budget processes, SOGR Rehabilitation of the F.G. Gardiner Expressway post 2026 (2026 to 2039) was noted as a funding pressure post the ten year plan and was not submitted as backlog. The anticipated total funding requirement for the program is estimated at \$1.391 billion, completing various bent and bridge rehabilitation along the F.G. Gardiner Expressway. As part of the 2019 budget process, \$54.960 million (2026 to 2028) of the \$1.391 billion (2026 to 2039), has been included as part of the backlog.



The chart above depicts the SOGR funding and accumulated backlog estimates for the following key asset classes in Transportation Services: major and local roads, bridge rehabilitation, laneways and the F. G. Gardiner (as detailed in the table on the following page).



The chart above depicts the SOGR funding and accumulated backlog estimates for the following key asset classes in Transportation Services: major and local roads, bridge rehabilitation and laneways.

SOGR funding was added to various projects (F. G. Gardiner Expressway, Major Roads Rehabilitation, Local Roads Rehabilitation, Sidewalks, etc.) as part of the 2013, 2014, 2015, 2016, 2017 and 2018 Budget processes. Even still, when rehabilitation on the Gardiner is excluded, the SOGR backlog for remaining transportation infrastructure will increase from \$1.080 billion at the end of 2019 to an anticipated \$3.517 billion by year end in 2028, representing 14.4% of the asset replacement value.

Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
State of Good Repair Funding	(55.592)	(55.416)	(118.080)	(283.546)	(59.153)	368.644	331.964	(55.358)	(239.715)	(302.827)
Accumulated Backlog Est. (yr end)	3, 158.852	3,214.268	3,332.348	3,615.894	3,675.047	3, 306.403	2,974.439	3,029.797	3,269.512	3,572.339
Backlog %Asset Value	11.6%	11.6%	11.8%	12.5%	12.5%	11.0%	9.7%	9.7%	10.3%	11.0%
Asset Value	27, 175.277	27,718.783	28,273.159	28,838.622	29,415.394	30,003.702	30,603.776	31,215.852	31,840.169	32,476.972
F.G. Gardiner										
State of Good Repair Funding	129.410	136.810	117.950	75.780	247.770	666.150	603.180	229.170	(5.490)	(47.140)
Accumulated Backlog Est. (yr end)	2,079.140	1,942.330	1,824.380	1,748.600	1,500.830	834.680	231.500	2.330	7.820	54.960
Backlog %Asset Value	30.8%	28.2%	26.0%	24.4%	20.6%	11.2%	3.0%	0.0%	0.1%	0.7%
Asset Value	6,745.000	6,879.900	7,017.498	7,157.848	7,301.005	7,447.025	7,595.966	7,747.885	7,902.843	8,060.899
Roads - Major										
State of Good Repair Funding	(69.991)	(95.205)	(116.083)	(161.085)	(143.551)	(118.000)	(81.616)	(103.140)	(87.685)	(60.025)
Accumulated Backlog Est. (yr end)	534.554	629.759	745.842	906.927	1,050.478	1,168.478	1,250.094	1,353.234	1,440.919	1,500.944
Backlog %Asset Value	9.2%	10.7%	12.4%	14.8%	16.8%	18.3%	19.2%	20.3%	21.2%	21.7%
Asset Value	5, 790.659	5,906.473	6,024.602	6,145.094	6,267.996	6,393.356	6,521.223	6,651.647	6,784.680	6,920.374
Roads - Local										
State of Good Repair Funding	(107.011)	(89.021)	(111.827)	(139.541)	(108.954)	(124.383)	(132.104)	(125.736)	(89.495)	(100.290)
Accumulated Backlog Est. (yr end)	483.458	572.479	684.306	823.847	932.801	1,057.184	1,189.288	1,315.024	1,404.519	1,504.809
Backlog %Asset Value	5.4%	6.2%	7.3%	8.6%	9.6%	10.7%	11.7%	12.7%	13.3%	14.0%
Asset Value	8,989.254	9,169.039	9,352.420	9,539.468	9,730.258	9,924.863	10,123.360	10,325.827	10,532.344	10,742.991
Bridge Rehabilitation										
State of Good Repair Funding	-	-	-	(50.458)	(46.053)	(46.632)	(48.878)	(46.904)	(48.166)	(86.360)
Accumulated Backlog Est. (yr end)	-	-	-	50.458	96.511	143.143	192.021	238.925	287.091	373.451
Backlog %Asset Value	0.0%	0.0%	0.0%	1.0%	1.8%	2.6%	3.4%	4.2%	4.9%	6.3%
Asset Value	4,992.000	5,091.840	5,193.677	5,297.550	5,403.501	5,511.571	5,621.803	5,734.239	5,848.924	5,965.902
Laneways										
State of Good Repair Funding	(8.000)	(8.000)	(8.120)	(8.242)	(8.365)	(8.491)	(8.618)	(8.748)	(8.879)	(9.012)
Accumulated Backlog Est. (yr end)	61.700	69.700	77.820	86.062	94.427	102.918	111.536	120.284	129.163	138.175
Backlog %Asset Value	9.4%	10.4%	11.4%	12.3%	13.3%	14.2%	15.0%	15.9%	16.7%	17.6%
Asset Value	658.364	671.531	684.962	698.661	712.634	726.887	741.425	756.253	771.378	786.806

It is anticipated that Transportation Services' SOGR backlog will continue to increase over the 10-year planning period based on newly completed field assessments because of the upcoming wave of aging infrastructure and systemic underfunding.

The "Unmet Capital Needs" identified by Transportation Services include additional SOGR projects that total \$3.572 billion to reduce the backlog. These projects cannot be accommodated within the City's debt affordability targets and therefore are not included in the 2019 – 2028 Capital Budget and Plan. For further details about these SOGR projects, please refer to the Issues for Discussion section.

### **Operating Impact of Completed Capital Projects**

**Table 5: Net Operating Impact Summary** 

	2019	2019 Budget		2020 Plan		2021 Plan		2019 - 2023		2028
Projects	\$000s	Positions	\$000s	<b>Positions</b>	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved										-
Cycling Infrastructure	61.000	-	-	-	-	-	61.000	-	61.000	-
RSP Missing Link Sidewalk	12.000	-	-	-	-	-	12.000	-	12.000	-
Sub-Total: Previously Approved	73.000	-	-	-	-	-	73.000	-	73.000	-
Total (Net)	73.000	_	_	_	_	_	73.000	_	73.000	-

Approval of the 2019 Capital Budget will increase the 2019 Operating Budget by a total of \$0.073 million net for maintenance costs arising from the completion of City Cycling Infrastructure and Sidewalk projects, as shown in the table above.

Transportation Services will also require additional operating funding of \$0.155 million in 2019 to maintain new transportation infrastructure including roads, bridges, cycling infrastructure and sidewalks built by developers (rather than the City).

There are no operating impacts identified beyond 2019. As part of future capital budget submissions, Transportation Services will continue to review its capital projects and analyze the impacts on operations.



**PROGRAM SUMMARY** 

# **Waterfront Revitalization Initiative**

### What We Do

The Waterfront Secretariat leads the Toronto Waterfront Revitalization Initiative on behalf of the City of Toronto. Secretariat staff work with federal and provincial partners and Waterfront Toronto to ensure the right structures, agreements, and supports are in place to advance revitalization in the Designated Waterfront Area (DWA).

The Secretariat's key functions include administering project funding, approving long-term funding proposals, coordinating development activities, obtaining approvals, and minimizing risk exposure for the government partnership.

### **Budget At A Glance**

10-YEAR CAPITAL PLAN										
\$Million	2019	2020-2028	Total							
Gross Expenditures	\$12.2	\$354.7	\$366.9							
Debt	\$1.5	\$51.8	\$53.3							

Note: Excluding 2018 carry forward funding to 2019

### Why We Do It

The revitalization of Toronto's waterfront is the largest urban redevelopment project underway in North America; it is one of the world's largest waterfront revitalization efforts. Through revitalization, the initiative unlocks underused land in Toronto's waterfront and transforms it into vibrant and sustainable mixed-use communities.

### **Our Experience & Success**

- Completed the Queens Quay Revitalization, with enhancements to the larger public realm and the Martin Goodman Trail.
- Created the waterfront parks, including Sugar Beach and Corktown Common.
- Transformed the West Don Lands and East Bayfront into a mixed-use neighbourhood, including 580 units of affordable housing.
- Added to Toronto's inventory of shoreline park space with the development of Port Union Waterfront Park and Mimico Waterfront Park.
- Opened a new sports field at Cherry Beach with two soccer and lacross fields to expand recreational opportunities on the waterfront.
- Completion of Union Station Second Platform to alleviate congestion and improve passenger safety.

### **Key Challenges**

- Implementation of the Port Lands
   Flood Protection within the time
   constraints to retain the funding from
   the Tri-government Contribution
   Agreement signed on May 2018.
- Coordination of the infrastructure projects in the Lower Don.
- Continued implementation of Waterfront 1.0 projects in the West Don Lands and East Bayfront.
- Clarification of next steps for the Waterfront Revitalization Initiative.
- Securing additional funding for the Waterfront Transit through the Federal Public Transit Infrastructure Fund -Phase 2.

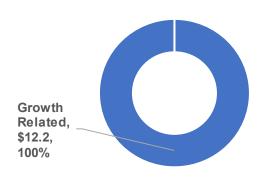
### **Priority Actions**

- Continuing to work closely with Waterfront Toronto and partners to oversee revitalization in the Port Lands and in the Lower Don.
- Delivery of a child care and recreation centre in the East Bayfront community.
- Staff to report to Council in 2019 on the next phase of the waterfront revitalization, as well as the Quayside proposal.

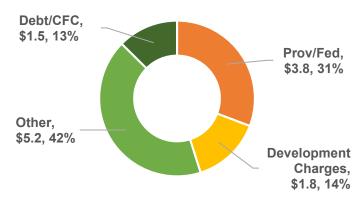
### 10-YEAR CAPITAL PLAN HIGHLIGHTS

### 2019 Capital Budget \$12.2M

### **By Project Category**



### **By Funding Source**

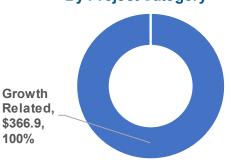


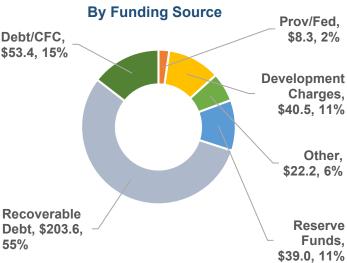
# YEAR

- \$5.160M Continue the infrastructure improvements in the East Bayfront and adding public art.
- **\$5.0M** Complete the *Cherry Street*Stormwater and Lakefilling to create a new landmass and stabilize the dock walls
- **\$0.741M** Continue the implementation of infrastructure improvements identified in Waterfront 1.0.
- **\$0.200M** Start the public realm improvement project *Leslie Street Greening*, adding green space to the east and west side of Leslie Street.

### 2019-2028 Capital Budget and Plan \$366.9M

### **By Project Category**





### 10 YEARS

- **\$260.5M** Implementation of the lakefilling and flood protection in the Port Lands to unlock underused lands for development.
- **\$32.311M** Addition of a regional sports centre to service the revitalized Port Lands.
- **\$27.854M** Infrastructure development and public art funding in the East Bayfront.
- \$19.730M Continuation of the Waterfront 1.0 infrastructure improvements in the East Bayfront, Central Waterfront and West Don Lands.
- \$17.091M To construct the Bayside Phase 2 Water's Edge Promenade.

### 10-Year Capital Plan by Project Category

**Table 4: Summary of Capital Projects by Project Category** 

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
Growth Related													
Bathurst Quay Public Realm	1,042		1.098	200								1,298	2,340
Bayside Phase 2 Water's Edge Promenade	, -		8,985	5,376	2,730							17,091	17,091
Cherry Street Stormwater and Lakefilling	60,000	5,000										5,000	65,000
East Bayfront Environment Reserve Fund			5,750									5,750	5,750
EBF Local Infrastructure Charge		4,500	7,304	2,708	2,503							17,015	17,015
EBF Public Art Plan		660	328	976	976	976	1,173					5,089	5,089
Leslie Street Greening		200										200	200
Port Lands Flood Protection	139,300		137,600	77,900	20,000	20,000						255,500	394,800
Precinct Implementation Projects	160,961	741	14,489	3,000	1,500							19,730	180,691
Regional Sports Centre				4,000	14,156	14,155						32,311	32,311
The Bentway Pedestrian and Cycle Bridge	12,111		4,200									4,200	12,111
Urban Planning and Legal Resources	2,621	495	270									765	3,386
Waterfront Secretariat	7,379	600	600	600	600	600						3,000	10,379
Sub-Total Sub-Total	383,414	12,196	180,624	94,760	42,465	35,731	1,173	-		-	-	366,949	750,363
Total Expenditures by Category (excluding carry													
forward from 2018)	383,414	12,196	180,624	94,760	42,465	35,731	1,173	-	-	-	-	366,949	750,363

<sup>\*</sup>Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2018, excluding ongoing capital projects (i.e. Civic Improvement projects)

### 2019 - 2028 Key Capital Projects

The 10-Year Capital Plan supports the Waterfront Revitalization Initiative's objective of timely project delivery of growth related projects focusing on public investment in infrastructure, roads, parks and public spaces, community facilities, brownfield remediation, and the building of sustainable communities on the waterfront. All projects in the Waterfront Revitalization Initiative 10-Year Capital Plan are considered growth related projects as the initiative unlocks underutilized land to new development. Included in the \$366.949 million Capital Plan are the following significant projects:

- The Cherry Street Stormwater and Lakefilling project (\$5.0 million), a component of a larger Lands Flood Protection project, will create a new landmass around the south side of the Keating Channel through lake filling, improving storm water quality and stabilizing the shoreline.
- The East Bayfront Environment Reserve Fund (\$5.750 million) is a provision to cover any potential third party claims
  against the Toronto Port Lands Company (TPLC) or the City associated with transfer of certain lands in the East
  Bayfront from TPLC to the City.
- The East Bayfront Local Infrastructure Charge (\$17.015 million) is a provision for local infrastructure improvements funded by Section 37 contributions from developers in the East Bayfront area.
- The East Bayfront Public Art Plan (\$5.089 million) will fund public art installations in prominent public locations in the East Bayfront neighbourhood.
- The Port Lands Flood Protection project (\$255.500 million) to mitigate the flood risk of approximately 290 hectares of land around the mouth of the Don River, enabling the development of lands currently restricted by provincial regulation and local planning controls.
- The *Precinct Implementation Projects* (\$19.730 million) will advance the implementation of infrastructure, parks and public realm projects in the East Bayfront and West Don Lands. Through Waterfront 1.0, an investment of \$160.961 million was used to transform the eastern communities in the downtown waterfront.
- The Regional Sports Centre (\$32.311 million) will provide a community recreation facility in the newly developed Port Lands.

# Operating & Capital Budget Summaries for City Programs And Agencies

Internal and Financial Services



**PROGRAM SUMMARY** 

# 311 Toronto

### What We Do

We provide the City of Toronto a one-window brand and customer service system that supports residents, businesses and visitors. 311 Toronto provides access to non-emergency City services, programs and information 24 hours a day, seven days a week. Information inquiries or requests are received via multiple channels such as phone, online, email, mobile phone applications and Twitter. 311 Toronto delivers the following services:

- 311 Project Management Office Development
- 311 Front Line Service Delivery
- 311 Information & Business Processing including Content Management
- 311 Metrics and Performance Reporting

311 Toronto capital projects relate specifically to management of significant call volumes received and service integration with client City Divisions and Agencies.

### Why We Do It

We play an essential role as the gateway to City information for programs and services available to residents, business owners or visitors. Using modern approaches, dedicated and knowledgeable staff are available 24/7, 365 days per year, to provide a quality customer experience through multiple channels of communication.

### **Our Experience & Success**

- Successfully launched Salesforce, E-CRM for phase 1 with multiple channels. The new CRM will help revolutionize customer service within the City along with adding simplicity and ease of navigation
- Successfully made enhancements to 311's open data service request data set. For greater transparecy additional fields such as ward bounday, SR status, and division name were added
- Created and implemented a balanced scorecard to monitor quality assurance. The scorecard ensures consistency, accuracy and emphathy are key pillars of each customer service interactions
- Successfully implemented a Shift Swap policy to allow greater flexibility and agility into the work force management and scheduling function.
- Collaborated on the task force between MLS, Toronto Police Service and 311 to redirect noise complaints and non emergency 911 calls to 311.

### **Key Challenges**

- The 2019 Operating Budget is \$0.188 million or 1.9% above the 2018 approved budget while maintaining current service levels as cusotmer contacts have risen from 2.0 million in 2014 to over 3.6 million in 2018.
- Maintaing service levels as call volumes and complexities increase
- Replace and upgrade existing technologies while ensuring the stability of existing platforms
- Talent retention, especially within the 311 Project Management Office
- Readiness for key partners to modernize and transform customer service processes

### **Priority Actions**

- Focus on the Phase 2 implementation of Enterprise Customer Relationship Management (E-CRM) tool to meet the high customer service standards 311 strives for
- As costs continue to rise, 311 is exploring opportunities to provide an enhanced level of self-service options by focusing on Digital Migration and Channel Counter Strategies
- Continue working on Enterprise Work Order Management System (EWMS) project to enhance the information available to residents for work order status updates
- Ensure staff are trained on industry wide best practices in order to strive for continuous improvement

### **Budget At A Glance**

OPERATING BUDGET									
\$Million	2019	2020	2021						
Gross Expenditures	\$19.3	\$19.6	\$19.4						
Revenues	\$9.2	\$9.2	\$8.9						
Net Expenditures	\$10.1	\$10.4	\$10.5						
Approved Positions	183.0	183.0	183.0						

10-YEAR CAPITAL PLAN									
\$Million	2019	2020-2028	Total						
Gross Expenditures	\$4.0	\$23.2	\$27.2						
Debt	\$4.0	\$23.2	\$27.2						
Note: Excluding 2018	carry forw	ard funding to	2019						

### **Our Key Service Levels**



**80%** of calls received answered within approved service standards (75 secs)



Average time spent by CSR on call (per Service Level) : **270** seconds



**70%** of customer contacts resolved at first point of contact (First Contact Resolution Rate)

Source of images: www.icons8.com

### **Key Service Deliverables**

Had over **+3.6 million** customer touchpoints

Access to non-emergency City services for residents and businesses provided in over 180 languages 24/7

Handled **+225,000** tax and utility related calls

Delivered training to over 175 end-users with 311 and Court Services within virtual office. This capability allows Court Services to manage, execute and track service requests.

Enhanced integrated support of the Tier 1 function of all Revenue Services property tax, account lookup, and water billing

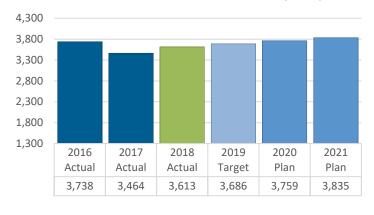
### Who We Serve

311 Development	311 Service Delivery	311 Information & Business Processing	311 Performance Reporting
City & Agency Staff	City & Agency Staff	City Staff	<ul><li>City Staff</li><li>Council</li></ul>
Beneficiaries	Beneficiaries	Beneficiaries	Beneficiaries
<ul><li>Businesses</li><li>Residents</li><li>Visitors</li></ul>	<ul><li>Businesses</li><li>Residents</li><li>Visitors</li></ul>	<ul> <li>Businesses</li> <li>Not-for-Profit / NGOs</li> <li>Provincial &amp; Federal Governments</li> <li>Residents</li> <li>Special Purpose Bodies</li> <li>Visitors</li> </ul>	<ul><li>Businesses</li><li>Residents</li><li>Visitors</li></ul>

### **How Well We Are Doing**

### **Performance Measures**

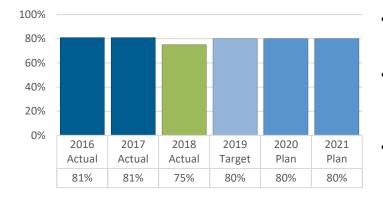
### **Total Number of Customer Contacts (000s)**



### **Behind the Numbers**

- This measure indicates the number of customer contacts made by 311 Toronto and includes the following channels: phone, email, fax, online and self services.
- The number of contacts is expected to rise as the City's population grows. Other factors that affect this measure are major weather events that subsequently require City staff to perform necessary repairs or clean up tasks.

### % of calls received by 311 Toronto that have been answered within a specified number of seconds



- 311 answers 80% of incoming calls within 75 seconds, which is approved by City Council as a target service level.
- The 2018 service level was below the approved service level target due to increases in call complexities, including calling in for multiple issues at a time as well as increased absenteeism.
- 311 has established a round table working group with Legal Services and Human Resources to address the increase in absenteeism

# Average handle time for customer contacts in seconds

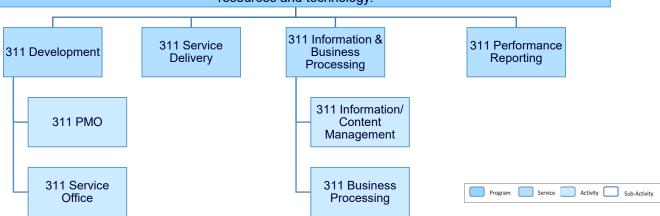


- This measure indicates the average length of time, in seconds, required to resolve enquiries.
- The 2018 actual is above the approved service level target due to increases in call complexities and an increase in calls with multiple issues requiring resolutions. Generally, service requests take double the time of general inquiries to resolve.

### **PROGRAM MAP**

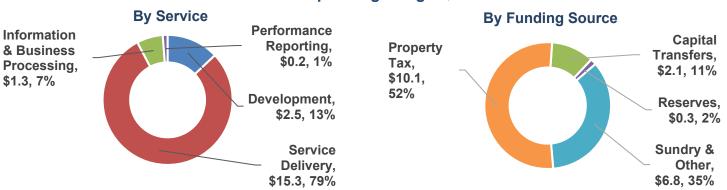
### 311 Toronto

To ensure a single-point-of-access to non-emergency City of Toronto program and service inquiries for all residents, businesses and visitors, in order to provide convenient, prompt, accurate and reliable City government information and requests for service to the public, while making the best use of staff expertise, resources and technology.



### 2019 OPERATING BUDGET HIGHLIGHTS

### 2019 Operating Budget \$19.3M





- 1.9% Budget increase over the 2018 Approved Net Operating Budget to maintain existing service levels and meet additional service demands.
- **\$0.200M** New/enhanced funding to handle increased volume of inquiries for Toronto Public Health and Toronto Building.
- 2020/2021 Increases primarily for known inflationary adjustments for salaries, benefits and contracts.

### **2019 OPERATING BUDGET OVERVIEW**

Table 1: 2019 Operating Budget and Plan by Service

	201	8	2019				Incremental Change		
(In \$000s)	Budget	Actuals	Base	New / Enhanced	Total Staff Recommended Budget	Changes		2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
Development									
Gross Expenditures	2,279.2	1,208.7	2,505.8		2,505.8	226.5	9.9%	60.6	43.7
Revenue	1,939.8	820.1	2,121.5		2,121.5	181.7	9.4%	0.0	0.0
Net Expenditures	339.5	388.6	384.3		384.3	44.8	13.2%	60.6	43.7
Service Delivery									
Gross Expenditures	14,971.9	14,913.1	15,134.8	200.1	15,335.0	363.1	2.4%	(152.7)	44.1
Revenue	6,859.0	6,623.9	6,859.0	200.1	7,059.1	200.1	2.9%	0.0	0.0
Net Expenditures	8,112.9	8,289.2	8,275.8		8,275.8	163.0	2.0%	(152.7)	44.1
Information & Busines	s Processir	ng							_
Gross Expenditures	1,279.3	1,051.8	1,257.2		1,257.2	(22.1)	(1.7%)	33.6	24.5
Revenue			0.0		0.0	0.0	-	0.0	0.0
Net Expenditures	1,279.3	1,051.8	1,257.2		1,257.2	(22.1)	(1.7%)	33.6	24.5
Performance Reportin	ıg								
Gross Expenditures	227.9	180.4	230.2		230.2	2.2	1.0%	6.0	4.4
Revenue			0.0		0.0	0.0	-	0.0	0.0
Net Expenditures	227.9		230.2		230.2	2.2	1.0%	6.0	4.4
Total									
Gross Expenditures	18,758.4	17,354.0	19,128.0	200.1	19,328.1	569.7	3.0%	(52.6)	116.6
Revenue	8,798.8	7,444.0	8,980.5	200.1	9,180.6	381.8	4.3%	0.0	0.0
Total Net Expenditures	9,959.6	9,910.0	10,147.5		10,147.5	187.9	1.9%	(52.6)	116.6
Approved Positions	180.5	171.5	180.5	2.5	183.0	2.5	1.4%	0.0	0.0

# Base Changes (\$0.188M Net)

· Salary & benefit increases.

# New/Enhanced Service Priorities

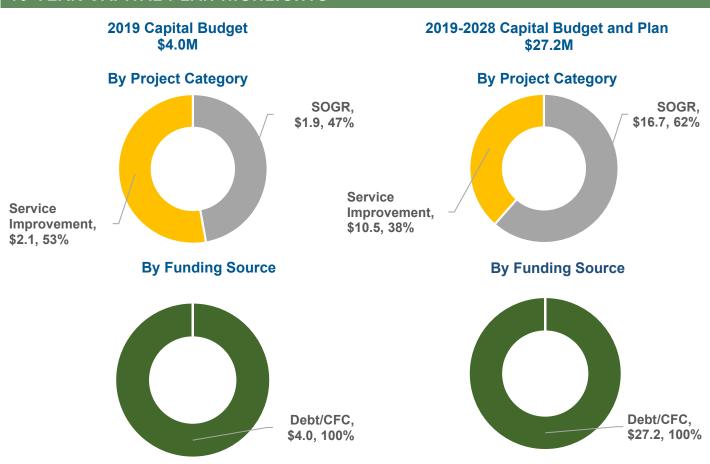
(\$0.200M Gross/ \$0 Net)

- 2.5 full time equivalent Customer Service Representatives (CSR) to handle increased volume of inquiries for Toronto Public Health and Toronto Building.
- The cost will be fully recovered from Toronto Public Health and Toronto Building, including the annualized costs in the future year plan.

### **Future Year Plan**

- Inflationary increases in salaries and benefits.
- Annualized cost for additional Customer Service Representatives to respond to the volume of inquiries for Toronto Public Health and Toronto Building which are fully funded by these Programs.

# 10-YEAR CAPITAL PLAN HIGHLIGHTS





- \$1.538M Continues the CRM Upgrade and Replacement to extend the solution to Toronto Water, Solid Waste, and Municipal Licensing & Standards
- **\$1.565M** For the *Channel and Counter*Strategy Phase 2 project to transition manual transactions to a digital platform
- **\$0.500M** To enhance the current Knowledge Based system.

# 10 YEARS

- **\$10.478M** Service Improvement projects to modernize and integrate IT systems.
- \$16.743M State of Good Repair projects for technology upgrades and replacement.

# 10-Year Capital Plan by Project Category

**Table 4: Summary of Capital Projects by Project Category** 

(in \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
State of Good Repair													
Business Intelligence	278	250	250	250	_	_	-	_	250	-	-	1,000	1,338
CRM Upgrade and Replacement	2,279	1,538	2,677	50	50	-	-	-	-	-	-	4,315	6,594
Enterprise Work Management System (EWMS)		100	100	100	100	-	-	-	-	-	-	400	400
SharePoint Upgrade		-	-	-	-	-	50	-	400	100	-	550	550
UCCE (Telephony) Maintenence and Upgrade		-	950	-	-	1,000	-	-	340	-	-	2,290	2,290
SOGR - Various		-	-	-	439	-	-	1,626	706	826	926	4,523	4,523
Verint Upgrade		-	619	-	-	-	1,646	-	-	700	700	3,665	3,665
Sub-Total	2,557	1,888	4,596	400	589	1,000	1,696	1,626	1,696	1,626	1,626	16,743	19,360
Service Improvement													
Channel and Counter Strategy - Phase 2	2,500	1,565	3,565	2,565	-	-	_	-	-	-	-	7,695	10,195
Digital Migration / Online Srv	284		-		557	300	-	-	-	-	-	857	1,141
Integrations with Toronto Buildings		-	-	-	750	250	-	-	-	-	-	1,000	1,000
Knowledge Based Enhancement		500	-	-	-	-	-	-	-	-	-	500	500
Readiness Assessment (Various)		50	50	50	-	66	-	70	-	70	70	426	426
Sub-Total	2,784	2,115	3,615	2,615	1,307	616		70	-	70	70	10,478	13,262
Total Expenditures by Category (excluding carry forward from 2018)	5,341	4,003	8,211	3,015	1,896	1,616	1,696	1,696	1,696	1,696	1,696	27,221	32,622

<sup>\*</sup>Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2018, excluding ongoing capital projects (i.e. Civic Improvement projects)

# 2019 - 2028 Key Capital Projects

Capital projects funded in the 10-Year Capital Plan are focused on leveraging technological capabilities to meet the highest customer service levels. This is achieved through investing in State of Good Repair activities critical to reducing risk to both mission critical systems and supporting systems such as business intelligence, and service improvement initiatives to address rising costs and call complexities. The delivery of these capital projects will help achieve 311 Toronto's strategic direction and service objective to implement existing and new service improvement projects while maintaining and updating current systems to ensure continuity of its operations.

- SOGR projects account for \$16.743 million or 61.5% of the total 10-Year Capital Plan's expenditures to ensure that
  the lifecycle replacement of hardware and software to newer generation technology solutions occurs regularly
  allowing for continuity of operations:
- Service Improvement projects amount to \$10.478 million or 38.5% of the total 10-Year Capital Plan's expenditures that enable 311 Toronto to expand its service offerings which handle significant call volumes:

#### State of Good Repair (SOGR) Funding & Backlog

311 Toronto does not have a backlog of state of good repair for its inventory of capital assets. Funding included in the 10-Year Capital Plan addresses all state of good repair projects based on planned lifecycle without backlogs and ensures continuity of the 311 Solution.

# **Operating Impact of Completed Capital Projects**

**Table 5: Net Operating Impact Summary** 

	2019 I	Budget	2020	Plan	2021	Plan	2022	Plan	2023	Plan	2019 -	2023	2019 -	2028
Projects	\$000s	Positions	\$000s	<b>Positions</b>	\$000s	<b>Positions</b>	\$000s	<b>Positions</b>	\$000s	Positions	\$000s	<b>Positions</b>	\$000s	<b>Positions</b>
Previously Approved													-	
	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sub-Total: Previously Approved	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total (Net)	-	-	-	-	-	-	-	-	-	-	-	-	-	-

The 10-Year Capital Plan does not result in any operating impacts or requests for additional temporary positions.

The operating impacts, including benefits, are not expected to occur before 2021. The Program continues working on defining these metrics and will include them in a future budget submission.



**PROGRAM SUMMARY** 

# Facilities, Real Estate, Environment & **Energy**

## What We Do

We work across the City with clients and stakeholders to deliver a comprehensive range of facility management, real estate services and sustainability programs in an efficient and effective manner that maximizes the City's property assets and delivers service excellence. Facilities, Real Estate, Environment & Energy (FREEE) delivers the following services:

- **Facilities Management**
- Real Estate
- **Environment & Energy**

FREEE has lead responsibility for capital preservation, repairs and improvements for 469 City-owned facilities with an approximate replacement value of \$4.7 billion, covering more than 11.8 million square feet. Approximately 20% of the city-wide portfolio of facilities are under direct capital management of the FREEE program with project management support services being provided across the City portfolio.

# Why We Do It

We work collaboratively and responsibly with our clients to advance City-wide priorities by protecting and maximizing the City's property assets in an innovative and fiscally sustainable manner.

# **Our Experience & Success**

- •TransformTO Development of short- | •Managing energy costs through term strategies to acheive Council's 2050 goal to reduce GHG emissions by 80%.
- Enhanced Security at City Hall -Implemented enhanced security measures to maintain an accessible, safe and secure Toronto City Hall.
- Maximizing City's Property Assets -Implementation of the new City-wide real estate model, streamlining real estate authorities and improving coordination to better manage the City's real estate portfolio.
- Capital Projects Over 30,000 sq ft of retail space open at Union Station, including a new food court; over 400 AODA building audits; completion rate of over 80% of Facilities Management's core SOGR program.

# **Key Challenges**

- energy initiatives that reduce consumption.
- Improving resiliency to high impact extreme weather events and mitigating potenial damages.
- · Aging Facility Infrastructure balancing financial resources with an estimated \$600M+ accumulaed SOGR backlog (15.4% of asset value).
- Strategic Capital Project **Development** - Revitalization of major public spaces while the facilities remain open to the public, including Union Station and St. Lawrence Market.
- People Development Attracting and retaining talent with specialized skill sets.

# **Priority Actions**

- Modernization through the new city-wide real estate model -Developing a city-wide integrated real estate portfolio strategy, including alignment of operational activities.
- Operational Effectiveness Focus on maintenance and best use of City assets, efficient delivery of capital program, and increase in energy conservation to control the program's cost base.
- TransformTO Continued development and implementation of TransformTO strategies to reduce greenhouse gas emissions to the environment by 80% from 1990 level by 2050.

# **Budget At A Glance**

OPERA	ATING BU	DGET	
\$Million	2019	2020	2021
Gross Expenditures	\$206.8	\$210.3	\$208.2
Revenues	\$134.3	\$134.9	\$133.0
Net Expenditures	\$72.5	\$75.5	\$75.2
Approved Positions	1,068.5	1,070.5	1,058.0

\$Million	2019	2020-2028	Total
Gross Expenditures	\$160.3	\$1,164.0	\$1,324.3
Debt	\$112.5	\$829.6	\$942.1

# **Our Key Service Levels**



Completion rate of SOGR capital projects - excluding major projects, of **80%** (2018 projection: 76%)



Year over year decrease of **2%** in "non-routine" security occurances

(2018 projection: -3.4%)



Security system downtime per year of less than 1% (2018 projection: 0.8%)



Compliance with disposing of properties at **100%** or better of appraised value (2018 projection: 100.2%)



Achieve 30% reduction by 2020 in eCO2 emissions to environment relative to 1990 level



**80%** of preventative maintenance work orders completed within 90 days

Source of images: www.icons8.com

# **Key Service Deliverables**

Maintain City facilities in a clean, safe, and accessible manner as per Council approved maintenance standards

Ensure the City's property portfolio is optimal and meets program requirements

Lifecycle asset management that optimizes preventative and demand maintenance with state-of-good repair plans and project delivery

Reduce energy demand and greenhouse gases and increase use of renewable energy technologies and clean energy generation

Maximize lease revenues by negotiating optimal leasing arrangements

#### Who We Serve

#### **Facilities Management**

- Community Groups
- Residential / Commercial Tenants

Provincial & Federal Agencies

City & Agency Staff

Beneficiaries

Residents

Visitors

# Beneficiaries

Real Estate

Tenants

Provincial & Federal Agencies

Residential / Commercial

City & Agency Staff

- Residents
- Visitors

# **Environment & Energy**

- Residents
- City & Agency Staff
- Toronto Building Owners

#### Beneficiaries

- Provincial & Federal Agencies
- Visitors

# **How Well We Are Doing**

#### **Performance Measures**

# Building Operations & Maintenance Cost per rentable sq.ft.



#### **Behind the Numbers**

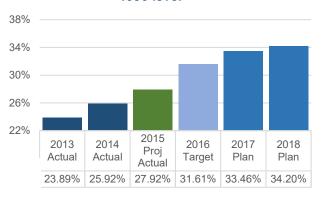
- The building operations and maintenance cost per rentable sq. ft. includes custodial, building maintenance & repairs, security, and utilities costs.
- Costs have been relatively stable over time despite inflation, labour salary increases, and an aging portfolio requiring more maintenance.
- Facilities Management is continuing to focus on the full lifecycle management of its assets through effective preventative maintenance plans and energy retrofit projects, while utilizing a mixed service model for custodial and maintenance services.

# Lease revenue maximization (\$ in Million)



- Leasing revenues generated have increased mainly due to an increase in revenues from new retail spaces at Union Station.
- The Real Estate Services Division is focused on keeping leases up to date and at market rates which will ensure the City received optimal value from its lease portfolio.
- Leasing revenues expected to rise steadily from 2018 to 2021 due to opening of additional retail space at Union Station, increased rents at St. Lawrence Market and recurring lease reconciliations.

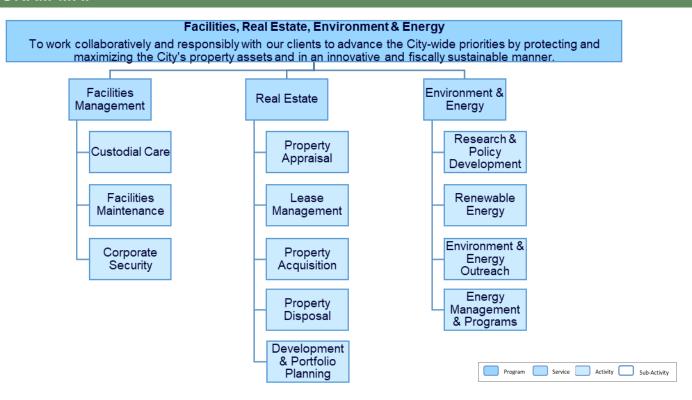
# Outcome Measure - % of Reduction in eCO2 emissions to environment relative to 1990 level



- TransformTO's goal is to reduce greenhouse gas emissions to the environment by 80% from 1990 level by 2050.
- Increase in % reduction from 2013 to 2015 primarily a result of retrofits to City buildings, development of the Toronto Green Standards and facilitating loans to external clients for building energy retrofits.
- EED is focused on a package of short-term strategies to expand and accelerate existing innovative programs and policies to maximize their emission reduction potential, and laying the building blocks for a long-term low-carbon strategy.

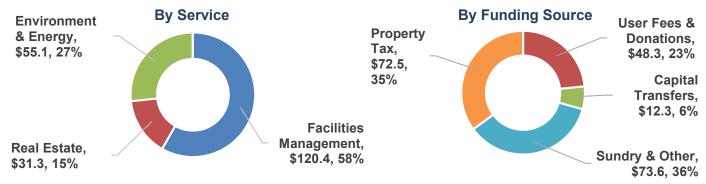
Note: There is a 2 year lag between investment in GHG reduction strategies and GHG outcome measurement

## **PROGRAM MAP**



## 2019 OPERATING BUDGET HIGHLIGHTS

# 2019 Operating Budget \$206.8M





- **0.6%** Budget increase over the 2018 Approved Net Operating Budget to maintain existing service levels and meet additional service demands.
- \$1.736M Efficiency savings across the Program with no major service impacts.
- \$1.350M New/enhanced funding primarily to implement the TransformTO short term strategies .
- 2020/2021 Increases primarily for known inflationary adjustments for salaries, benefits and contracts, offset by incremental recoveries from funding divisions and inflationary increases to user fees.

## 2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Operating Budget and Plan by Service

	201	8		2019				Increment	al Change
(In \$000s)	Budget	Actual	Base	New / Enhanced	Total Budget	Char	nges	2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
Facilities Managemen	t								
Gross Expenditures	120,849.5	126,896.1	116,799.7	3,601.7	120,401.4	(448.0)	(0.4%)	1,655.8	532.1
Revenue	47,275.7	51,390.6	47,538.2	2,061.3	49,599.5	2,323.7	4.9%	59.8	(297.3)
Net Expenditures	73,573.7	75,505.6	69,261.6	1,540.4	70,802.0	(2,771.8)	(3.8%)	1,596.0	829.4
Real Estate									
Gross Expenditures	28,599.9	25,564.0	31,551.9	(259.6)	31,292.3	2,692.4	9.4%	394.5	(109.8)
Revenue	61,444.7	60,484.4	63,493.6	1,305.9	64,799.5	3,354.7	5.5%	261.8	(1,043.6)
Net Expenditures	(32,844.8)	(34,920.5)	(31,941.6)	(1,565.5)	(33,507.2)	(662.3)	2.0%	132.7	933.9
<b>Environment &amp; Energ</b>	у								
Gross Expenditures	49,283.2	43,315.2	53,478.3	1,623.4	55,101.7	5,818.5	11.8%	1,517.7	(2,599.5)
Revenue	17,902.6	15,994.4	19,603.8	243.8	19,847.6	1,945.0	10.9%	291.4	(521.8)
Net Expenditures	31,380.6	27,320.8	33,874.5	1,379.5	35,254.1	3,873.5	12.3%	1,226.2	(2,077.7)
Total									
Gross Expenditures	198,732.6	195,775.3	201,830.0	4,965.4	206,795.4	8,062.8	4.1%	3,568.0	(2,177.1)
Revenue	126,623.1	127,869.4	130,635.5	3,611.0	134,246.5	7,623.5	6.0%	613.0	(1,862.7)
Total Net Expenditures	72,109.5	67,905.9	71,194.4	1,354.4	72,548.8	439.4	0.6%	2,954.9	(314.4)
Approved Positions	1,042.1	870.1	1,041.9	26.6	1,068.5	26.4	2.5%	2.0	(12.5)

#### **Base Changes**

(\$0.915M Net Decrease)

- Annualized cost of \$0.831M net for 25.0 TransformTO positions.
- Inflationary increases in utilities and contracts result in an increase of \$2.676M net.
- Inflationary increases in salaries and benefits result in an increase of \$0.781M net.
- Inflationary increase of 2.2% on user fees, alignment of budget for general leasing portfolio and recoveries for capital funded positions result in an increase in revenue and recoveries of \$1.397M net.
- Line-by-line review of the Program's expense budget resulted in savings of \$2.151M net.
- Service efficiencies in contracted services, Fleet rationalization, and gapping provision result in savings of \$1.736M net.

# New/Enhanced Service Priorities

(\$4.695M Gross / \$1.354M Net)

- Investment in TransformTO initiatives result in an increase of \$0.989M net.
- Enhanced security measures at City Hall approved in 2018 result in an increase of \$0.365M net.
- New & Enhanced Security, Maintenance and Custodial services provided to other City Divisions and Agencies result in increase of \$3.149M gross, 0 net.

#### **Future Year Plan**

- Annualized costs of positions and inflationary increases in salaries and benefits attributable to the implementation of the next stage of TransformTO.
- Inflationary increases in salaries and benefits driven by progression pay and step increases.
- Incremental interdivisional recoveries for maintenance, custodial and security services provided to other City Programs/Agencies.
- User fee revenue increases based on annual inflation of 2.2%.

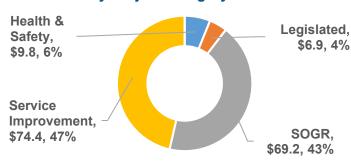
#### **EQUITY IMPACTS OF BUDGET CHANGES**

Improving living conditions and accessibility for persons with disabilities and persons with low income: The Facilities Management, Real Estate Services and Environment & Energy Division's 2019 Operating Budget includes investments in TransformTO that may have a positive impact on low income residents and persons with disabilities. Through energy retrofits and state of good repair upgrades, these programs can improve the accessibility of City owned facilities as well as living conditions in buildings operated by Toronto Community Housing and other social housing providers. The budget also includes new resources to enhance security measures at City Hall, which has raised concerns of racial profiling and over policing. Corporate Security conducted focus groups through a third party facilitator with the affected communities in order to mitigate any potential negative impacts.

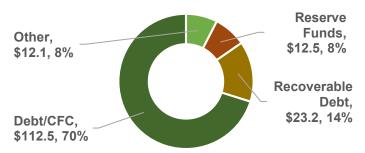
## 10-YEAR CAPITAL PLAN HIGHLIGHTS

#### 2019 Capital Budget \$160.3M

#### By Project Category







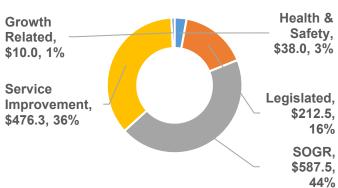
**By Funding Source** 

# 1 YEAR

- \$4.000M Enable compliance with Accessibility for Ontarians with Disability Act (AODA) in facilities across the Program by 2025.
- \$11.270M Continue delivery of the Sustainable Energy Program projects, ranging from identifying energy from sustainable sources to providing cleaner alternatives to generating energy from fossil fuels, to implementing energy generation and conservation solutions in facilities to build efficiencies and resiliency.
- **\$69.217M** Address State of Good Repair capital work.
- **\$63.124M** Continue Service Improvement projects including delivery of *Union Station Revitalization*, *St. Lawrence Market North Redevelopment*, *Office Modernization Program* and the *New Etobicoke Civic Center*.

# 2019-2028 Capital Budget and Plan \$1,324.3M

# By Project Category



# **By Funding Source**



10 YEARS

- **\$10.000M** Growth Related projects earmarking funding for the acquisition surplus School Lands.
- \$37.980M Health & Safety projects for emergency repairs and addressing security matters at facilities.
- \$212.512M Legislated projects such as environmental remediation and barrier free/accessibility to ensure Accessibility to Ontarians with Disability Act (AODA) compliance.
- \$476.339M Service Improvement projects comprising of Energy Retrofit and Renewable Energy Projects, and large scale multi-year redevelopment and revitalization projects such as Union Station, St. Lawrence Market, Etobicoke Civic Centre, and Old City Hall.
- **\$587.473M** State of Good Repair (SOGR) projects representing the largest portion of funding to maintain assets in a condition that is functional, safe and meets the long-term needs of facility users.

# 10-Year Capital Plan by Project Category

Table 4: Summary of Capital Projects by Project Category

3,661	3,950 1,423 4,450 <b>9,823</b> 4,000 2,290 600 <b>6,890</b>	4,050 2,071 - <b>6,121</b> 14,713 4,479 - <b>19,192</b>	850 957 - 1,807 43,638 4,518 - 48.156	850 726 - <b>1,576</b> 50,573 1,558	850 921 - 1,771 49,795 1,600	850 2,103 - <b>2,953</b> 29,820	850 3,223 - <b>4,073</b>	850 1,224 - <b>2,074</b>	850 3,616 - <b>4,466</b>	3,316 - 3,316	13,950 19,580 4,450 37,980	-
3,661	1,423 4,450 9,823 4,000 2,290 600 6,890	2,071 - <b>6,121</b> 14,713 4,479 -	957 - 1,807 43,638 4,518 -	726 - <b>1,576</b> 50,573 1,558	921 - <b>1,771</b> 49,795	2,103 - <b>2,953</b> 29,820	3,223	1,224 -	3,616 -	-	19,580 4,450 37,980	-
3,661	1,423 4,450 9,823 4,000 2,290 600 6,890	2,071 - <b>6,121</b> 14,713 4,479 -	957 - 1,807 43,638 4,518 -	726 - <b>1,576</b> 50,573 1,558	921 - <b>1,771</b> 49,795	2,103 - <b>2,953</b> 29,820	3,223	1,224 -	3,616 -	-	19,580 4,450 37,980	-
3,661	4,450 9,823 4,000 2,290 600 6,890	6,121 14,713 4,479	1,807 43,638 4,518	1,576 50,573 1,558	1,771 49,795	<b>2,953</b> 29,820	-	-	-	-	4,450 37,980	-
3,661	9,823 4,000 2,290 600 6,890	14,713 4,479 -	43,638 4,518	50,573 1,558	49,795	29,820	4,073	2,074	4,466	3,316	37,980	-
3,661	4,000 2,290 600 <b>6,890</b>	14,713 4,479 -	43,638 4,518	50,573 1,558	49,795	29,820	4,073	2,074	4,466	3,316		-
3,661	2,290 600 <b>6,890</b>	4,479 -	4,518 -	1,558	.,		-		_			
3,661	2,290 600 <b>6,890</b>	4,479 -	4,518 -	1,558	.,		-	_	_	_		
-,	2,290 600 <b>6,890</b>	4,479 -	4,518 -	1,558	.,						192.539	196,200
	600 <b>6,890</b>	- '-	-	,		1.642	1.686	1.600	_	_	19,373	,
		19,192	40.450		,			-	-	-	600	
	22.640	-, -	48.156	52.131	51.395	31.462	1.686	1.600	-		212,512	196.200
	22.642		.,	. , .	,	, ,	,	,			,	
	// n16 l	14.616	10.429	10.564	11.777	16.826	20.702	27.542	18.383	19.017	172.472	
	500	1.200	1,200	1.200	1.200	1,200	1.200	1.200	1.200	1.200	11.300	
	4.072	3.783	1,564	4.231	7,449	4.732	9.395	4.232	20.819	17.290	77.567	
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820,367	-	3,500	_	-	-	-	_	-	-	-	3,500	823,867
,	1,154	308	_	-	-	-	_	-	-	-	1,462	,
	21,619	4,220	415	-	-	-	-	-	-	-	26,254	
839,563	74,382	109,488	72,164	49,135	48,670	24,500	24,500	24,500	24,500	24,500	476,339	1,097,510
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	-				-	-	-	-	-			15,000
		-,	2,230								,	13,000
839.563	160.312	198.124	174,375	137,237	144.832	121,009	97,692	96,619	95 747	98 357	1 324 304	1,308,710
	820,367	5,766 1,512 32,251 2,500 - 69,217 9,270 - 1,450 11,967 570 3,685 2,000 14,200 14,400 2,250 3,800 5,000 1,017 820,367 - 1,154 21,619 839,563 74,382	- 30 5,766 9,605 1,512 1,376 - 60 32,251 2,500 500 - 69,217 58,323  - 3,000 9,270 1,317 - 2,000 - 4,000 1,450 11,967 20,985 3,685 4,085 - 4,500 2,000 - 4,4500 2,000 14,200 14,400 38,363 2,255 3,800 5,000 14,400 38,363 2,255 3,800 5,000 12,500 1,017 820,367 - 3,500 1,017 820,367 - 3,500 1,154 308 21,619 4,220 839,563 74,382 109,488 - 5,000 - 5,000	1,195	181	- 30 561 181 1,724 5,766 9,605 10,659 4,355 1,387 1,512 1,376 - 60 32,251 27,153 22,835 13,864 19,459 2,500 500 69,217 58,323 47,248 34,395 42,996  - 30,000 3,000 3,000 3,000 1,000 1,000 - 2,000 2,000 2,000 2,000 2,000 - 4,000 4,000 4,000 4,000 - 4,000 4,000 4,000 4,000 1,000 - 11,967 20,985	1,195	- 30 561 181 1,724 6,060 4,282 5,766 9,605 10,659 4,355 1,387 5,743 6,020 1,512 1,376 5 5,743 5,743 6,020 32,251 27,153 22,835 13,864 19,459 25,733 25,767 2,500 500 6,67 67 67 67 67 67 67 67 67 67 67 67 67 6	1,195	- 30	The color of the	Texas

\*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2019, excluding ongoing capital projects (i.e. Civic Improvement projects)

# 2019 - 2028 Key Capital Projects

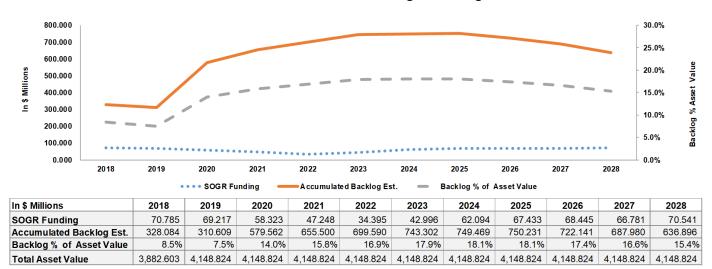
Capital projects funded in the 10-Year Capital Plan are aligned with FREEE's objectives to support environmental sustainability, maintain the State of Good Repair for more than 469 facilities and buildings, and implement existing and new service improvement projects for the City of Toronto and client Programs.

- Health and Safety projects account for \$37.980 million or 2.9% of the total 10-Year Capital Plan's expenditures and includes the primary projects:
- Legislated projects total \$212.512 million or 16.0% of the total 10-Year Capital Plan's expenditures.
- SOGR projects account for \$587.473 million or 44.4% of the total 10-Year Capital Plan to provide capital maintenance, including the following projects:
- Service Improvement projects amount to \$476.339 million or 36.0% of the total 10-Year Capital Plan's expenditures.
- Growth Related projects account for \$10.000 million or 0.8% of the total 10-Year Capital Plan's expenditures.
   Reserve Funds are the sole funding source for these projects which provide eligible funding for the following:

# State of Good Repair (SOGR) Funding & Backlog

Facilities, Real Estate, Environment & Energy (FREEE) is responsible for capital improvements and repairs at more than 469 facilities, covering over 11.8 million square feet with an approximate replacement value of \$4.2 billion. The 10-Year Capital Plan will fund \$587.473 million to SOGR projects over the 10-year period, and on average \$58.746 million annually.

#### **Chart 3: Total SOGR Funding & Backlog**



- Facilities Management plays a corporate stewardship and leadership role in collaboration with City Programs and
  Agencies for setting standards and ensuring all City-owned facilities are maintained in a manner that meet operational
  needs and improve asset management. The Facilities Management building portfolio noted above is comprised of a
  number building types utilized by City Programs and Agencies for their service delivery, including among others:
- Based on current funding levels, FREEE invests in State of Good Repair (SOGR) projects at a rate of approximately 1
  percent of the replacement value compared to the industry standard of 2 to 4 percent.
- With estimates of SOGR backlog escalating, it is critical to ensure that limited resources are optimally allocated in a
  manner that maximizes the utility of the City's capital assets. FREEE dedicates debt funding allocations annually to
  address critical needs for these aging facilities and scheduled life cycle replacements of major components that are at
  the end of their service life.
- Due to the age of many of the City's buildings, based on current funding levels the backlog will increase from \$310.609 million or 7.5% of replacement asset value in 2019 to \$636.896 million or 15.4% of replacement asset value by the end of 2028.
- The following table provides a breakdown of SOGR by asset category:

Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
State of Good Repair Funding	89,495	72,802	85,323	85,251	93,315	93,661	70,344	69,271	68,400	71,857
Accumulated Backlog Est. (yr end)	310,609	579,562	655,500	699,590	743,302	749,469	750,231	722,141	687,980	636,896
Backlog %Asset Value	7.5%	14.0%	15.8%	16.9%	17.9%	18.1%	18.1%	17.4%	16.6%	15.4%
Asset Value	4,148,824	4,148,824	4,148,824	4,148,824	4,148,824	4,148,824	4,148,824	4,148,824	4,148,824	4,148,824
Mechanical and Electrical										
State of Good Repair Funding	23,647	10,162	7,911	8,237	10,303	14,481	18,181	27,579	15,223	17,017
Accumulated Backlog Est. (yr end)	95,586	175,218	202,936	208,832	231,781	235,921	237,428	221,381	212,809	198,932
Renovations										
State of Good Repair Funding	6,790	6,444	12,469	11,410	14,496	12,176	21,937	13,714	27,580	17,289
Accumulated Backlog Est. (yr end)	81,101	123,876	143,291	167,049	174,887	183,509	177,078	176,611	161,190	146,620
Re-Roofing										
State of Good Repair Funding	4,470	330	561	234	3,637	5,138	5,137	2,508	3,557	5,591
Accumulated Backlog Est. (yr end)	13,041	22,934	30,760	36,626	38,284	36,449	42,831	41,560	38,003	32,412
Sitework										
State of Good Repair Funding	6,565	5,673	7,127	7,357	2,004	3,768	6,076	7,870	6,742	14,607
Accumulated Backlog Est. (yr end)	55,091	114,060	120,806	121,564	125,350	125,331	125,911	120,196	118,488	106,853
Structural/Building Envelope										
State of Good Repair Funding	31,713	22,764	9,977	8,761	12,074	24,778	12,905	13,577	8,699	11,054
Accumulated Backlog Est. (yr end)	53,952	113,875	120,798	128,610	136,091	131,350	130,074	125,484	120,581	115,170
Other										
State of Good Repair Funding	16,310	27,429	47,278	49,252	50,801	33,320	6,108	4,023	6,599	6,299
Accumulated Backlog Est. (yr end)	11,838	29,599	36,909	36,909	36,909	36,909	36,909	36,909	36,909	36,909

# **Operating Impact of Completed Capital Projects**

**Table 5: Net Operating Impact Summary** 

	2019	Budget	2020	Plan	2021	Plan	2022	Plan	2023	Plan	2019 -	2023	2019 -	2028
Projects	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved													351.530	-
Security	88	-	120	-	123	-	-	-	-	-	332	-	332	-
Mechanical and Electrical	-	-	20	-	-	-	-	-	-	-	20	-	20	-
Sub-Total: Previously Approved	88	-	140	-	123	-		-		-	352	-	352	-
Total (Net)	88		140		123	-		_			352	_	352	_

The 10-Year Capital Plan will increase future year Operating Budgets by \$0.352 million net over the 2019 - 2028 period, attributable to the following capital projects:

- Addition of 1.0 System Developer position in Corporate I&T to support the Access Control Self-Serve capital project.
- Additional contracted services for annual inspection and maintenance for emergency generators to support Mechanical and Electrical capital projects.

The 2019 operating costs for the projects mentioned above, have been included in the 2019 Operating Budget for FREEE and any future operating impacts will be reviewed each year as part of the annual Operating Budget process.



**PROGRAM SUMMARY** 

# **Financial Services**

#### What We Do

Financial Services manages the capital budget for Finance & Treasury Services, which includes the Office of the Chief Financial Officer & Treasurer and Office of the Controller. We manage financial systems and technology for enterprise-wide financial processes and to provide timely, accurate and efficient services to Divisions, Agencies, City Council and the public.

# Why We Do It

The capital budget provides funding to maintain and upgrade our financial systems. In addition, service improvement projects focus on the enterprise-wide modernization of systems and transformation of business processes that improve service delivery. The Service Improvement projects are focused on enhancing the City's capability to provide real-time financial & management information. This will enable the City to make better informed, transparent and strategic decisions through business intelligence, analytics and reporting.

# **Our Experience & Success**

- Completed requirements to achieve Payment Card Industry (PCI) compliance and developed sustainment program, in partnership with all divisions accepting payment cards from the public.
- The Risk Management Information System (RMIS) Upgrade was successfully implemented in the production environment with post go-live activities managed through monthly releases with supporting documentation. Ongoing planning is underway for new enhancements.
- Pilots of the Supply Chain Transformation included 5 purchasing calls which were successfully issued through our new Ariba procurement platform.

# **Key Challenges**

- Financial Services' capital projects are complex, transformative and have Citywide implications requiring an extensive consultation process, collaboration and partnerships with key divisions and internal and external expertise.
- Competing demands for limited IT and other divisional internal staff resources.
- Complex and highly legislated environment, including Provincial Asset Management Legislation.

# **Priority Actions**

- The Supply Chain Transformation Program modernizes the end-to-end supply chain experience, from strategically managing our spend and suppliers to leveraging automation in purchasing and invoicing.
- Modernize and streamline the City's accounting and finance functions.
- Develop an integrated asset management framework to enable the City to make better informed, strategic decisions and set priorities for capital infrastructure investments.
- Technology and software version upgrades to ensure sustainability of financial, payroll, property tax, parking ticket and utility billing systems.

# **Budget At A Glance**

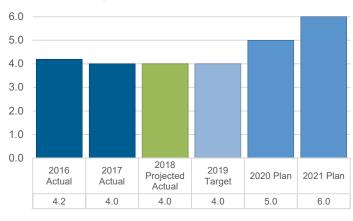
\$Million	2019	2020-2028	Total
Gross Expenditures	\$8.8	\$32.1	\$40.9
Debt	\$7.6	\$21.2	\$28.8

# **Key Performance Indicators**

#### **Supply Chain Transformation Program**

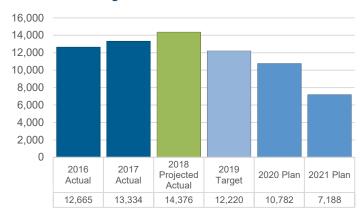
2019 is the primary transition year for the Supply Chain Transformation Program, with all modules being rolled out to Divisions. The benefits will be sustained and increase for 2020 and 2021.

#### **Average Number of Compliant Bids**



- With the implementation of the Supply Chain Transformation Program, it is anticipated that the average number of compliant bids for new sourcing events will increase by 50%.
- The plan is to increase the average number of compliant bids from 4.0 in 2019 to 5.0 in 2020 and 6.0 in 2021.

#### **Average Number of Parked Invoices**



- Parked invoices are invoices received by the City but require validation, verification or further action prior to payment.
- The emphasis for 2018 and 2019 is to reduce the number of parked invoices in preparation for the implementation of the Ariba P2P functionality.
- It is expected that by year end in 2019, there will be a 15% reduction in invoices that get parked for resolution. The plan for 2020 and 2021 is a reduction of 25% and 50% from 2018.

# Procurement Cycle Time (in working days)

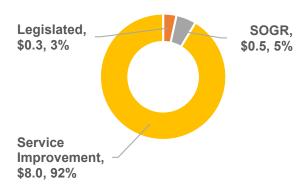


- Trends indicate a decrease in the number of working days it takes to complete competitive procurements (from purchase requisition to issuance of purchase order, including award and contract execution).
- With the implementation of the Supply Chain Transformation Program, the plan is to reduce Procurement Cycle Time by 5 working days in 2020 and 15 working days in 2021, from 2018.

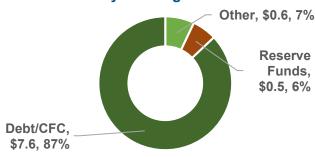
# 10-YEAR CAPITAL PLAN HIGHLIGHTS

## 2019 Capital Budget \$8.8M

# **By Project Category**



# **By Funding Source**

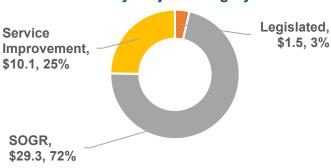


# YEAR

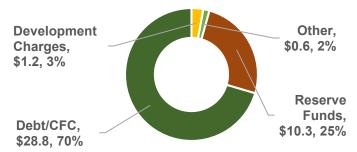
- **\$4.864M** Continue the Supply Chain Management Transformation project.
- \$1.747M Continue the Integrated Asset
  Planning and Management project to establish
  City framework and policy, in accordance with
  Provincial legislation for Council approval by
  July 2019. This forms the basis for an
  common, integrated, strategic asset
  management process across the City.
- **\$1.347M** Continue with Phase 2 of the Finance Accounting Systems Transformation (FAST) project for scoping and identifying best practice opportunities for transforming the finance processes and report capabilities.
- **\$0.750M** Continue the Employee Service Centre Project to implement integrated and employee-centric services and processes and self-service functionality.

#### 2019-2028 Capital Budget and Plan \$40.9M

#### By Project Category



# **By Funding Source**



# 10 YEARS

- **\$5.364M** Continue the Supply Chain Management Transformation.
- \$2.720M Continue the Finance Accounting Systems Information (FAST) projects for scoping and identification of best practice opportunities for transforming the finance processes and report capabilities.
- \$4.000M SAP System Upgrade that includes improvements to the planning and resource allocation system and continue to implement its corporate management framework.
- \$8.834M Continue the Tax & Utility Modernization projects.
- **\$7.950M** Lifecycle replacement of the Tax & Utility Billing Systems.
- **\$2.059M** Continue scoping and planning the Integrated Asset Planning and Management project, to provide integrated policy processes and standard strategic lifecycle asset management.

# 10-Year Capital Plan by Project Category

**Table 4: Summary of Capital Projects by Project Category** 

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
Legislated													
Development Charges Background Study 2021		-	-	125	450	-	-	-	-	-	-	575	575
Development Charges Background Study 2026		-	-	-	-	-	-	-	150	450	-	600	600
PCI Compliance	7,662	300	-	-	-	-	-	-	-	-	-	300	7,662
Sub-Total	7,662	300	-	125	450		-	-	150	450	-	1,475	8,837
State of Good Repair													
Capital Migration to New System 2027		-	-	-	-	-	_	-	-	500	597	1,097	2,975
Integrated Asset Planning Management (IAPM)	5,000	-	2,059	-	-	-	-	-	-	-	-	2,059	5,000
Investment & Debt Mgmt System Replacement 2020		-	500	-	-	-	-	-	-	-	-	500	500
Investment & Debt Mgmt System Replacement 2025		-	-	-	-	-	-	600	-	-	-	600	600
Parking Tag Mgmt Software Replacement 2026		-	-	-	-	-	-	-	500	800	440	1,740	3,000
Parking Tag Mgmt Software Upgrade	2,592	-	1,185	-	-	-	-	-	-	-	-	1,185	2,592
Risk Mgmt Information System Replacement 2025		-	-	-	-	-	-	600	-	-	-	600	600
Risk Mgmt Information System Upgrade	1,892	450	275	-	-	-	-	-	-	-	-	725	1,892
SAP Upgrades (ECC, PBF, Payroll)		-	-	200	1,900	1,900	-	-	-	-	-	4,000	4,000
Tax and Utility Billing Systems Modernization	15,893	-	3,967	4,867	-	-	-	-	-	-	-	8,834	15,893
Tax Billing System Replacement 2024		-	-	-	-	-	1,775	2,000	200	-	-	3,975	3,975
Utility Billing System Replacement 2025		-	-	-	-	-	-	500	1,775	1,700	-	3,975	3,975
Sub-Total	25,377	450	7,986	5,067	1,900	1,900	1,775	3,700	2,475	3,000	1,037	29,290	45,002
Service Improvement													
eBilling Initiative	469	469	-	-	-	-	-	-	-	-	-	469	469
Electronic Self Service Tax and Utility	551	242	-	-	-	-	-	-	-	-	-	242	551
Employee Service Centre (ESC)	255	750	250	-	-	-	-	-	-	-	-	1,000	1,255
Finance Accounting Systems Transformation (FAST)	2,000	1,347	1,373	-	-	-	-	-	-	-	-	2,720	4,260
Revenue System - Phase II (Part 2)	3,500		-	-	-	-	-	-	-	-	-	330	3,500
Supply Chain Management Transformation	13,629	4,864	500	-	-	-	-	-	-	-	-	5,364	18,993
Sub-Total	20,404	8,002	2,123	-	-	-	-	-	-	-	-	10,125	29,028
Total Expenditures by Category (excluding carry forward from 2018)	53,443	8,752	10,109	5,192	2,350	1,900	1,775	3,700	2,625	3,450	1,037	40,890	82,867

<sup>\*</sup>Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2019, excluding ongoing capital projects (i.e. Civic Improvement projects)

# 2019 - 2028 Key Capital Projects

Capital projects funded in the 10-Year Capital Plan are critical for the upgrade and replacement of the information systems to improve accuracy and timeliness of information, standardize reporting processes and financial planning and management for processes and practices across the City and facilitate enhanced information to support efficient and effective Programs, Committees and Council decision-making.

- Legislated projects total \$1.475 million or 3.6% of the total 10-Year Capital Plan's expenditures.
- SOGR projects account for \$29.290 million or 71.6% of the total 10-Year Capital Plan's expenditures.
- Service Improvement projects amount to \$10.125 million or 24.8% of the total 10-Year Capital Plan's expenditures.

# **Operating Impact of Completed Capital Projects**

**Table 5: Net Operating Impact Summary** 

	2019 E	Budget	2020	Plan	2021	Plan	2022	Plan	2023	Plan	2019 -	2023	2019 -	2028
Projects	\$000s	<b>Positions</b>	\$000s	<b>Positions</b>	\$000s	<b>Positions</b>	\$000s	<b>Positions</b>	\$000s	Positions	\$000s	<b>Positions</b>	\$000s	<b>Positions</b>
Previously Approved													3,394.300	9.000
Fin. Plan. Analysis & Reporting System (FPARS)	-	-	693	5.0	-	-	-	-	-	-	693	5.0	693	5.0
PCI Compliance	253	-	-	-	-	-	-	-	-	-	253	-	253	-
Supply Chain Management Transformation	-	-	2,448	4.0	-	-	-	-	-	-	2,448	4.0	2,448	4.0
Sub-Total: Previously Approved	253	-	3,141	9.0		-	-	-		-	3,394	9.0	3,394	9.0
Total (Net)	253	-	3,141	9.0		-	-	-	-	-	3,394	9.0	3,394	9.0

The 10-Year Capital Plan will increase future year Operating Budgets by \$3.394 million net over the 2019 - 2028 period, primarily due to the following projects:

- Financial Planning Analysis & Reporting System (FPARS) requires \$0.693 million in 2020 for 5 positions for the sustainment of Enterprise Performance Management for the City.
- The Payment Card Industry (PCI) Compliance project requires \$0.253 million in 2019 for hardware/software
  maintenance and support of the cardholder data environment that processes, stores and transmits cardholder data or
  sensitive payment authentication data.

• The Supply Chain Management Transformation project will require \$2.448 million in operating funding for hardware and maintenance, software license and ARIBA subscription and support expenses in 2020. The 2020 – 2023 plan includes \$1.892 million each year for the ARIBA subscription. Where this budget will reside will be in accordance with the Cloud Funding Model.



**PROGRAM SUMMARY** 

# **Fleet Services**

#### What We Do

We provide responsive and efficient fleet management services to City Programs and Agencies through the following services:

- Fleet Management
- Fuel Management

The Fleet Management Stewardship of 5,500 and Fuel Management Stewardship of 7,100 of the 10,000 Fleet assets.

# Why We Do It

We provide professional fleet management services to our clients to maximize safety, fiscal and environmental sustainability.

# **Our Experience & Success**

- Fleet Availability Exceeded the 90% service standard to clients over the past three years with an overall fleet availability rate of more than 91%.
- Innovative Procurement We are leading co-operative procurement as the first municipality in Canada to access contracts for vehicles and equipment through a North American cooperative approach.
- Recipient of the Gold Star of Business Innovation & Excellence Award in June 2018.
- •Fleet Services 2019 expected savings through manufacturer direct cooperative procurement average 36% per vehicle, plus a 50 70% improvement in procurement to delivery time.
- People Provide development programs and other opportunities to invest in staff and build talent from within. Includes apprenticeship programs, plus working in conjunction with local colleges and high-schools for longer term capacity building opportunities. To date eleven (11) employees have moved into increasingly more responsible roles through development opportunities.

# **Key Challenges**

- Continue to address client Capital reserve contribution shortfalls, asset replacement backlogs and the associated impacts of maintaining past-optimum-life assets.
- Significant challenges attracting and retaining fully qualified and knowledgeable staff due to an industry-wide shortage of skilled trades, combined with niche occupation requirements and demand exceeding resource capacity.
- Aging and insufficient work space no longer meets the needs of today's vehicles and equipment and outdated processes and systems require change to improve efficiency and ensure compliance – lack of available funds and staff limits the ability to address these aspects in a timely manner.
- Execution and coordination of highly complex Contract Management and Accounts Payable processes without supporting technology and systems to drive efficiency and compliance improvements.

# **Priority Actions**

- Maintain progress with clients and FPD to address client reserve contribution shortfalls and asset replacement backlogs to drive lowest total cost of ownership. Actions taken since 2015 have resulted in a 160% improvement in Preventative Maintenance (scheduled repair) execution, combined with a 48% SOGR backlog reduction.
- Continue to develop and implement actions plans to address work space that no longer meets the needs of today's vehicles and equipment and outdated processes and systems that require change to improve efficiency and ensure compliance lack of available funds and staff continues to limit the ability to address these aspects in a timely manner.
- Maintain capacity building, staff development opportunities and training and apprenticeship programs - to attract, develop and retain fully qualified and knowledgeable staff.

# **Budget At A Glance**

OPERATING BUDGET										
\$Million	2019	2020	2021							
Gross Expenditures	\$58.6	\$58.8	\$58.9							
Revenues	\$58.4	\$58.7	\$58.9							
Net Expenditures	\$0.2	\$0.2	\$0.1							
Approved Positions	188.0	186.0	183.0							

\$Million	2019	2020-2028	Total
Gross Expenditures	\$61.8	\$677.7	\$739.5
Debt	\$0.0	\$0.0	\$0.0

# **Our Key Service Levels**



Average vehicle age of **4.5** years (2018 Actuals 6.5 years) for light duty vehicles



Percentage of scheduled repairs and unscheduled repairs of **60%** and **40%** respectively (2018 Actuals 52% and 48%)



Average number of **100** days to sale for used asset (2018 Actuals of 178 days)



MTO CVOR (Commercial Vehicle Operator's Reg. Safety Rating of **40%** (2018 Actuals of 33%)



Courses and training attended by **8,700** city wide staff (2018 Actuals of 9,912)

Source of image: www.icon8.com

# **Key Service Deliverables**

Provide a full-range of fleet management services for City Divisions and Agencies

Oversee fuel management operations of over 7,100 assets

Direct the lifecycle management of the City's fleet including the acquisition, maintenance and disposal of vehicles and equipment while ensuring compliance with Provincial legislation

Provide safety training, testing, certification and compliance oversight for approximately 11,000 City employees who are required to operate City vehicles and equipment

Maintain overall fleet availability above 90% while continuing to improve customer service in support of the vision to achieve customer service excellence and high quality integrated service delivery

Optimize fleet size by reviewing utilization rates in colloaboration with client programs while supporting Toronto's Climate Action Plan, TransformTO in reducing the environmental impact

#### Who We Serve

#### Fleet Management

• City Divisions and Agencies including TPL, TCHC

#### Beneficiaries

- Businesses
- Residents

#### **Fuel Management**

 City Divisions and Agencies including TPA, TPL, TCHC, TTC, Zoo, Exhibition Place

#### Beneficiaries

- Businesses
- Residents

# **How Well We Are Doing**

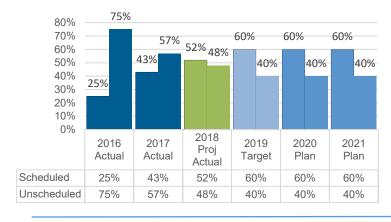
#### **Performance Measures**

#### Fleet Availability 91% 91% 91% 91% 90% 90% 90% 90% 90% 89% 2018 2016 2017 2019 2020 2021 Proj Plan Plan Actual Actual Target Actual 90.5% 91.0% 91.1% 90.0% 90.0% 90.0%

#### **Behind the Numbers**

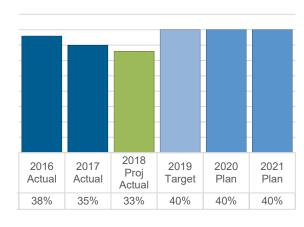
- Fleet Availability has been surpassing the 90% target over the past 3 years.
- The higher fleet availability has reduced vehicle downtime and improved the clients' service delivery.

# Percentage of scheduled repairs to unscheduled repairs



- The % of scheduled repairs to unscheduled repairs (also known as Preventative Maintenance to Fix-on-Fail repairs) has greatly improved over the past few years, from 20% scheduled and 80% unscheduled (20/80) in 2015 to 52% scheduled and 48% unscheduled (52/48) in 2018.
- The ratio for the light-duty vehicles has improved even further to 56% / 44% in 2018.
- The improvement in scheduled or Preventative Maintenance repairs since 2015 provides significant maintenance cost increase mitigation, as well as reduced downtime and improved safety for the City's fleet

# MTO CVOR (Commercial Vehicle Operator's Registration) Safety Rating

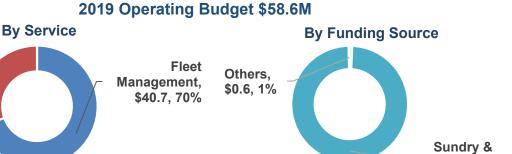


- The MTO CVOR Safety Rating, i.e. Ontario Commercial Vehicle Operators Registration safety rating for the City's Fleet has been maintained at a satisfactory level.
- It has improved from 38% in 2016 to 33% in 2018 (a lower number is better).

# **PROGRAM MAP**



# **2019 OPERATING BUDGET HIGHLIGHTS**



Program Service Activity Sub-Activity



Fuel

Management,

\$17.9, 30%

- **2.4%** Budget increase over the 2018 Approved Net Operating Budget to maintain existing service levels and meet additional service demands.
- **\$0.636M** Efficiency savings in fleet management costs.
- **\$0.034M** New/enhanced funding to initiate manufacturer direct approach for the procurement of light-duty vehicles.

Other, \$58.0, 99%

## 2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Operating Budget and Plan by Service

	201	8		2019				Increment	al Change
(In \$000s)	Budget	Actual	Base	New / Enhanced	Total Budget	Changes		2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
Fleet Management									
Gross Expenditures	40,158.6	41,085.3	40,689.1	34.3	40,723.4	564.8	1.4%	67.3	53.6
Revenue	39,614.7	41,314.7	40,002.2		40,002.2	387.4	1.0%	(248.9)	(65.2)
Net Expenditures	543.8	(229.4)	687.0	34.3	721.2	177.4	32.6%	316.2	118.7
Fuel Management									
Gross Expenditures	18,324.6	17,420.1	17,859.5		17,859.5	(465.0)	(2.5%)	190.2	9.5
Revenue	18,703.8	17,088.7	18,412.2		18,412.2	(291.6)	(1.6%)	513.0	239.7
Net Expenditures	(379.3)	331.4	(552.7)		(552.7)	(173.4)	45.7%	(322.8)	(230.2)
Total									_
Gross Expenditures	58,483.1	58,505.4	58,548.7	34.3	58,582.9	99.8	0.2%	257.5	63.1
Revenue	58,318.6	58,403.4	58,414.4		58,414.4	95.8	0.2%	264.0	174.5
Total Net Expenditures	164.6	102.0	134.3	34.3	168.5	4.0	2.4%	(6.6)	(111.5)
Approved Positions	187.0	162.0	187.0	1.0	188.0	1.0	0.5%	(2.0)	(3.0)

# Base Changes (-\$0.030M Net)

- Additional cost of \$0.450 million gross for 10 new Community Safety Unit (CSU) vehicles for Toronto Community Housing Corp. (TCHC) which will be fully funded by the client.
- Savings of \$0.467 million resulting from implementation of ASD savings from reducing vehicle downtime and maintenance & repair, of which \$0.244 million is to be allocated to the tax-supported programs.
- Increase of \$0.302 million for short-term vehicle rentals to meet clients' operational demands.
- Above pressures to clients are being partially offset by a reduction in fuel charges of \$0.02 per litre

## New/Enhanced Service (\$0.034M Gross / \$0.034M Net)

 Procurement of light and some medium-duty vehicles directly from the manufacturer requiring an addition of 1.0 temporary position with an estimated savings of \$1.5 million.

#### **Future Year Plan**

• Inflationary increases in salaries and benefits

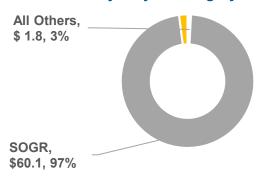
## **EQUITY IMPACTS OF BUDGET CHANGES**

**No significant equity impacts:** The changes in Fleet Services' 2019 Operating Budget do not have any significant equity impacts.

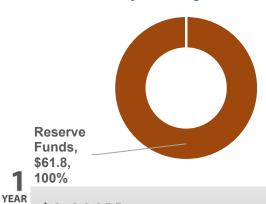
# 10-YEAR CAPITAL PLAN HIGHLIGHTS

#### 2019 Capital Budget \$61.8M

# **By Project Category**



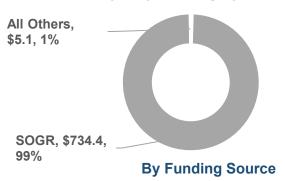
**By Funding Source** 

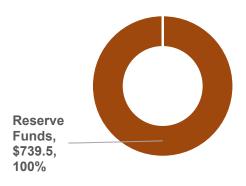


- \$0.300M Facilitate Municipal Licensing and Standards At-large Vehicle Purchases for the division to carry out enforcement duties
- **\$0.220M** Legislated for *Consolidated Green Fleet Plan* project
- \$1.257M Continue fleet service improvements projects: the Sustainment of Fleet Management System and Fuel System Integration project (\$0.243 million), Vendor Management Portal Project (\$0.392 million), Car Share Technology on City Vehicles (\$0.105 million), Biodiesel Pilot project (\$0.067 million), and Toronto Community Housing Corp. At-large Purchases (\$0.450 million).
- \$60.052M Contribute to the state of good repair of the City's fleet through the replacement of vehicles (\$60.052 million), for the programs including but not limited to the following: Solid Waste (\$21.409 million), Parks, Forestry & Recreation (\$8.115 million), Transportation Services (\$6.197 million), Toronto Water (\$5.544 million), and Fire Services (\$7.203 million)

## 2019-2028 Capital Budget and Plan \$739.5M

# **By Project Category**





10 YEARS

- **\$1.350M** Health & Safety projects for Fleet Garage Security.
- **\$1.870M** Legislated projects for Consolidated Green Fleet Plan.
- \$1.811 M Service Improvement projects to modernize and improve fleet inventory and services.
- **\$734.449M** State of Good Repair projects to replace existing vehicles and equipment.

# 10-Year Capital Plan by Project Category

**Table 4: Summary of Capital Projects by Project Category** 

		-	-		-	-	-	_	-				
(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
Fleet - Garage Security			210	105	105	105	105	105	105	105	105	1.050	
		200	210	103	103	105	105	103	103	103	103	,	
MLS At Large Vehicle Purchase	-	300					-					300	
Sub-Total	-	300	210	105	105	105	105	105	105	105	105	1,350	
Legislated													
Green Fleet Plan		220	315	210	150	150	150	150	225	150	150	1,870	
Sub-Total	-	220	315	210	150	150	150	150	225	150	150	1,870	
State of Good Repair			0.0									.,	
Arena Boards - Replacement of Ice Resurfacers		108	329	229	_	120	124	128	132	_	_	1,170	
Clerks - Fleet Replacement		100	020	220		120	12-	40	102	243	143	426	
·		46	- 57	64	46	-	-	34	- 57	243	182	426	
EDCT - Fleet Replacement		40	867	04	110	330	310	34	57	-	102	1,617	
Engineering & Construction Serv Fleet Replacement		-		-	-			-	-	-	-		
Exhibition Place - Fleet Replacement		600	1,200	600	600	600	600	600	600	600	600	6,600	1
Facilities Mgmt & Real Estate - Fleet Replacement		1,360	1,104	1,429	1,266	685	199	163	451	305	441	7,403	
Fire-Fleet Replacement		7,203	7,203	7,203	7,203	7,203	7,203	7,203	7,203	7,203	7,203	72,030	
Fleet - At-large Purchase		610	-	-	-	-	-	-	-	-	-	610	
Fleet - Tools & Equipment		268	267	245	321	258	247	261	251	322	251	2,691	
Fleet Office Modernization Plan - 2019		150	-	-	-	-	-	-	-	-	-	150	
Fleet Replacement - Insurance Contingency		135	138	141	144	147	151	155	159	163	167	1,500	
Fleet Services - Fleet Replacement		100	295	120	100	450	-	150	-	300	-	1,515	
Fuel Site Closures, Upgrades & Replacement		300	300	300	300	200	100	100	100	100	100	1,900	
Information & Technology - Fleet Replacement		_	_	_	_	_	_		44	_	58	102	
Library - Fleet Replacement		643	794	322	200	104	531	111	960	_	793	4.458	
Municipal Licensing & Standards-Fleet Replacement		106	471	430	717	491	744	820	259	1,039	1,012	6,089	
Parks, Forestry & Recreation-Fleet Replacement		8,115	10,550	11.439	11.822	9,944	8,272	9,680	10,853	8.106	8.961	97,742	
		0,113		11,439	11,022	9,944	0,212		10,000	-,	- ,		
PPF&A - Fleet Replacement		- 000	94	-	-	-	-	36	-	39	81	250	
Fuel Site Closures, Upgrades & Replacement		390	-	-	-	-	-	-	-	-	-	390	
Public Health - Fleet Replacement		36	-	133	-	362	-	81	-	40	-	652	
Purchasing & Materials Mgmt- Fleet Replacement		120	155	-	-	-	-	-	49	-	45	369	
Shelter, Support & Housing Admin-Fleet Replacement		71	-	-	-	-	65	-	-	-	-	136	1
Solid Waste - Fleet Replacement		21,408	9,140	15,243	11,161	20,153	25,297	28,049	23,142	22,461	42,643		
Toronto Building - Fleet Replacement		112	-	-	175	-	50	225	-	150	-	712	
Toronto Community Housing Corp Fleet Replacement		1,243	1,436	108	763	669	646	306	887	314	432	6,804	
Toronto Water - Fleet Replacement		5,544	15,510	13,208	11,213	6,455	6,826	4,798	3,692	4,865	15,056	87,167	1
TPS-Fleet Replacement		4,807	5,502	7,211	7,820	9,386	8,105	8,539	8,865	9,203	9,554	78,992	1
Transportation-Fleet Replacement		6,197	20.372	16,187	24,549	12,374	8,874	8.874	8,874	8,874	15,086	130,261	1
Zoo-Fleet Replacement		380	350	350	350	350	350	350	350	350	350	3,530	1
Sub-Total	1 -	60,052	76,134	74,962	78,860	70,281	68,694	70,703	66,928	64,677	103,158	734,449	
Service Improvement	1	55,002	. 0, 10-7	,002	. 0,000	. 0,201	20,004	. 0,,, 00	00,020	2.,011	.55,100		
1		67										67	
Biodiesel Pilot Project			-	-	-	-	-	-	-	-	-		
Car Share Technology on City Vehicles		105	-	-	-	-	-	-	-	-	-	105	
Fleet Vendor Portal Management		392	86	-	-	-	-	-	-	-	-	478	
Sustainment of Fleet & Fuel System Intregration		243	278	190	-	-	-	-	-	-	-	711	
Toronto Community Housing Corp At-large		450	-	-	-	-	-	-	-	-	-	450	
Sub-Total	-	1,257	364	190	-	-	-	-	-	-	-	1,811	
Total Expenditures by Category (excluding carry													
forward from 2018)	-	61,829	77,023	75,467	79,115	70,536	68,949	70,958	67,258	64,932	103,413	739,480	

\*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2018, excluding ongoing capital projects (i.e. Civic Improvement projects)

#### 2019 - 2028 Key Capital Projects

The 10-Year Capital Plan is in keeping with Fleet Services' objectives to maintain the State of Good Repair for more than 5,500 vehicles and equipment, manage and implement the Consolidated Green Fleet Plan and obtain fuel-efficient and environmentally friendly vehicles for the City Programs.

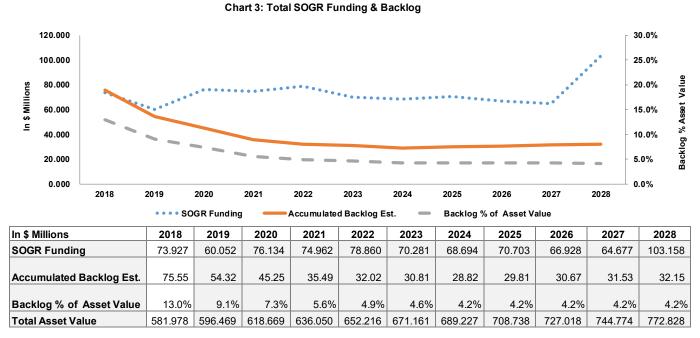
- Health and Safety projects account for \$1.350 million or 0.183% of the total 10-Year Capital Plan's
  expenditures, with the primary source of funding provided through Reserve funds, which are funded from Client
  Programs through their maintenance charges.
- Legislated projects total \$1.870 million or 0.25% of the total 10-Year Capital Plan's expenditures, funded through Reserve funds, funded from maintenance contributions of clients.
- SOGR projects account for \$734.449 million or 99.32% of the total 10-Year Capital Plan's expenditures. The
  majority of SOGR project funding is allocated to the replacement of vehicles for Solid Waste Management,
  Toronto Water, Parks, Forestry & Recreation, Fire Services, Transportation Services and Toronto Paramedic
  Services.

• Service Improvement projects amount to \$1.811 million or 0.24% of the total 10-Year Capital Plan's expenditures.

# State of Good Repair (SOGR) Funding & Backlog

- The City fleet currently comprises over 5,500 assets, of which 3,200 are on-road vehicles and 2,300 are offroad and equipment assets. The replacement value for all assets is currently estimated to be \$581.978 million.
- The 10-Year Capital Plan will fund \$734.449 million of SOGR projects within Fleet Services over the 10-year period.
- The State of Good Repair Backlog for Fleet Services is defined as the total value of vehicles which have not been replaced at the end of their useful life. The SOGR funding and the accumulated backlog estimates to year-end fluctuate because vehicle replacements are determined on an estimated average useful life based on vehicle and equipment types.
- The SOGR backlog of \$75.55 million which represents 13.0% of asset replacement value will decrease to \$32.15 million or 4.2% of the asset replacement value by the end of 2028 based on planned contribution to reserves. The 10-Year Capital Plan provides an average of \$73.445 million of funding annually to reduce the backlog. The backlog will be reduced at an average of \$2.217 million annually over the 10-year period.
- A 3-point action plan was developed during the 2015 budget process that will eliminate the backlog of vehicles replacements and fund each program's optimal vehicle replacement requirements. The action plan involved, aligning cash flow funding and vehicle delivery plans; performing lifecycle analysis on the City's fleet; and developing a multi-year funding plan to align contributions to the Vehicle and Equipment Replacement Reserve with optimal replacement requirements for all divisions and agencies. Actions taken since 2015 have resulted in a 160% improvement in Preventative Maintenance (scheduled repair) execution, combined with a 48% SOGR backlog reduction. The introduction of the Car Share Program, as well as working with client Programs and Agencies on rationalizing their fleet inventory will also help to reduce of the backlog.

Chart 3: Total SOGR Funding & Backlog



• Assuming planned contributions are maintained, the SOGR backlog is anticipated to decrease to \$32.15 million by year-end 2028, representing 4.2% of the asset replacement value.



**PROGRAM SUMMARY** 

# Information & Technology

#### What We Do

The Information & Technology (I&T) division provides city-wide leadership in modernizing City services through the strategic investment, development and management of the City's Information Technology (IT) systems including:

- Driving City business transformation and innovation to improve the service experience associated with the delivery
  of City programs and services to residents, businesses and visitors including critical business systems delivery and
  support.
- Improving the City's business processes and systems with a focus on opportunities to streamline, integrate and deliver business value to clients and employee productivity solutions that drive service excellence.
- Ensuring a secure, reliable and high performing technology environment that is modernized and well-positioned to respond to growing business needs and resident demands.

I&T Division has oversight for about 66% of the overall City IT budget (Operating and Capital) and delivers services in partnership with technology teams across City Divisions and select Agencies. Our services include:

- Business I&T Solutions
- Computer & Communications Technology Infrastructure
- Enterprise I&T Planning & Client Services

# Why We Do It

Changes are driving public expectation for services anytime, anywhere, on any channel and any device. Opportunities exist for the City to use data to improve efficiency and effectiveness across a broad range of government programs and a need to modernize systems to improve cost effectiveness, service performance and usability. With tremendous expectations on City government, the City is working to improve how it deploys new capabilities and solutions.

# **Our Experience & Success**

- Improved customer experience by increasing online self-service while reducing costs
- Drove government transparency with 292 datasets published in Open Data and launch of new Open Data Portal
- Transformed the digital employee work experience by providing capabilities such as 'access anywhere' and Wi-Fi at City buildings
- Delivered several City modernization initiatives
- Administrative Penalty System (APS) to transform parking dispute processing
- 'Making it Better" Campaign to improve Recreation Program Registration experience
- My Child Care Account making it simpler for clients using childcare through online access replacing manual processes

# **Key Challenges**

- Ability to sustain business solutions due to growing demand for IT
- Growing Cyber Security complexity and threat landscape environment with emphasis on digital government
- Need to ensure an agile and accelerated IT delivery model
- Organizational capacity, business readiness and change management to support City-wide transformation capacity
- Sustainability of the City-wide IT reserve for IT lifecycle asset management currently only positioned to sustain 85% of City-wide requirements
- Ability to realize City-wide benefits planned for IT capital projects

# **Priority Actions**

- Focus on integrated Service Delivery and Digital Enablement
- Enhancing IT Cyber-Security Program to respond to security demands
- Ensuring effective Program and Project delivery for the City's 130+ IT projects and modernization initiatives
- Optimizing the IT Service and Operating model across the City to realize efficiencies and improve service effectiveness
- Delivering support for the City's 29,000 users, 850+ applications and maintaining the City's technology infrastructure
- Focussing on the development of a Smart City Strategic Framework and Plan
- Advancing outcomes associated with modernization, housing, mobility and long-term fiscal sustainability

# **Budget At A Glance**

OPERATING BUDGET											
\$Million	2019	2020	2021								
Gross Expenditures	\$133.7	\$136.3	\$137.7								
Revenues	\$54.6	\$53.5	\$53.7								
Net Expenditures	\$79.1	\$82.8	\$84.0								
Approved Positions	860.0	857.0	857.0								

10-YEAR CAPITAL PLAN										
\$Million	2019	2020-2028	Total							
Gross Expenditures	\$67.2	\$361.5	\$428.6							
Debt	\$42.8	\$165.2	\$208.0							
2001	Ψ12.0	Ψ100.2	Ψ200.							
Note: Excluding 201	8 carry f	orward funding	to 2019							

# **Our Key Service Levels**





Customer Satisfaction for Business Applications is **73%**\*



Customer Satisfaction for IT Service Desk is 81%\*



City's Computing Infrastructure Service is available **99.99%** of the time



City's Telecommunication Network is available **99.96%** of the time

Source of images: <u>www.icons8.com</u>

# **Key Service Deliverables**

Support 850+ business solutions & resolved +33,000 (-4000 from 2017) business application service requests

Support 29,000+ users and 187,000 (+1400 from 2017) service desk calls, emails and self-serve requests

Support 24,200 (+ 100 from 2017) desktops & notebook computers and 2,700+ (-1300 from 2017) multi-function printers

Support 136,000+ (-17,000 from 2017) phones, wireless devices, switches, routers, wireless access points & ports Support 3 data centres 2,400 +(-300 from 2017) servers 7x24x365

Support 26 Million+ (+10 Million from 2017) visits to the City Website

#### **Who We Serve**

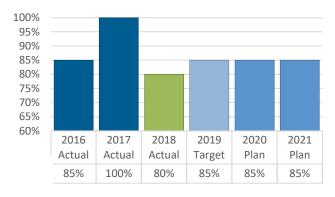
Business IT Solutions	Computer & Communications Technology Infrastructure	Enterprise IT Planning & Client Services
City & Agency Staff	City & Agency Staff	City & Agency Staff
Beneficiaries	Beneficiaries	Beneficiaries
<ul><li>Businesses</li><li>Residents</li><li>Visitors</li></ul>	<ul><li>Businesses</li><li>Residents</li><li>Visitors</li></ul>	<ul><li>Businesses</li><li>Residents</li><li>Visitors</li></ul>

<sup>\*</sup> New baseline levels are consistent with Municipal comparators

# **How Well We Are Doing**

#### **Performance Measures**

# % Projects Planned to Complete vs. Actual Completed



#### **Behind the Numbers**

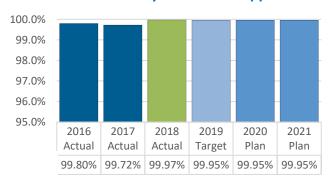
- This measure helps gauge performance in completing projects as well as capacity to take on new projects
- As the ratio of plan-to-complete projects increases, benefits are realized, and resources are able to take new project demands
- Year-over-year project completion rates have been improving and 2018 has been impacted because of a significant number of change requests linked to legislated changes and a municipal election year
- Aligned with Industry average as per Gartner Research: 2018 – 62%

# Project Timelines Met on schedule Vs. Planned



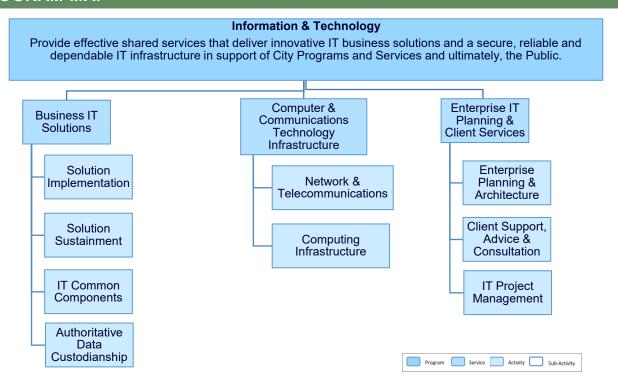
- This measure reflects projects that have progressed as planned (i.e. their schedules are seeing less than 20% variance from their baseline plan)
- This measure demonstrated effective project planning/governance which is realizing more planned commitments
- Aligned with industry average as per Gartner Research: 2018 – 20% schedule variance

## % Availability of Business Applications

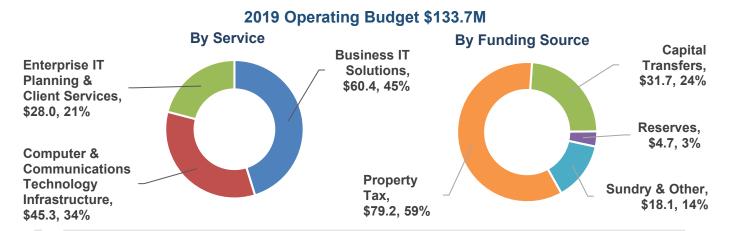


- This measures the availability of all business applications
- The availability of business applications has improved in 2018 as a result of better planning and fewer incidents

## **PROGRAM MAP**



# 2019 OPERATING BUDGET HIGHLIGHTS



- **3.0%** Budget increase over the 2018 Approved Net Operating Budget to meet additional service demands and fulfil prior year Council approved financial commitments.
- **\$2.135M** Efficiency savings in rationalization and optimization of I&T assets and costs. This includes \$1.3M to be achieved through synergies and savings from consolidating city-wide information technologies.
- **\$0.539M** New/enhanced funding to improve cyber security measures within the City of Toronto.
- 2020/2021 Increases primarily for known inflationary adjustments for salaries, benefits and contracts, operating impacts from capital and phased funding for capital positions approved by Council in 2013.

# 2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Operating Budget and Plan by Service

	201	8		2019				Increment	al Change
(In \$000s)	Budget	Actual	Base	New / Enhanced	Total Staff Recommended Budget	Changes		2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
<b>Business IT Solutions</b>	;								
Gross Expenditures	59,258.4	46,133.0	60,415.0		60,415.0	1,156.6	2.0%	1,125.5	680.7
Revenue	33,793.8	22,881.1	36,187.7		36,187.7	2,393.9	7.1%	(8.4)	251.6
Net Expenditures	25,464.6	23,251.9	24,227.3		24,227.3	(1,237.3)	(4.9%)	1,133.9	429.1
Computer & Communi	cations Tec	hnology I	nfrastructui	re					_
Gross Expenditures	44,598.9	43,025.3	45,308.7		45,308.7	709.8	1.6%	595.7	189.0
Revenue	13,708.4	13,194.9	13,475.2		13,475.2	(233.2)	(1.7%)	175.5	(24.5)
Net Expenditures	30,890.6	29,830.4	31,833.5		31,833.5	942.9	3.1%	420.2	213.5
Enterprise IT Planning	g & Client S	ervices							
Gross Expenditures	27,091.5	27,542.6	27,445.3	539.5	27,984.8	893.3	3.3%	896.0	471.7
Revenue	6,621.2	3,912.3	4,905.6		4,905.6	(1,715.6)	(25.9%)	(1,256.9)	(12.1)
Net Expenditures	20,470.2	23,630.2	22,539.6	539.5	23,079.2	2,608.9	12.7%	2,153.0	483.7
Total								1	_
Gross Expenditures	130,948.8	116,700.8	133,169.0	539.5	133,708.5	2,759.7	2.1%	2,617.3	1,341.4
Revenue	54,123.4	39,988.3	54,568.5		54,568.5	445.2	0.8%	(1,089.8)	215.0
Total Net Expenditures	76,825.4	76,712.6	78,600.4	539.5	79,140.0	2,314.5	3.0%	3,707.1	1,126.4
Approved Positions	849.0	732.0	857.0	3.0	860.0	11.0	1.3%	(3.0)	(0.0)

# Base Changes (\$1.775M Net)

- Third phase of tax based funding for positions approved by Council in 2013 to support capital work city-wide
- · Salary & benefit increases
- Operating Impacts for sustainment of completed technology applications and systems
- Growth in hardware, software licenses and maintenance costs driven by an increase in users, technology systems and infrastructure
- Above pressures partially offset by service efficiency savings through synergies and savings from consolidating city-wide information technologies

# New/Enhanced Service Priorities

(\$0.539M Gross and Net)

- \$0.309 million to advance cyber security awareness training for City staff
- \$0.230 million for 2 positions to assist with the increasing growth into more complex service delivery models with cloud services and adopting new technologies that involve the collection of personally identifiable information (PII)

#### **Future Year Plan**

- Inflationary increases in salaries and benefits.
- Final (fourth) phase of tax based funding for positions originally approved by Council in 2013 to support capital work citywide

#### **EQUITY IMPACTS**

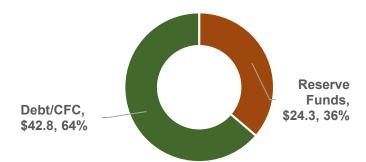
Improving access to information for persons with disabilities: Information & Technology's Preliminary Operating Budget includes \$32K savings by decommissioning the City's legacy Web Content Management (WCM) system and replacing it with a free, open-source based WCM system that will be in compliance with the Accessibility for Ontarians with Disabilities Act (AODA). This new system will improve online access for persons with disabilities and the general public so that they can better connect with City information, services and events.

# 10-YEAR CAPITAL PLAN HIGHLIGHTS

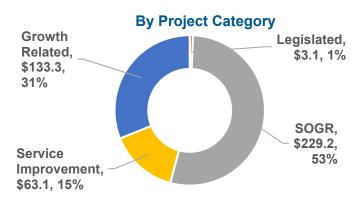


# Growth Related, \$1.9, 3% Service Improvement, \$30.9, 46%

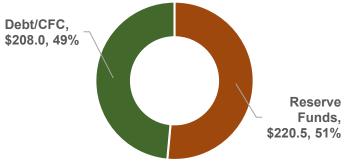
# By Funding Source



# 2019-2028 Capital Budget and Plan \$428.6M



# **By Funding Source**



# YEAR

- \$15.223M For lifecycle replacement of corporate IT infrastructure, hardware and software.
- **\$5.334M** To transform specific HR and Payroll business processes that will support the city's complex needs shared between business owners and stakeholders.
- \$4.034M Will assess various recruitment & job application business processes against the current tool in use on behalf of the City's divisions.
- \$3.534M Continue funding the Consolidated Data Centre project that will eliminate the need to continue leasing space and provision for smaller City divisions to rationalize into a primary, more resilient site.

# 10 YEARS

- **\$229.117M** State of Good Repair to maintain the City's technology infrastructure including the network and application systems.
- \$133.297M Growth projects include expanding technology infrastructure and enterprise solution design and implementation as the City prepares for technological changes.
- **\$63.056M** Service Improvement projects include implementing I&T solutions that will modernize service delivery within the City.
- \$3.113M Legislated projects to ensure compliant with the Accessibility for Ontarians with Disabilities Act (AODA) and increased legislative requirements for workplace investigations into workplace harassment.

# 10-Year Capital Plan by Project Category

Table 4: Summary of Capital Projects by Project Category

		_		-	_	_	_		_	_			
(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
Legislated													
AODA Compliance for City Applications	1,383	1,564	884	320	-	-	-	-	-	-	-	2,768	3,173
EDHR - Complaints Management System	1,383	300	15	15 335	15 <b>15</b>	-	-	-	-	-	-	345	345
Sub-Total State of Good Repair	1,383	1,864	899	335	15	-	-	-	-	-	-	3,113	3,518
Business Applications Service Monitoring		120	150	280	_		_		_	_		550	
Business Continuity		140	140	140	-	-	-	-	_	-	_	420	
Capital Portfolio Resource Requirement		144	-	-	-	-	-	-	-	-	-	144	
Capital Portfolio Resource Requirements		2,749	4,747	8,732	- 0.000	12,647	0.000		- 0.000	40.005	14,006	2,749	
Desktop Hardware Replacement Desktop Software Replacement		4,820 1,367	14,016	363	9,099 201	203	8,020 1,322	5,267 15,408	9,833 390	10,205 211	213	87,376 33,694	
Directory Services - Implementation	523	680	706	924			-	-	-	-	-	2,310	2,833
Disaster Recovery	37,960	646	1,050	1,050	1,050	1,050	1,302	-	-	-	-	6,148	37,960
Disaster Recovery Pgm. (Prev. BCP) Domino Decommissioning Strat & Implementation	3,668	282 226	-	-	-	-	-	-	-	-	-	282 226	716 3,668
Enterprise Server Replacement	3,000	2,309	2,269	2,229	2,189	2,350	2,350	2,350	2,350	2,350	2,350	23,096	3,000
Enterprise Software Replacement		1,037	637	637	687	1,087	1,187	1,187	1,187	1,187	1,187	10,020	
Enterprise Storage Replacement		1,000	1,800	950	1,000	950	1,300	1,200	1,000	975	975	11,150	
File Services Migration	455 250	131 113	170 82	549 100	-	-	-	-	-	-	-	850	1,305 435
Geospatial Tool Enhancements IBMS Review & Transformation	3,300	454	2,087	1,701		-	-					295 4,242	5,686
Integrated Business Mgmt System - Review and Trans	0,000	-	379		-	-	-	-	-	-	-	379	379
IT Risk Mgmt Framework	5,189	660	-	-	-	-	-	-	-	-	-	660	5,189
Network Asset Replacement		4,330 360	3,880	3,050 964	3,410 488	3,630 592	3,330	2,730	3,280	2,910 460	3,330	33,880	1
Network Security Replacement Project Portfolio Management System (SOGR)		360 465	870 900	400	488	400	396	1,041	905	460	615	6,691 2,565	2,565
Quality Assurance Testing Software Upgrade	2,069	75	500	225	200	-	-		]		]	1,000	2,303
Tems Replacement-Design	150	450	-	-	-	-	-	-	-	-	-	450	450
Sub-Total	53,564	22,558	34,383	22,294	18,724	22,909	19,207	29,183	18,945	18,298	22,676	229,177	63,330
Service Improvement													
Application Portfolio Tools & Rationalization	1,387			118	-	-	-	-	-	-	-	118	1,387
Artificial Intelligence (AI) for SSHA and TPH Business Sys Improvements - ECS Phase 2	300	500 230	2,500	-	-	-	-	-	-	-	-	3,000 230	3,000 455
CloudBasedHumanResourcesInformationSystem (CHRIS)	300	5,334	562				-		_			5.896	5,896
Corporate Geospatial Strategy Roadmap Implementati		309	1,125	826	730	-	-	-	-	-	-	2,990	2,990
ECS Cloud Deployment-Construction Project and DMS		568	785	2,151	1,164	-	-	-	-	-	-	4,668	4,668
Electronic Service Delivery Portal-Bldg Permits	3,708	690	- 546	700	-	-	-	-	-	-	-	690 1,308	3,708
Employee Performance Management (e Ent Doc & Record Mgmt Solution (Ed-Change In Scope		750	546	762		-	-					750	1,308 750
Ent Portfolio & Project Mgmt Upgrade 2021		-	_	-	150	152	152	167	167	167	167	1,122	
Enterprise Business Intelligence Implementation	1,698	1,715	1,585	-	-	-	-	-	-	-	-	3,300	3,387
Enterprise Collaboration Foundation	2,419	3,650	-	-	-	-	-	-	-	-	-	3,650	3,650
Enterprise Documents and Records Management Phase2 Enterprise eLearning Initiative (ELI) Agreement		1,375 277	-	-	-	-	-	-	-	-	-	1,375 277	1,375 277
eRecruitment	5,208	4,034	563				-		_			4,597	8,670
eTime Enterprise Rollout	1,623	1,441	-	-	-	-	-	-	-	-	-	1,441	1,623
eTime Scheduling Enterprise Rollout	14,950	1,970	-	-	-	-	-	-	-	-	-	1,970	16,920
HR Electronic Skills Ass. Solution	654	86 505	-	-	-	-	-	-	-	-	-	86 505	654 505
HR Labour Relations Information System (LRIS) Internal Private Cloud Services		1,533	1,777	-		-	-					3,310	3,310
IT Audit Project Health Check Framework		130	-	-	-	-	-	_	-	-	-	130	130
MLS Centralized Datamart	4,597	600	1,800	-	-	-	-	-	-	-	-	2,400	6,997
MLS Modernization-Phase 2	4,675		2,489	5,804	-	-	-	-	-	-	-	8,293	10,793
Occ Health & Safety App 2016-2019 OnLine Portal Services for City Planning	1,753 1,195	516 450	762 480	429		-	-	-	_	-	_	1,707 930	1,908 1,274
Open Data Master Plan Implementation	713	878	1,036	158	[			-	]		]	2,072	2,072
PTP Enhancements		390	-	-	-	-	-	-	-	-	-	390	390
Publicly Accessible Wi-Fi for City Facilities		287	650	282	-	-	-	-	-	-	-	1,219	1,219
SDFA- Online Grant Management System TOP - Online Donation Application	230 389	-	50 201	_	-	-	-	-	-	-	_	50 201	234 510
Toronto Building Electronic Service Delivery	369	49	- 201	]			_		]		]	49	49
Toronto Building-CRM-Enhanced Complaint Management	347	236	539	-	-	-	-	-	-	-	-	775	967
Web Information Portal on Dvlpmnt Applications	626	7	-	-	-	-	-	-	-	-	-	7	626
Work Mgmt Solution-Transportation	40.470	2,350	47.450	1,200	- 0.044	450	450	407	407	407	407	3,550	04 700
Sub-Total	46,472	30,860	17,450	11,730	2,044	152	152	167	167	167	167	63,056	91,702
Growth Related		(050)											1
Application Portfolio T&R Scope Change Application Portfolio Tools & Rationalization		(650) 937	_	_	-	-	-	-	-	-	_	(650) 937	1
CLASS Replacement Planning		75	75	-	[	-	-	-	-	_	-	150	150
Consolidated Data Centre	13,600	3,534	1,600	-	-	-	-	-	-	-	-	5,134	15,200
Data Center Scope Change		2,548		-	-	-	-	-	-	-	-	2,548	
Data Centre Zones Implementation eCity Program Renewal		200	1,066 479	148	-	-	-	-	-	-	-	1,266 627	1,266
Enterprise Architecture		500	479 500	148 500	500	500	500	500	500	500	547	5,047	1
Enterprise Information Security Pgm		3,562	2,400	2,400	400	400	123	-	-	-	-	9,285	1
Enterprise Solutions Design & Implementation		-	-	-	4,400	5,556	5,001	6,099	6,099		6,081	39,335	1
IT Planning & Mgmt Transformation Tools					2,000	1,787	1,790	1,962	1,962	1,962	1,956		
IT Service Process Improvement Program Major Cap Infrastructure Project Coord. (TOINView)	902	58	878 116	880 309	-	-	-	-	-	-	-	1,816 425	1,816 902
System Enhancements for Licensing Services - MLS	902	24	-	309	]	]		-	_	]	] [	24	902
Technology Infrastructure Growth		-	-	-	4,738	7,015	7,366	8,072	8,072	8,072	8,049	51,384	1
WAN High Speed Fibre Data Services	2,008	82	-	-	-	-	-	-	-	-	-	82	2,008
Workforce Business Intel. Requirements	40	1,020	1,448	4 000	- 40.000	45.050	44	40.000	40.000	40.000	40.000	2,468	2,468
Sub-Total	16,510	11,890	8,562	4,237	12,038	15,258	14,780	16,633	16,633	16,633	16,633	133,297	23,810
Total Expenditures by Category (excluding carry forward from 2018)		67,172	61,294	38,596	32,821	38,319	34,139	45,983	35,745	35,098	39,476	428,643	
11 UIII 20 10)		01,112	01,254	30,336	J2,02 I	30,319	J4, IJ9	43,303	33,145	33,038	35,416	÷20,043	

# 2019 - 2028 Key Capital Projects

Capital projects funded in the 10-Year Capital Plan support Information & Technology's objectives to provide and develop City-wide enterprise and divisional business I&T applications, along with an integrated and secure I&T infrastructure, in support of dependable services to City Programs and the Public.

Maintaining the City's technology network, application systems and technology infrastructure in a state of good repair and delivering key multi-year initiatives such as the Consolidated Data Centre, Business Continuity and Disaster Recovery, Enterprise Business Intelligence Implementation, Open Data Master Plan Implementation and the Enterprise Document and Records Management System drive City business transformation and modernization initiatives to meet City business objectives, gain service efficiencies and improve customer experience associated with the delivery City Programs and Services.

- Legislated projects total \$3.113 million or 1.3% of the total 10-Year Capital Plan's expenditures.
- SOGR projects account for \$229.177 million or 53.5% of the total 10-Year Capital Plan's planned spending.
   The 10-Year Capital Plan incorporates new investment dedicated to various SOGR project groupings that focus on required capital maintenance, including:
- Service Improvement projects amount to \$63.056 million or 14.7% of the total 10-Year Capital Plan's
  expenditures for projects that are aligned with corporate strategic priorities, gain service efficiencies and
  improve the customer experience associated with the delivery of City Programs and Services:
- Growth Related projects total \$133.297 million or 31.1% of the total 10-Year Capital Plan's allocated funding.
  Growth related projects are associated with adding enhancements or capabilities to divisional or enterprise
  applications and the growing adoption of technology systems to support City Programs and Services and
  include:

# State of Good Repair (SOGR) Funding & Backlog

0.0%

64.633

0.0%

65.925

6.2%

67.244

5.7%

68.589

5.5%

69.961

11.6%

70.000

12.7%

70.000

Backlog % of Asset Value

**Total Asset Value** 

The City has established a well-defined Lifecycle Management plan for I&T assets, prioritized for program needs to replace equipment before end of life. Funding in the 10-Year Capital Plan addresses State of Good Repair based on planned lifecycle and ensures business continuity of the City's technology. Based on this plan, it is forecasted that there will be a backlog starting in 2020 in the amount of \$4.148 million and will increase to an anticipated \$29.381million by 2028. Included in the SOGR funding is \$29.020 million for enterprise email and productivity software upgrades

30.0% 35,000 30.000 25.0% 25.000 Backlog % Asset Value 20.0% n \$ Millions 20.000 15.0% 15.000 10.0% 10.000 5.0% 5.000 0.000 0.0% 2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 2028 Accumulated Backlog Est. ... SOGR Funding Backlog % of Asset Value 2018 2022 In \$ Millions 2019 2020 2021 2023 2024 2025 2026 2027 2028 21.297 21.297 21.297 21.297 21.297 21.297 21.297 21.297 21.297 21.297 21.297 **SOGR Funding** Accumulated Backlog Est. 0.000 3.919 20.924 23.859 29.381 0.000 4.148 3.839 8.144 8.895 22.715

**Chart 3: Total SOGR Funding & Backlog** 

42.0%

70.000

34.1%

70.000

32.5%

70.000

29.9%

70.000

# **Operating Impact of Completed Capital Projects**

**Table 5: Net Operating Impact Summary** 

	2019 I	Budget	2020	Plan	2021	Plan	2022	Plan	2023	Plan	2019 -	2023	2019 -	2028
Projects	\$000s	Positions	\$000s	<b>Positions</b>	\$000s	<b>Positions</b>	\$000s	Positions	\$000s	Positions	\$000s	<b>Positions</b>	\$000s	Positions
Previously Approved													100.000	-
Enterprise Solution Delivery Management Fr	36	-	-	-	-	-	-	-	-	-	36	-	36	-
Intranet Refresh (Phase 1 ITWeb)	14	-	-	-	-	-	-	-	-	-	14	-	14	-
Web Bus. Cont. Refresh & Redesign	50	-	-	-	-	-	-	-	-	-	50	-	50	-
Sub-Total: Previously Approved	100	-	-	-	-	-	-	-		-	100	-	100	
New Projects - 2019													267	2.0
Enterprise Architecture	121	1.0	112	1.0	34	-	-	-	-	-	267	2.0	267	2.0
Sub-Total: New Projects - 2019	121	1.0	112	1.0	34	-	-	-	-	-	267	2.0	267	2.0
Total (Net)	221	1.0	112	1.0	34					-	367	2.0	367	2.0

The 10-Year Capital Plan will increase future year Operating Budgets by \$0.367 million net over the 2019 - 2028 period.

Several impacts will be funded by clients, including the *System Enhancements for Licensing Services MLS* project. Excluding the client-funded projects, the net operating impact for I&T is 1 FTE and \$0.221 million in 2019.



**PROGRAM SUMMARY** 

# **Legal Services**

## What We Do

We provide the highest quality of legal services to the City of Toronto and function as a strategic resource for Council, City Divisions and Agencies. Legal Services responds to the increasing demand by the City for legal services and promotes risk management and various mitigation strategies by delivering three main services:

- Civil Litigation
- Prosecution
- Solicitor

# Why We Do It

We contribute to shaping City progress by providing excellent legal services and strategic advice.

# **Our Experience & Success**

- The Administrative Penalty System for parking disputes won two awards including a City Manager Award in the Customer Service Category.
- We provided advice with respect to the 2018 municipal election and represented the City in litigation with respect to Bill 5 (Better Local Government Act, 2018).
- We provided strategic legal advice and negotiation/drafting support with respect to major high-value capital projects including Union Station Revitalization, development of Transit Initiatives & related claims.
- We assisted in negotiations of renewal collective agreements, and we represented the City in the Interest Arbitration proceedings for its paramedics & part time Long Term Care Home employees.
- We represented the City and/or the Toronto Police Services Board at broad ranging Coroner's Inquests.
- •We navigated the transition between the pre and post Bill 139 changes to the Planning Act and achieved important milestones on city-wide appeals of OPA 320 & the City's comprehensive zoning by-law 569-2013.

# **Key Challenges**

- Adapting to Legislative change
- Knowledge transfer & succession planning
- Increased service demands

# **Priority Actions**

- Within existing resources we are working to ensure a thorough analysis of new legislation. Where possible, we conduct in-house training.
- We have been proactive in preparing to shift responsibilities & mentoring of junior lawyers.
- We continue to monitor and efficently schedule staff resources and to focus on core legal work while assisting clients with templates where practical.

# **Budget At A Glance**

OPERATING BUDGET										
\$Million	2019	2020	2021							
Gross Expenditures	\$65.7	\$66.5	\$65.6							
Revenues	\$46.1	\$45.9	\$44.2							
Net Expenditures	\$19.6	\$20.6	\$21.4							
Approved Positions	388.9	387.9	378.9							

# **Our Key Service Levels**



Real estate transactions closed on contracted dates **100%** of the time.



Construction contracts completed within 3 weeks of receipt of required documents **90%** of the time.



Employment law matters handled by in-house counsel **95%** of the time



Bills required by Council are tracked and submitted for enactment as required **100%** of the time.



Parking Tags online dispute time of 80 days **80%** of the time.



Register **90%** of all development related agreements within 5 business days of receipt of all necessary documentation.

Source of Image: www.icons8.com

# **Key Service Deliverables**

Conduct +2,900 hours of client training

Attend +320 hearings in relation to planning matters such as Ontario Municipal Board (OMB) & Toronto Local Appeal Body (TLAB)

Complete +107,400 hours preparing contracts, by-laws, reports and providing opinions

Handle +97% of Employment law matters using in-house counsel

Complete +1,000 property subsearches and verified ownership for another +1,500

Conduct +174,000 online screening reviews of parking violations under APS

Attend +11,700 hours of hearings, tribunals, court and discoveries by lawyers

Assigned +450 new litigation files and +170 new collection files

#### Who We Serve

#### **Prosecution**

- City Council
- City Divisions
- Agencies & Boards
- · Individuals charged with offences

#### **Beneficiaries**

- Residents
- Businesses
- Visitors

#### **Civil Litigation**

- City Council
- City Divisions
- Agencies & Boards

#### Beneficiaries

- Residents
- Businesses
- Visitors

#### Solicitor

- City Council
- City Divisions Accountability Officers
- Agencies & Boards

#### Beneficiaries

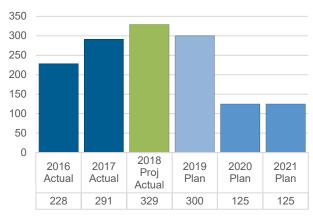
- Residents
- Businesses
- Visitors

2019 Operating Budget Legal Services

# **How Well We Are Doing**

#### **Performance Measures**

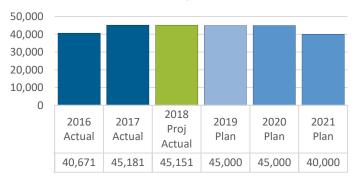
#### # of LPAT/OMB/TLAB Hearings Heard



#### **Behind the Numbers**

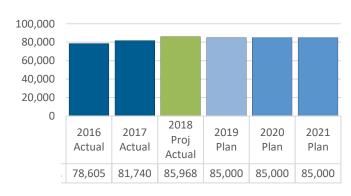
- The numbers presented here include all TLAB, LPAT and OMB Hearings, but exclude Liquour Licence Hearings.
- The number of TLAB/LPAT/OMB hearings increased in 2018 and is expected to remain somewhat consistent in 2019 due to the hearing backlog created with the introduction and passage of Bill 139.
- The number of hearings may reduce in future years once the Bill 139 legislation is properly implemented and the backlog of old appeals clears. However it is not anticipated that staff resources will decrease as the nature of the work will shift from barrister to solicitor work.

#### # Hours Spent Providing Advice & Opinions



- In 2018, Legal Services is projecting to have spent 45,151 hours providing advice and opinions to our clients. This is projected to remain at a similar levels in 2019 and 2020 but approach 2016 levels in 2021 with the scheduled ending of various projects.
- While the number of hours spent providing advice and opinions has remained constant over the past 2 years, the complexity of the issues we are being asked to advise on has grown.

#### # of Hours Spent on Reviewing Contracts/Agreements and other legal documents



- The number of hours spent preparing and reviewing contracts, files, By-Laws and reports has grown substantially over the past 2 years due to an increase in the complexity and volume of work undertaken.
- Improved accuracy in tracking and identifying tasks undertaken.

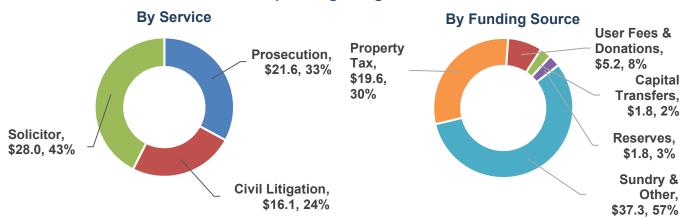
2019 Operating Budget Legal Services

#### **PROGRAM MAP**



#### 2019 OPERATING BUDGET HIGHLIGHTS

#### 2019 Operating Budget \$65.7M



#### N

- 0% Budget change over the 2018 Approved Net Operating Budget to maintain existing service levels and meet additional service demands.
- **\$0.729M** Inflationary increase in salaries and benfits.
- **\$0.565M** Reduction in salary and benefits costs based actual experience.
- **\$0.240M** Inflationary increase in Development Application Fee and other user fee revenue adjustments.
- \$1.331M New/enhanced funding requested to provide legal support for programs specific initiatives, fully funded by client programs or reserves. No net impact to the Legal Services' budget.
- 2020/2021 Increases primarily for known inflationary adjustments for salaries, benefits.

2019 Operating Budget Legal Services

#### 2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Operating Budget and Plan by Service

	201	8		2019				Increment	al Change
(In \$000s)	Budget	Actual	Base	New / Enhanced	Total Budget	Chan	iges	2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
Prosecution									
Gross Expenditures	20,516.0	19,471.8	20,809.1	788.8	21,597.9	1,081.9	5.3%	325.7	138.2
Revenue	18,899.6	16,795.2	18,631.8	788.8	19,420.6	521.1	2.8%	267.1	210.0
Net Expenditures	1,616.5	2,676.5	2,177.3		2,177.3	560.8	34.7%	58.6	(71.8)
Civil Litigation									_
Gross Expenditures	15,531.9	8,109.0	15,983.8	123.2	16,107.0	575.1	3.7%	444.0	313.9
Revenue	7,822.5	6,793.3	8,202.6	123.2	8,325.8	503.3	6.4%	53.1	32.9
Net Expenditures	7,709.4	1,315.7	7,781.2		7,781.2	71.8	0.9%	390.9	281.0
Solicitor									_
Gross Expenditures	27,840.8	31,067.3	27,545.0	418.7	27,963.8	123.0	0.4%	19.4	(1,335.3)
Revenue	17,564.7	18,980.8	17,901.6	418.7	18,320.3	755.6	4.3%	(501.2)	(1,976.1)
Net Expenditures	10,276.1	12,086.5	9,643.5		9,643.5	(632.6)	(6.2%)	520.6	640.7
Total								1	
Gross Expenditures	63,888.7	58,648.1	64,337.9	1,330.7	65,668.7	1,780.0	2.8%	789.0	(883.3)
Revenue	44,286.8	42,569.4	44,736.0	1,330.7	46,066.7	1,780.0	4.0%	(181.0)	(1,733.2)
Total Net Expenditures	19,602.0	16,078.8	19,602.0		19,602.0	0.0	0.0%	970.0	849.9
Approved Positions	377.9	336.4	378.9	10.0	388.9	11.0	2.9%	(1.0)	(9.0)

## Base Changes (\$0.001 Net)

- Inflationary adjustments for salaries and benefits \$0.729M.
- Adjustments to salary budget based on actual experience (\$0.565M)
- Inflationary increase in Development Application Fees for full cost recovery (\$0.207M) and other Legal user fees (\$0.033M)

## New/Enhanced Service Priorities

(\$1.331M Gross / \$0 Net)

- Funding of \$1.211M to provide legal support to client programs for various initiatives fully recovered from client programs.
- \$0.120M has been rebudgeted for the organizational review of the current Legal Services operations. Funding will be recovered from Non-Program Expenditure Budget for Service Efficiency Review.

#### **Future Year Plan**

• Inflationary increases in salaries and benefits.

#### **EQUITY IMPACTS OF BUDGET CHANGES**

**No significant equity impacts:** The changes in Legal Services' 2019 Operating Budget do not have any significant equity impacts.



## Office of the Chief Financial Officer & Treasurer

#### What We Do

We provide quality financial services; corporate strategic advice; financial and risk management expertise; and corporate financial planning, management, reporting and control services to Divisions, Agencies, City Council and the public. We deliver the following services:

- Finance & Administration
- Corporate Finance
- Financial Planning
- Internal Audit

#### Why We Do It

We ensure the effective use of the Corporation's financial resources by providing sound financial planning management and advice; maintaining financial control and developing and implementing effective financial strategies to ensure the fiscal sustainability of the City in delivering programs and services to the public.

#### Our Experience & Success

- Led the creation of a new Development Charges By-law which when fully implemented will double the City's revenue stream to almost \$500 million per year
- Established the Toronto Investment Board and developed Council approved Investment Policies for the management and governance of the city's \$6.5 billion investment portfolio
- Issued Canada's largest municipal green bond
- Completed the Long-Term Financial Plan: Roadmap to Financial Sustainability report.
- Led the formation of an Enterprise Risk Assurance Committee which provides governance and oversight over Internal Audit, strategic guidance and advice related to City's risk management framework
- Drafted the City's Financial Control By-law to provide framework for managing City resources, codification of current practice and expansion to reflect best practices in financial management and control based on four principles of Accountability, Agility, Control and Transparency.

#### **Key Challenges**

- Support and lead process changes resulting from business transformation
- Review tax and revenue policies to improve City revenue growth
- Develop strategies to address capital funding challenges from rising state-of-good repair needs and growth demands
- Develop strategies to address the funding gap on the City's operating budget resulting from growing demands for service expansion and escalating costs to deliver current service levels
- Assist in negotiations with Province in the key areas of social housing, transportation and transit
- Aging workforce significant number of senior staff eligible to retire over the next 5 years

#### **Priority Actions**

- Modernize budget process
- Continue implementation of Long-Term Financial Plan
- Enhance trust, transparency and accountability over financial processes
- Prioritize State of Good Repair investments through the City's ten-year Capital Plan
- Develop immediate and long-term financing and funding strategies for key city-building priorities such as Transit Expansion; Rail Deck Park; Port Lands Servicing; TOcore Project
- Support City Manager in discussions with Province on realignment of transit responsibilities
- Lead the financial sustainability modernization initiative

#### **Budget At A Glance**

OPERATING BUDGET								
\$Million	2019	2020	2021					
Gross Expenditures	\$20.9	\$22.0	\$22.5					
Revenues	\$9.5	\$10.3	\$10.4					
Net Expenditures	\$11.4	\$11.7	\$12.1					
Approved Positions	147.0	147.0	147.0					

#### **Our Key Service Levels**



Manages the City's shortterm funds and trusts totalling **\$2.3** billion



Provides financial oversight of the City's Operating Budget of over \$13.0 billion



Provides financial oversight on a 10-year Capital Budget and Plan of over **\$40.0** billion





Assess risk exposure and help strengthen risk management and controls in program areas

Source of Images: www.icons8.com

#### **Key Service Deliverables**

Deliver budget process for City's Tax & Rate Supported Operating Budgets and 10-Year Capital Plans

Project analysis, advisory, negotiation and project management services for major corporate initiatives such as Smart Track, Scarborough Subway, Waterfront Revitalization, Metrolinx projects

Establish annual municipal tax policies and rates to support the development of the Property Tax Levy

Provide objective assurance and advice to mitigate business risks, improve operations, and promote accountability

Maintain positive relations with the City's credit rating agencies

Businesses

Oversight and quality assurance of financial/administrative controls to promote compliance with corporate policies

#### Who We Serve

Businesses

#### Finance & **Corporate Finance** Financial Planning **Internal Audit Administration** · City Council and · City Council and • City Council and · City and Agency Staff Committees Committees Committees Enterprise Risk Assurance Committee • City Manager & DCMs · City Manager & DCMs Mayor and Councillors • Staff - City Divisions • Staff - City Divisions • City Managers and • Staff - Agencies & • Staff - Agencies & **DCMs Boards** . Staff - City Divisions **Boards** • Staff - Agencies & Toronto Investment Corporations Board Beneficiaries Beneficiaries Beneficiaries Beneficiaries Residents/Taxpayers · Residents / Taxpayers · Residents / Taxpayers · Residents / Taxpayers

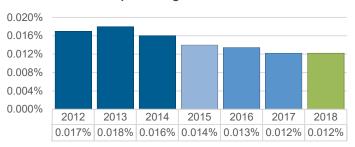
Businesses

Businesses

#### **How Well We Are Doing**

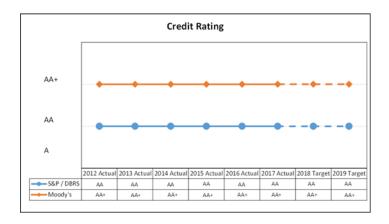
#### **Performance Measures**

FPD Budget as a % of Total City Operating & Capital Budget and Plan



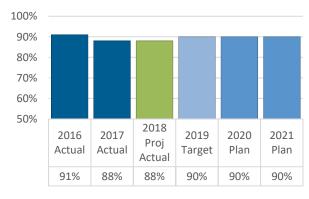
#### **Behind the Numbers**

Financial Planning's Budget as a percentage of Total City Budget has trended downward and the division will strive to maintain or continue the trend, demonstrating ongoing efficiency given the size, scope and complexity of service, financial and capital issues, analyzed, managed, monitored and supported, as reflected in the combined City's Operating Budget and 10 Year Capital Plan.



The City's credit rating has remained stable due to Toronto's strong and diversified economy, low debt burden, positive liquidity and prudent fiscal management.

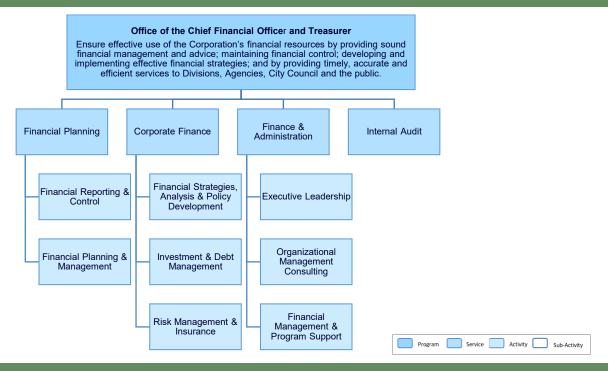
## % of Financial Analysis Reports Issued Within Set Timelines



Tracking of actuals for issuance of Financial Analysis Reports is consistent with the prior years' actuals.

Finance & Administration is expecting to achieve 88% in 2018 and will strive for 90% in 2019 and in Outlook years.

#### PROGRAM MAP



#### 2019 OPERATING BUDGET HIGHLIGHTS





- **0.2%** Budget reduction over the 2018 Approved Net Operating Budget to maintain existing service levels and providing funding for additional service demands.
- **\$0.103M** Increased recoveries from Rate Programs and corporate accounts for inflationary increases for direct support to these functions.
- 2020/2021 Increases primarily for known adjustments for salaries and benefits (progression pay/step increases, annualizations).

#### **2019 OPERATING BUDGET OVERVIEW**

Table 1: 2019 Operating Budget and Plan by Service

	201	8		2019				Increment	al Change
	Budget	Actual	Base	New /	Total Budget			2020	2021
(In \$000s)	200901			Enhanced	. cui. Zuuget	Chan		Plan	Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
Finance & Administrat	ion								
Gross Expenditures	2,490.6	2,254.7	2,490.7		2,490.7	0.0	0.0%	60.9	45.7
Revenue	112.3	112.3	112.3		112.3	0.0		0.0	0.0
Net Expenditures	2,378.3	2,142.4	2,378.4		2,378.4	0.0	0.0%	60.9	45.7
Corporate Finance									
Gross Expenditures	5,966.6	4,887.2	5,995.9	199.0	6,194.9	228.3	3.8%	211.6	114.2
Revenue	4,203.2	3,519.7	4,232.5	199.0	4,431.5	228.3	5.4%	157.5	72.0
Net Expenditures	1,763.4	1,367.5	1,763.4		1,763.4	(0.0)	(0.0%)	54.1	42.2
Financial Planning									_
Gross Expenditures	9,328.8	7,654.3	10,506.7		10,506.7	1,178.0	12.6%	834.6	262.8
Revenue	3,109.4	2,179.8	4,287.4		4,287.4	1,178.0	37.9%	596.2	81.8
Net Expenditures	6,219.4	5,474.5	6,219.4		6,219.4	0.0	0.0%	238.4	181.0
Internal Audit									_
Gross Expenditures	1,703.7	1,670.9	1,691.2		1,691.2	(12.6)	(0.7%)	17.8	38.2
Revenue	663.7	637.6	669.3		669.3	5.6	0.8%	0.0	0.0
Net Expenditures	1,040.1	1,033.3	1,021.9		1,021.9	(18.2)	(1.7%)	17.8	38.2
Total									_
Gross Expenditures	19,489.8	16,467.1	20,684.5	199.0	20,883.5	1,393.7	7.2%	1,124.8	460.9
Revenue	8,088.6	6,449.4	9,301.5	199.0	9,500.5	1,411.9	17.5%	753.7	153.8
Total Net Expenditures	11,401.2	10,017.7	11,383.0		11,383.0	(18.2)	(0.2%)	371.2	307.1
Approved Positions	133.0	118.0	145.0	2.0	147.0	14.0	10.5%	(0.0)	0.0

## Base Changes (\$0.018M Net)

- •Inflationary adjustments for salaries and benefits \$0.08M
- •Increased recoveries from Rate Programs and corporate accounts for direct support to these functions (\$0.103M)
- •15 new capital delivery positions to support the Integrated Asset Planning and Management project which will be fully funded by the Capital Project.

## New/Enhanced Service Priorities

(\$0.199M Gross / \$0 Net)

• 2 new positions to support development finance activities, including review of development funding requests, policy development and fulfilling requests for information and reports fully funded by Development Charges for zero net expenditure

#### **Future Year Plan**

 Increases in salaries and benefits mainly due to annualizations and progression pay/step increases

#### **EQUITY IMPACTS OF BUDGET CHANGES**

**No significant equity impacts:** The changes in the Office of the Chief Financial Officer & Treasurer's 2019 Operating Budget do not have any significant equity impacts.



### Office of the Controller

#### What We Do

We provide a broad range of internal financial and employee services to City Programs, Agencies and Corporations and support the strategic priorities of Council by delivering four main services:

- Pension, Payroll & Employee Benefits
- Purchasing & Materials Management
- Accounting Services
- Revenue Services

#### Why We Do It

We provide effective financial and employee services to City Programs, Agencies and Corporations by ensuring accurate and timely pension, payroll and benefit services, procurement and materials management services, accounting, banking, accounts payable services, revenue administration services and billing and collection services.

#### **Our Experience & Success**

- Signed Pension Transfer Agreements with OMERS to merge the City's pre-OMERS Pension Plans
- As part of the Supply Chain Management Transformation Program, began the roll out of the SAP Ariba Sourcing and Contract Management modules to City Divisions
- Received the prestigious GFOA Canadian Award for Financial Reporting for 11 consecutive years
- Implemented the Auditor General's recommendations on improving the collection of long outstanding water bills, preventing lost revenues
- City Manager's Award of Excellence -Customer Service Experience - Toronto's Administrative Penalty System
- With our divisional partners, achieved Payment Card Industry compliance for the City
- Received 2018 Corporation of the Year Award from WBE Canada and 2018 Collaboration Award from CAMSC for Social Procurement Program
- Modernized parking ticket dispute process, resulting in expedited revenue collection, enhanced customer service thru decreased wait times.

#### **Key Challenges**

- Complex and highly legislated environment, including harmonized sales tax and commodity tax legislation; Payroll legislation, including Canada Revenue Agency; Pension legislation - regulatory approvals for the merger of the City's pension plans with OMERS;and New public sector financial reporting standards.
- Changing customer demographics increased demand for automation and access through internet, social media and continuing demand from an aging customer base via traditional modes.
- Automation requirements to meet increasing information demands.
- Resource constraints, lack of capacity to address corporate or specific Division initiatives and support major transformation.

#### **Priority Actions**

- Continue the multi-year Supply Chain Transformation Program – a large scale business transformation of Purchasing & Materials Management (PMMD) through three projects: Implementing Category Management & Reorganizing PMMD which includes implementing SAP Ariba; Implementing the Procure to Pay Module of SAP Ariba transforming how the City buys and pays for things; and Implementing a Materials Management Refresh
- Complete implementation of Municipal Accommodation Tax collection processes (Hotel and Short-Term Rental Tax)
- Continue to support the sustainment, improvement and protection of the integrity of the City's financial system, including testing, training, user support, and system upgrades
- Transform the payroll service delivery model and implement employee-centric services and technology delivering a positive City employee experience.
- Implement the Category Management which will move Purchasing and Materials Management Division to provide more strategic value added services to the City Divisions.

#### **Budget At A Glance**

OPERATING BUDGET							
\$Million	2019	2020	2021				
Gross Expenditures	\$81.0	\$84.1	\$84.8				
Revenues	\$52.8	\$52.5	\$53.0				
Net Expenditures	\$28.2	\$31.6	\$31.7				
Approved Positions	682.2	680.2	680.2				

#### **Our Key Service Levels**



Payroll reports will be made available to management within **2** days of the pay date



Payroll statements are made available to all employees by end of scheduled pay day



Issuing purchasing call documents within 2-5 days from time of receipt of final approved document



Average wait times of less than 7 minutes for tax, utility and parking tag transactions at Revenue Services' Counter Operations



**99.5%** of parking tickets processed within legislated timeframes



**90%** of invoices paid within **60** days

Source of Image: www.icons8.com

#### **Key Service Deliverables**

Support and further develop on-line service options for Tax, Utility Billings and parking tags

Modernize and streamline the city's accounting & finance functions as part of the SAP S4 implementation, with efficient transaction processing, improved accountability, monitoring and governance, and enhanced reporting

Review of the current state of Accounts Receivable practices within the City to identify best business practices. Continue the merger of the City's five pre-OMERS pension plans with OMERS.

Upgrade the Payroll Systems & Technology Platforms increasing access to Employee Self-Service Portal/Management Self-Service Portal (ESS/MSS)

#### Who We Serve

#### **Accounting Services**

• City & Agency Staff

## Pension, Payroll & Employee Benefits

- OMERS Pension Boards
   & Committees
- Retired Staff City of Toronto
- City Staff

## Purchasing & Materials Management

- City Staff/Programs
- Suppliers

#### **Revenue Services**

- Property Owners
- Registered Utility Account Holder
- Parking Ticket Recipient
- City Staff
- Legal Community

#### Beneficiaries

- Businesses
- Provincial & Federal Governments
- Residents

#### Beneficiaries

- Businesses
- Residents

#### Beneficiaries

- Businesses
- Residents

#### Beneficiaries

- Businesses
- Residents

#### **How Well We Are Doing**

#### **Performance Measures**

#### % Electronic Payments (Tax, Utility & Parking Tags)



#### **Behind the Numbers**

- Percentage of electronic payments received compared to total payments processed for property tax, utility and parking tickets is increasing over time due to consumer adoption of electronic payments.
- Electronic payments improve accuracy, are more costeffective, and can be posted to the City's accounts sooner than cheque payments.
- Development of additional online services for electronic billings and payments will see an increasing trend in the overall percentage of electronic payments over 2019 - 2021.

#### Payment Cycle time - % invoices paid within 60 days

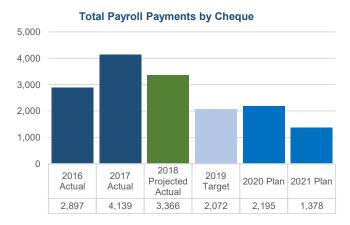


- The emphasis for 2018 and 2019 will be the elimination of parked documents in preparation for the implementation of the Ariba P2P functionality.
- In Q3 2018 Accounts Payable and the General Ledger section of Accounting Services implemented a Parked Document Liability process with City divisions in an effort to eliminate parked documents and improve overall payment cycle time.
- It is fully expected that the implementation of electronic procurement will facilitate more timely payment to vendors participating in the program as well as allowing for further discounts currently not available.

#### Procurement Cycle Time (in working days)



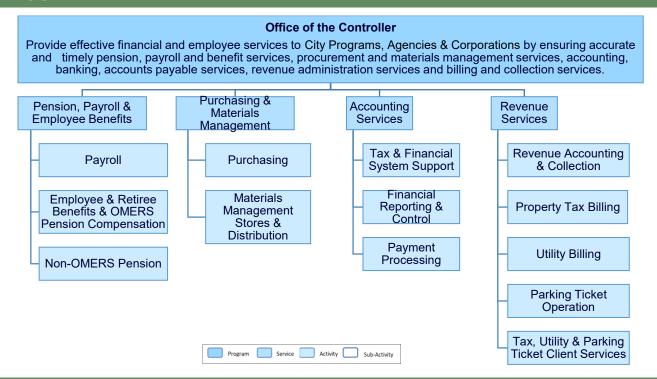
 Trends indicate a decrease in the number of working days it takes to complete competitive procurements (from purchase requisition to issuance of purchase order, including award and contract execution). It is expected that this trend will continue with the implementation of the Supply Chain Transformation Program.



The number of cheques issued is declining due to ongoing system enhancements which allow for the processing of most Payroll payments through Direct Deposit. Payments through Direct Deposit increase efficiency and provide a better employee experience by making funds available on a predictable timeline and without any effort from the employee. In the future, payroll payment through cheques will be limited to exceptional cases and therefore anticipate that the vast majority of payroll payments will be issued through Direct Deposit. (Increase in 2017 due to Fire Arbitration award with retro pay to 2015, resulting in manual cheques generated for retired and terminated employees).

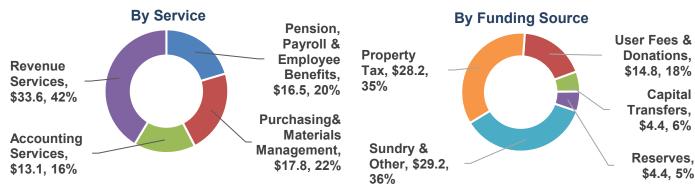
2019 Operating Budget Office of the Controller

#### PROGRAM MAP



#### 2019 OPERATING BUDGET HIGHLIGHTS

#### 2019 Operating Budget \$81.0M



- V
  - **0.2%** Budget reduction over the 2018 Approved Net Operating Budget while maintaining existing service levels and to meet additional service demands.
  - **\$0.421M** Savings achieved from the elimination of contracted vacancy rebate services, and positions no longer required due to the implementation of the Administrative Penalty System and modernization of the utility billing function.
  - \$0.500M New/enhanced funding to review Accounts Receivable operations within the organization which will be funded from the Service Efficiency budget.
- 2020/2021 Increases primarily for the operating impact from capital for ARIBA subscription costs and known step, progression and annualization adjustments for salaries and benefits.

2019 Operating Budget Office of the Controller

#### 2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Operating Budget and Plan by Service

	201	8		2019				Increment	al Change
	Budget	Actual	Base	New /	Total Budget			2020	2021
(In \$000s)				Enhanced		Char		Plan	Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
Pension, Payroll & Em	ployee Ben	efits							
Gross Expenditures	14,257.0	14,919.0	16,532.6		16,532.6	2,275.7	16.0%	511.8	197.5
Revenue	2,358.9	2,086.8	4,531.8		4,531.8	2,172.9	92.1%	267.0	63.7
Net Expenditures	11,898.0	12,832.2	12,000.8		12,000.8	102.8	0.9%	244.9	133.9
<b>Purchasing&amp; Materials</b>	s Manageme	ent							
Gross Expenditures	16,626.7	11,961.7	17,824.4		17,824.4	1,197.7	7.2%	2,530.2	158.3
Revenue	6,993.5	3,633.1	7,315.8		7,315.8	322.3	4.6%	(440.8)	29.7
Net Expenditures	9,633.2	8,328.6	10,508.6		10,508.6	875.4	9.1%	2,971.0	128.7
<b>Accounting Services</b>									
Gross Expenditures	12,297.3	10,810.7	12,637.1	500.0	13,137.1	839.8	6.8%	(350.9)	88.1
Revenue	3,057.4	2,193.3	3,068.7	500.0	3,568.7	511.3	16.7%	(472.8)	3.5
Net Expenditures	9,239.9	8,617.4	9,568.4		9,568.4	328.5	3.6%	121.9	84.6
<b>Revenue Services</b>									
Gross Expenditures	33,374.6	31,220.1	33,555.0		33,555.0	180.3	0.5%	394.4	197.7
Revenue	35,882.2	35,616.0	37,418.9		37,418.9	1,536.7	4.3%	353.3	404.4
Net Expenditures	(2,507.5)	(2,507.5)	(3,863.9)		(3,863.9)	(1,356.4)	54.1%	41.1	(206.8)
Total									_
Gross Expenditures	76,555.6	68,911.5	80,549.1	500.0	81,049.1	4,493.5	5.9%	3,085.5	641.7
Revenue	48,292.0	43,529.2	52,335.2	500.0	52,835.2	4,543.2	9.4%	(293.4)	501.3
Total Net Expenditures	28,263.6	25,382.3	28,214.0		28,214.0	(49.7)	(0.2%)	3,378.9	140.4
Approved Positions	664.7	588.2	681.2	1.0	682.2	17.5	2.6%	(2.0)	(0.0)

## Base Changes (\$0.050M Net)

• Base budget pressures of \$1.754M mainly attributable to annualization of prior year approved positions, operating impact from Capital and inflationary salary increases.

Above pressures are offset by the following initiatives:

- User fee revenue increase due to volume and inflationary adjustment (\$0.968M)
- Efficiency savings resulting from elimination of vacancy rebate function and positions no longer required as a result of the implementation of the Administrative Penalty System and modernization of the Utility Billing function.(\$0.420M)
- Increased recovery from Toronto Water for Category Management Project (\$0.245M)

## New/Enhanced Service Priorities

(\$0.500M Gross / \$0 Net)

- Funding of \$0.500M for a review of Accounts Receivable operations within the organization which will be funded from Non-Program Expenditure - Service Efficiency Review budget.
- One net new position resulting from the Materials Management position conversion, which will result in a net zero impact to the 2019 budget.

#### **Future Year Plan**

- Increases due to operating impact from capital ARIBA subscription costs.
- Other salary/benefit changes due to step, progression and annualizations.

#### **EQUITY IMPACTS OF BUDGET CHANGES**

**No significant equity impacts:** The changes in the Office of the Controller's 2019 Operating Budget do not have any significant equity impacts.

# Operating & Capital Budget Summaries for City Programs And Agencies

City Hall



## City Clerk's Office

#### What We Do

We provide the foundation for municipal government in Toronto. The City Clerk's Office delivers more than 70 types of services from over 30 locations across the City from 12 buildings. Most services are prescribed in more than 60 distinct pieces of legislation including the City of Toronto Act 2006, Vital Statistics Act, Assessment Act and Planning Act. The Clerk has broad and independent authority under the Municipal Elections Act to deliver elections and by-elections.

As a shared service, City Clerk's Office staff also support the Mayor's Office, 25 Councillors' Offices and the Offices of the City's four Accountability Officers – Offices of the Auditor General, Integrity Commissioner, Lobbyist Registrar, and Ombudsman, and is responsible for providing the tools, systems and resources required to support their mission, strategic priorities and the delivery of core services, which is realized through our three service areas:

- Elect Government
- Make Government Work
- Open Government

#### Why We Do It

We build public trust and confidence in local government.

## Our Experience & Success

- Delivered the 2018 Municipal Election
- Managed the filling of Councillor vacancies and onboarding of new Councillors in Wards 33 and 41 and oversaw office operations during transition.
- Facilitated democratic decision-making through planning, staging and recording 375 meetings of City Council, its Committees & boards.
- Continue phased implementation of Information Production Services Transformation.
- Supported Mayor and Councillors for outbound and inbound missions, significant official visits and ceremonies (e.g. Yonge St.Tragedy Vigil, Commemoration of the 100th anniversary of WWI).

#### **Key Challenges**.

- Impacts of Bill 5 Better Local Government Act, 2018, Bill 139 Amendments to the Planning Act and the Province's Land Use Planning Apeal System, and changes to City Council's Governance Systems for 26 members still not fully known.
- Modernizing Election delivery and ensuring the adequacy of the Election Reserve Fund which funds municipal elections and by-elections, operating and capital budget needs of Election Services, candidate contribution rebate program and compliance audits.
- Changing the corporate information management culture to enable all City staff to become stewards of their information assets.

#### **Priority Actions**

- Manage and conclude post-election processes as required in legislation including posting the Accessibility Report, administering candidate and third party advertisers' financial filings and disclosure, administering the Election Contribution Rebate Program, and providing support to the Compliance Audit process.
- Implement new committee structure and mandates.
- Implement Council-approved mixed method of public appointments including establishment of a citizen-based tribunals nominating panel.
- Support further review of Bill 5 impacts on governance through the Special Committee on Governance.
- Absorb duties previously performed by the OMB now assigned to the City Clerk under Bill 139
- Undertake Options Study on Voting Equipment, and a review of Election Organizational and Staffing Model.
- Undertake review of corporate information management governance and organizational and staffing model to modernize the City's handling of its information assets.

#### **Budget At A Glance**

OPERATING BUDGET								
\$Million	2019	2020	2021					
Gross Expenditures	\$52.6	\$52.1	\$51.6					
Revenues	\$20.3	\$19.2	\$18.5					
Net Expenditures	\$32.3	\$32.9	\$33.1					
Approved Positions	390.3	379.9	375.4					

10-YEAF	R CAPITA	L PLAN	
\$Million	2019	2020-2028	Total
Gross Expenditures	\$3.3	\$29.9	\$33.2
Debt	\$1.6	\$19.3	\$20.9
Note: Excluding 2018	carry forw	ard funding to	2019

#### **Our Key Service Levels**



Council meeting agendas published **3** days before meeting.



Council meeting decisions published **2** days after meeting.



Marriage licenses issued within **30** minutes of application.



90% of councillor expense payment requests processed and forwarded to Accounting within **10** business days.



Meet **30**-day response time for FOI requests.



Outgoing mail processed within **24** hours of receipt from City divisions.

Source of image: <u>www.icons8.com</u>

#### **Key Service Deliverables**

Manage post-election processes as required by legislation, review of election systems and processes to modernize election delivery, and maintain state of readiness to conduct elections.

Complete Council Transition activities related to the 2018 Election.

Deliver open & accessible democratic meeting management and public appointment processes as required by legislation and under the new governance model.

Deliver finance, administration, technology and protocol support to the Mayor and City Council members, as well as provide support to the Accountability Officers.

Deliver Council-delegated services including registration of vital events, licensing of eligible charities, review of liquor license clearance, and providing public access to assessment rolls in compliance with legislation.

Provide direct public service on insurance claims and official mail receipt.

Deliver statutory and delegated corporate information services.

Provide Corporate mail and printing services.

#### Who We Serve

#### **Elect Government**

- The public
- Candidates and Electors
- Other governments
- Third party advertisers

#### **Make Government Work**

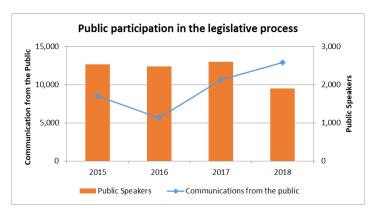
- The public
- City Council and its Members;
   Accountability Officers
- Other governments
- The Toronto Public Service, City agencies and corporations
- Charitable Organizations
- Community & International organizations

#### **Open Government**

- The public
- City Council and its Members
- The Toronto Public Service, City agencies and corporations
- Other governments
- Media

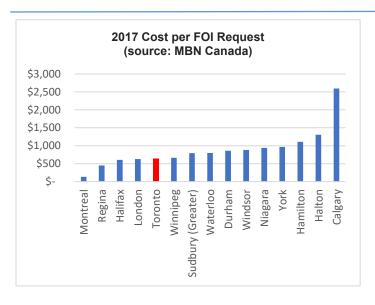
#### **How Well We Are Doing**

#### **Performance Measures**



#### **Behind the Numbers**

- Public participation in the legislative process is significant but varies from year to year based on issues of public interest.
- One indicator of public participation is the number of public speakers which ranged from 1,905 to 2,602 in the past four years.
- Another indicator is the number of communications from the public which ranged from 5,661 to 12,916.

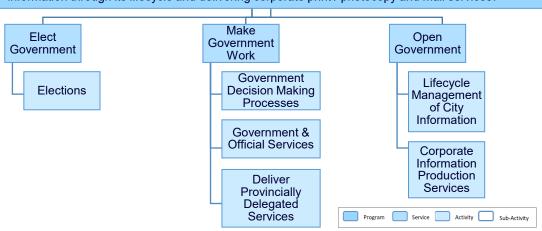


- Public interest in government information continues to grow from 2,104 Freedom of Information requests received in 2009 to 2,758 in 2018.
- Despite the higher number of requests, Toronto's cost to respond to a Freedom of Information Request is low.

#### **PROGRAM MAP**

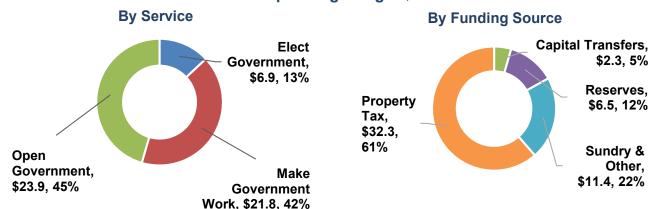
#### City Clerk's Office

The mission of the City Clerk's Office is to build public trust and confidence in local government. The City Clerk's Office provides the foundation for municipal government in Toronto, realized through our three service areas: 1. Elect Government by managing and conducting all aspects of local government elections; 2. Make Government Work by managing government decision-making process, providing government and official services, and delivering provincially delegated services; 3. Promote Open Government by managing City information through its lifecycle and delivering corporate print / photocopy and mail services.



#### 2019 OPERATING BUDGET HIGHLIGHTS

#### 2019 Operating Budget \$52.6M





- **0.0%** Budget increase over the 2018 Approved Net Operating Budget to maintain existing service levels and provide a one-time enhancement request.
- **\$0.592M** Efficiency savings through service changes and the deletion of 4 positions.
- 2020/2021 Increases primarily for known adjustments for salaries and benefits, operating impacts of capital and non-payroll items.

#### 2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Operating Budget and Plan by Service

	201	8		2019				Increment	al Change
(In \$000s)	Budget	Actual	Base	New / Enhanced	Total Budget	Char	nges	2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
Elect Government									
Gross Expenditures	19,537.0	16,659.7	6,865.4		6,865.4	(12,671.7)	(64.9%)	(381.4)	(141.9)
Revenue	19,491.3	16,659.5	6,865.4		6,865.4	(12,626.0)	(64.8%)	(381.4)	(141.9)
Net Expenditures	45.7	0.2	0.0		0.0	(45.7)	(100.0%)	0.0	0.0
Make Government Wo	ork								_
Gross Expenditures	21,207.3	20,449.7	21,812.6		21,812.6	605.3	2.9%	655.7	(349.4)
Revenue	1,454.8	1,215.5	1,933.7		1,933.7	478.9	32.9%	236.9	(506.0)
Net Expenditures	19,752.4	19,234.2	19,878.8		19,878.8	126.4	0.6%	418.8	156.6
Open Government									_
Gross Expenditures	22,876.0	23,704.7	23,847.4	100.0	23,947.4	1,071.4	4.7%	(750.6)	(71.0)
Revenue	10,354.8	11,389.8	11,407.0	100.0	11,507.0	1,152.1	11.1%	(929.6)	(117.8)
Net Expenditures	12,521.2	12,314.9	12,440.5		12,440.5	(80.7)	(0.6%)	178.9	46.8
Total									_
Gross Expenditures	63,620.3	60,814.1	52,525.3	100.0	52,625.3	(10,995.0)	(17.3%)	(476.4)	(562.4)
Revenue	31,301.0	29,264.8	20,206.1	100.0	20,306.1	(10,995.0)	(35.1%)	(1,074.1)	(765.8)
Total Net Expenditures	32,319.3	31,549.3	32,319.3		32,319.3	(0.0)	(0.0%)	597.7	203.4
Approved Positions	413.8	401.0	390.3	0.0	390.3	(23.5)	(5.7%)	(10.4)	(4.5)

## Base Changes (\$0 Net)

- Reversal of cost to deliver the 2018
   Municipal Election and implement Bill 5 of \$14.5M gross and \$0 net.
- Salary & benefit cost increases for COLA, progression pay and step, gapping and benefit increases.
- Above pressures offset by service efficiency savings, including a reduction in postmeeting captioning budget, record centre reduction as well as by base savings to achieve budget targets through reduction in non-payroll expenses and one-time gapping.
- Completed capital projects require 2.0 permanent positions for City Clerk's Business Systems and EDRMS sustainment.
- Temporary capital staffing results in an increase in 12.9 positions (12.3 positions for City Clerk's Office and 0.6 positions for Office of the Lobbyist Registrar)

## New/Enhanced Service Priorities

(\$0 Net)

 One-time funded options study related to Information Production Services Transformation.

#### **Future Year Plan**

- Adjustments to salaries and benefits and inflationary increases to non-payroll expenses.
- Operating impact of capital projects once completed.

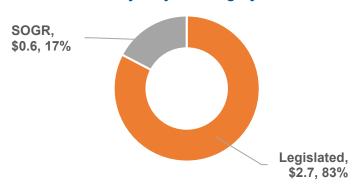
#### **EQUITY IMPACTS OF BUDGET CHANGES**

**No significant equity impacts:** The changes in City Clerk's Office's 2019 Operating Budget do not have any significant equity impacts.

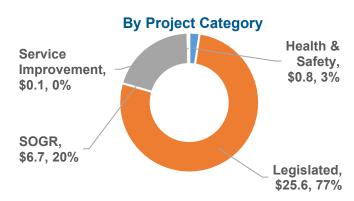
#### 10-YEAR CAPITAL PLAN HIGHLIGHTS

2019 Capital Budget \$3.3M

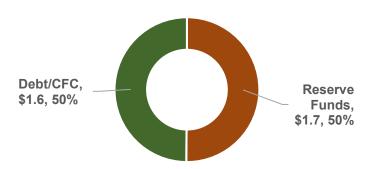
#### **By Project Category**



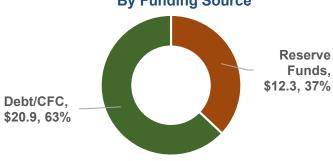
#### 2019-2028 Capital Budget and Plan \$33.2M



#### By Funding Source



#### **By Funding Source**



## YEAR

- **\$1.400M** Continue the *Election Technology* Program, a multi-module system that supports all aspects of the municipal election.
- **\$0.485M** Continue with the *Information* Management Infrastructure project which supports the City's legislated requirement to manage its information through the information life cycle.
- **\$0.225M** Start initiatives under the City Clerk's Office Business Systems project to manage liens, claims and Freedom of Information requests to meet legislative requirements.
- **\$0.160M** Start the *Toronto Meeting Management* Information System SOGR project to replace and upgrade the current system that supports Council's decision-making through its standing committees, community council and City Council meetings.

#### 10 YEARS

- \$11.580M The Election Technology Program to support the municipal elections in 2022 and 2026 (excluding the replacement of voting equipment).
- **\$4.845M** The City Clerk's Business Systems project to upgrade or enhance various applications to meet legislative requirements and protocol needs.
- \$3.055M The Infrastructure to Support Council / Committee Meetings project to promote greater public access through upgrades to the physical infrastructure required to support Council and Committee meetings.
- \$3.028M The Information Management Infrastructure project supports the City's legislated requirement for managing its information through the information life cycles.

#### 10-Year Capital Plan by Project Category

**Table 4: Summary of Capital Projects by Project Category** 

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
City Clerk's Office Health & Safety Remediation		-	-	-	-	-	-	100	500	-	-	600	600
Mail Security and Mail Room Upgrades		-	-	-	-	-	200	-	-	-	-	200	200
Sub-Total	-	-	-	-	-		200	100	500	-	-	800	800
Legislated													
City Clerk's Office Business Systems	1,497	225	715	190	250	475	95	810	1,185	-	900	4,845	6,342
Council Business Systems	569	-	450	-	-	-	190	1,060	380	450	-	2,530	3,099
Council Transition Requirements	1,460	250	-	100	400	-	-	100	400	-	-	1,250	2,710
Information Management Infrastructure	7,932	485	1,120	325	-	-	-	-	305	110	683	3,028	10,960
Notices Management Information System (NMIS) SOGR	-	-	-	-	-	-	-	-	-	250	-	250	250
Public Appointments Information System	-	-	-	-	-	250	250	-	-	-	-	500	500
Replacement of Voting Equipment	-	200	-	-	-	-	-	-	-	-	-	200	200
Toronto Meeting Mgt Info System (TMMIS) SOGR	-	160	275	275	270	-	-	-	-	-	400	1,380	1,380
Election Technology Program	5,977	1,400	2,650	900	600	1,355	770	2,850	435	620	-	11,580	17,557
Sub-Total	17,435	2,720	5,210	1,790	1,520	2,080	1,305	4,820	2,705	1,430	1,983	25,563	42,998
State of Good Repair													
City Hall Registry Counter Refresh	-	75	75	-	-	-	-	-	-	-	-	150	150
Toronto Property System SOGR	665	335	100	-	-	-	-	-	-	180	420	1,035	1,700
Archives Strategic Plan Implementation	265	50	55	50	-	-	-	-	-	-	-	155	420
Archives Strategic Plan Implementation SOGR	100	-	50	200	75	75	-	50	-	-	-	450	550
Infra. to support Council/Committee Meetings	1,710	-	-	100	1,830	-	-	125	1,000	-	-	3,055	4,765
Information Production Workflow Mgt. System SOGR	-	110	-	-	80	470	-	-	-	-	-	660	660
Records Centre Tracking System	-	-	50	50	50	-	-	-	-	-	-	150	150
Wedding Chambers SOGR	-	-	230	800	-	-	-	-	-	-	-	1,030	1,030
Sub-Total	2,740	570	560	1,200	2,035	545	-	175	1,000	180	420	6,685	9,425
Service Improvement													
Civil Weddings		-	120	-	-	-	-	-	-	-	-	120	120
Sub-Total	-	-	120	_	-	-	-	-	-	-	-	120	120
Total Expenditures by Category (excluding carry													
forward from 2018)	20,175	3,290	5,890	2,990	3,555	2,625	1,505	5,095	4,205	1,610	2,403	33,168	53,343

\*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2018, excluding ongoing capital projects (i.e. Civic Improvement projects)

#### 2019 - 2028 Key Capital Projects

The 10-Year Capital Plan focuses on funding the City Clerk's Office Legislated and State of Good Repair projects that will enable the City Clerk's Office to deliver its statutory services of electing government, making government work and opening government.

- Health and Safety projects account for \$0.800 million or 2.4% of the total 10-Year Capital Plan's expenditures.
- Legislated projects total \$25.563 million or 77.1% of the total 10-Year Capital Plan's expenditures. Election-related needs are funded through the Election Reserve Fund.
- SOGR projects account for \$6.685 million or 20.2% of the total 10-Year Capital Plan's allocated spending.

#### State of Good Repair (SOGR) Funding & Backlog

The 10-Year Capital Plan will dedicate \$6.685 million to SOGR projects for regular upgrades and to extend the useful life of systems. There is no SOGR backlog associated with the City Clerk's Office capital assets.

2.500 30.0% 25.0% 2.000 Backlog % Asset Value 20.0% In \$ Millions 1.500 15.0% 1.000 10.0% 0.500 5.0% 0.000 0.0% 2018 2019 2020 2021 2022 2023 2024 2026 2027 2028 • • • • SOGR Funding Accumulated Backlog Est. Backlog % of Asset Value In \$ Millions 2018 2020 2021 2022 2026 2027 2028 2019 2023 2024 2025 **SOGR Funding** 1.064 0.570 0.560 1.200 2.035 0.545 0.000 0.175 1.000 0.180 0.420 Accumulated Backlog Est. Backlog % of Asset Value **Total Asset Value** 77.681 80.181 80.297 81.124 79.235 79.915 79.558 81.528 83.358 79.273

Chart 3: Total SOGR Funding & Backlog

#### **Operating Impact of Completed Capital Projects**

2022 Plan 2019 Budget 2019 - 2023 **Projects** 000s Position Previously Approved Information Management Infrastructure Sub-Total: Previously Approved New Projects - 2019 358 3.0 City Clerk's Office Business Systems 57 0.3 82 0.8 116 240 2.0 240 2.0 Information Management Infrastructure 0.5 (1 1.0 60 0.5 119 1.0 119 57 0.3 88 0.8 176 Sub-Total: New Projects - 2019 1.5 39 0.5 (1) 358 3.0 358 3.0 New Projects - Future Years 117 1.0 City Clerk's Office Business Systems 0.5 0.5 55 0.5 56 (1 55 Council Business Systems 62 0.5 Sub-Total: New Projects - Future Years 117 118 1.0 (1) 117 1.0 1.0 60 0.3 88 0.8 176 1.5 157 1.5 (2 478

Table 5: Net Operating Impact Summary

The 10-Year Capital Plan will increase future year Operating Budgets by \$0.478 million net and 4.0 FTE positions over the 2019 - 2028 period.

Funding of \$0.057M gross and net is required to sustain the City Clerk's Business Systems, and \$0.003M gross and net for Information Management Infrastructure (Common Search / Enterprise Classification) to meet ongoing training needs.

Additional funding of \$0.418M net will be required in years 2020-2028 to sustain the capital projects once they are completed and operationalized.

The 2019 operating costs for all these projects, as mentioned above, have been included in the 2019 Operating Budget for the City Clerk's Office and any future operating impacts will be reviewed each year as part of the annual Operating Budget process.



## **City Council**

#### What We Do

Toronto City Council is the governing body for the City and comprises 26 members: the Mayor who is elected City-wide, and 25 Councillors who are elected in each ward across the City. As part of the City's legislative process, Councillors make decisions at Council, Standing Committee and Community Council meetings. Councillors also serve in City agencies and corporations.

#### Why We Do It

Under the City of Toronto Act (COTA), c. 131, the statutory role of City Council includes the following:

- Represents the public and considers the well-being and interests of the City;
- Develops and evaluates the policies and programs of the City;
- Determines the services the City provides;
- Ensures that administrative and controllership policies, practices and procedures are in place to implement the decisions of Council;
- Ensures the accountability and transparency of the operations of the City, including the activities of the senior management of the City;
- Maintains the financial integrity of the City; and
- Carries out the duties of Council under appropriate Acts.

As the governing body of the City, City Council:

- Executes its legislative and administrative responsibilities and all powers are exercised through by-laws, except where otherwise permitted by legislation.
- Creates and approves policies and programs, determines service mix, service levels and methods of service delivery, and oversees the work of implementing its decisions.
- Approves the City's Operating Budget and 10-Year Capital Plan allotting resources to Council priorities.
- Awards contracts and approves the hiring and dismissal of statutory officers and executive staff.
- Council may, with some limitations, delegate its decision-making authority to committees, City agencies or the Toronto Public Service.
- City Council uses a committee system to manage its legislative process and make decisions.
- Each City Councillor serves on the Community Council that incorporates their ward.
- The Mayor is a voting member of all community councils.

#### **Our Experience**

- As a result of Bill 5, Better Local Government Act, 2018, the number of wards in Toronto was reduced from 47 to 25 and the sizes of the wards were increased.
- On December 4, 2018, City Council adopted CC1.1 Recalibrating City Council's Governance System for 26 Members which provided direction regarding Councillor resources such as Councillor staffing budget envelope and changes to policies relating to newsletters, and Councillor constituency offices.

#### **Key Challenges**

•The adequacy of the Council Transition Reserve is a key challenge. Council Transition Reserve, which funds end of Council term costs, are funded from City Council's annual budget surplus. With budget reductions over the years and increasing expenses in the General Council Budget, the annual budget surplus has been declining in recent years.

#### **Priority Actions**

- A sustainable funding source is required for the Council Transition Reserve.
- Establish a 2019 operating budget that responds to the Bill 5, reflects Council direction on December 4, 2018 on item CC1.1, and adequately funds the needs of Council.

#### **Budget At A Glance**

OPERA	ATING BU	DGET	
\$Million	2019	2020	2021
Gross Expenditures	\$22.2	\$22.0	\$22.2
Revenues	\$0.6	\$0.1	\$0.1
Net Expenditures	\$21.6	\$21.9	\$22.1
Approved Positions	25.0	25.0	25.0

2019 Operating Budget

#### **2019 OPERATING BUDGET HIGHLIGHTS**

#### 2019 Operating Budget \$22.2M





- **4.6%** Budget increase over the 2018 Approved Net Operating Budget to meet City Council's requirements.
- 2020/2021 Increases primarily for known inflationary adjustments for Councillors' salaries and benefits and Constituency Services and Office Budget.

2019 Operating Budget City Council

#### 2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Operating Budget and Plan

			-	_	_				
	201	8		2019				Incrementa	al Change
	Budget	Actual	Base	New /	Total			2020	2021
(In \$000s)	Buuget	Actual	Dase	Enhanced	Budget	Chan	iges	Plan	Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
City Council									
Gross Expenditures	23,417.1	24,730.3	22,163.3	17.3	22,180.6	(1,236.5)	(5.3%)	(180.1)	194.1
Revenue	2,797.0	2,747.0	585.2		585.2	(2,211.9)	(79.1%)	(520.2)	0.0
Net Expenditures	20,620.1	21,983.3	21,578.1	17.3	21,595.5	975.3	4.7%	340.1	194.1
Total									
Gross Expenditures	23,417.1	24,730.3	22,163.3	17.3	22,180.6	(1,236.5)	(5.3%)	(180.1)	194.1
Revenue	2,797.0	2,747.0	585.2		585.2	(2,211.9)	(79.1%)	(520.2)	0.0
Total Net Expenditures	20,620.1	21,983.3	21,578.1	17.3	21,595.5	975.3	4.7%	340.1	194.1
Approved Positions	25.0	25.0	25.0	0.0	25.0	0.0	0.0%	0.0	0.0

## Base Changes (\$0.958M Net)

- Reversal of prior year Council Transition costs, funded from the Council Transition Reserve.
- Reversal of 2018 one-time funding from Property Tax Stabilization Reserve for the Councillor Telecommunications expenses and the Councillor Newsletter Entitlement.
- Reversal of 2018 one-time gapping in Councillors staff salary budget.
- Reduction in salaries and benefits and Councillor office budgets due to the decrease from 47 to 25 wards per Bill 5, offset by increases in staff salary envelopes, office budgets, constituency office and other expenses as a result of the increase in the size of wards and as approved by Council (CC1.1).
- Increases to Council General Budget to reflect projected actual needs, related mostly to General Constituency and Other Expenses.

#### New/Enhanced Service Priorities

(\$0.017M Net)

• Enhancement to Muslim Fellowship Program

#### **Future Year Plan**

 Inflationary adjustments for Councillors' salaries and benefits and Constituency Services and Office budget.



## **City Manager's Office**

#### What We Do

We lead the municipal administration and provide guidance and advice to Council on the City's fiscal, organizational, intergovernmental and service matters. The City Manager is assisted by three Deputy City Managers and the Chief Financial Officer & Treasurer. In addition, the City Manager's Office administers the Indigenous Affairs, Resilience and Transformation Offices (included in the Non-Program Expenditure Budget), and delivers the following services:

- Equity, Diversity & Human Rights
- Strategic & Corporate Policy
- Executive Management (includes Resilience Office and Innovation Office)
- · Strategic Communications; and
- Human Resources.

#### Why We Do It

The City Manager is the most senior official in the City's administrative structure and is accountable to City Council for the policies and programs delivered by members of the Toronto Public Service. The City Manager's Office builds a culture of trust and citizen-centred services.

#### **Our Experience & Success**

- Recalibrated City Council's governance system for 25 members including a new committee structure and new Community Council boundaries.
- Led and coordinated Toronto's participation in the Municipal Benchmarking Network Canada (MBN Canada) and Global City Indicators on service delivery and quality of life through the World Council on City Data (WCCD).
- Provided crisis communication response to the Office of Emergency Management, including the 2018 April Ice Storm, Yonge Street Attack, and the emergency plan to house refugee claimants.
- Supported Fire and Paramedic services in the implemention of Post-Traumatic Stress Disorder (PTSD) prevention action plans as submitted to the Ministry of Labour.
- Successfully concluded collective bargaining with: IAFF Local 3888, CUPE Local 1600, CUPE Security Local 5118, CUPE Parking Local 2840, UPIAT Painters Local 46.
- Advanced progress on incorporating an equity and gender analysis into the City of Toronto's budget process.

#### **Key Challenges**

- Collective bargaining for CUPE Local 416 and CUPE Local 79 as agreements expire December 31, 2019
- Complete program reviews for Strategic Communications, Human Resources, and Equity, Diversity & Human Rights

#### **Priority Actions**

- HR is the corporate lead for collective bargaining and will establish a corporate team to facilitate bargaining
- Funding of \$0.100
  million gross and \$0 net
  is included in the 2019
  Non-Program
  Expenditure Budget to
  complete a review of the
  communication function
  within the City.

#### **Budget At A Glance**

\$Million         2019         2020         2021           Gross Expenditures         \$58.9         \$59.9         \$60.5           Revenues         \$9.9         \$9.5         \$8.8           Net Expenditures         \$49.0         \$50.4         \$51.7           Approved Positions         448.0         446.0         446.0	OPERATING BUDGET								
Revenues         \$9.9         \$9.5         \$8.8           Net Expenditures         \$49.0         \$50.4         \$51.7	\$Million	2019	2020	2021					
Net Expenditures \$49.0 \$50.4 \$51.7	Gross Expenditures	\$58.9	\$59.9	\$60.5					
•	Revenues	\$9.9	\$9.5	\$8.8					
Approved Positions 448.0 446.0 446.0	Net Expenditures	\$49.0	\$50.4	\$51.7					
	Approved Positions	448.0	446.0	446.0					

#### **Our Key Service Levels**



Respond to requests & internal communications advice within one business day 95% of the time



95% of corporate issues responded to within 24 hours



Respond to media inquiries within 24 hours 98% of the time



Satisfactorily respond to requests for accessibility advice within 48 hours 90% of the time



Respond to Fair Wage or Labour Trade inquiries within 3 days 85% of the time

Source of Image: www.icons8.com

#### **Key Service Deliverables**

Provide leadership, direction and accountability on the development and delivery of quality, responsible and cost effective policies, programs and services by members of the Toronto Public Service to the residents and businesses of Toronto

Provide governance and accountability advice to the City Manager and Council for more than 30 agencies and 7 corporations

Build and maintain intergovernmental relationships including leveraging intergovernmental funding opportunities to advance Council policies and priorities

Develop and implement communications, media relations and issues management plans to support all corporate, divisional and partnership initiatives

Implement policy, guidelines and training to assist divisions in their efforts to ensure their facilities, services and programs are accessible and AODA compliant

Manage day-to-day grievance, mediation and arbitration processes

Address the recent increase in workplace injuries due to chronic mental stress and Post Traumatic Stress Disorder.

Manage a high volume of on-going recruitment and compensation activity

#### Who We Serve

#### **Equity, Diversity & Human Rights**

- City Council
- City Manager & DCMs
- Mayor
- · City/Agency Staff
- The public

#### Beneficiaries

- · Other Orders of the Government
- Residents

#### Strategic & Corporate

- City Manager & DCMs

- · City/Agency Staff

#### **Policy**

- Mayor
- City Council
- The public

#### Beneficiaries

- · Other Orders of the Government
- Residents

#### **Executive Management**

- City Manager & DCMs
- Mayor
- City Council
- · City/Agency Staff

· Other Orders of the

Government

• The public

Beneficiaries

Residents

#### Strategic Communications

- · City Manager & DCMs
- Mayor
- Media
- City Council
- · The public
- · City/Agency Staff

#### Beneficiaries

Residents

#### **Human Resources**

- City/Agency Staff
- Unions & Associations

#### Beneficiaries

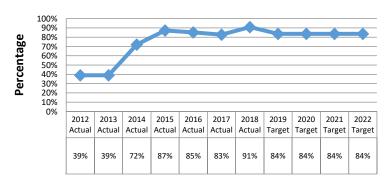
- Potential Job Applicants
- Residents

2019 Operating Budget City Manager's Office

#### **How Well We Are Doing**

#### **Performance Measures**

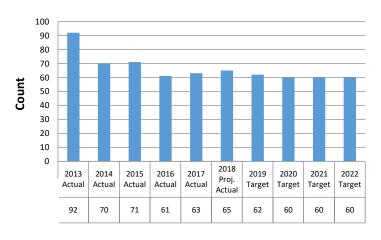
% Grievances Resolved at Mediation



#### **Behind the Numbers**

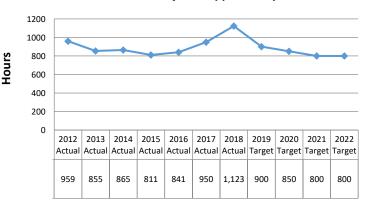
- The strategic grievance management that includes resumption for the E&LR carriage of Step 2 grievances continues to be effective in maintaining higher resolution rates at mediation. In 2018, 91% of grievances get resolved at mediation, up 8% from 2017.
- This new grievance management process continues to have a positive impact on the reduction of grievances resolved at arbitration.

#### Average # Days to Fill a Non-Union Vacancy



- Improved service efficiency is reflected in reduced hiring times resulting from the implementation of integrated solutions for recruiting and selecting talent for critical and/or vulnerable jobs, using on-line and traditional approaches (e.g. social media, job fairs, campus recruitment initiatives, online events, behaviour targeting, and gateway employment initiatives).
- Additional administrative and process efficiencies are anticipated with the implementation of Success Factors, a new applicant tracking system, later in 2019, which may lead to slightly further reductions in time to fill a vacancy. In addition to ongoing efforts to reduce the time to fill a vacancy, attention is also focused on modernizing the hiring process and enhancing both the candidate and hiring manager experience.

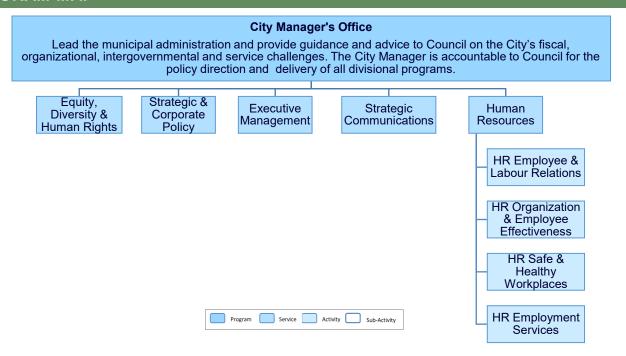
#### **Annual Lost Time Injuries Approved by WSIB**



Two significant amendments to the Workplace Safety and Insurance Act, (WSIA) have had a significant impact on the number of lost time incidents approved by the WSIB and on the corresponding costs.

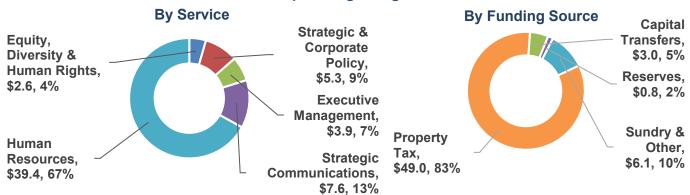
Amendments to the WSIA in 2016 created a presumption that a PTSD diagnosis in first responders is work related. Amendments to the WSIA in 2018 enables claims to be filed for chronic mental stress. WSIB costs for chronic mental stress in 2018 were \$10 million.

#### **PROGRAM MAP**



#### 2019 OPERATING BUDGET HIGHLIGHTS

#### 2019 Operating Budget \$58.9M



- N
  - 0.1% Budget increase over the 2018 Approved Net Operating Budget to maintain existing service levels and meet additional service demands.
  - \$0.258M Efficiency savings as a result of the deletion of 2 positions in Human Resources.
  - **\$0.066M** New & enhanced funding to provide support for Toronto Fire Services post-traumatic stress disorder prevention plan.
  - 2020/2021 Increases primarily for known inflationary adjustments for salaries and benefits.

#### 2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Operating Budget and Plan by Service

	20 <sup>-</sup>	18	2019				Incremental Change		
	Dudant	Actual	Base	New /	Total Budget			2020	2021
(In \$000s)	Budget	Actual	base	Enhanced	Total Budget	Chan	iges	Plan	Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
Equity, Diversity & Huma	an Rights								
Gross Expenditures	2,631.3	2,150.5	2,637.4		2,637.4	6.0	0.2%	36.2	61.0
Revenue	2.5	32.1	2.5		2.5	0.0		0.0	0.0
Net Expenditures	2,628.8	2,118.4	2,634.9		2,634.9	6.0	0.2%	36.2	61.0
Strategic & Corporate Po	olicy								
Gross Expenditures	4,770.8	3,648.9	4,513.8	833.7	5,347.5	576.7	12.1%	(79.0)	(551.5)
Revenue	1,233.1	577.8	1,002.3	833.7	1,836.1	603.0	48.9%	(155.1)	(645.2)
Net Expenditures	3,537.7	3,071.1	3,511.4	0.0	3,511.4	(26.2)	(0.7%)	76.0	93.7
Executive Management									
Gross Expenditures	3,910.0	3,954.4	3,875.9		3,875.9	(34.0)	(0.9%)	41.5	79.7
Revenue	926.4	895.6	926.4		926.4	0.0		0.0	0.0
Net Expenditures	2,983.6	3,058.9	2,949.5		2,949.5	(34.0)	(1.1%)	41.5	79.7
Strategic Communication	ns								_
Gross Expenditures	7,527.9	7,280.9	7,609.1		7,609.1	81.2	1.1%	84.3	160.7
Revenue	1,544.8	1,571.6	1,580.2		1,580.2	35.4	2.3%	(100.0)	0.0
Net Expenditures	5,983.1	5,709.3	6,028.9		6,028.9	45.8	0.8%	184.3	160.7
Human Resources									
Gross Expenditures	39,970.0	41,598.5	39,312.3	131.9	39,444.3	(525.7)	(1.3%)	912.9	827.2
Revenue	6,161.4	8,607.4	5,495.2	66.0	5,561.2	(600.2)	(9.7%)	(177.6)	0.0
Net Expenditures	33,808.6	32,991.1	33,817.1	66.0	33,883.1	74.5	0.2%	1,090.5	827.2
Total									
Gross Expenditures	58,810.0	58,633.3	57,948.5	965.7	58,914.1	104.1	0.2%	995.9	577.0
Revenue	9,868.2	11,684.5	9,006.6	899.7	9,906.4	38.2	0.4%	(432.7)	(645.2)
Total Net Expenditures	48,941.8	46,948.7	48,941.8	66.0	49,007.8	66.0	0.1%	1,428.6	1,222.2
Approved Positions	456.0	414.0	446.0	2.0	448.0	(8.0)	(1.8%)	(2.0)	0.0
	48,941.8	46,948.7	48,941.8	66.0	49,007.8	66.0	0.1%	1,428.6	

## Base Changes (\$0 Net)

 Overall salary & benefit increases related to inflation, progression pay and benefit adjustments.

- Reduction in salaries following a positionby-position analysis of the budget request and salary.
- IDC/IDR reduction with City Clerk's Office due to lower volume of copying and printing required from HR.

## New/Enhanced Services (\$0.965M Gross / \$0.066M Net)

- Senior HR Consultant to support the Toronto Fire Services' PTSD Prevention Plan, provide oversight for implementation of the provincially mandated plan, and provide EAP Counselling services. This is 50% funded by Fire Services.
- Support in hosting Federation of Canadian Municipalities Annual Conference and Trade Show 2020 (FCM 2020), and International City/County Management Association (ICMA) Conference in 2020. This is fully funded by the Corporate Conference Reserve.

#### **Future Year Plan**

• Inflationary increases in salaries and benefits.

#### **EQUITY IMPACTS**

**No significant equity impacts:** The changes in the City Manager's Office 2019 Operating Budget do not have any significant equity impacts.



## Office of the Mayor

#### **What We Do**

The Office of the Mayor provides support to the Mayor as the Head of Council and the Chief Executive Officer of the City, as prescribed in the City of Toronto Act, 2006, c. 133 and c. 134.

#### Why We Do It

In accordance with the City of Toronto Act, 2006 (c133), it is the role of the Mayor, as Head of City Council,

- · To act as the Chief Executive Officer of the City;
- To preside over Council meetings so that City business can be carried out efficiently and effectively;
- · To provide leadership to Council;
- · To represent the City and Council at official functions; and
- To carry out duties as Head of Council under the Act and under any other legislation.

The Mayor's role also includes providing information and making recommendations to Council with respect to Council's role in clauses 131 (d) and (e) in the City of Toronto Act. These include:

- (d) to ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decision of Council;
- (e) to ensure the accountability and transparency of the operations of the City, including the activities of the senior management of the City.

In addition, as Chief Executive Officer of the City (c. 134), the Mayor shall:

- (a) uphold and promote the purposes of the City;
- (b) promote public involvement in the City's activities;
- (c) act as the representative of the City both within and outside the City, and promote the City locally, nationally and internationally; and
- (d) Participate in and foster activities that enhance the economic, social and environmental well-being of the City and its residents.

#### **Our Successes**

- Secured \$14.6 billion in new transit funding from other levels of government.
- Instituted Kids Ride Free for children under 12 and Hop on-Hop off two-hour transfer across the entire transit network.
- Introduced TTC Fair Pass that provides discounted transit to individuals on Ontario Disability Support and Ontario Works.
- •Launched a Poverty Reduction Strategy, a 20-year plan to address income inequality.
- Created the City Building Fund for priority transit and housing capital projects.
- Kept property taxes at or below the rate of inflation for 4 years in a row. (Full list on page 9)

#### **Priority Actions**

- Building the Council-approved transit network plan this plan includes proceeding with multiple transit projects at once, so we can get on with building as much as we can
- Continuing the rollout of the Poverty Reduction Strategy.
- Building 40,000 affordable housing units in next 12 years.
- Continue working with provincial and federal governments to secure more funding to help build much-needed infrastructure, supportive and affordable housing and tackle our capital backlog so that the burden is not borne by property taxpayers alone.

#### **Budget At A Glance**

OPERATING BUDGET						
\$Million	2019	2020	2021			
Gross Expenditures	\$2.6	\$2.6	\$2.7			
Revenues	\$0.0	\$0.0	\$0.0			
Net Expenditures	\$2.6	\$2.6	\$2.7			
Approved Positions	1.0	1.0	1.0			

2019 Operating Budget Office of the Mayor

#### 2019 OPERATING BUDGET HIGHLIGHTS

#### 2019 Operating Budget \$2.6M







- 12.9% budget increase over the 2018 Approved Net Operating Budget to meet the operational requirements of the Office.
- **2020/2021** Increases primarily for CPI adjustment for the Mayor and known inflationary adjustments for non-payroll items.

#### **2019 OPERATING BUDGET OVERVIEW**

Table 1: 2019 Operating Budget and Plan by Service

	2018		2	019			Incremental Change	
(In \$000s)	Budget	Actual	Base	Total Budget	Char	nges	2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
Mayor's Office								
Gross Expenditures	2,274.6	2,156.6	2,567.0	2,567.0	292.4	12.9%	37.6	47.3
Revenue			0.0	0.0	0.0	-	0.0	0.0
Net Expenditures	2,274.6	2,156.6	2,567.0	2,567.0	292.4	12.9%	37.6	47.3
Total							١	
Gross Expenditures	2,274.6	2,156.6	2,567.0	2,567.0	292.4	12.9%	37.6	47.3
Revenue			0.0	0.0	0.0	-	0.0	0.0
Total Net Expenditures	2,274.6	2,156.6	2,567.0	2,567.0	292.4	12.9%	37.6	47.3
Approved Positions	1.0	1.0	1.0	1.0	0.0	0.0%	0.0	0.0

## Base Changes (\$2.567M Net)

• Salary & benefit cost increases due mainly to salary and benefit envelope adjustments for staff and CPI adjustment for the Mayor's salary.

#### **Future Year Plan**

• CPI adjustment for the Mayor and inflationary increases for non-payroll items.

# Operating & Capital Budget Summaries for City Programs And Agencies

Agencies



## **Arena Boards of Management**

#### **What We Do**

We are 8 Board-managed arenas that offer use of ice (i.e. Hockey, figure skating), programming, and pleasure skating to the community. Some arenas also offer dry floor rentals (i.e. floor hockey) in the summer. These services are complemented with snack bars, pro-shops, and meeting room rentals at some locations.

The Arena Boards of Management have stewardship over 11 ice rinks, including 4 that offer year-round ice rentals.

#### Why We Do It

Arena Boards of Management provide safe, full and equitable access to high quality indoor ice sport recreation facilities that are managed effectively and efficiently to provide opportunities for physical fitness and sport skill development through individual and team activities in response to local community needs.

#### **Our Experience & Success**

- Will H. (Bill) Bolton Arena completed it's major renovations that took place from April to October. The Arena was fully operational for the remainder of the season.
- Ted Reeve Arena managed and operated the covered outdoor rink that neighbours Ted Reeve Arena.

#### **Key Challenges**

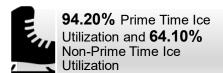
- City of Toronto.
- Stay competitive in comparison to newer arenas in neighbouring 905 communities that have modern facilities, more available ice-time, and far better customer amenities to serve arena users.

#### **Priority Actions**

• Meet rising demand for ice-time in the • Evaluate current state of Toronto arenas and develop a strategy to increase access to ice-time.

TING BU	DGET	
2019	2020	2021
\$9.8	\$9.7	\$9.8
\$9.8	\$10.1	\$10.2
\$0.0	\$0.4	\$0.4
65.5	66.0	66.0
	\$9.8 \$9.8 \$9.8	\$9.8 \$9.7 \$9.8 \$10.1 \$0.0 \$0.4

# **Our Key Service Levels**







Source of Image: www.icons8.com

Refer to Appendix 3 (page Error! Bookmark not defined.) for a complete list of the 2019 Service Levels for this Service.

# **Key Service Deliverables**

Provide 24,146 hours of prime time ice and 19,351 hours of non-prime time ice available for rental

Book 22,755 hours of prime time ice and 12,403 hours of non-prime time ice

Complete Bill Bolton Arena major renovations on time and provide progamming without delay in October

Manage 12 ice rinks, including 10 large rinks and 2 small rinks

Ongoing delivery of in-house programs such as house leagues, hockey schools, summer camps and learn-to-skate programs

#### Who We Serve

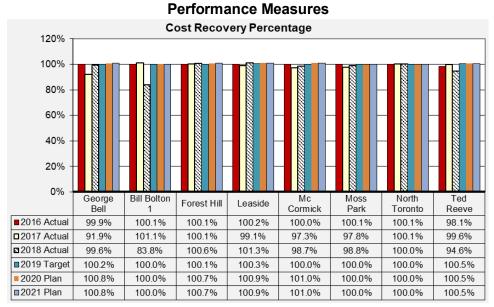
#### Community Ice & Facility Booking

- Charitable Organizations
- Community Leagues / Associations
- Corporations / Businesses
- Individual Ice Users
- Public & Private School Boards
- Agency Staff

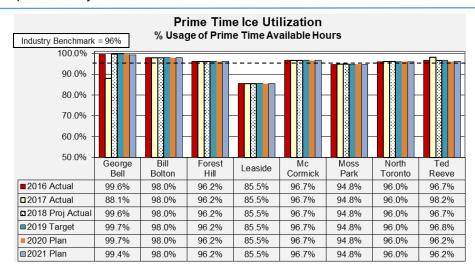
#### Beneficiaries

• Residents & Visitors

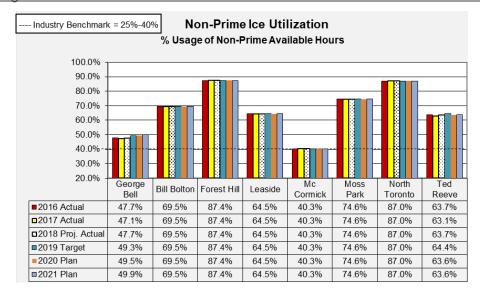
# **How Well We Are Doing**



- A key mandate of the Arena Boards is to manage and operate the arenas (a City-owned asset) effectively and
  efficiently at minimal to no cost to the City. The Cost Recovery Percentage indicates how an arena is
  performing and whether it is meeting its mandate.
- Fluctuations can be caused by unanticipated demand changes for ice rentals, revenues from accessory operations, advertising, one-time revenues, and the cost of repairs and maintenance projects.
- Six of the Arena Boards produced a small net surplus or a small deficit in 2018, while Bill Bolton is 16.2% from
  breakeven due to major renovations and Ted Reeve is 5.4% from breakeven due to not receiving payment from
  a 3<sup>rd</sup> party. The 2019 Operating Budget for the Arena Boards indicates that all 8 Arenas plan to breakeven or
  generate a net surplus for the year.



- Prime Time Ice Utilization reflects the percentage of available prime time hours that are booked and used. The
  industry Benchmark for prime time ice utilization is 96% booked for a standard ice season. Six arenas expect to
  surpass the industry benchmark for prime time ice utilization in 2019.
- Currently, five of eight arenas offer year-round ice operations (George Bell, William H. Bolton, Forest Hill, McCormick, and Moss Park). Their prime time ice utilization reflects year-round ice seasons' prime time hours sold versus availability. Leaside Gardens is still recovering from lower utilization experienced in 2013 due to the construction of the second ice pad, efforts continue to be underway to restore booking levels.



- Non-prime time ice time is generally defined as daytime and late night ice times during weekdays (Mondays to Fridays 7:00am to 4:00pm and 11:00pm to 1:00am). The industry benchmark for non-prime ice utilization ranges from 25% to 40% average rental for the standard ice season.
- All eight arenas have been meeting or surpassing the industry benchmark of 25-40% for non-prime time ice
  utilization, and expect to continue to do so in the near future. All eight Arena Boards actively market daytime ice to
  the local community.
- McCormick Arena has difficulty renting its small rink during the day as there is little demand for the small ice surface except for shinny and practices.



- The 2019 Operating Budget provides funding for a total of 45,914 hours of available ice time, comprising of 25,376 hours of prime-time ice and 20,538 hours of non-prime time ice, across the eight Arenas.
- All Arenas will be operating at full capacity.

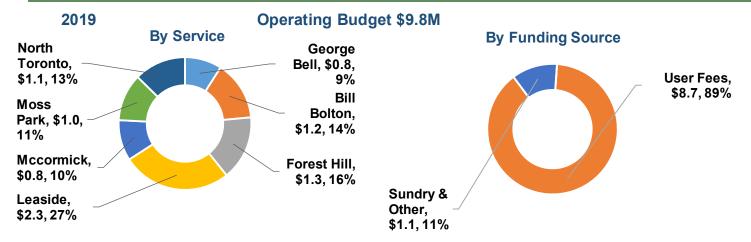
#### **Arena Boards of Management**

Provide Safe, full and equitable access to high quality indoor ice sport recreation facilities that are managed effectively and efficiently to provide opportunities for physical fitness and sport skill development through individual and team activities in response to local community needs.

Community Ice & Facility Booking

Program Service Activity Sub-Activity

# 2019 OPERATING BUDGET HIGHLIGHTS





- 157.8% Budget decrease over the 2018 Approved Net Operating Budget to maintain existing service levels and meet additional service demands.
- 2020/2021 Decreases due to projected revenue increases from market rate user fee changes as well as additional attendance in programming.

# **2019 OPERATING BUDGET OVERVIEW**

Table 1: 2019 Operating Budget and Plan by Service

	201	8		2019				Incrementa	Incremental Change		
	Budget	Actual	Base	New /	Total Budget			2020	2021		
(In \$000s)				Enhanced			nges	Plan	Plan		
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$		
George Bell											
Gross Expenditures	791.8	732.1	762.6		762.6	(29.3)	(3.7%)	14.7	13.1		
Revenue	791.9	729.0	763.8		763.8	(28.1)	(3.5%)	20.0	0.0		
Net Expenditures	(0.0)	3.1	(1.2)		(1.2)	(1.2)	2506.0%	(5.3)	13.1		
Bill Bolton									1		
Gross Expenditures	898.6	1,007.4	1,227.6		1,227.6	329.0	36.6%	30.7	(10.0)		
Revenue	851.9	844.0	1,227.7		1,227.7	375.8	44.1%	31.0	0.0		
Net Expenditures	46.7	163.4	(0.1)		(0.1)	(46.8)	(100.2%)	(0.3)	(10.0)		
Forest Hill											
Gross Expenditures	1,285.6	1,274.6	1,330.2		1,330.2	44.6	3.5%	(4.9)	0.0		
Revenue	1,289.9	1,282.3	1,331.5		1,331.5	41.6	3.2%	43.3	45.0		
Net Expenditures	(4.3)	(7.7)	(1.3)		(1.3)	2.9	(69.0%)	(48.2)	(45.0)		
Leaside									1		
Gross Expenditures	2,169.6	2,145.2	2,257.0		2,257.0	87.5	4.0%	0.0	0.0		
Revenue	2,180.5	2,172.5	2,264.3		2,264.3	83.8	3.8%	43.8	0.0		
Net Expenditures	(10.9)	(27.3)	(7.3)		(7.3)	3.7	(33.5%)	(43.8)	0.0		
Mccormick									1		
Gross Expenditures	816.7	822.6	840.3		840.3	23.6	2.9%	24.1	8.5		
Revenue	817.6	811.6	840.7		840.7	23.1	2.8%	32.4	33.7		
Net Expenditures	(0.9)	11.0	(0.4)		(0.4)	0.5	(54.1%)	(8.3)	(25.2)		
Moss Park									1		
Gross Expenditures	946.6	909.4	977.1		977.1	30.4	3.2%	18.5	0.0		
Revenue	946.7	898.7	977.2		977.2	30.5	3.2%	31.5	0.0		
Net Expenditures	(0.1)	10.7	(0.1)		(0.1)	(0.1)	140.5%	(13.0)	0.0		
North Toronto									1		
Gross Expenditures	1,046.7	975.1	1,070.2		1,070.2	23.5	2.2%	(2.4)	13.2		
Revenue	1,047.2	975.5	1,070.4		1,070.4	23.2	2.2%	49.0	26.3		
Net Expenditures	(0.5)	(0.3)	(0.1)		(0.1)	0.4	(72.3%)	(51.4)	(13.1)		
Ted Reeve									1		
Gross Expenditures	1,089.1	1,311.0	1,317.5		1,317.5	228.4	21.0%	(179.1)	0.0		
Revenue	1,088.5	1,240.0	1,324.6		1,324.6	236.1	21.7%	12.1	0.0		
Net Expenditures	0.6	71.0	(7.1)		(7.1)	(7.7)	(1386.9%)	(191.2)	0.0		
Total											
Gross Expenditures	9.044.7	9.177.4	9.782.4		9.782.4	737.8	8.2%	(98.4)	24.7		
Revenue	9,014.1	8,953.5	9,800.1		9,800.1	786.0	8.7%	263.1	105.1		
Total Net Expenditures	30.6	223.9	(17.7)		(17.7)	(48.3)	(157.8%)	(361.5)	(80.3)		
Approved Positions	65.6	65.6	65.5	0.0	65.5	(0.1)	(0.1%)	0.5	0.0		

#### **Base Changes**

(\$0.018M Net Revenue)

- Bill Bolton Arena is fully operational for 2019 after being closed for 6 months due to renovations.
- Ted Reeve Arena has expanded its jurisdiction over the Covered Outdoor Arena and has included incremental revenues and expenses from its operations.
- Increased contributions to Insurance Reserves and the Ice Resurfacer Reserve.
- •Inflationary increases in salaries and benefits, utilities which are offset by market based increases to user fees.

#### **Future Year Plan**

- Inflationary increases in salaries and benefits, and utilities.
- Projected revenue increases from market rate user fee changes as well as additional attendance in programming to offset the above pressures.

### **EQUITY IMPACTS OF BUDGET CHANGES**

**No significant equity impacts:** The changes in Arena Board of Management's 2019 Operating Budget do not have any significant equity impacts.



**PROGRAM SUMMARY** 

# **Association of Community Centres**

#### What We Do

We provide a broad range of community, recreation and social service programs to Toronto residents that aim to meet the evolving needs of changing demographics. The Association of Community Centres (AOCCs) delivers the following services:

- Community Centre Strategic Partnership & Resource Development
- Social, Economic & Neighbourhood Development
- Public Space Community Access

The AOCCs consists of 10 multi-purpose facilities with oversight provided by volunteer Boards of Management to support service delivery.

# Why We Do It

The Association of Community Centres (AOCCs), comprised of 10 community centres, are committed to fostering a sense of community, promoting civic engagement and enhancing the quality of life by providing programs and services that are responsive and reflective of the unique needs of local communities.

# **Our Experience & Success**

- Provide community development initiatives that build capacity in the community.
   Services are far reaching and target all sectors of the community.
- Cecil Community Centre partnered with the Toronto Transit Commission to develop Streetcar Safety materials for seniors.
- Applegrove Community Centre expanded the after-school program, offered full-time camps during school breaks, part-time programming for older children, and babysitting training.
- Scadding Court Community Centre successfully launched the Newcomer Entrepreneurship Hub and Women's Entrepreneurship programs.
- •The 519 Community Centre is the largest in Canada focused on LGBTQ2S programs

# **Key Challenges**

- Maintaining adequate, stable core
   City funding to the Community
   Centres to ensure the Centres
   remain open and continue to
   provide programs and services
   which are accessible and
   responsive to local communities.
- Addressing the needs of more disadvantaged residents and responding to requests of new residents to keep pace with changing community demographics.

# **Priority Actions**

- Adequate funding is included in the 2019 Operating Budget for inflationary cost increases to maintain services at the 2018 approved levels.
- The Centres will continue to explore opportunities for third party program funding for new initiatives that reflect local community needs and requests.

OPERAT	ING BUD	GET	
\$Million	2019	2020	2021
Gross Expenditures	\$8.6	\$8.6	\$8.7
Revenues	\$0.3	\$0.3	\$0.3
Net Expenditures	\$8.3	\$8.3	\$8.4
Approved Positions	80.6	80.6	80.6

# **Our Key Service Levels**



Hold **4,502** community special events with **235,000** total number of participants



Serve **150,510** people through programming and provide **106,000** people with personal supports including food, clothes and other services



Host **1,500,000** public visitors during **43,134** hours of operation



Hold **1,200** community meetings, forums, workshops with **50,000** total people attending and utilizing public space

Source of Image: www.icons8.com

# **Key Service Deliverables**

Provide high quality services and activities to neighbourhoods across all ages

Provide programming and support through service encounters with the assistance of volunteers

Enhance programming by maximizing fundraising revenue from special events, initiatives and partnerships

Provide accessible space to organizations and individuals

Deliver valuable services through peer support and newcomer mentorship

Explore additional program opportunities and expand programming partnerships

Continue to lead the feasibility study for the Moss Park Redevelopment in partnership with the City of Toronto

### Who We Serve

# Strategic Partnership & Resource Development

- Community Centre
   Members/Potential Members
- Local BIAs
- Local Residents

# Social Economic & Neighbourhood Development

- Business Community
- Local Community
- Corporation(s)
- Interest Groups
- Property Owner(s)
- Residents
- Visitors

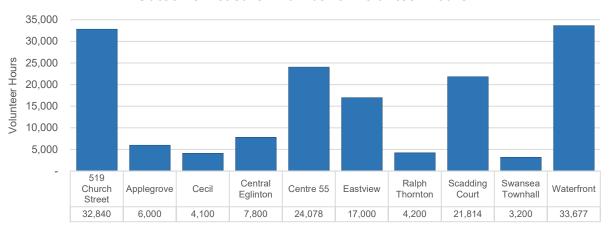
# Public Space – Community Access

- Business Community
- Local Community
- Corporation(s)
- Interest Groups
- Property Owner(s)
- Residents
- Visitors

# **How Well We Are Doing**

#### **Performance Measures**

#### **Outcome Measure - Number of Volunteer Hours**

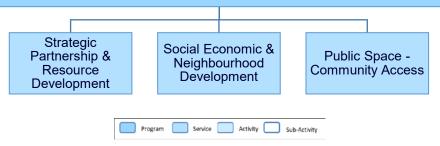


#### **Behind the Numbers**

- The AOCCs continue to utilize volunteers who provide invaluable support to deliver programming, services and
  ongoing special events with the objective of building community capacity, enhancing civic engagement and
  promoting public participation.
- In 2019, the Community Centres anticipate utilizing volunteer hours totaling 154,709, an increase of 9,206 hours from 2018.

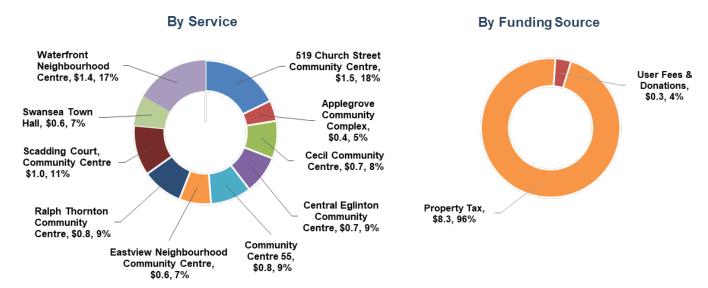
#### **Association of Community Centres**

Association of Community Centres (AOCCs), which is made up of 10 community centres, provides program and services to meet the diverse and changing needs of communities. We are committed to fostering a sense of community, promoting civic engagement and enhancing the quality of life through the development, provision and support of activities, services and programs responsive to local needs.



# 2019 OPERATING BUDGET HIGHLIGHTS

# 2019 Operating Budget \$8.6M



- V
- **3.2%** Budget increase over the 2018 Approved Net Operating Budget to maintain services at 2018 levels and ensure the Centres continue to provide programming and other services in the local communities.
- 2020/2021 Increases are attributable to known inflationary adjustments in salaries, benefits, utilities and contracts, partially offset by facility rental fee increases calculated using projected market rate assumptions.

# **2019 OPERATING BUDGET OVERVIEW**

Table 1: 2019 Operating Budget and Plan by Service

	201	8		2019				Incremental Change	
(In \$000a)	Budget	Acutal	Base	New /	Total	Oham		2020	2021
(In \$000s)	•	•	•	Enhanced	Budget	Char \$		Plan	Plan
By Service	\$	\$	\$	\$	\$	Þ	%	\$	\$
519 Church St									
Gross Expenditures	1,469.3	1,469.5	1,529.5		1,529.5	60.3	4.1%	16.4	16.8
Revenue			0.0		0.0	0.0	-	0.0	0.0
Net Expenditures	1,469.3	1,469.5	1,529.5		1,529.5	60.3	4.1%	16.4	16.8
Applegrove									
Gross Expenditures	388.4	402.8	397.7		397.7	9.3	2.4%	4.4	(0.5)
Revenue			0.0		0.0	0.0	-	0.0	0.0
Net Expenditures	388.4	402.8	397.7		397.7	9.3	2.4%	4.4	(0.5)
Cecil Comm									
Gross Expenditures	719.0	697.3	730.1		730.1	11.1	1.5%	9.5	17.5
Revenue			0.0		0.0	0.0	-	0.0	0.0
Net Expenditures	719.0	697.3	730.1		730.1	11.1	1.5%	9.5	17.5
Central Eglinton									
Gross Expenditures	734.5	677.7	744.1		744.1	9.6	1.3%	11.2	10.4
Revenue	701.0	0,1.1	0.0		0.0	0.0	-	0.0	0.0
Net Expenditures	734.5	677.7	744.1		744.1	9.6	1.3%	11.2	10.4
Comm Ctr 55	10710	0							
Gross Expenditures	784.8	784.9	793.2		793.2	8.4	1.1%	1.1	1.8
Revenue	704.0	704.9	0.0		0.0	0.0	1.170	0.0	0.0
Net Expenditures	784.8	784.9	793.2		793.2	8.4	1.1%	1.1	1.8
Eastview Nhood	704.0	704.9	195.2		195.2	0.4	1.170	1.1	1.0
	200 5	040.4	0.15.0		045.0	45.5	0.00/	0.0	
Gross Expenditures	600.5	610.4	615.9		615.9	15.5	2.6%	3.2	3.8
Revenue	000.5	040.4	0.0		0.0	0.0	- 0.00/	0.0	0.0
Net Expenditures	600.5	610.4	615.9		615.9	15.5	2.6%	3.2	3.8
Ralph Thornton									
Gross Expenditures	762.0	761.8	794.7		794.7	32.7	4.3%	15.1	14.5
Revenue	39.4	39.4	39.4		39.4	0.0		0.0	0.0
Net Expenditures	722.6	722.4	755.3		755.3	32.7	4.5%	15.1	14.5
Scadding Court									
Gross Expenditures	944.1	963.4	972.6		972.6	28.6	3.0%	(0.6)	4.3
Revenue			0.0		0.0	0.0	-	0.0	0.0
Net Expenditures	944.1	963.4	972.6		972.6	28.6	3.0%	(0.6)	4.3
Swansea Town Hall									
Gross Expenditures	576.7	642.0	590.2		590.2	13.4	2.3%	6.7	6.8
Revenue	263.3	330.2	276.7		276.7	13.4	5.1%	4.8	5.0
Net Expenditures	313.4	311.8	313.4		313.4	(0.0)	(0.0%)	2.0	1.8
Waterfront Neighbour	hood Centre	е							
Gross Expenditures	1,350.6	1,350.8	1,428.8		1,428.8	78.2	5.8%	(32.3)	10.5
Revenue	,	,	0.0		0.0	0.0	-	0.0	0.0
Net Expenditures	1,350.6	1,350.8	1,428.8		1,428.8	78.2	5.8%	(32.3)	10.5
Total	,	,						, , ,	
Gross Expenditures	8,329.8	8,360.6	8,596.9		8,596.9	267.1	3.2%	34.7	85.9
Revenue	302.7	369.7	316.1		316.1	13.4	4.4%	4.8	5.0
Total Net Expenditures	8,027.1	7,990.9	8,280.8		8,280.8	253.6	3.2%	29.9	80.9
· · · · · · · · · · · · · · · · · · ·				0.0			0.270		
Approved Positions	80.6	80.6	80.6	0.0	80.6	0.0		0.0	0.0



**PROGRAM SUMMARY** 

# **CreateTO**

#### What We Do

We 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.

### Why We Do It

Toronto has more than 8,000 properties within its real estate portfolio. CreateTO, working together with Real Estate Services and Facilities Management, are continually looking for new and better ways to use those assets and bring value to the City (e.g. affordable housing, transit-oriented developments, new park space, and supporting City service delivery).

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 for programs, and maximize real estate value in pursuit of social, economic, environmental, and program benefits.

# Our Experience & Success

- Launched City-wide Real Estate:
   Together with Real Estate Services and Facilities Management divisions, centralized delivery of real estate services, enabling City-wide oversight of assets, and new broader mandate.
- Driving the New Mandate: Provided support and expertise on key City projects including the Etobicoke Civic Centre relocation, Rail Deck Park, and Danforth Garage.
- Housing Now: Supporting City Council's affordable housing priorities by working with partners to identify 11 transit oriented development sites.
- Strategic Projects: Supported economic development priorities with film and television expansion projects (Pinewood Studios & Studio City Rentals); working with Waterfront Toronto on the handover of property to enable the trigovernment Port Lands Flood Protection project; and overseeing construction of the Garrison Crossing pedestrian and cycle bridge.

# **Key Challenges**

- Operational Modernization: Integration of practices and asset management; process / business improvements; and enhanced services.
- Data Management: Develop, access and leverage data to yield meaningful insights for improved decision making.
- Financial Sustainability: Support the City in pursuing affordable housing, transit-oriented development, and other City-building projects, while maintaining operational sustainability.
- Stakeholder Coordination: Engage and align partners and City programs (internal / inter-governmental) to effectively deliver municipal services and infrastructure.

# **Priority Actions**

- City-Wide Real Estate: continued build-out of the new real estate structure including continuing to centralize operations where appropriate.
- Portfolio Strategy: An umbrella strategy that will identify clear approaches to maximize the portfolio; opportunities and priorities; and asset optimization plans. This will include an Office Optimization Strategy and Industrial Optimization Strategy.
- Housing Now: Working in partnership with City Planning and the Affordable Housing Office, support development of 11 Cityowned properties for mixed income housing units.
- Transit Oriented Development strategy: Identify opportunities for development around current and future transit stations in order to unlock land value, build transit ridership, create complete communities and advance affordable housing objectives.
- Port Lands: actively manage the 400 acres of land prudently including leasing, supporting flood protection work, and preparing for development.
- Support a culture that embraces collaboration, a multi-disciplinary team approach, and creative problem solving.

OPERA	ATING BU	DGET	
\$Million	2019	2020	2021
Gross Expenditures	\$12.8	\$12.7	\$12.9
Revenues	\$12.8	\$12.7	\$12.9
Net Expenditures	\$0.0	\$0.0	\$0.0
Approved Positions	57.0	56.0	56.0

# **Key Service Deliverables**

Coordinate stewardship of the City's real estate assets, and the ability to execute a mandate focused on supporting programs and enabling city-building.

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.

#### Who We Serve

#### **CreateTO**

- Toronto Mayor & City Council
- Staff City Divisions & Agencies
- Real Estate Developers
- Land Developers
- Corporations/Businesses

#### Beneficiaries

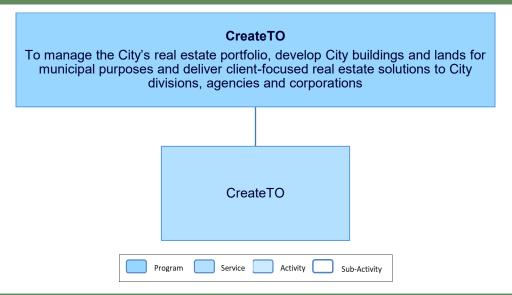
• Residents & Visitors

#### **Performance Measures**

The focus of 2018 was to establish and operationalize CreateTO. In 2019 the Agency will focus on identifying and measuring against defined metrics. CreateTO will be taking a system-wide approach to a performance measure framework. The objective is for CreateTO to drive value for the City through a variety of ways, supporting the delivery of multiple City services and programs, and generate balanced economic, environmental, social and financial benefits.

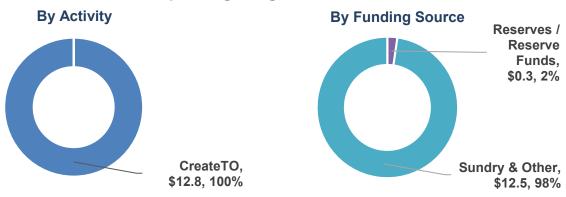
Our performance measures framework will include metrics regarding:

- Creating Complete Communities;
- Asset Stewardship and Driving Efficiency;
- · Partnerships and Stakeholder Engagement; and
- Fiscal Sustainability.



#### 2019 OPERATING BUDGET HIGHLIGHTS







- **0.0%** Net Budget increase over the 2018 Approved Net Operating Budget to maintain existing Agency operations and meet additional service demands.
- \$1.258M in new funding for an increase to complement of 7.0 positions to support expanding operational requirements of the Agency, including the CreateTO's Portfolio Strategy and City-Wide Real Estate Strategy, and to support the Housing Now Initiative.
- **2020/2021** increases for known inflationary adjustments primarily for salaries and benefits, and annualization costs of 2019 new additions.

2019 Operating Budget CreateTO

#### 2019 OPERATING BUDGET OVERVIEW

	20	18		2019					Incremental Change		
(In \$000s)	Budget	Actual	Base	New / Enhanced	Total Budget	Char	nges	2020 Plan	2021 Plan		
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$		
CreateTO									_		
Gross Expenditures	11,434.0	11,432.6	11,583.6	1,257.5	12,841.1	1,407.1	12.3%	(144.0)	253.9		
Revenue	11,434.0	11,432.6	11,583.6	1,257.5	12,841.1	1,407.1	12.3%	(144.0)	253.9		
Net Expenditures	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0	0.0		
Approved Positions	51.0	51.0	50.0	7.0	57.0	6.0	11.8%	(1.0)	0.0		

### **Base Changes**

(\$0.150M Gross, \$0 Net)

- Prior year impacts of \$0.577M driven by annualized costs for 2018 positions partially offset by reversal of one-time website and branding costs
- Other salary and benefit adjustments for a total of \$0.161M include costs for harmonization of Human Resources policies and inflationary adjustments to salaries and benefits, partially offset by savings realized from the non-renewal of prior year temporary positions
- Base expenditure decreases of \$0.763M to reflect savings and reallocation of professional and Board fees to Build Toronto and Toronto Port Lands Company (TPLC)
- Increase of \$0.175M in other expenditures including additional IT services
- Remaining pressures fully offset by increased contributions from Build Toronto and Toronto Port Lands Company (\$0.150M)

#### New/Enhanced Services (\$1.258M Gross, \$0 Net)

- Addition of 2.0 positions to support increased volume and expanded scope of work of CreateTO (\$0.090M)
- Addition of 2.0 positions to support CreateTO's Portfolio Strategy including an Asset Manager and Analyst (\$0.204M)
- Addition of 1.0 Lead Data Analytics / Performance Measurement position to support the City-Wide Real Estate Strategy (\$0.141M)
- Addition of 2.0 positions to support the Housing Now Initiative (\$0.293M)
- Includes project investigative costs for feasibility studies (\$0.500M) and recruitment costs for hiring of new positions (\$0.030M)

# **Future Year Plan**

- Inflationary increases in salaries and benefits.
- Annualization impact of 2019 new services.
- Reversal of one-time costs for recruitment and investigative project costs
- Overall anticipated net budget increase of 0% in 2020 and 2021

# **EQUITY IMPACTS OF BUDGET CHANGES**

**No significant equity impacts:** the changes in CreateTO's 2019 Operating Budget do not have any significant equity impacts.



PROGRAM SUMMARY

# **Exhibition Place**

#### What We Do

We provide a diverse venue for major tradeshows, public exhibitions, meetings, universities, professional conferences, entertainment, green initiatives and public celebrations through the following services:

- Exhibitions and Events
- Conventions, Conferences & Meetings
- Exhibition Place Asset Management
- Exhibition Place Parking Access

Exhibition Place has stewardship over 192-acres, with 22 buildings, including 9 buildings designated under the Ontario Heritage Act.

# Why We Do It

We foster an inclusive and accessible parkland and a business destination for conventions, exhibitions, entertainment, recreation and sporting events, and public celebrations and in doing this, operate as a self-sustaining and environmentally responsible entity.

# **Our Experience & Success**

- Participated in the United Bid win for the FIFA 2026 World Cup.
- Worked with food and beverage service providers and event managers to GREENSMART their events.
- Improved existing sidewalks, pathways, roads & lots including AODA.
- Replaced roof at Exhibit Hall and Queen Elizabeth Building.
- Collected and diverted over 88% of waste at Exhibition Place from landfills.
- Hotel X opened to the public, offering the potential for an overnight stay to convetion/meeting users.

#### **Key Challenges**

- Exhibition Place operates in a very competitive market in Toronto and the surrounding Greater Toronto Area, as it continues to strive to generate new business and to maximize profitability.
- Growing access and congestion issues in Toronto and immediate area.
- Changing security issues as a highprofile public venue.
- Increasing operational costs in order to deliver current service standards.

# **Priority Actions**

- Develop the Festival Plaza as another central gathering area with funding of \$11.740 million in the 10-Year Capital Plan.
- Address the State of Good Repair Backlog estimated at \$24.766 million in the 10-Year Capital Plan with funding of \$100.805 million to mitigate the growth in the SOGR backlog.
- Expand the customer base by appealing to adjacent residential development.
- Expand Class A convention facilities to meet potential demand.

OPER/	ATING BU	DGET	
\$Million	2019	2020	2021
Gross Expenditures	\$56.6	\$57.7	\$58.8
Revenues	\$56.8	\$57.9	\$59.0
Net Expenditures	(\$0.2)	(\$0.2)	(\$0.2)
Approved Positions	356.0	356.0	356.0

\$Million	2019	2020-2028	Total
	4- /	2010 1010	
Gross Expenditures	\$7.1	\$112.5	\$119.6
Debt	\$6.8	\$109.7	\$116.5

# **Our Key Service Levels**









100% of parking spaces available and accessible for all major events

Source of Image: www.icons8.com

# **Key Service Deliverables**

Manage 192-acre parkland with more than 3,000 trees and provide inclusive and accessible parkland

Serve as a destination for national and community enterntainment, recreation and sporting events; conventions, conference and meetings; as well as public celebrations

Operate as a self-sustaining and environmentally responsible entity through the development of a "green" promotion strategy both externally and interally to reduce the impact of Exhbition Place operations on all aspects of the environment

#### Who We Serve

# Exhibitions and Events

- Event Organizers
- Exhibitors
- Leased Tenants
- Sporting Event Attendees

#### Beneficiaries

- Event Participants
- Local Hotels and Restaurants
- Local Businesses

# Conventions, Conferences & Meetings

- Local and International Businesses
- NFP and Community Organizations
- Conference Attendees

#### Beneficiaries

- Local Hotels and Restaurants
- Local Businesses

# **Exhibition Place Asset Management**

 Exhibition Place Services

#### Beneficiaries

- Event Organizers
- Exhibitors
- Leased Tenants
- Parking Patrons
- Shows and Events Attendees
- General Public

# **Exhibition Place Parking Access**

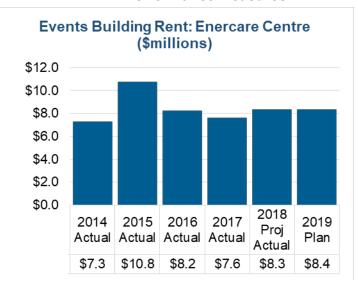
- Exhibition Place Event Attendees
- BMO Field Sporting Event Attendees
- Long-term Tenants
- Commuters

#### Beneficiaries

• Event Hosts

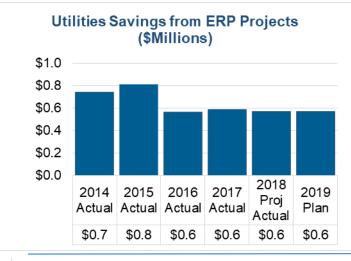
# **How Well We Are Doing**

#### **Performance Measures**



#### Behind the numbers

- The Enercare Centre is the largest trade and consumer show facility in Canada and the sixth largest in North America with over 1.1 million square feet of continuous space.
- With the success of Pan Am Games events in 2015 and the NBA All Star Jam session in 2016, Exhibition Place has solidified its leadership position in hosting a large variety of events.
- 2015 and 2016 consist of one-time revenues from the Pan Am Games and the NBA All Star Jam session respectively.



- Savings in energy costs are projected at a level similar to 2018. Further savings are dependent on future Green Energy projects.
- Savings thus far are due to various Energy Retrofit Projects: Photovoltaic at the Horse Palace and East Annex, hall lighting at Enercare Centre, Five Exhibition Place Buildings retrofit, boiler replacements, LED Pathway lights, Back Pressure Steam-turbine, Press Building Geothermal, and underground parking lights.

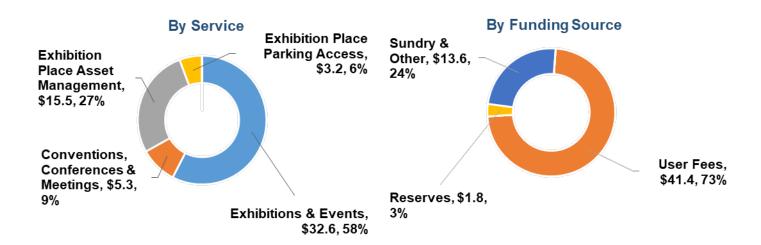


- Parking revenue and direct labour costs have performed at a consistent level over the previous years.
- Current revenue levels are sustainable given the greater level of activity from Argos games being hosted in 2019 at the BMO Field as well as a general increase in anticipated volumes for Toronto FC.



# 2019 OPERATING BUDGET HIGHLIGHTS

# 2019 Operating Budget \$56.594M





- **6.7%** Increase in net revenue over the 2018 Approved Net Operating Budget to maintain existing service levels and meet additional service demands.
- **\$0.070M** Efficiency savings in salaries and benefits costs as a result of a staff reorganization.
- 2020/2021 Increases primarily for known inflationary adjustments for salaries, benefits and contracts.

# **2019 OPERATING BUDGET OVERVIEW**

Table 1: 2019 Operating Budget and Plan by Service

	201	8		2019				Increment	Incremental Change	
(In \$000s)	Budget	Actual	Base	New / Enhanced	Total Staff Recommended Budget	Chan	iges	2020 Plan	2021 Plan	
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$	
Exhibitions & Events										
Gross Expenditures	32,478.9	27,628.0	32,573.0		32,573.0	94.1	0.3%	711.0	730.6	
Revenue	40,159.9	37,137.2	40,383.8		40,383.8	223.9	0.6%	803.6	824.4	
Net Expenditures	(7,681.0)	(9,509.2)	(7,810.9)		(7,810.9)	(129.8)	1.7%	(92.6)	(93.8)	
Conventions, Confere	nces & Me	etings							i	
Gross Expenditures	4,852.2	4,991.6	5,283.8		5,283.8	431.6	8.9%	126.5	130.1	
Revenue	4,557.5	4,720.5	5,043.8		5,043.8	486.3	10.7%	126.5	130.1	
Net Expenditures	294.6	271.1	240.0		240.0	(54.6)	(18.5%)	0.0	0.0	
<b>Exhibition Place Asset</b>	t Manageme	ent							1	
Gross Expenditures	15,332.8	14,553.8	15,516.9		15,516.9	184.1	1.2%	201.7	204.5	
Revenue	3,201.8	2,758.5	3,166.1		3,166.1	(35.7)	(1.1%)	47.3	48.2	
Net Expenditures	12,131.0	11,795.3	12,350.8		12,350.8	219.8	1.8%	154.4	156.3	
<b>Exhibition Place Parki</b>	ng Access								1	
Gross Expenditures	2,928.8	3,201.0	3,221.0		3,221.0	292.2	10.0%	74.8	76.8	
Revenue	7,823.3	7,979.5	8,160.9		8,160.9	337.6	4.3%	136.5	139.4	
Net Expenditures	(4,894.5)	(4,778.5)	(4,939.9)		(4,939.9)	(45.4)	0.9%	(61.7)	(62.5)	
Total								)		
Gross Expenditures	55,592.6	50,374.4	56,594.6		56,594.6	1,002.0	1.8%	1,114.0	1,142.1	
Revenue	55,742.6	52,595.8	56,754.6		56,754.6	1,012.0	1.8%	1,114.0	1,142.1	
Total Net Expenditures	(150.0)	(2,221.4)	(160.0)		(160.0)	(10.0)	6.7%	0.0	(0.0)	
Approved Positions	356.0	356.0	356.0	0.0	356.0	0.0		(0.0)	0.0	

# **Base Changes**

(\$0.010M Net)

- Salary & benefit and utilities increases from inflation.
- Implementation of automation in the Enercare Parking Garage and attendance/timesheet processes.
- Increased participation rent from tenants as well as the inclusion of rent from the Hotel X.
- Increased activity volume for Exhbition & Events, Conventions, Conference & Meetings and Parking Access.
- Above pressures offset by service efficiency savings through a staff reorganization in salaries and benefits costs as well as additional rental revenues from tenants including the Hotel X.

#### **Future Year Plan**

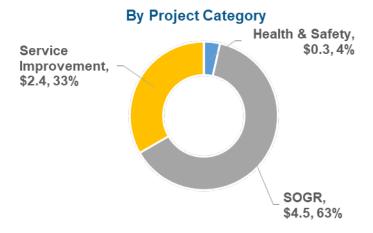
- Inflationary increases in salaries and benefits, as well as utilities.
- Projected volume increases in expenditures and revenues from each service.

#### **EQUITY IMPACTS OF BUDGET CHANGES**

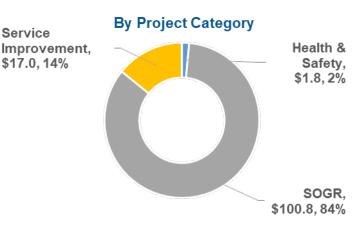
**No significant equity impacts:** The changes in Exhibition Place's 2019 Operating Budget do not have any significant equity impacts.

# 10-YEAR CAPITAL PLAN HIGHLIGHTS

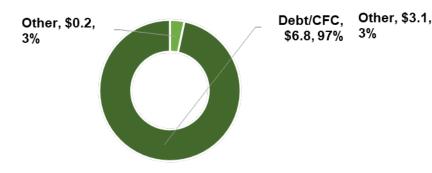
2019 Capital Budget \$7.079M



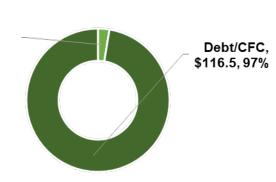
# 2019-2028 Capital Budget and Plan \$119.589M



# By Funding Source



# By Funding Source



YEAR

- **\$2.259M** Continue the construction of the Beanfield Centre Bridge.
- **\$1.500M** Begin phase one of a new project to replace the Electrical Underground High Voltage Utilities.
- **\$2.970M** Support various SOGR projects including the Queen Elizabeth Building: Fire Alarm Systems; Ducts in the Food Building; Enercare Centre Elevator Retrofit; Storm Water Management System; Grounds Security Surveillance System; Carillon Tower Retrofit.

#### 10 YEARS

Service

\$17.0, 14%

- **\$1.825M** Health & Safety projects to improve security surveillance and manage employee access to the Exhibition Place buildings and grounds.
- \$16.959M Service Improvement projects to include a movable wall in the Enercare centre, development of the festival plaza, construction of the Beanfield Centre Bridge and the relocation of the Greek Gods
- \$100.805M State of Good Repair projects will include replacing roofs, transformers, electrical underground high voltage utilities, chillers, retrofitting elevators, towers, etc.

# 10-Year Capital Plan by Project Category

Table 4: Summary of Capital Projects by Project Category

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
Other Buildings		250	100	175	100	200	200	200			200		1825
Sub-Total		250	100	175	100	200	200	200	200	200	200	1,825	1,825
State of Good Repair													
Beanfield Centre (formerly Allstream Centre)		0	430	100	0	0	0	0	0	0		530	530
Better Living Centre		0	915	0	0	0	0	200	0	500		1615	1615
Coliseum Complex		100	3400	1370	4190	2400	2455	3530	3655	640	1205	22945	22945
Enercare Centre (formerly DEC)		570	1925	3110	2830	6525	7330	3670	6780	5195	6980		44915
Food Building		470	220	180	2400		2000	600		200	100		6170
General Services Building							200	100	300			800	800
Horse Palace			400	1575		100		1000		1500		4575	4575
M/E & Communication Infrastructure		705	875	900	300	200	200	400	200	200	200		4180
Other Buildings		475	115	150	250	50	50	435	50	50	50		1675
Parks, Parking Lots and Roads		250	595	700	350	500	250	250	250	400	1000		4545
Pre-Engineering Program		125	125	125	125	150	150	150	150	150	200		1450
Press Building				0								0	0
Queen Elizabeth Building		275	200	750				950	200	200	300	2875	2875
Electrical Underground High Voltage Utilities - Phase 1		1500	2000	730	40 445	0.005	40.005	44.005	44 505	0.005	40.005	4230	4230
Sub-Total	0	4,470	11,200	9,690	10,445	9,925	12,635	11,285	11,585	9,235	10,035	100,505	100,505
Service Improvement													
Beanfield Centre Bridge	211	2259	530	0	0	0	0	0	0	0	0	2789	3000
Enercare Centre (formerly DEC)		0	0	0	470	310		0	0	400	750	1930	1930
Parks, Parking Lots and Roads		100	2100	2190	1600	1550	100	750	150	2200	1000	11740	11740
Special Projects - Greek God Statue Relocation							0					0	0
Sub-Total	211	2,359	2,630	2,190	2,070	1,860	100	750	150	2,600	1,750	16,459	16,670
Total Expenditures by Category (excluding carry forward from 2018)	211	7,079	13,930	12,055	12,615	11,985	12,935	12,235	11,935	12,035	11,985	118,789	119,000

<sup>\*</sup>Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2018, excluding ongoing capital projects (i.e. Civic Improvement projects)

### 2019 - 2028 Key Capital Projects

Capital projects funded in the 10-Year Capital Plan are critical to reducing the state of good repair backlog and improving the services provided to clients and the public on the Exhibition grounds.

- Health and Safety projects account for \$1.825 million or 1.5% of the total 10-Year Capital Plan's expenditures. These projects will improve security and safety at the Exhibition Place.
- SOGR projects account for \$100.805 million or 84.29% of the total 10-Year Capital Plan's spending. All projects are debt funded with the exception of the *Food Building* where a leaseholder will fund 50% of the costs.
- Service Improvement projects account for \$16.959 million or 14.2% of the total 10-Year Capital Plan's expenditures. These projects are all funded by debt.

### State of Good Repair (SOGR) Funding & Backlog

Exhibition Place is responsible for 192 acres including 9 buildings designated under the Ontario Heritage Act and an additional 20 buildings and structures listed on the City's Inventory of Heritage Properties. Exhibition Place performs annual inspections and audits on the grounds to determine needs and avoid health and safety implications for employees, clients and visitors.

The 10-Year Capital Plan will fund \$100.805 million of SOGR projects within Exhibition Place over the 10-year period, providing an average of \$10.080 million annually. This funding will continue ongoing state of good repair projects for Exhibition Place buildings, parks, roads and parking lots. Based on this plan, the accumulated backlog will increase to \$39.461 million or 3.8% of Total Asset Value, but starting in 2020 when debt targets increase to fund the growing SOGR at the Exhibition Place, this will ease the rate at which the SOGR backlog increases.

The SOGR backlog is driven by:

• Better Living Centre – Replacement and upkeep on: expansion joints; podiums and sealer; masonry walls; fire alarm system; HVAC; hot and cold water piping; electrical distribution panels; and main switch gear.

- Horse Palace Replacement and upkeep on: slab on grade and 2nd floor concrete; roof assembly system; masonry walls, building HVAC and controls; water piping; electrical distribution panels; and exterior lighting.
- Queen Elizabeth Building Replacement and upkeep on: exterior wall masonry and sealant; roof assembly
  system; interior finishes; passenger and freight elevators; HVAC system and heating, cooling, rooftop and
  radiation units; electrical equipment; and lighting and security systems.
- General Services Building Replacement and upkeep on: exterior masonry; roof assembly system; general
  building; emergency lighting; HVAC and boilers; accessibility; passenger and freight elevator; and emergency
  generator.
- *Electrical Underground High Voltage Utilities* Replacement of; feeders, substations, transformers, switchgears and cables.

Included in the SOGR funding is \$4.230 million dedicated to Phase 1 of the replacement of the *Electrical Underground High Voltage Utilities* in the Exhibition Grounds.

The "Unmet Capital Needs" identified by Exhibition Place include several additional SOGR projects to help reduce the backlog that totals \$39.461 million. These projects cannot be accommodated within the City's debt affordability targets and therefore are not included in the 2019 – 2028 Capital Budget and Plan. For further details about these SOGR projects, please refer to the Issues for Discussion section.

45.000 30.0% 40.000 25.0% 35.000 Backlog % Asset Value 30.000 20.0% 25.000 15.0% 20.000 15.000 10.0% 10.000 5.000 0.000 2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 2028 SOGR Funding Accumulated Backlog Est. Backlog % of Asset Value In \$ Millions 2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 2028 SOGR Funding 7.180 4.470 11.200 9.990 10.445 9.925 12.635 11.285 11.585 9.235 10.035 Accumulated Backlog Est. 35.066 38 461 39.461 24.766 30.801 29.961 28.421 30.371 32.921 33.791 37.951 Backlog % of Asset Value 2.4% 3.0% 2.9% 2.8% 3.0% 3.2% 3.3% 3.4% 3.7% 3.7% 3.8% **Total Asset Value** 1,029.343 1,029.343 1,029.343

**Chart 3: Total SOGR Funding & Backlog** 



**PROGRAM SUMMARY** 

# **Heritage Toronto**

#### What We Do

We celebrate and commemorate the City's rich heritage and the diverse stories of its people, places and events. Working with the private sector, community organizations, and volunteers across the City, we deliver walking and bus tours, install heritage plaques, produce the annual Heritage Toronto Awards and deliver an increasing number of digital programs. Heritage Toronto provides two main services:

- Heritage Promotion & Education
- Heritage Fundraising & Partnership Development

### Why We Do It

Heritage Toronto's mandate is to enhance the understanding and appreciation of Toronto's past and present among residents and visitors through education, commemoration and celebration of the city's diverse people, places and events.

# **Our Experience & Success**

- Launched the Emerging Historians program providing mentorship and paid employment to 28 young people.
- Leveraged 2018 City funding to secure additional one-time revenues from private donations for the State of Heritage Report and Website Revitalization.
- Presented two bus tours to serve a demographic with mobility issues who toured modern architecture across 10 wards.
- Completed Phase 1 of the Virtual Museum Project to create online exhibition of Toronto's Yonge Street music heritage.
- Launched new digital partnerships with a social media program to geotag Heritage Toronto plaques on the mobile application.

### **Key Challenges**

- The full-time Manager of Philanthropy position has been vacant for the 2nd year in a row and the funding has been used to pay for small writing contracts to increase donations in the absense of philanthropy position.
- The absense of a Plaques presenting sponsor has increased budget pressures and new one-time revenues have been utilized to mitigate these pressures.
- The website revitalization project has been underway but further work is required to improve the website and it's integrations with the services Heritage Toronto offers.

# **Priority Actions**

- Securing sustainable philanthropic funding including presenting sponsorships of the plaques and Heritage Toronto Awards program.
- Included in the 2019 Operating Budget is \$0.007 million in funding to continue the website revitalization project and improve the website and its integrations.

OPERA	ATING BU	DGET	
\$Million	2019	2020	2021
Gross Expenditures	\$1.1	\$1.1	\$1.0
Revenues	\$0.7	\$0.7	\$0.6
Net Expenditures	\$0.4	\$0.4	\$0.4
Approved Positions	8.5	8.5	8.5

# **Our Key Service Levels**



Most Active Plaque Program in North America with **56** historical plaques installed and **11** repaired







**112** Community
Partners, including **58** for State of Heritage Report





Source of Image: www.icons8.com

# **Key Service Deliverables**

Deliver 81 public walking tours including seven new commissioned tours led by Emerging Historians

Celebrate 53 Heritage Toronto Award nominations at sold-out event

Increase in subscribers to 7,623 to bi-weekly heritage newsletter

Distribute 35,000 Heritage Toronto Tours brochures across the GTA

Host **500+** public participants during the consultation phase of the State of Heritage Report to be delivered to City Council February 2019

Launch Toronto's first Historical Plaques District including 5,000 self-guided tour pamphlets with digital walking tour to launch late spring 2019

#### **Who We Serve**

#### **Heritage Promotion & Education**

- City Council
- Residents & Visitors
- Event Participants
- Lecture Attendees
- Local Businesses
- Local Communities

#### **Heritage Fundraising & Partnership Development**

- Community Groups
- Corporations
- Local Heritage Societies
- Non Profit Organizations / Foundations
- Other Levels of Government
- Visitors

# **How Well We Are Doing**

#### **Performance Measures**

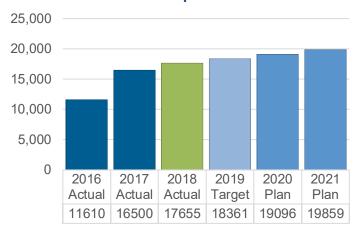
#### **E-Newsletter Subscribers**



#### **Behind the Numbers**

 E-newsletter subscriptions have been growing at a steady rate over the past few years. The addition of the digital programming and revitalized website is also expected to continue the subscriber growth.

#### **Membership Growth**



 After a downturn in memberships in 2016, Heritage Toronto has been increasing memberships through increased social media efforts and e-newsletters. Heritage Toronto is projecting to maintain steady growth in 2019 and onwards.

#### **Heritage Awards Revenue (\$000s)**

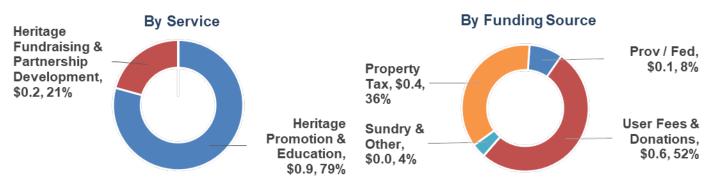


 Heritage Toronto has revitalized its annual Awards program to reflect the prestige of the city award. In 2017, it's repositioning as a networking event between the private and public sector resulting in a sold out event and increased attendee satisfaction. Heritage Toronto expects to continue growing the Awards as a networking event and increasing attendee satisfaction.



# 2019 OPERATING BUDGET HIGHLIGHTS







- **5.1%** Budget decrease over the 2018 Approved Net Operating Budget due to increased in donations as well as one-time federal grant while maintaining existing service levels.
- **2020/2021** Decreases attributable to the reversals of non-recurring revenue and its associated expenditures.

# **2019 OPERATING BUDGET OVERVIEW**

Table 1: 2019 Operating Budget and Plan by Service

	201	8		2019				Increment	al Change
(In \$000s)	Budget	Actual	Base	New / Enhanced	Total Budget	Chai	nges	2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
Heritage Promotion &	Education								_
Gross Expenditures	632.5	632.5	881.6		881.6	249.1	39.4%	(36.2)	(53.4)
Revenue	241.5	241.5	358.5		358.5	117.0	48.4%	(32.2)	(74.5)
Net Expenditures	391.0	391.0	523.1		523.1	132.1	33.8%	(4.0)	21.1
Heritage Fundraising	& Partnersh	ip Develo	pment						
Gross Expenditures	313.9	482.3	230.5		230.5	(83.4)	(26.6%)	(24.6)	2.6
Revenue	282.0	450.4	352.3		352.3	70.3	24.9%	(29.1)	5.4
Net Expenditures	31.9	31.9	(121.9)		(121.9)	(153.8)	(482.0%)	4.5	(2.8)
Total									_
Gross Expenditures	946.4	1,114.8	1,112.0		1,112.0	165.6	17.5%	(60.8)	(50.9)
Revenue	523.5	691.9	710.8		710.8	187.3	35.8%	(61.3)	(69.1)
Total Net Expenditures	422.9	422.9	401.2		401.2	(21.7)	(5.1%)	0.5	18.2
Approved Positions	7.5	7.5	8.5	0.0	8.5	0.9	12.7%	0.0	0.0

# Base Changes (\$0.022M Net)

- · Salary & benefit increases from arbitration award.
- Annualized cost of the Manager of Philanthropy position approved during the 2018 Budget process.
- Converting a temporary position to a permanent position to handle the repair and replacement of heritage plaques.
- Additional improvements to the website redevelopment have also increased expenses in 2019.
- Above pressures fully offset by increased revenues from donations as well as one-time federal grant revenue for Online Exhibition of Canada which is offsetting the lack of a core plaque sponsor.

#### **Future Year Plan**

 Decreases to reflect the reversal of onetime federal grant and associated expenditures.

# **EQUITY IMPACTS OF BUDGET CHANGES**

**No significant equity impacts:** The changes in Heritage Toronto's 2019 Operating Budget do not have any significant equity impacts.



PROGRAM SUMMARY

# **Parking Tags Enforcement and Operations**

#### What We Do

We ensure safe and efficient free flow of traffic by responding to City-wide and local neighbourhood parking concerns, 7 days a week, 24 hours a day. We collect and process penalties for issued parking infraction violation notices and administer a 2-tier process to adjudicate and resolve parking violation disputes through the following administration:

- Police Parking Enforcement
- Revenue Processing
- · Court Services Tribunal Processing
- Legal Services
- Parking Tags Revenue

# Why We Do It

Parking Tags Enforcement and Operations ensures the safe and orderly flow of traffic and regulates parking by enforcing the Parking Bylaw through the issuance of parking tags to illegally parked vehicles.

### **Our Experience & Success**

- Enabled better access to the dispute system through provision of ability to dispute parking violations electronically. In 2018, 70% of screening requests were submitted electronically.
- Processed outstanding parking trial requests to phase out court based parking trials as a result of implementation of administrative penalty system in 2017.
- Received MISA award and City Manager's award (Customer Experience) for the successful implementation of Administrative Penalty System.
- Implemented digital paperless process for Administrative Penalty Tribunal.
- Developed a Citizen Online Report Entry system for an immediate parking complaint report. Once the information has been submitted, a Parking Enforcement Officer will be dispatched to the location.
- Toronto's Administrative Penalty System (APS) for parking disputes, introduced in 2017, provides an easier, faster and more efficient resolution process for disputing parking violations in the City of Toronto.

# **Key Challenges**

- Ensuring that decision documents are being sent within 80 days following the screening request date.
- The public and some former members of Council have identified that providing inperson screening locations which correspond with former court catchments would increase accessibility for the public.
- Revenue Services has capital fund identified to replace legacy computer system.
- On-going support for post-court intervention and records management under the court-based system.
- Parking Enforcement Unit was understaffed for the entire year. The PEU commenced hiring in May 2018 and met hiring goals in December 2018. Staff attrition and separations continue to be a challenge.
- Ensuring compliance with the City's parking by-laws are key to maintaining a safe and efficient flow of traffic.
   Maintaining sufficient parking enforcement resources requires dedicated hiring and training programs of enforcement officers.

# **Priority Actions**

- Ensuring timely response to requests for screening reviews, both in person and electronically as well as providing excellent customer service.
- Court Services has assigned temporary resources and is actively monitoring volumes to address the POA ticket disputes.
- To improve the effectiveness and efficiency of enforcement activities, a pilot is underway wherein 23 parking enforcement officers were moved to the Service's facility nearer to the downtown core. This move was made to reduce unproductive travel time by bringing the officer closer to where they enforce in the downtown core.
- 2019 will see the introduction of photo evidence, which will assist in the resolution of parking violation disputes.
- Hiring additional enforcement officers in 2019 will ensure effective enforcement levels to maintain compliance.
- Service levels will be reviewed in 2019 to ensure resources and processes are adequate to meet customer demand and service levels.

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OPERATING BUDGET						
2019	2020	2021				
\$71.0	\$71.8	\$72.0				
\$113.1	\$113.6	\$113.6				
(\$42.1)	(\$41.8)	(\$41.7)				
394.0	394.0	394.0				
	<b>2019</b> \$71.0 \$113.1 (\$42.1)	2019     2020       \$71.0     \$71.8       \$113.1     \$113.6       (\$42.1)     (\$41.8)				

# **Our Key Service Levels**



Online dispute response time of **80** days from screening request date 80% of the time.



Investigation for parking violations complete within **15** days



Administrative Penalty Tribunal Hearing within **120** days from request date

Source of Image: www.icons8.com

### **Key Service Deliverables**

Legal Services leads the role of managing/administering the dispute review process at Screening Offices. Screening Officers perform the initial review / screening of disputes and have the authority to uphold, vary or cancel the parking penalty and fees.

Court Services provides support and administration for the Administrative Penalty Tribunal for parking disputes. Council appointed Hearing Officers have final authority in the review of Screening Officer Decisions.

Revenue Services Parking Violation Operations is responsible for processing payments, mailing notices, and overseeing the collection of outstanding penalties, including the plate denial process.

Toronto Police Service's Parking Enforcement Unit will continue to enforce the City's municipal parking bylaws, community based parking programs through the issuance of penalty notices (i.e. parking tags) and Municipal Law Enforcement Officer (M.L.E.O.) training and oversight.

#### Who We Serve

# Revenue Processing & Non Program Revenues

- Illegally Parked Vehicle Owners
- Vehicle Drivers
- Private Property Owners
- Other Municipal Properties

#### Beneficiaries

- Residents
- Staff City Divisions
- · City-owned and operated Facilities

#### **Police Parking Enforcement**

- Illegally Parked Vehicle Owners
- Vehicle Drivers
- Private Property Properties
- Other Municipal Properties

#### Beneficiaries

- Residents
- Staff City Divisions, Agencies & Boards
- · City-owned and operated Facilities

# Courts Services Tribunal Processing & Legal Services

- Illegally Parked Vehicle Owners
- Vehicle Drivers

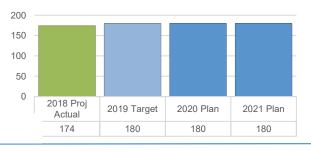
#### Beneficiaries

- Residents
- Staff City Divisions, Agencies & Boards
- City-owned and operated Facilities
- Provincial & Federal Governments

# **How Well We Are Doing**

#### **Performance Measures**

# # of Online Screening Reviews Completed (000's)



#### **Behind the Numbers**

 There has been a greater uptake than expected in the number of requests for online screenings. This trend is expected to increase over the coming years as members of the public become aware of online options.

#### Number of Parking Tags Issued (in '000s)



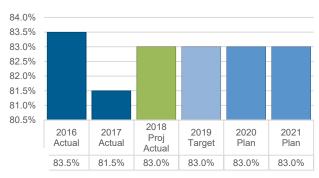
- The number of parking tags issued declined in 2018 mainly due to Parking Enforcement Officer vacancies.
- The projected tag issuance for 2019 is expected to increase as the Parking Enforcement Unit will be at full complement.

# Number of Calls for Parking Responded (in '000s)

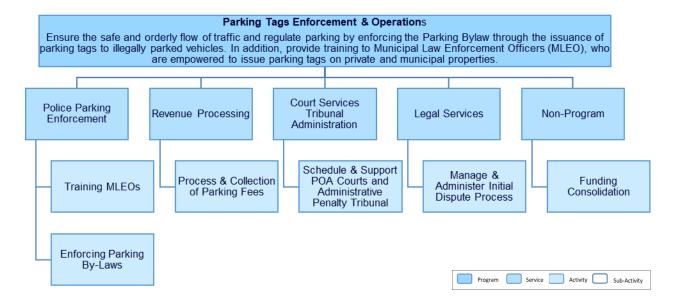


 Parking Unit responded to 159,255 calls for parking related service from members of the public. This trend is expected to increase in 2020 and 2021.

#### **Collection Rate**

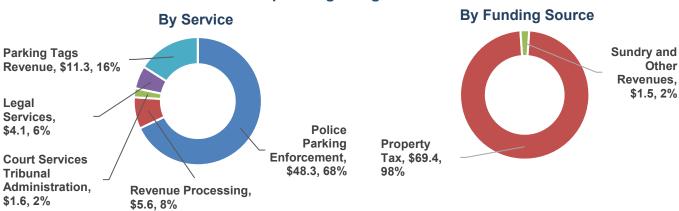


- The collection rate for parking tags measures the percentage of fines actually collected by the City where a ticket has been issued for parking violations.
- The collection rate for parking tags declined slightly in 2017 due to the elimination of fixed fine amounts and reductions in fine amounts before and following the launch of the Administrative Penalty System (APS). Collection rates for 2019 and beyond are expected to remain steady at 83.0%, reflecting a long-term average collection rate.



#### 2019 OPERATING BUDGET HIGHLIGHTS

# 2019 Operating Budget \$71.0M



- **13.5%** Budget decrease over the 2018 Approved Net Operating Budget to maintain existing service levels and provide funding for additional service demands.
  - \$3.911 M Annualized savings from elimination of POA positions and courtroom costs no longer required.
  - \$0.187M Reduction in Premium Pay due to anticipated lower officer court attendance.
  - \$0.264M Elimination of rent expense for Hearing/Screening Officers.
  - \$3.839M Additional revenues from fee increase for Vehicle Owner/Address Information Search and volume increase.
  - 2020/2021 Increases primarily for known inflationary adjustments for salaries and benefits.

# **2019 OPERATING BUDGET OVERVIEW**

Table 1: 2019 Operating Budget and Plan by Service

	2018		2019 Requested Base Operating Budget					Incremental Change	
(In \$000s)	Budget	Actual	Base	New / Enhanced	Total Budget	Changes		2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
Toronto Police Park	ing Enforcem	ent							_
Gross Expenditures	48,247.8	43,884.4	48,262.3		48,262.3	14.5	0.0%	815.2	153.1
Revenue	1,525.2	1,085.1	1,539.7		1,539.7	14.5	1.0%	0.0	0.0
Net Expenditures	46,722.6	42,799.3	46,722.6		46,722.6	0.0		815.2	153.1
Revenue Processing	g								
Gross Expenditures	5,686.2	5,959.3	5,638.8		5,638.8	(47.4)	(0.8%)	18.7	18.7
Revenue			0.0			0.0	` <b>-</b>	0.0	0.0
Net Expenditures	5,686.2	5,959.3	5,638.8		5,638.8	(47.4)	(0.8%)	18.7	18.7
Court Services Tribi	unal Administi	ration							
Gross Expenditures	5,639.6	4,790.3	1,631.2		1,631.2	(4,008.4)	(71.1%)	8.2	5.5
Revenue		·	0.0			0.0	· - ´	0.0	0.0
Net Expenditures	5,639.6	4,790.3	1,631.2		1,631.2	(4,008.4)	(71.1%)	8.2	5.5
Legal Services									
Gross Expenditures	4,294.9	3,291.8	4,084.6		4,084.6	(210.3)	(4.9%)	0.0	0.0
Revenue			0.0			0.0	` <b>-</b>	0.0	0.0
Net Expenditures	4,294.9	3,291.8	4,084.6		4,084.6	(210.3)	(4.9%)	0.0	0.0
Parking Tags Reven	ue								
Gross Expenditures	8,335.0	10,840.2	11,342.1		11,342.1	3,007.1	36.1%	0.0	0.0
Revenue	107,692.8	103,727.7	111,531.8		111,531.8	3,839.0	3.6%	575.0	0.0
Net Expenditures	(99,357.8)	(92,887.5)	(100, 189.7)		(100, 189.7)	(831.9)	0.8%	(575.0)	0.0
Total									
Gross Expenditures	72,203.5	68,766.0	70,959.0		70,959.0	(1,244.5)	(1.7%)	842.1	177.3
Revenue	109,218.0	104,812.8	113,071.5		113,071.5	3,853.5	3.5%	575.0	0.0
Total Net Expenditure:	(37,014.5)	(36,046.8)	(42,112.5)		(42,112.5)	(5,098.0)	13.8%	267.1	177.3
Approved Positions	394.0	385.0	394.0		394.0	0.0		0.0	0.0

# **Base Changes**

(\$5.098M Net)

- •Inflationary adjustments for salaries and benefits (\$0.126M) and for contracted services (\$0.076M)
- •Increased costs for vehicle information searches due to elimination of the MTO 30% Volume Discount (\$3.000M)

The above budget pressures are mitigated through the following initiatives:

- •Annualized savings from elimination of POA positions and courtroom costs (\$4.008M)
- •Premium Pay reduction due to anticipated lower officer court attendance (\$0.187M)
- •Elimination of rent costs for Hearing/Screening Offices (\$0.264M)
- •Fee increase for Vehicle Owner or Address Information Search (\$1.700M)
- •Other user fees increase due to volume (\$2.139M)

#### **Future Year Plan**

• Inflationary increases in salaries and benefits.

# **EQUITY IMPACTS OF BUDGET CHANGES**

Not Applicable



**PROGRAM SUMMARY** 

# **Toronto and Region Conservation Authority**

#### What We Do

We protect, conserve, and restore natural resources and develop resilient communities through education, the application of science, community engagement, service excellence and collaboration with our partners. Toronto and Region Conservation Authority (TRCA) provides the following services:

- Watershed Health
- Education and Recreation
- Planning and Sustainable Communities

TRCA is the largest landowner (almost 18,000 hectares) in the GTA region, and it makes its lands available to the community for outdoor and conservation education, recreation and historic site purposes. TRCA's area of jurisdiction includes 3,467 square kilometres: 2,506 on land and 961 water-based.

# Why We Do It

TRCA is committed to protecting, restoring and celebrating the natural environment in the Toronto region through the development and application of watershed plans, innovative environmental science and educational programs.

#### **Our Experience & Success**

- Received 1,194 new permit applications, 1,107 new planning applications for review, 524 Environmental Assessment planning study applications.
- 25 special studies are in progress for growth areas or areas that are under intensification pressures and require community planning and flood remediation.
- Completed 7 erosion control and shoreline protection work projects, initiated construction of 2 emergency work projects, and undertook planning and detailed design phase for 23 priority projects.
- Continued with 130 fisheries site visits for 260 sampling events. Monitored 35 temperature monitoring stations and 20 full chemistry sediment sampling sites including benthic invert collections to evaluate health.

#### **Key Challenges**

- Aging infrastructure requiring additional resources to service and maintain.
- External forces impacting revenue sources such as weather which can impact attendance for the Conservation Areas, Black Creek Pioneer Village and Kortright Centre.
- Backlog for major maintenance, particuarly associated with the Black Creek Pioneer Village.
- Additional staff in Planning and Development Section are needed to meet service level demands.
- Unmet needs of over \$343 million that includes \$167 million for the completion of the Scarborough Waterfront project.

# **Priority Actions**

- Working with the City of Toronto to increase its operating expense apportionment to match TRCA's other parter municipalities.
- Working with the City to finance remaining unfunded priority projects and coordinating logistics for ongoing projects within the jurisdiction.
- Increasing TRCA's corporate service capacity to support rapid growth in our externally facing divisions through the centralization of Corporate Services (\$0.186 million gross and net) included in the 2019 Operating Budget for TRCA.
- Adding \$4.895 million to the 10-Year Capital Plan for preliminary design work and the reconstruction of Brimley Road.

OPERATING BUDGET						
\$Million	2019	2020	2021			
Gross Expenditures	\$51.4	\$52.2	\$53.4			
Revenues	\$42.5	\$43.2	\$44.1			
Net Expenditures	\$8.9	\$9.0	\$9.3			
Toronto Water Contrib.	\$5.1	\$5.2	\$5.3			
Tax Supported Budget	\$3.8	\$3.8	\$4.0			

10-YEAR CAPITAL PLAN							
\$Million	2019	2020-2028	Total				
Gross Expenditures	\$21.6	\$185.6	\$207.2				
Debt	\$6.1	\$44.3	\$50.4				
Note: Excluding 2018	carry forwa	ard funding to	2019				

The TRCA's budgetary requirement, as shown above as Net Expenditures (Operating) and Gross Expenditures (Capital), represents only the apportionment pertinent to the City of Toronto under the *Conservation Authorities Act*.

# **Key Service Deliverables**

Deliver programs and services to further the conservation, restoration, development and management of natural resources in its jursdiction.

Manage, protect, and restore water in **+9** watersheds plus their collective Lake Ontario waterfront shorelines, which includes 100% of the City, and **+12,000** acres land resources within Toronto.

Protect the integrity and health of the rivers and creeks in the jurisdiction, developing a system of green and natural spaces that sustain local ecosystems, and advancing sustinable practices that will improve people's lives within our growing region.

Manage public use programs and facilities used by over **+550,000** visitors, and Black Creek Pioneer Village used by over **+140,000** visitors.

Initiate major studies including the capital asset management plan; and an update of the Master Plan for Acquisition.

#### Who We Serve

#### **Watershed Health**

- Government Agencies
- Local Municipalities
- Volunteers
- Business and Associations
- Volunteers

#### **Beneficiaries**

- General Public
- Other Levels of Government
- Residents

#### **Education and Recreation**

- Community Groups
- New Immigrants
- Residents & Families
- Schools & Students
- Domestic & International Visitors
- Volunteers & Youth

### Beneficiaries

- General Public
- Businesses / Business Associations
- Other Levels of Government

# Planning and Sustainable Communities

- Government Agencies
- Local Municipalities
- Residents
- Volunteers
- Community Groups

#### Beneficiaries

- General Public
- Other Levels of Government

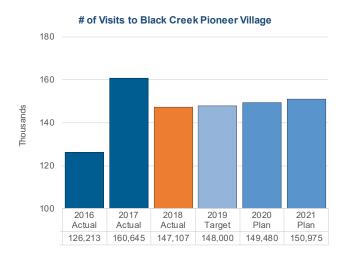
# **How Well We Are Doing**

#### **Performance Measures**

#### Cost of TRCAOperating Funding per Toronto Resident \$3.4 \$3.2 \$3.0 \$2.8 2018 2020 2021 2016 2017 2019 Plan Actual Actual Target Plan Actual \$3.00 \$3.12 \$3.15 \$3.26 \$3.31 \$3.36

#### **Behind the Numbers**

- The costs include funding from tax levy through property taxes and water rate funding.
- The combined cost per Toronto resident has increased modestly due to the City of Toronto's budgetary constraints in recent years.
- Toronto has not provided the same level of funding increases to TRCA as other partner municipalities.



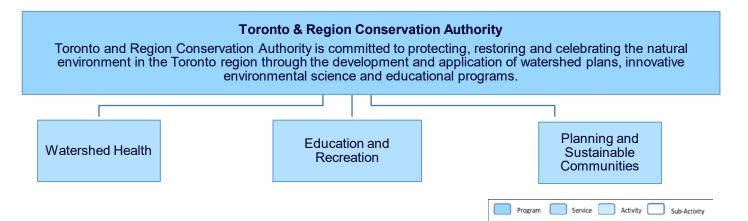
- Attendance at Black Creek Pioneer Village is subject to many factors including weather conditions and seasonal fluctuations.
- Attendance is expected to continue increasing in 2019 due to the proximity of Pioneer Village subway station.

# **Performance Measures Under Development**

TRCA recently released a document entitled 'Five-year update to Building The Living City: 2013 - 2022 Strategic Plan' which speaks to the organization's 12 strategic priorities and the output/metrics, performance measures and key performance indicators supporting each priority. While the organization is in its infancy of measuring performance, this document presents a helpful roadmap as to how TRCA intends to measure, monitor, evaluate, report and improve its work.

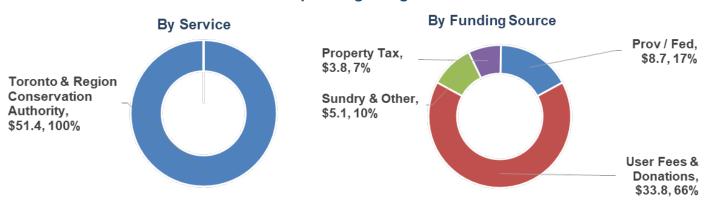
A copy of this document is available on TRCA's website via the following link: <a href="https://s3-ca-central-1.amazonaws.com/trcaca/app/uploads/2016/02/23101520/2373-StrategicPlan2018-2020-FA2-WEB.pdf">https://s3-ca-central-1.amazonaws.com/trcaca/app/uploads/2016/02/23101520/2373-StrategicPlan2018-2020-FA2-WEB.pdf</a>

TRCA staff will evaluate performance and report results through its Annual Report to its Board of Directors.



# 2019 OPERATING BUDGET HIGHLIGHTS

### 2019 Operating Budget \$51.4M



V

• **5.0%** Budget increase over the 2018 Approved Net Operating Budget to sustain TRCA service levels and maintain City's apportionment.

ıb-Activity

- **\$2.772M** User fee changes to reflect inflationary adjustments in order to support the recreational opportunities offered by TRCA.
- **\$0.322M** Combined increases in the contribution from Toronto Water and additional revenue from regional municipal partners.
- 2020/2021 Increases attributed to known inflationary adjustments for salaries and benefits for the corresponding years.

# 2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Operating Budget and Plan by Service

	201	8		2019				Increment	al Change
(In \$000s)	Budget	Actual	Base	New / Enhanced	Total Budget	Char	nges	2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
Toronto & Region Co	nservation A	<b>Authority</b>							
Gross Expenditures	48,088.0	48,088.0	51,364.7		51,364.7	3,276.7	6.8%	1,078.7	1,275.7
Revenue	44,437.7	44,437.7	47,531.9		47,531.9	3,094.2	7.0%	887.1	1,074.4
Net Expenditures	3,650.3	3,650.3	3,832.8		3,832.8	182.5	5.0%	191.6	201.2
Total								1	
Gross Expenditures	48,088.0	48,088.0	51,364.7		51,364.7	3,276.7	6.8%	1,078.7	1,275.7
Revenue	44,437.7	44,437.7	47,531.9		47,531.9	3,094.2	7.0%	887.1	1,074.4
Total Net Expenditures	3,650.3	3,650.3	3,832.8		3,832.8	182.5	5.0%	191.6	201.2
<b>Approved Positions</b>	812.9	812.9	812.9	0.0	812.9	0.0		0.0	0.0

# **Base Changes**

(\$0.183M Net)

- Base pressures mainly attributable to inflationary increases in salaries and benefits, utilities, and contractual obligations.
- Implementation cost to centralize seven corporate service business units into one division known as Corporate Services to achieve efficiencies in service delivery.
- Above pressures largely offset by user fee increaess across the board to reflect inflationary adjustments combined with an annual increase of 2.5% in the contribution from Toronto Water as well as additional revenue from partner municipalities.

#### **Future Year Plan**

· Inflationary increases primarily for salaries and benefits.

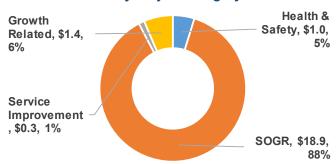
#### **EQUITY IMPACTS OF BUDGET CHANGES**

No significant equity impacts: The changes in TRCA's 2019 Operating Budget do not have any significant equity impacts.

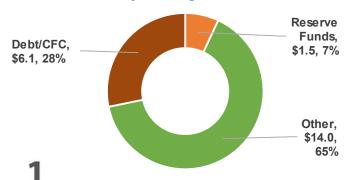
# 10-YEAR CAPITAL PLAN HIGHLIGHTS

2019 Capital Budget \$21.6M

#### By Project Category



#### **By Funding Source**



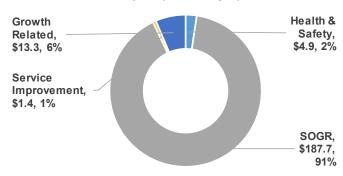
 \$9.500M Continue critical Erosion & Floodworks to address erosion control needs and damaged caused by various storms

YEAR

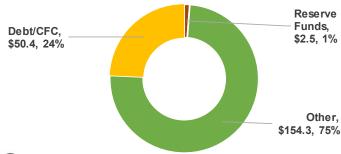
- **\$3.197M** Implement Living City Action Plan and Greenspace Acquisition for re-naturalization of watercourses, water quality and habitat improvements.
- \$3.023M Control Waterfront and Valley Erosion through protection initiatives and maintain and develop various Waterfront sites.
- \$2.371M Address the backlog of restoration and major maintenance repair to the hydro and HVAC systems as part of the Black Creek Village Retrofit project.
- \$1.029M Begin the preliminary design work and detailed costing and timing estimates of the entire Scarborough Waterfront project.

#### 2019 - 2028 Capital Budget and Plan \$207.2M

#### **By Project Category**



#### **By Funding Source**



# 10 YEARS

- \$187.673M State of Good Repair (SOGR) to maintain assets including major maintenance of existing waterfront erosion control structures, environmental rehabilitation, watershed monitoring and management, and facilities retrofit.
- **\$13.266M** Growth projects to support the TRCA's Long-Term Accommodation Plan with a new administrative office building to be constructed on land it owns in the City of Toronto by 2037.
- **\$4.895M** Health & Safety projects to manage public safety and property risk i the areas of the Scarborough Waterfront as part of the Asset and Infrastructure Management Plan.
- \$1.350M Service Improvement project for waterfront parkland development at Tommy Thompson Park.

#### 10-Year Capital Plan by Project Category

Table 4: Summary of Capital Projects by Project Category

(in \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety		4 000											4 005
ASSET & INFRASTRUCTURE MANAGEMENT PLAN	ļ	1,029	3,866	-	-	-	-	-	-	-	-	4,895	4,895
Sub-Total	-	1,029	3,866	-	-	-	-	-	-	-	-	4,895	4,895
State of Good Repair													
CRITICAL EROSION & WATER FUNDED ENHANCEMENTS		9,500	9,500	9,500	9,500	11,000	11,000	11,000	11,000	11,000	11,000	104,000	
WATERFRONT & VALLEY EROSION CONTROL		1,600	1,600	1,600	1,600	2,420	2,420	2,420	2,420	2,420	2,420	20,920	
LIVING ACTION PLAN		3,133	3,245	3,360	3,478	3,599	3,723	3,850	3,980	4,114	4,251	36,733	
TRCA INFORMATION TECHNOLOGY		257	257	257	257	257	257	257	257	257	257	2,570	
WATERFRONT DEVELOPMENT		1,153	1,153	1,153	1,153	1,153	1,423	1,423	1,423	1,423	1,423	12,880	
TORONTO WILDLIFE CENTRE - BARN & HOUSE RESTORA	TION	500	500	-	-	-	-	-	-	-	-	1,000	
BLACK CREEK PIONEER VILLAGE RETROFIT		2,371	371	371	371	371	371	371	371	371	371	5,710	
TRCA ADMINISTRATIVE INFRASTRUCTURE		322	322	322	322	322	322	322	322	322	322	3,220	
GREENSPACE LAND ACQUISITION (Toronto Share)		64	64	64	64	64	64	64	64	64	64	640	
Sub-Total	-	18,900	17,012	16,627	16,745	19,186	19,580	19,707	19,837	19,971	20,108	187,673	187,673
Service Improvement													
WATERFRONT DEVELOPMENT		270	270	270	270	270	-	-	-	-	-	1,350	
Sub-Total	-	270	270	270	270	270	-	-	-			1,350	1,350
Growth Related													
TORONTO WILDLIFE CENTRE - SITE RESTORATION	1,500	1,000	315	50	45	35	30	25	-	-	-	1,500	3,000
LONG TERM ACCOMMODATION PROJECT	704	382	430	461	492	1,684	1,677	1,670	1,663	1,657	1,650	11,766	39,200
Sub-Total	2,204	1,382	745	511	537	1,719	1,707	1,695	1,663	1,657	1,650	13,266	15,470
Total Expenditures by Category (excluding carry forward from 2018)	2,204	21,581	21,893	17,408	17,552	21,175	21,287	21,402	21,500	21,628	21,758	207,184	209,388

<sup>\*</sup>Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2019, excluding ongoing capital projects (i.e. Civic Improvement projects)

# 2019 - 2028 Key Capital Projects

Capital projects funded in the 10-Year Capital Plan support TRCA's objective of creating a Living City vision, which encompasses flood protection, erosion control, waterfront generation, acquisition of environmentally significant properties and environmental rehabilitation. In addition, the delivery of these capital projects will help TRCA pursue and achieve its service objectives and strategic directions guided by the Building The Living City 2013 – 2022 Strategic Plan.

- Health and Safety projects account for \$4.895 million or 4.9% of the total 10-Year Capital Plan's expenditures.
- SOGR projects account for \$187.673 million or over 90% of the total 10-Year Capital Plan's expenditures, with water rate funding as a primary financing source for the following:
- Growth Related projects total \$13.266 million or 6.4% of the total 10-Year Capital Plan's expenditures.

#### State of Good Repair (SOGR) Funding & Backlog

- TRCA has stewardship of assets which are comprised of land, land improvements, buildings, infrastructure with a total estimated replacement value at almost \$480 million and capital work-in-progress in the Don, Rouge, Highland, Etobicoke, Mimico and Humber watersheds, as well as along the waterfront.
- TRCA faces many of the same pressures as City Programs and Agencies in dealing with aging infrastructure, the failure of which may be a risk to the safety of people and property. There are over 400 valley and waterfront erosion control structures in the City of Toronto that must be monitored and repaired on a regular basis. As a result, TRCA has continually reallocated funds from other critical erosion projects for maintenance and monitoring requirements.
- In recent years, issues related to erosion and damage from high intensity, localized storms have increased. This has
  added to the outstanding state of good repair work and to potential safety risks. Included in the 10-Year Capital Plan
  for TRCA is a total of \$102.8 million in supplementary Toronto Water funding specifically allocated for this purpose to
  the Critical Erosion and Floodworks project for erosion control works to address imminent risks and issues.
- At the end of 2018, TRCA has a backlog of state of good repair work estimated at almost \$235 million, representing 50.8% of the asset value estimated at \$462 million. The SOGR backlog estimate includes maintenance of the natural environment through activities such as erosion control and source water protection: as well as the restoration of

facilities such as the Black Creek Pioneer Village and TRCA's current Head Office building. The *Long Term Accommodation Plan* project, cost shared with partner municipalities, is expected to be completed in 2021 and will reduce the SOGR backlog for the administrative infrastructure at that time.

• State of Good Repair (SOGR) funding included in the 10-Year Capital Plan is expected to reduce SOGR backlog to \$126 million or 21.9% of the asset replacement value in 2028.

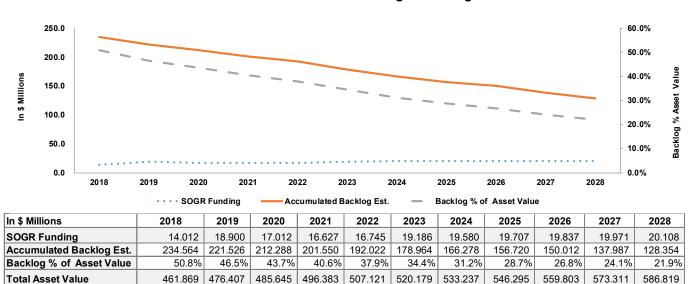


Chart 3: Total SOGR Funding & Backlog

SOGR backlog by asset category is presented in the table below:

Table 5: SOGR Backlog by Asset Category

Toronto Region Conservation Authority	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
State of Good Repair Funding		18,900	17,012	16,627	16,745	19,186	19,580	19,707	19,837	19,971	20,108
Accumulated Backlog Est. (yr end)	234,564	221,526	212,288	201,550	192,022	178,964	166,278	156,720	150,012	137,987	128,354
Backlog %Asset Value	50.8%	46.5%	43.7%	40.6%	37.9%	34.4%	31.2%	28.7%	26.8%	24.1%	21.9%
Asset Value	461,869	476,407	485,645	496,383	507,121	520,179	533,237	546,295	559,803	573,311	586,819
State of Good Repair Funding	221 564	16,850	16,962	16,577	16,695	19,136	19,530	19,657	19,787	19,921	20,058
Asset Category 1: Watershed	1	16.050	16.062	16 577	16 605	10.126	10.520	10.657	10 707	10.021	20.059
Accumulated Backlog Est. (yr end)	221,564	210,576	201,388	190,700	181,222	168,214	155,578	146,070	139,412	127,437	117,854
Backlog %Asset Value	51.1%	47.2%	44.2%	40.9%	38.0%	34.3%	30.9%	28.3%	26.3%	23.5%	21.29
Asset Value (Historical net book value)	433,663	446,151	455,339	466,027	476,715	489,723	502,731	515,739	529,197	542,655	556,113
Asset Category 2: Infrastructure											
State of Good Repair Funding		2,050.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0
Accumulated Backlog Est. (yr end)	13,000	10,950	10,900	10,850	10,800	10,750	10,700	10,650	10,600	10,550	10,500
Backlog %Asset Value	46.1%	36.2%	36.0%	35.7%	35.5%	35.3%	35.1%	34.9%	34.6%	34.4%	34.29
Asset Value (Historical net book value)	28,206	30.256	30.306	30.356	30.406	30,456	30,506	30,556	30,606	30,656	30,706

- In 2028, the accumulated state of good repair backlog for Watershed assets will be \$117.854 million or 21.2% of their replacement value; and Infrastructure related accumulated state of good repair backlog will be valued at \$10.500 million or 34.2% of their replacement value.
- It is expected that at the completion of the Long Term Accommodation Project, the backlog for the Infrastructure will
  be reduced to reflect the new facility. In addition, TRCA is in the process of developing asset management plans and
  updated condition assessments that will impact state of good repair in future years.



**PROGRAM SUMMARY** 

# **Toronto Atmospheric Fund**

#### What We Do

Toronto Atmospheric Fund (TAF) assists in slowing global climate change and improving air quality in collaboration with non-government organizations, governments, corporations, official committees, neighbourhood organizations, universities, public and private schools, investors and other stakeholders to demonstrate, de-risk, and help advance social, financial, policy and technological innovations that reduce air pollution and greenhouse gas emissions.

# Why We Do It

TAF's ultimate goal is to reduce carbon emissions by 80 per cent by 2050 in the Greater Toronto and Hamilton Area. This target isn't simply another milestone. It's a vision for a climate-smart urban region that functions within its environmental means and is a leader among climate-friendly urban centres around the world.

# **Our Experience & Success**

- Over the past 27 years, TAF has provided over \$60 million in grants and financing to support the City of Toronto and its residents and businesses in reducing air pollution and GHG emissions.
- TAF co-developed TransformTO, a plan approved by City Council for how the City can achieve its GHG reduction targets of 30% by 2020 and 80% by 2050.
- Through prudent and mandatealigned investing, TAF has covered all its operating expenses with no draw on the City or Provincial taxbase

# **Key Challenges**

- Climate solutions require long-term committments and are challenging to advance in short-term political and market cycles.
- Public market volatility can impair investment returns and TAF's aim of increasing Direct Investments takes time.
- Balancing demands and capacity in order to maintain TAF's reputation for excellence and staff retention

# **Priority Actions**

- Increase profile and recognition, leveraging TAF's and the City of Toronto's accomplishments
- Support and accelerate high-impact projects and capacity-building throughout the GTHA
- Emphasize the multiple benefits of climate action -- economic, social and environmental -- to build robust collaborations and programs
- Share TAF's model, insights and expertise
- Attract additional resources to enhance impact

# **Budget At A Glance**

OPERATING BUDGET								
2019	2020	2021						
\$4.7	\$4.8	\$4.9						
\$4.7	\$4.8	\$4.9						
\$0.0	\$0.0	\$0.0						
10.0	10.0	10.0						
	\$4.7 \$4.7 \$0.0	2019       2020         \$4.7       \$4.8         \$4.7       \$4.8         \$0.0       \$0.0						

# **Key Service Deliverables**

Design, develop and implement the Business Plan throughout the Greater Toronto and Hamilton Area (GTHA)

Provide funding and support to non-profit organizations to develop and implement projects related to energy efficiency, sustainable transportation, waste management and renewable energy

Administer/manage a prudent and diversified investment portfolio with oversight by TAF's Board and Investment Committee

Generate substantive ideas, stimulate collaborations and engage more stakeholders to envision and implement low-carbon solutions in Toronto

Support TAF's Board and Committees who provide good governance and accountability to the City of Toronto, Province of Ontario and other supporters

# **Who We Serve**

#### **Strategic Contributions**

- Public Sector Institutions
- City & Agency Staff

#### Beneficiaries

- Businesses
- Institutions and non-profit organizations
- Residents

# Strategic Program Design & Delivery

- High Rise Property Management
- Non-Profit Organizations
- Large Event Attendees
- City & Agency Staff

#### Beneficiaries

- Businesses
- Institutions and non-profit organizations
- Residents

#### **Investment of Assets**

- Businesses with low-Carbon projects
- Chief Financial Officer
- Investment Management Firms
- Provincial & Federal Governments.
- City Staff

#### Beneficiaries

- Businesses
- Residents
- Institutions and non-profits

# **How Well We Are Doing**

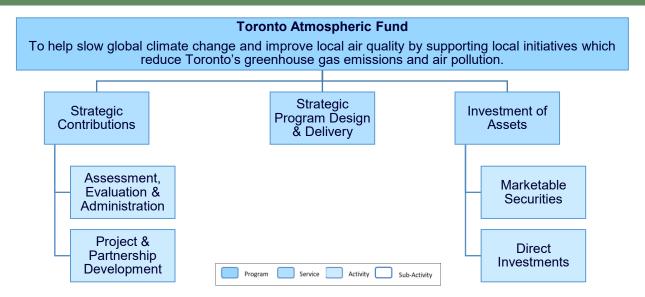
#### **Performance Measures**

#### Portfolio Average Yield (%) 10.0% 8.0% 6.0% 4.0% 2.0% 0.0% 2018 2016 2017 2019 2020 2021 Proj Plan Actual Actual Plan Plan Actual 9.2% 5.0% 5.5% 5.5% 5.5% 5.5%

#### **Behind the Numbers**

- TAF's marketable investments portfolio had an average return of 11.4%% over 2015 - 2018. The annual revenue projection is based on a 5.5% return to be conservative.
- TAF continues to attract external revenues for specific projects from various external sources including Federation of Canadian Municipalities Green Municipal Fund, Natural Resources Canada and Ontario's Integrated Electricity Systems Operator.
- TAF maintains a Stabilization Fund to mitigate exposure to the variability of investment earnings from year to year; one for each endowment. Direct investments are being increased to reduce the portfolio's volatility.

# **PROGRAM MAP**



#### 2019 OPERATING BUDGET HIGHLIGHTS

# 2019 Operating Budget \$4.7M





- **6.02%** Gross Operating Budget increase over the 2018 Approved Gross Operating Budget to maintain existing service levels and meet additional service demands.
- 2020/2021 Increases primarily for known inflationary adjustments for salaries, benefits and contracts funded by investment income earned from its endowment funds, Stabilization Fund and external fundraising.
- **TAF's** Operating Budget is not funded from the City's tax base.

# **2019 OPERATING BUDGET OVERVIEW**

Table 1: 2019 Operating Budget and Plan by Service

	201	8		2019				Increment	al Change
(In \$000s)	Budget	Actual	Base	New / Enhanced	Total Staff Recommended Budget	Char	nges	2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
Toronto Atmospheric	Fund								
Gross Expenditures	4,400.0	4,104.5	4,665.0	0.0	4,665.0	265.0	6.0%	124.9	128.9
Revenue	4,400.0	2,917.3	4,665.0	0.0	4,665.0	265.0	6.0%	124.9	128.9
Net Expenditures	0.0	1,187.2	0.0	0.0	0.0	0.0	-	0.0	0.0
Total									
Gross Expenditures	4,400.0	4,104.5	4,665.0	0.0	4,665.0	265.0	6.0%	124.9	128.9
Revenue	4,400.0	2,917.3	4,665.0	0.0	4,665.0	265.0	6.0%	124.9	128.9
Total Net Expenditures	0.0	1,187.2	0.0	0.0	0.0	0.0	-	0.0	0.0
Approved Positions	10.0	10.0	10.0	0.0	10.0	0.0		0.0	0.0

# **Base Changes**

(\$0.265M Gross, \$0 Net)

- Inflationary increases in Salaries & Benefits
- Increased investment income from marketable securities and other external sources

#### **Future Year Plan**

• Inflationary increases in Salaries & Benefits.



**PROGRAM SUMMARY** 

# **TO Live** (formerly Civic Theatres Toronto)

#### What We Do

We foster programs to invest in core areas of arts education and engagement, developing local and international artists, international presentations, cross development of creative industries and technology, celebrating and reflecting the multiculturalism of the City of Toronto. TO Live delivers the following service:

Theatrical & Other Cultural Events

TO Live has stewardship for the three facilities: Sony Centre for the Performing Arts, St. Lawrence Centre for the Arts and Toronto Centre for the Arts to provide artists, creators and patrons with world-class, state-of-the-art venues that are inviting and accessible to all.

# Why We Do It

TO Live is committed to entertain and educate; engage and strengthen partnerships; create extraordinary experiences and embody the City of Toronto on stage.

#### **Our Experience & Success**

- Launch of TO Live strategic plan, new name and branding.
- Launched first TO Live Presents season across uptown and downtown venues.
- First year of operating as unified entity with one financial, booking, ticketing, program and content services, marketing and information technology systems.
- Completed building condition audits for all venues
- Improved Toronto Centre for the Arts lobby space.

#### **Key Challenges**

- Limited resources to launch/run all planned programs and expansions
- Growing needs of SOGR backlog follow review of building condition audit.
- Building brand awareness under new name.
- Managing infrastructure projects around programming and building usage.
- Ensure facilities meet and surpass AODA guidelines
- Use of charitable status to access funds for programming support.

# **Priority Actions**

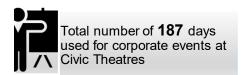
- Continue to implement strategic actions at the three theatres including expanded in-house programming and community engagement events, with no increase to net budget.
- Increase Education and Engagement audiences across all venues.
- Investments in programming, education and engagement, development and marketing services.
- Continue growth in sponsorship and philanthropic support under new name and brand.
- Focus on improving customer experience at all venues
- Utilize new debt funding to address SOGR backlog issues and AODA deficiencies at all venues.

#### **Budget At A Glance**

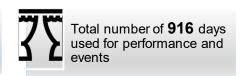
OPERATING BUDGET								
\$Million	2019	2020	2021					
Gross Expenditures	\$ 37.4	\$ 36.0	\$ 36.6					
Revenues	\$ 32.1	\$ 30.7	\$ 31.3					
Net Expenditures	\$ 5.3	\$ 5.3	\$ 5.3					
Approved Positions	222.7	222.7	222.7					

10-YEAR CAPITAL PLAN									
\$Million	2019	2020-2028	Total						
Gross Expenditures	\$12.3	\$36.5	\$48.8						
Debt	\$10.1	\$36.5	\$46.6						
Note: Excluding 2018	carry forwa	ard funding to	2019						

# **Our Key Service Levels**







Source of image: <u>www.icons8.com</u>

# **Key Service Deliverable48**

Continue growth in dance programme, children's festival, film series and speaker series

Strengthen programming at downtown venues and launch new programs at Toronto Centre for the Arts.

Foster growth in sponsorship and philanthropic support and establish charitable foundation

Increase usage days and overall mix of shows, performances and corporate events for all stages

Invest in public education and community engagement

Confirm and announce new major multi-year naming partners for all venues

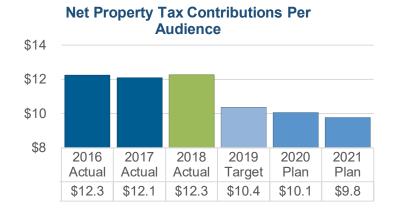
#### Who We Serve

#### **Theatrical & Other Cultural Events**

- Community Groups
- Corporations
- Cultural Programming Producers
- Educational Institutions
- Event Participants & Attendees
- Individuals
- Theatre & Music Resident Companies
- Theatre Patrons generally and specifically Multicultural and Youth audiences

# **How Well We Are Doing**

#### **Performance Measures**



#### **Behind the Numbers**

- This measures the net City contributions expressed in terms of the number of audience served.
- The increase in 2018 projection is due to lower than anticipated audience targets achieved.
- TO Live aims to serve more audiences in 2019 2021 while maintaining the same level of subsidy from the City.

# **Average Net Revenue Contribution Per Event**



- Average net revenue contributions expressed in terms of every event is projected to be \$12.4 for corporate events, \$4.3 for rentals and net loss of \$1.1 for risk presentations for 2018.
- TO Live will focus its effort to increase corporate events at Toronto Centre for the Arts and St. Lawrence Centre for the Arts while maintaining the current client base at Sony Centre for the Performing Arts.
- TO Live is projecting a steady increase in 2019.

#### **Number of Performances/Corp Events**



- TO Live anticipates additional 82 corporate events. Increasing corporate events at Toronto Centre for the Arts and St. Lawrence Centre for the Arts will be the focus of TO Live in 2019 while maintaining the current client base at the Sony Centre for the Performing Arts.
- Number of performances is expected to decrease in 2019 primarily due to reduced performances from resident companies, mostly affecting the Bluma, Jane Mallet and Greenwin theatres.

#### **PROGRAM MAP**

#### **Theatres**

#### Sony Centre For The Performing Arts

Present and produce artistic programming of the highest quality from around the world to serve and educate audiences from Toronto's diverse cultures. In connection therewith, negotiate complex business programming deals to maximize the financial return to the Centre. Provide a unique performance and meeting venue, complete with state-of-the-art technology and first-class catering services. Operate, maintain and promote (with minimal overhead) the importance of Canada's largest theatre (3,191 seats), a world-class heritage designated performance venue designed by Toronto's most famous architect, Peter Dickinson. Strengthen Toronto's Youth by partnering and collaborating with educational institutions to promote the artistic achievements of our students. Bolster the economy of the St. Lawrence Neighbourhood and attract tourism.

#### St. Lawrence Centre for the Arts

Serve as home to some of the best not-for-profit theatre and music companies that reside in and produce work in the City of Toronto. Act as the cultural hub for the City and its residents by maintaining a clean, modern and service-oriented theatrical and entertainment facility. As a focus for Toronto-based performing arts and artists, the Centre will continually attract diverse, high quality, cultural, artistic and public events.

#### Toronto Centre for the Arts

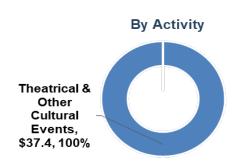
The Toronto Centre for the Arts will become the most versatile performing arts centre in the GTA and a necessary and important part of the cultural lives of the City's diverse population. The Centre will be anchor to the arts community through its role as incubator and partner in promoting the arts. A full range of performing arts will be represented within the programming the Centre has to offer. The Centre will take a leading role in attracting audiences that reflect the full ethnic and social diversity of Toronto's citizens. The Centre embraces its role as an important cultural economic generator and will place strategic emphasis on maximizing the financial benefits to the greater community. The Centre will build important strategic links with the local business and arts community and will seek educational and programming partners that will strengthen the operations of the Centre and its reach into the community.

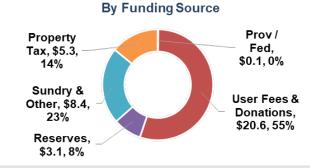
Theatrical & Other Cultural Events

# Program Service Activity Sub-Activity

#### 2019 OPERATING BUDGET HIGHLIGHTS

#### 2019 Operating Budget \$37.4M





.0% Budget increase over the 2018 Approved Net Operating Budget. This is achieved through increased level of programming at all venues, in particular, CTT Presents performances are anticipated to increase 147% over 2018 and new programs will be launched at the Toronto Centre for the Arts.

- **\$3.822M** Increase in revenues will be generated from stage rentals, corporate events, donations, grants and sundry to fully offset increased expenditures thereby effectively bringing the budget pressures down to zero.
- 2020/2021 Increases primarily for known inflationary adjustments for salaries, benefits and utilities which will be offset by revenue.

# 2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Operating Budget and Plan by Service

	201	8		2019				Increment	al Change
	Budget	Actual	Base	New /	Total Budget			2020	2021
(In \$000s)	Daugot	7101441	2400	Enhanced	Total Baugot	Changes		Plan	Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
Theatrical & Other Cu	iltural Event	ts							
Gross Expenditures	34,683.7	30,089.2	37,360.0		37,360.0	2,676.3	7.7%	(1,372.8)	614.3
Revenue	29,409.3	25,202.8	32,085.5		32,085.5	2,676.3	9.1%	(1,372.8)	614.3
Net Expenditures	5,274.5	4,886.4	5,274.5		5,274.5	(0.0)	(0.0%)	0.0	0.0
Total									
Gross Expenditures	34,683.7	30,089.2	37,360.0		37,360.0	2,676.3	7.7%	(1,372.8)	614.3
Revenue	29,409.3	25,202.8	32,085.5		32,085.5	2,676.3	9.1%	(1,372.8)	614.3
Total Net Expenditures	5,274.5	4,886.4	5,274.5		5,274.5	(0.0)	(0.0%)	0.0	0.0
Approved Positions	232.5	211.2	222.7	0.0	222.7	(9.8)	(4.2%)	0.0	0.0

# Base Changes (\$0 Net)

- Salary & benefit increases due to cost of living adjustment.
- · Inflationary price increase in utilities.
- Increase in contribution towards Facility Fee Reserve Fund to fund purchases of small capital expenditures for future years.
- · Above pressures are fully offset by increased revenue driven by:
- Modest increase in net revenue in stage rentals due to increased volume of concerns and film which have higher yield than other performances
- Increase in TO Live Presents performances across all stages
- Focusing on increasing corporate events at Toronto Centre for the Arts and St. Lawrence Centre for the Arts. Corporate events are budgeted at an increase of 73% over 2018.
- Net revenue increase in ticket rebate revenue with 2019 budget reflects the second full year of the new expanded Ticketmaster agreement.

#### **Future Year Plan**

- Continue increases in volume of programming, stage rentals and corporate events.
- Inflationary increases in salaries, benefits and utilities, fully offset by revenue.

# **EQUITY IMPACTS OF BUDGET CHANGES**

**No significant equity impacts:** The changes in TO Live 2019 Operating Budget do not have any significant equity impacts.

# 10-YEAR CAPITAL PLAN HIGHLIGHTS

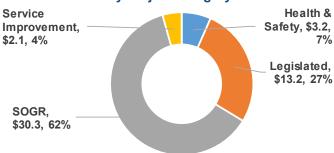
2019 Capital Budget \$12.4M

#### **By Project Category**

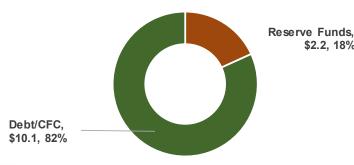
Service Health & Improvement, Safety, \$2.0, \$2.1, 17% 16% Legislated, \$4.6, 38% SOGR. \$3.6. 29%

2019 - 2028 Capital Budget and Plan \$48.8M

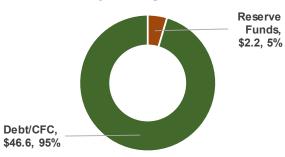




#### By Funding Source



By Funding Source



# YEAR

- **\$3.742M** Address State of Good Repairs backlogs and AODA compliance at the St. Lawrence Centre for the Arts.
- \$2.687M Improve accessibility and AODA compliance at the Toronto Centre for the Arts.
- \$2.400M Replacement of doors and continuation of AODA projects at the Sony Centre for the Performing Arts.
- **\$1.900M** Replacement of signage of the Sony Centre and the Toronto Centre for the Arts
- \$1.623M Other SOGR and Health & Safety projects including coil replacement, freight elevator modernization, fire alarm system replacement.

10 YEARS

\$2.2, 18%

- **\$30.271M** State of Good Repair projects at the Sony Centre for the Performing Arts and St. Lawrence Centre for the Arts.
- **\$13.216M** Legislated projects to address outstanding AODA deficiencies at the three theatres.
- **\$3.225M** Health & Safety projects to ensure standards of the facilities are met for patrons and staff.
- **\$2.115M** Service Improvement projects for replacement of signage at the Sony Centre and the Toronto Centre for the Arts and improvement to sound isolation system at the Toronto Centre for the Arts.

#### 10-Year Capital Plan by Project Category

Table 4: Summary of Capital Projects by Project Category

	Total App'd												
(In \$000s)	Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
Sony - Theatre Systems and Equipment		129	-	-	-	-	-	-	-	-	-	129	129
Sony - Fire Safety Systems	15	192	-	-	-	-	-	-	-	-	-	192	207
Sony - Vertical Transportation		304	-	-	-	-	-	-	-	-	-	304	304
Sony - Building Envelope		1,200	1,200	-	-	-	-	-	-	-	-	2,400	2,400
St Lawrence Centre for the Arts - Health & Safety		200	-	-	-	-	-	-	-	-	-	200	200
Sub-Total	15	2,025	1,200	-		-		-	-		•	3,225	3,240
Legislated													
Sony - AODA Audit		1,200	1,200	1,200	-	-	-	-	_	-	-	3,600	3,600
St Lawrence Centre for the Arts - AODA		600	600	500	500	500	500	500	_	-	500	4,200	4,200
Toronto Centre for the Arts - AODA		2,687	2,596	_	-	-	-	-	_	-	-	5,283	5,283
Toronto Centre for the Arts - Concession Stands (AODA)		133	-	-	-	-	-	-	-	-	-	133	133
Sub-Total	-	4,620	4,396	1,700	500	500	500	500	-	-	500	13,216	13,216
State of Good Repair													
Sony - Theatre Systems and Equipment		_	-	_	-	250	43	442	480	-	500	1,715	1,715
Sony - Interior Finishes		-	-	_	-	_	136	-	_	-	-	136	136
Sony - Vertical Transportation		-	-	-	-	_	60	-	-	-	-	60	60
Sony - Mechanical Systems		450	286	_	-	-	-	8	70	-	-	814	814
St Lawrence Centre for the Arts - SOGR		3,142	3,288	2,596	2,999	1,425	1,422	1,781	3,139	5,754	2,000	27,546	27,546
Sub-Total	-	3,592	3,574	2,596	2,999	1,675	1,661	2,231	3,689	5,754	2,500	30,271	30,271
Service Improvement													
Toronto Centre for the Arts - Sound Isolation		215	-	-	-	-	-	-	-	-	-	215	215
2019 Signage Replacement		1,900	-	-	-	-	-	-	-	-	_	1,900	1,900
Sub-Total	-	2,115	-	-	-	-	-	-	-	-	-	2,115	2,115
Total Expenditures by Category (excluding carry													
forward from 2018)	15	12,352	9,170	4,296	3,499	2,175	2,161	2,731	3,689	5,754	3,000	48,827	48,842

<sup>\*</sup>Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2019, excluding ongoing capital projects (i.e. Civic Improvement projects)

#### 2019 - 2028 Key Capital Projects

Capital projects funded in the 10-Year Capital Plan include new funding to address AODA compliant issues at the Toronto Centre for the Arts, reallocated funding from Economic Development and Culture for St. Lawrence Centre for the Arts as well as other SOGR backlog at Sony Centre for the Performing Arts.

- Health and Safety projects account for \$3.225 million or 6.6% of the total 10-Year Capital Plan's expenditures.
- Legislated projects total \$13.216 million or 27.1% of the total 10-Year Capital Plan's expenditures.
- SOGR projects account for \$30.271 million or 62.0% of the total 10-Year Capital Plan's expenditures.
- Service Improvement projects amount to \$2.115 million or 4.3% of the total 10-Year Capital Plan's expenditures.

# State of Good Repair (SOGR) Funding & Backlog

The 10-Year Capital Plan provides funding for \$30.271 million of SOGR projects within TO Live over the 10-year period, providing an average of \$3.027 million annually. TO Live will utilize this funding to maintain building infrastructure, major theatre equipment and Heritage Agreement obligations for the three major City owned theatres. However, this funding is not sufficient to reduce the growing SOGR backlog over the 10-year period. Unless the funding is increased, the accumulated backlog will increase from \$24.942 million in 2019 to an anticipated \$41.985 million by 2028.

Of the \$30.271 million SOGR funding, \$27.546 million is dedicated to address the accumulated backlog at the St. Lawrence Centre for the Arts which was identified in the 2017 building condition assessment

In the summer of 2018, a building condition audit was completed for Toronto Centre for the Arts in which it identified \$31.443 million urgent SOGR work to repair and maintain this property. Funding required for these projects cannot be addressed within the existing debt target and are added to the TO Live's unmet needs list over the 10-year period.

45.000 25.0% 40 000 20.0% 35 000 Backlog % Asset Value 30.000 15.0% 25.000 20.000 10.0% 15.000 10.000 5.0% 5.000 0.000 0.0% 2021 2023 2024 2025 2028 2018 2019 2020 2022 2027  $\cdots \cdot {\sf SOGR} \ {\sf Funding}$ Accumulated Backlog Est. Backlog % of Asset Value In \$ Millions 2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 2028 SOGR Funding 2.500 3.458 3.592 3.574 2.596 2.999 1.675 1.661 2.231 3.689 5.754 Accumulated Backlog Est. 21.488 24.942 27.678 31.941 35.162 38.167 41.813 42.251 41.590 40.153 41.985 Backlog % of Asset Value 14.3% 9.3% 10.3% 11.9% 13.1% 14.2% 15.6% 15.8% 15.5% 15.0% 15.7% Total Asset Value 150.000 267.838 267.838 267.838 267.838 267.838 267.838 267.838 267.838 267.838 267.838

**Chart 3: Total SOGR Funding & Backlog** 

The "Unmet Capital Needs" identified by TO Live include various additional SOGR projects to help reduce the backlog of these three major City-owned theatres. These projects cannot be accommodated within the City's debt affordability targets and therefore are not included in the 2019 – 2028 Capital Budget and Plan. For further details about these SOGR projects, please refer to the Issues for Discussion section.



PROGRAM SUMMARY

# **Toronto Parking Authority**

#### What We Do

Toronto Parking Authority (TPA) provides safe, attractive, self-sustaining, conveniently located and competitively priced on-street and off-street public parking and bike share services as integral components of Toronto's transportation and mobility systems. The TPA is the largest supplier of municipal parking in North America and delivers the following services:

- On-Street Parking
- Off-Street Parking
- Bike Share Program

TPA manages approximately 19,000 on-street parking spaces and 21,000 off-street parking spaces; and provides access to 3,750 bicycles across the City of Toronto.

# Why We Do It

The TPA contributes significant revenues to the City while successfully meeting its mandate to provide on and off street public parking. Parking services support commercial strips and residential areas so that local businesses can continue to grow and neighbourhoods remain vibrant. TPA is recognized as a world leader in parking technology services and continues to provide innovation and customer service to create an exceptional experience for residents and visitors.

# **Our Experience & Success**

- •TPA continues to be a key partner in ensuring the success of the City's transportation and mobility systems. In 2018, TPA offered two hours of free parking in the area surrounding the King Street Transit Pilot, as well as the community affected by the ongoing construction of the Eglinton Crosstown LRT, to support local businesses
- TPA encompasses a responsible community and environmentallyfriendly approach through their
   'Green P Plus' capital program which includes refurbishing surface lots with low-energy consumption LED lighting and enhanced landscaping
- TPA has expanded and improved the Bike Share Toronto program including the 2018 expansion of 1,000 bicycles at 90 new stations, with the system now spanning 75km²

# **Key Challenges**

- Satisfy short-term parking demands and increasing parking supply given escalating land and development costs
- Various City initiatives and transportation needs including shelters, construction work, special events, and the installation of bike lanes often result in the loss of available on-street and off-street parking spaces, leading to reduced parking revenue
- Keeping pace with new technologies to improve the customer parking experience; sustain the innovative and efficient expansion of parking services; and to lower operating costs

# **Priority Actions**

- •TPA continues to actively pursue joint development opportunities with the private sector and other City divisions in alignment with the City's Real Estate Strategy in order to increase parking supply
- •TPA collaborates with other City divisions to minimize the negative impacts on parking revenues. The 10-Year Capital Plan includes \$53.8 million for the replacement of parking due to City initiatives and bike lanes
- •The 2019 Capital Budget includes new funding of \$1.0 million for the development of the pay-by-plate project and \$2.0 million to upgrade parking equipment software and introduce contactless credit card processing at an additional 16 carparks

# **Budget At A Glance**

OPERATING BUDGET								
\$Million	2019	2020	2021					
Gross Expenditures	\$100.6	\$103.7	\$105.9					
Revenues	\$167.1	\$170.5	\$173.4					
Net Expenditures	(\$66.5)	(\$66.9)	(\$67.5)					
Approved Positions	328.5	328.5	328.5					

2019	2020-2028	Total
\$27.7	\$318.2	\$346.0
\$0.0	\$0.0	\$0.0
	\$27.7	\$27.7 \$318.2

# **Our Key Service Levels**







Source of images: www.icons8.com

# **Key Service Deliverables**

Continue to manage an estimated **19,000** on-street parking spaces controlled by solar-powered environmentally friendly pay-and-display technology or single-space meters

Maintain over 21,000 off-street parking spaces in 183 surface lots and 31 municipal garages

Operate, on behalf of the Toronto Transit Commission, **12,000** spaces at their park-and-ride facilities and commuter parking lots

Manage **4,800** spaces for Exhibition Place; **2,000** spaces for Parks, Forestry & Recreation; **1,200** spaces for the Toronto Community Housing Corporation; and seasonal parking facilities along the waterfront

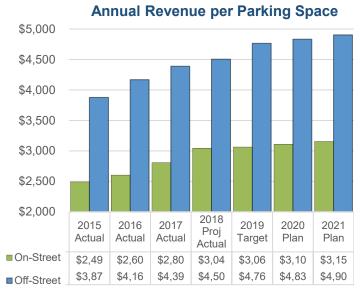
Manage the Bike Share Program with over **3,750** bicycles at **360** stations throughout the City, with **1,000** bicycles and **90** stations being added in 2018

#### **Who We Serve**

On-Street Parking	Off-Street Parking	Bike Share
<ul><li>Local Business Customers</li><li>Residents</li><li>Visitors / Tourists</li></ul>	<ul><li>Residents</li><li>Visitors / Tourists</li></ul>	<ul><li>Residents</li><li>Visitors / Tourists</li></ul>
Beneficiaries	Beneficiaries	Beneficiaries
City & Agency Staff	<ul><li>City &amp; Agency Staff</li></ul>	<ul> <li>City &amp; Agency Staff</li> </ul>

# **How Well We Are Doing**

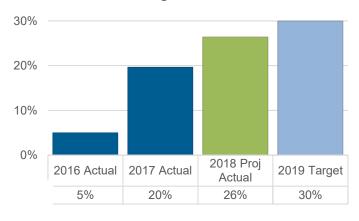
#### **Performance Measures**



#### **Behind the Numbers**

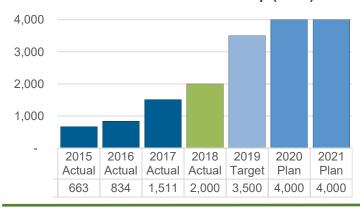
- Annual revenue per parking space continues to increase for on-street and off-street parking services, demonstrating the sustained demand for parking supply in the City of Toronto.
- In 2018 it is projected that annual revenue per parking space increased by 8.5% for on-street and by 2.6% for off-street parking. While revenue per space is expected to rise again in 2019 and future years, it is anticipated to be lower than the growth experienced in 2018
- Revenue per space is highly responsive to rate changes which can impact the number of transactions and the average transaction value the TPA experiences each year.
- While revenue per space is increasing, overall parking revenue is also dependent on the number of spaces which can fluctuate due to construction, special events, the installation of bike lanes, as well as scheduled carpark closures or reductions.

# Mobile Payments as a Percentage of Parking Revenue



- Introduced in 2015, the Green P Parking App is a free mobile application which allows customers to locate and conveniently pay for parking at all on-street locations and at non-gated (pay-and-display) facilities.
- The Green P app has become an increasingly popular, with 26% of all parking revenue now coming from mobile payments, an increase of 6% over 2017. Within the On-Street Parking service mobile payments now account for approximately 45% of all on-street parking revenue.
- The 2019 Operating Budget includes savings of \$0.508
  million due to the reduced need for ticket paper as a result
  of the mobile app adoption, however, TPA is also
  challenged with increasing mobile and credit card
  transactional fees.

#### **Annual Bike Share Ridership (000s)**



- Since TPA took over responsibility for Bike Share Toronto the system has seen significant ridership growth, including the number of annual memberships and casual riders.
- 2017 experienced an 81% increase in total rides over 2016 with more than 1.5 million rides taken. In 2018, Bike Share ridership reached a new record of 2 million, representing a 32% increase over 2017.
- With additional expansions planned for 2019 and 2020 it is anticipated the Bike Share Program will reach an annual ridership of 4 million by 2020.

#### **PROGRAM MAP**



# 2019 OPERATING BUDGET HIGHLIGHTS

# 2019 Operating Budget: \$100.6M gross, (\$66.5M) net





- Budget increase of 0% over the 2018 Approved Net Operating Budget to maintain existing service levels and meet service demands
- Budget pressures of \$7.334M driven by municipal property tax increases of \$4.361M as a result of reassessments by the Municipal Property Assessment Corporation (MPAC)
- Line-by-line review savings of **\$1.008M** to be realized; **\$0.507M** in reduced ticket paper usage due to the adoption of mobile pay technology and **\$0.501M** to reflect lower ongoing maintenance and repair costs
- Additional revenues of \$6.326M as a result of changes to on-street and off-street parking rates and increased ridership in the Bike Share Program
- No changes to 2018 approved complement of **328.5** positions
- Anticipated net revenue increases of \$0.318M in 2020 and an incremental \$0.662M in 2021 due to sustained revenue growth across all services

#### 2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Operating Budget and Plan by Service

	201	8		2019				Increment	al Change
(In \$000s)	Budget	Actual	Base	New / Enhanced	Total Budget	Changes		2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
On-Street Parking									
Gross Expenditures	12,446.0	10,838.0	12,091.6		12,091.6	(354.4)	(2.8%)	234.0	243.5
Revenue	58,733.3	58,565.0	57,592.0		57,592.0	(1,141.3)	(1.9%)	864.0	877.0
Net Expenditures	(46,287.3)	(47,727.0)	(45,500.4)		(45,500.4)	786.8	1.7%	(630.0)	(633.5)
Off-Street Parking									
Gross Expenditures	81,695.6	78,389.0	82,362.8		82,362.8	667.2	0.8%	1,657.0	1,714.3
Revenue	102,357.0	97,637.0	103,425.6		103,425.6	1,068.5	1.0%	1,519.4	1,543.3
Net Expenditures	(20,661.4)	(19,248.0)	(21,062.8)		(21,062.8)	(401.4)	(1.9%)	137.6	171.0
Bike Share									
Gross Expenditures	5,520.4	3,001.0	6,145.0		6,145.0	624.6	11.3%	1,179.0	301.0
Revenue	5,110.0	3,001.0	6,120.0		6,120.0	1,010.0	19.8%	1,005.0	500.0
Net Expenditures	410.4	0.0	25.0		25.0	(385.4)	(93.9%)	174.0	(199.0)
Total									
Gross Expenditures	99,662.1	92,228.0	100,599.4		100,599.4	937.3	0.9%	3,070.0	2,258.7
Revenue	166,200.3	159,203.0	167,137.6		167,137.6	937.3	0.6%	3,388.4	2,920.3
Total Net Expenditures	(66,538.2)	(66,975.0)	(66,538.2)		(66,538.2)	0.0		(318.4)	(661.5)
Approved Positions	328.5	312.0	328.5	0.0	328.5	0.0		0.0	0.0

#### **Base Changes**

(\$0.937M gross, \$0 net)

- The opening of Carpark 262 is expected to generate an additional \$0.999M in operating revenue in 2019
- Significant increases in economic factors include an additional \$4.361M in municipal taxes and \$0.326M in inflationary increases to utility costs
- Salary and benefit increases of \$0.327M are mainly attributable to cost-of-living adjustments
- Scheduled carpark closures of Carparks 15, 270, 272, 289 and 299, and reductions in the number of parking spaces due to construction/upgrades at Carparks 36 and 52 will result in net decreases to rental costs and municipal taxes (\$4.870M), partially offset by reduced user fee revenue (\$3.370M)
- Other base expenditure changes include increases for transactional payment processing (\$0.612M), depreciation costs (\$0.694M), and Bike Share expenses related to marketing initiatives and increases to their operating contract with Shift Transit (\$0.496M)
- Base revenue changes account for a loss of \$3.018M in revenue due to reduced transaction volume experienced in the downtown core, the end of Car2Go operations in Toronto who previously leased out parking spaces from TPA, and reduced investment income
- Above budget pressures fully offset by line-by-line savings for supplies and equipment repairs (\$1.008M), additional Bike Share revenue (\$1.010M) and rate increases at on-street and off-street parking facilities (\$5.316M)

#### **Future Year Plan**

- Inflationary increases in salaries and benefits, utility costs and miscellaneous supplies
- Increased usage of mobile pay technology will result in increased credit card processing fees
- Carpark openings will result in additional costs for municipal taxes and rent, fully offset by new user fee revenue
- Bike Share Toronto ridership is anticipated to continue to increase, resulting in additional revenue
- TPA is expecting to experience sustained revenue growth from the implementation and realization of increased parking rates
- Overall anticipated net revenue increases of \$0.318 million in 2020 and an incremental \$0.662 million in 2021.

#### **EQUITY IMPACTS OF BUDGET CHANGES**

**No significant equity impacts:** the changes in Toronto Parking Authority's 2019 Operating Budget do not have any significant equity impacts.

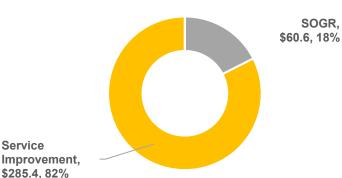
# 10-YEAR CAPITAL PLAN HIGHLIGHTS



# By Project Category SOGR, \$7.7, 28%

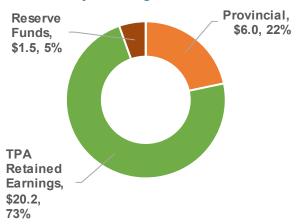
#### 2019-2028 Capital Budget and Plan \$345.962M



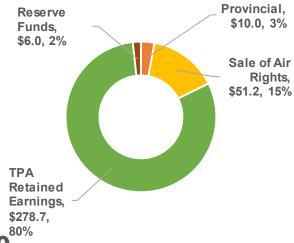


Service Improvement, \$20.0, 72%

#### **By Funding Source**



#### By Funding Source



YEAR

- \$7.722M for State of Good Repair projects including Green P Plus, TPA's environmentallyfocused approach to refurbishment of surface parking lots including the installation of lowenergy lighting and permeable paving.
- **\$7.500M** for Bike Share Expansion, primarily funded by the Ontario Municipal Commuter Cycling (OMCC) Program to expand the system by an additional 2,250 bikes across the City.
- **\$3.250M** for modernization initiatives including Upgrading Revenue Control Equipment at 16 carparks to allow for contactless credit card processing, developing the Pay-By-Plate project, and continuing the Parking Guidance System project.

#### 10 YEARS

Service

- **\$60.572M** for State of Good Repair projects to maintain parking faciliites and associated infrastructure in a state of good repair.
- \$285.390M for Service Improvement projects including the expansion and redevelopment of parking facilities and capital expansion of Bike Share Toronto.
- \$278.722M of the 10 Year Capital Plan is funded by TPA's current and future retained earnings.

# 10-Year Capital Plan by Project Category

**Table 4: Summary of Capital Projects by Project Category** 

	T . ( . )												
	Total App'd												Total
(In \$000s)	Cash	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2019 - 2028	Project
(··· <b>+</b> )	Flows to	Budget	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Total	Cost
	Date*												
Total Expenditures by Category													
State of Good Repair													
Carpark Provision - 2019		433										433	433
CP 171 - New Elevators					1,000							1,000	1,000
CP 404 - New Elevators					1,500							1,500	1,500
Fire Alarm and Sprinkler Upgrades			850									850	850
Greening Plus (2019) - Various Carparks		1,900										1,900	1,900
Greening Plus (Prior Year)		939										939	939
Painting Upgrades - CP 11	250	250										250	500
Painting Upgrades - CP 34	400	200										200	600
Painting Upgrades - CP 36	495	400										400	895
Painting Upgrades - CP 52	200 200	200 800										200 800	400 1,000
Restoration / Waterproof Parking Structure CP 58 Structural Maint & Tech. Green Plus 2018-2026	200	2,600	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500		52,100
Sub-Total	1,545	7,722	6,350	5,500	8,000	5,500	5,500	5,500	5,500	5,500	5,500		62,117
	1,545	1,122	0,330	3,300	0,000	3,300	3,300	3,300	3,300	3,300	3,300	60,572	02,117
Service Improvement													
592 and 598 Gerrard East	2,458		500									500	2,958
Avenue Rd. & Davenport							2,500	F				2,500	2,500
Bathurst / Queens Quay								5,000				5,000	5,000
Bay / Lakeshore (Downtown Fringe South)			4,000			10,000						10,000 4,000	10,000 4,000
Bessarion Community Centre Bik e Share Expansion	14,767	7,500	5,000									4,000 12,500	4,000 27,267
Bloor / Bathurst	14,707	7,300	5,000						8,500			8,500	8,500
Bloor / Dundas									2,900			2,900	2,900
Cabbagetown									2,400			2,400	2,400
Carpark Provision - 2019		4,567					5,000		2, .00			9,567	9,567
College / Dovercourt		.,					-,		2,000			2,000	2,000
CP 15 Redevelopment (JV)	1,000			7,200					,			7,200	8,200
CP 212 / 227 Adelaide and Spadina Redevelopment	100	50					6,200					6,250	6,350
CP 39 Castlefield Redevelopment	100					10,000						10,000	10,100
CP Provision due to City Initiatives		3,600	2,200	5,000	5,000	5,000	5,000					25,800	25,800
Expanded Facilities - Bloor St. W (Glendonwynne / Durie)							2,500					2,500	2,500
Financial District East of University								10,000				10,000	10,000
Harbord - Spadina To Major					2,000							2,000	2,000
Harbourfront						0.000		10,000				10,000	10,000
King E. of Spadina - Revitalization						6,000	40 500					6,000	6,000
King, West of Spadina (Reinvestment Area)							12,500		4 000			12,500	12,500
Leslieville (Queen E of Carlaw/ Coxwell) Little Italy			3,500						4,000			4,000 3,500	4,000 3,500
LPR / Pay-by-Plate Project		1,000	3,300									1,000	1,000
North York - Finch to Steeles		1,000						2,000				2,000	2,000
North York Center - South (Sheppard to Finch)					4,000			2,000				4,000	4,000
Office Computers and Equipment Upgrade		25			7,000							25	25
Parking Guidance System	500		250	250								750	1,250
Queen East (Kippendavie to Lee)					3,000							3,000	3,000
Queen St. West (Spadina to Bellwoods)				2,250	,							2,250	2,250
Redevelopment of 1113-1117 Dundas / Dovercourt			6,900									6,900	6,900
Redevelopment of CP 12 - 30 Alvin (JV)							9,300					9,300	9,300
Redevelopment of CP 224 - 34 Hannah Ave.						8,000						8,000	8,000
Redevelopment of CP 411 - Roe Avenue		1,000					2,500					3,500	3,500
Redevelopment of CP 412 (JV)						4,000						4,000	4,000
Redevelopment of CP 5 - 15 Wellesley (JV)	100					3,680				_	_	3,680	3,780
Replacement for Bike Lanes				5,000	5,000	5,000	5,000	2,000	2,000	2,000	2,000		28,000
Roncesvalles							,		2,000			2,000	2,000
Spadina / Bloor (Redevelopment of CP 23)					14 500		4,000					4,000	4,000
St Lawrence Market North					14,500				3,500			14,500	14,500
St. Clair West BIA (Dufferin to Christie) St. Clair West CP 41 (Corso Italia)								10,900	3,500			3,500 10,900	3,500 10,900
St. Clair West CP 41 (Corso Italia) St. Patrick CP 221	100			5,468				10,900				5,468	5,568
Upgrade Revenue Control Equipment	100	2,000		5,400								2,000	2,000
Yonge, S. of Eglinton		2,000						7,000				7,000	7,000
Sub-Total	19,125	19,992	22,350	25,168	33,500	51,680	54,500		27,300	2,000	2,000		304,515
	13,123	.5,552	,550	20, 100	55,500	31,000	5-7,500	-5,500	21,300	2,000	2,000	200,000	33-4,313
Total Expenditures by Category (excluding carry	20,670	27,714	28,700	30,668	41,500	57,180	60,000	52,400	32,800	7,500	7,500	345,962	366,632
forward from 2018)	20,070	21,117	20,700	55,550	41,000	01,100	00,000	02,400	32,000	7,000	1,000	040,002	000,0

<sup>\*</sup>Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2018, excluding ongoing capital projects (i.e. Civic Improvement projects)

#### 2019 - 2028 Key Capital Projects

Capital projects funded in the 10-Year Capital Plan are critical to maintaining the supply of both on-street and off-street parking. The delivery of these capital projects will help achieve service objectives and maintain Toronto Parking Authority's annual revenue contributions to the City of Toronto.

• State of Good Repair (SOGR) projects account for \$60.572 million or 18% of the total 10 Year Capital Plan's recommended expenditures. SOGR projects are driven by renewal and maintenance needs and are designed to

extend the useful life of assets and ensure service reliability. Toronto Parking Authority's SOGR program is fully funded by current and future retained earnings and includes the following projects:

• Service improvement projects account for \$285.390 million or 82% of the total 10-Year Capital Plan's spending. These projects expand and/or redevelop parking facilities to ensure that businesses in areas served throughout the City continue to grow and their neighbourhoods remain vibrant. TPA's service improvement projects are primarily funded by current and future retained earnings of \$218.150 million (76%) and the sale of air rights of \$51.240 million (18%), although provincial funding provides \$10.000 million (4%) and contributions from reserve funds total \$6.000 million (3%). The 10-Year Capital Plan includes the following projects:

# State of Good Repair (SOGR) Funding & Backlog

The 2019 – 2028 Capital Budget and Plan allocates \$60.572 million for state of good repair projects to fund new elevators, fire alarm and sprinkler upgrades, painting, structural maintenance and technology upgrades and various greening initiatives.

TPA has implemented a comprehensive SOGR program for the maintenance of off-street and on-street parking facilities and related infrastructure, and does not currently have any SOGR backlog. All SOGR funding expended ensures assets are maintained in a steady state.

An amount of \$7.722 million in 2019, \$6.350 million in 2020 and \$5.500 million annually thereafter, with the exception of \$8.000 million in 2020 has been allocated over the 10-Year Plan to maintain assets in a state of good repair, including structural maintenance and greening initiatives. 2024 includes an additional \$2.500 million for *new elevators* at Carparks 171 and 404.

30.000 SOGR Funding 25.000 20.000 In \$ Millions 15.000 10.000 5.000 0.000 2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 2028 SOGR Funding In \$ Millions 2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 2028 SOGR Funding 24.938 7.722 6.350 5.500 8.000 5.500 5.500 5.500 5.500 5.500 5.500

**Chart 3: Total SOGR Funding & Backlog** 

# **Operating Impact of Completed Capital Projects**

**Table 5: Net Operating Impact Summary** 

	2019 E	Budget	2020	Plan	2021	Plan	2022	Plan	2023	Plan	2019 -	2023	2019 -	2028
Projects	\$000s	<b>Positions</b>	\$000s	<b>Positions</b>	\$000s	<b>Positions</b>	\$000s	Positions	\$000s	Positions	\$000s	<b>Positions</b>	\$000s	Positi
Previously Approved														
11 Wellesley	(144)										(144)	-	(144)	<b>'</b>
242 Danforth, E. of Broadview (CP 277 Expansion)	(14)										(14)	-	(14)	
50 Wellesley	(53)										(53)	-	(53)	
Avenue, N. of Lawrence (Caribou)  Bessarion Community Centre	(14)				(200)						(14) (200)	-	(14)	
Carpark Provision 2018	(192)				(200)						(192)	-	(192)	<b>'</b>
CP 1 - Additional of 2 Levels	(29)										(29)	-	(29)	
CP 39 Castlefield Redevelopment	(2)										(29)		(502)	
CP 505 Cliveden Redevelopment	(10)										(10)	-	(10)	<b>'</b>
CP212 / 227 Adelaide and Spadina Redevelopment	(10)										(10)		(313)	
ERP/Financial System - PICK Replacement	(58)										(58)	-	(58)	
Exhaust Fan, Drain, Concrete CP 36	(00)		(100)								(100)	-	(100)	
Painting CP 52			(100)								(100)		(100)	-
Parking Guidance System	(5)		(5)		(5)		(5)				(19)	_	(19)	
Redevelopment of CP 217 (JV)	(39)		(0)		(0)		(0)				(39)	_	(39)	
St. Patrick CP 221	(00)						(273)				(273)	_	(273)	
Work & Asset Mgmt. SAAS Solution	(3)						(210)				(3)	-	(3)	-
Sub-Total: Previously Approved	(563)	_	(115)	-	(205)	_	(278)	_	-	-	(1,160)	-	(1,973)	
ew Projects - 2019	(303)	_	(113)	_	(200)	-	(270)	-		_	(1,100)	-	(1,373)	,
Bike Share Expansion			(375)		(375)						(750)	_	(750)	١
Carpark Provision - 2019			(94)		(3/3)						(94)	-	(94)	
CP 15 Redevelopment (JV)			(54)				(360)				(360)		(360)	
CP 262 - 302 Queen St W./ Soho	(202)						(300)				(202)	-	(202)	
	(202)		(95)								(202)	-	(202)	
Greening Plus (2019) - Various Carparks			(47)								(95)	-	(95)	
Greening Plus (Prior Year)													. ,	<b>'</b>
LPR / Pay-by-Plate Project	/41		(50)								(50)	-	(50)	
Monthly Payments Solution	(1)		(4)								(1)	-	(1)	
Office Computers and Equipment Upgrade			(1)								(1)		(1)	
Painting CP 11			(13)								(13)	-	(13)	
Painting CP 34			(10)								(10)	-	(10)	
Painting CP 36			(20)								(20)	-	(20)	
Redevelopment of 1113-1117 Dundas / Dovercourt					(345)						(345)	-	(345)	
Redevelopment of CP 411 - Roe Avenue			(50)								(50)	-	(175)	
Redevelopment of CP 5 - 15 Wellesley (JV)			(184)								(184)	-	(184)	
Restoration / Waterproof Parking Structure CP 58			(40)								(40)	-	(40)	-
Upgrade Revenue Control Equipment			(100)								(100)	-	(100)	
Sub-Total: New Projects - 2019	(204)	-	(1,079)	-	(720)	-	(360)	-	-	-	(2,363)	-	(2,488)	)
ew Projects - Future Years														
592 and 598 Gerrard East					(25)						(25)	-	(25)	
Avenue Rd. & Davenport											-	-	(125)	
Bathurst / Queens Quay											-	-	(250)	-
Bay / Lakeshore (Downtown Fringe South)											-	-	(500)	
Bloor / Bathurst											-	-	(425)	
Bloor / Dundas											-	-	(145)	
Cabbagetown											-	-	(120)	)
Carpark Provision - 2019											-	-	(406)	)
College / Dovercourt											-	-	(100)	)
CP 171 New Elevators									(50)		(50)	-	(50)	)
CP 404 New Elevators									(75)		(75)	-	(75)	)
CP Provision due to City Initiatives			(180)		(110)		(250)		(250)		(790)	-	(1,290)	)
Expanded Facilities - Bloor St. W (Glendonwynne / Durie)											-	-	(125)	)
Financial District East of University											-	-	(500)	)
Fire Alarm and Sprinkler Upgrades					(43)						(43)	-	(43)	
Harbord - Spadina To Major					()				(100)		(100)	-	(100)	
Harbourfront									/		-	-	(500)	
King E. of Spadina - Revitalization											-	-	(300)	
King, West of Spadina (Reinvestment Area)											-	-	(625)	
Leslieville (Queen E of Carlaw / Coxwell)											-	-	(200)	
Little Italy					(175)						(175)	-	(175)	
North York - Finch to Steeles					()						- ()	-	(100)	
North York Center - South (Sheppard to Finch)									(200)		(200)	-	(200)	
Parking Guidance System			(13)		(13)		(13)		(200)		(38)	-	(38)	
Queen East (Kippendavie to Lee)			(10)		(10)		(10)		(150)		(150)	-	(150)	
Queen St. West (Spadina to Bellwoods)							(113)		(100)		(130)	-	(113)	
Redevelopment of CP 12 (30 Alvin) JV							(110)				- (113)	-	(465)	
Redevelopment of CP 224 (34 Hannah Ave.)											-	-	(400)	-
Redevelopment of CP 412 (JV)											-	-	(200)	-
Replacement for Bike Lanes							(250)		(250)		(500)	-	(1,300)	
Repracement for blike Laries Roncesvalles							(200)		(200)			-		
											-		(100)	
Spadina / Bloor (Redevelopment of CP 231 St Lawrence Market North									/70E\			-	(200)	
									(725)		(725)		(725)	
St. Clair West BIA (Dufferin to Christie)											-	-	(175)	
St. Clair West CP 41 (Corso Italia)			(400)		(075)		(075)		(075)		- (055)	-	(545)	
Structural Maint & Tech. Green Plus 2018-2026			(130)		(275)		(275)		(275)		(955)	-	(2,330)	
Yonge, S. of Eglinton									·a		-	-	(350)	
	-	-	(323)	-	(640)	-	(900)	-	(2,075)	-	(3,938)	-	(13,468)	)
Sub-Total: New Projects - Future Years	_													

As a result of completed parking facility projects, Toronto Parking Authority generates incremental operating revenue from user fees. Usually, realization of this revenue is projected for the year following completion of the parking facilities,

assuming that construction was completed by December 31<sup>st</sup> of the respective budget year. In assessing the financial viability of new carparks and surface lots, Toronto Parking Authority uses an annual 5% net rate of return based on the past net profit history.

In total, TPA is projecting to increase net revenue by \$17.929 million as a result of additional revenue from new or expanded carparks and on-street parking. This revenue will mainly be realized in 2023 – 2026 following project completion.

No new positions will be required to deliver the 10-Year Plan. New parking facilities will not require additional parking attendants and will primarily be served by pay-and-display machines. Automation allows carparks to operate on a 24-hour basis and maintenance of new facilities will be provided by existing Toronto Parking Authority staff.

Future operating impacts will be reviewed each year as part of the annual budget process.



**PROGRAM SUMMARY** 

# **Toronto Police Service**

#### What We Do

The Toronto Police Service (TPS) is dedicated to delivering policing services, in partnership with our communities, to keep Toronto the best and safest place to be. Its purpose is to meet service objectives under the Adequacy Standards of the Police Services Act.

#### Why We Do It

Toronto Police Service is committed to deliver police services which are sensitive to the needs of the community, involving collaborative partnerships and teamwork to overcome all challenges. These services are provided with the following goals, guided by *The Way Forward* plan: to be where the public needs the Service the most, embrace partnerships to create safe communities, and focus on the complex needs of a large city.

# Our Experience & Success

- Over \$100M savings and 300+ positions reduced since 2015 due to hiring moratorium and management actions to contain the budget.
- Significant cost avoidance due to handling higher number of calls for service with less officers.
- Greater access to crime data with newly established Public Safety Data Portal.
- Over 27,000 arrests.
- Almost 2 million calls taken by 9-1-1.
- Over 600,000 calls attended by frontline officers.
- ·Over 1,000 guns seized.
- •8,000 R.I.D.E. officer hours resulting in over 100,000 vehicles stopped.
- Worked toward a more mobile workforce to be more community focused and create efficiencies (Connected Officer program).

# **Key Challenges**

- Workload increased by more than 10% since 2015 due to increased calls for service, while uniform staffing levels decreased by 9% over the same period as a result of the hiring moratorium.
- Costs and resource pressures associated with legislation impacting the Service relating to WSIB, Chronic Mental Stress Policy, Cannabis, Next Generation 9-1-1, R v. Jordan Decision and disclosure of "911 tapes" decision.
- Changing landscape of policing (e.g., cybercrime, gun and gang criminals).
- Implementing modernization agenda in an effective way with limited resources, while still delivering adequate and effective policing.

#### **Priority Actions**

- Ensuring that the Service is adequately resourced with people, technology, analytics and professional capabilities to enable our modernization journey.
- Continued civilianization of positions to increase capacity of front-line staff for priority calls.
- Continue to implement recommendations in *The Way* Forward report to modernize the service delivery model.
- Continuing the move to a district model of policing.
- Continuation of the Neighbourhood Officer pilot focussed on crime reduction, increasing public trust and improving community relationships.
- Improving officers' mobility and use of technology with the Connected Officer and Body Worn Camera programs.
- Completing the transfer of School Crossing Guard Program to the City.

# **Budget At A Glance**

OPER	RATING BU	JDGET	
\$Million	2019	2020	2021
Gross Expenditures	\$1,172.8	\$1,195.7	\$1,213.1
Revenues	\$146.0	\$142.3	\$142.3
Net Expenditures	\$1,026.8	\$1,053.4	\$1,070.8
Approved Positions	7,881	7,881	7,881

\$Million	2019	2020-2028	Total
Gross Expenditures	\$65.8	\$509.3	\$574.1
Debt	\$29.6	\$188.4	\$218.0

# **Key Service Deliverables**

Crime prevention

Law enforcement

Assistance to victims of crime

Public order maintenance

Emergency response

Performing investigative activities, particularly those related to cybercrime

Being involved and ensuring the safety of community initiatives or events

Addressing community safety issues, particularly those related to pedestrian and traffic safety and police

Providing security for Provincial courtrooms within the City of Toronto

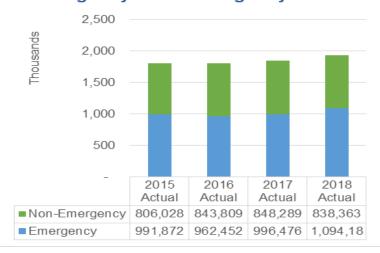
#### Who We Serve

Community-Based Crime Prevention	Law Enforcement	Response / Public Order Maintenance
<ul><li>Community Groups</li><li>Local School Boards</li></ul>	• Incident Victim(s)	• Local Businesses
Beneficiaries	Beneficiaries	Beneficiaries
<ul><li>Businesses</li><li>Residents</li><li>City &amp; Agency Staff</li><li>Visitors</li></ul>	<ul><li>Businesses</li><li>Residents</li><li>City &amp; Agency Staff</li><li>Visitors</li></ul>	<ul><li>Businesses</li><li>Residents</li><li>City &amp; Agency Staff</li><li>Visitors</li></ul>

# **How Well We Are Doing**

#### **Performance Measures**

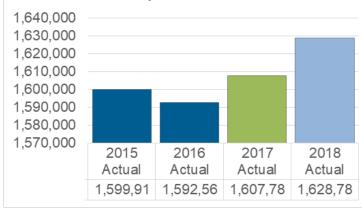
# **Emergency/ Non-Emergency Calls**



#### **Behind the Numbers**

- The total number of calls for service were approximately 5% higher, comparing December 2018 to December 2017, while emergency calls for service were 10% higher for the same time period.
- As of 2018 Year End, there were 1,932,545 calls for service to the Toronto Police Service.
- As crime is changing, TPS faces new challenges. Cybercrime, national security, guns and gangs, persons in crisis and domestic violence are examples of the increasing complexity of calls to which TPS responds. These crime types are sensitive in nature and require a level of specialized investigative support.





- As complexity of crimes increase, the time officers spend on each call increases respectively.
- Investigations are more time and resource intensive due to legislative requirements and evidentiary standards and processes.

# **PROGRAM MAP**



# 2019 OPERATING BUDGET HIGHLIGHTS

# 2019 Operating Budget \$1,172.7M





- **3.0%** Budget increase over the 2018 Approved Net Operating Budget to maintain existing service levels and continue to implement recommendations from *The Way Forward* report.
- **\$4.911M** New provincial funding to combat guns and gangs in Toronto.
- **\$0.533M** Net savings to be realized from the civilianization of 184 positions to allow for front-line officers to focus on core policing duties.
- **2020/2021** The current collective bargaining agreement expired at the end of 2018 and COLA is not included in 2019, 2020 and 2021.

#### 2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Operating Budget and Plan by Service

	20	18		2019				Increment	al Change
(In \$000s)	Budget	Actual	Base	New / Enhanced	Total Budget	Char	Changes		2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
Total									
Gross Expenditures	1,141,876.3	1,147,510.6	1,172,748.3		1,172,748.3	30,872.0	2.7%	32,491.0	20,644.4
Revenue	145,423.9	151,615.0	145,976.8		145,976.8	552.9	0.4%	(7,685.0)	(203.6)
Total Net Expenditures	996,452.4	995,895.6	1,026,771.5		1,026,771.5	30,319.1	3.0%	40,176.0	20,848.0
Approved Positions	7,881.0	6,917.0	7,881.0	0.0	7,881.0	0.0	0.0%	0.0	0.0

# Base Changes (\$30.319M Net)

- Increased contracted services costs, computer maintenance costs, recruit hiring costs (uniforms and training), psychological assessments, gasoline prices.
- Salary & benefit increases to fund critical vacant civilian positions and full year financial impacts of 2018 in-year Board approved initiatives relating to Communications Operators and Special Constables.
- Efficiencies from civilianizing 184 positions.
- Additional premium pay for uniformed officers to accommodate critical workload issues.
- Increased reserve contribution for lifecycle replacement of equipment and fleet vehicles, sick pay gratuity and healthcare.
- Continued spending on transformation initiatives funded from the modernization reserve.

#### **Future Year Plan**

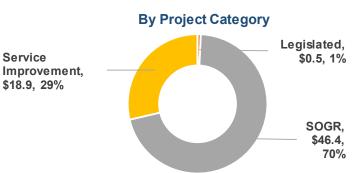
- •Salary and benefit increases in 2020 due to annualized impact of 2019 hiring.
- •Inflationary increases in non- salary expenses and contract increases.
- The current collective bargaining agreement expired at the end of 2018 and the provision of the COLA estimates are not forecasted in 2020 and 2021.

#### **EQUITY IMPACTS OF BUDGET CHANGES**

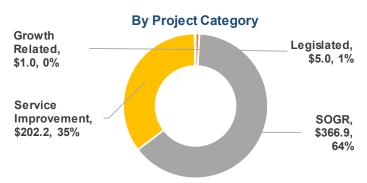
**No significant equity impacts:** The changes in Toronto Police Service's 2019 Operating Budget do not have any significant equity impacts.

# 10-YEAR CAPITAL PLAN HIGHLIGHTS

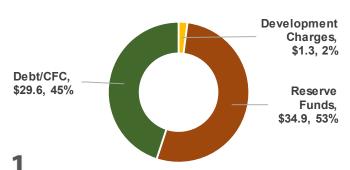
2019 Capital Budget \$65.796M



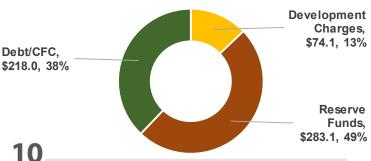
2019 - 2028 Capital Budget and Plan \$575.141M



# **By Funding Source**



By Funding Source



- \$14.051M Continue with the phased facilities realignment projects as part of the strategic direction outlined in the Transformational Task Force final report.
  - **\$1.800M** Continue with the Body Worn Camera and Connected Officer projects.
  - \$1.700 M Begin phase III of Transformation Corporate (Systems) Support.
  - **\$0.500M** begin new legislated project to fund first phase of the modernization of the 9-1-1 network as required by Canadian Radio-Television and Telecommunications Commission (CRTC).

 \$366.906M State of Good Repair projects for vehicle and equipment lifecycle replacements and to maintain the safety, condition and requirements of existing TPS buildings.

YEARS

- **\$202.195M** Service Improvement projects to modernize through facility realignments and technology investments.
- **\$5.000M** Legislated project to fund first phase of the modernization of the 9-1-1 network as required by CRTC.
- **\$1.040M** Growth projects to increase storage space at the property and evidence warehouse.

#### 10-Year Capital Plan by Project Category

**Table 4: Summary of Capital Projects by Project Category** 

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
Legislated													
Next Generation 911 (NG911)		500	4.000	500							1	5.000	5.000
Sub-Total		500	4,000	500								5,000	5,000
State of Good Repair			4,000									0,000	0,000
·		0.050					0.050				1		
AFIS replacement		3,053	4 750				3,053	1.750			1	6,106 3,500	
AVLS Replacement Lifecycle CEW Replacement			1,750 1,350			1,210		1,750			1,210		
			292	240		1,210		292	240		1,210		
Digital Photography Lifecycle Replacement				316				292	316		1	1,216	
DPLN Replacement		4.045	1,500	4 000	005	055	005	000	1,600	050	050	3,100	
DVAMS I, II Lifecycle Replacement		1,045	1,060	1,890	665	855	385	326	1,825	650	650	9,351 900	
Electronic Surveillance System Lifecycle Replaceme		350 500	500	500	500	500	550 500	500	500	500	500		
Furniture Lifecycle Replacement- Reserve		500	500				500	500	500	500	500		
In-Car Camera Replacement		3,980	787	500 2.297	2,750 660	2,250 2,716	2,163	831	2,824	2,824	2,824	5,500 21,906	
IT business resumption		3,980	/8/	2,297	660	2,716		831	2,824	2,824	2,824		
Livescan replacement		40	400	F40	F 40	F 40	540	F 40	F40	F40	F40	540	
Locker Replacement		48	168	540	540	540	540	540	540	540	540		
Marine Vessel Electronics		0.444	4 000		585	000	0.444	4 000		600	000	1,185	
Mobile work station		9,144	1,000	4 750	0.050	300	9,144	1,000	F F00	5 500	300		
Network equipment		2,400	2,900	1,750	2,250	3,750	4,350		5,500	5,500	1,750	,	
Property and Evidence Scanners Lifecycle		40					40		=0			80	
Radar Unit Replacement			9	15	12	195	78	176	52	231	99		
Radio Replacement		4,114	5,949	5,074	3,292					14,141	4,250		
Servers		5,930	4,441	3,634	2,325	4,113	6,512	4,678	3,825	3,825	3,825		
Small Equipment Replacement		236	967	1,588	1,311	236	271	230	999	996	220		
SOGR		4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	,	
Vehicle & Equipment lifecycle replacement		6,951	6,954	7,436	6,495	6,495	6,495	6,605	6,495	6,495	6,495	,	
Voice Logging Lifecycle Replacement		350					350				1	700	
Wireless Parking System					5,523					5,523	1	11,046	
Work station, printers and laptops		3,904	4,364	3,369	3,278	2,170	5,551	5,247	3,453	2,381	3,600	37,317	
Sub-Total		46,445	38,391	33,309	34,586	29,730	44,922	27,925	32,329	48,606	30,663	366,906	
Service Improvement													
AED's			100		12		42		12		12	178	178
Body Worn Camera - Full Implementation	500	1,000	2,000								1	3,000	3,500
Business Intelligence	9,416	1,300									1	1,300	10,716
CCTV			275	275				300	300		1	1,150	1,150
Connected Officer Lifecycle Replacement			342		348		355		362		370	1,777	1,777
Connected Officer Program		800									1	800	800
12 Division Renovation		1,800	5,200	2,000							1	9,000	9,000
13 Division New Build				372	6,500	17,330	14,170	2,000			1	40,372	40,372
22 Division New Build						400	6,500	18,500	13,000	2,000	1	40,400	40,400
32/33 Division Amalgamation	200	4,790	5,950	1,000							ĺ	11,740	11,940
41 Division - Construction	395	4,561	16,622	14,850	2,500						i '	38,533	38,928
43 Division Major Interior Renovation			300	2,100	1,600						ĺ	4,000	4,000
51 Division Major Expansion									1,500	3,000	2,530	7,030	7,030
54/55 Amalgamation - Construction	6,203		6,252	11,625	7,000	4,697	3,448				i i	33,022	39,225
District Model		2,900	1,687	1,535	1,071						i '	7,193	7,193
Transforming Corporate (Systems) Support	5,735	1,700	1,000								L	2,700	8,435
Sub-Total	22,449	18,851	39,728	33,757	19,031	22,427	24,515	20,800	15,174	5,000	2,912	202,195	224,644
Growth Related													
Property and Evidence Racking			40			1,000						1,040	1,040
Sub-Total			40			1,000						1,040	1,040
Total Expenditures by Category (excluding carry	22,449	65,796	82,159	67,566	53,617	53,157	69,437	48,725	47,503	53,606	33,575	575,141	230,684

<sup>\*</sup>Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2019, excluding ongoing capital projects (i.e. Civic Improvement projects)

# 2019 - 2028 Key Capital Projects

Capital projects funded in the 10-Year Capital Plan are critical to implementing recommendations outlined in the Transformational Task Force's final report, *Action Plan: The Way Forward – Modernizing Community Safety in Toronto*. The delivery of these capital projects will help achieve service objectives and strategic direction of the Toronto Police Service, and ensure the health and safety of members and the public.

- Legislated projects total \$5.0 million or 0.9% of the total 10-Year Capital Plan's expenditures.
- SOGR projects account for \$366.906 million or 63.8% of the total 10-Year Capital Plan of which \$279.980 million or 76% is funded from the Services' Vehicle and Equipment reserve. The remainder \$86,906 million or 24% is funded by debt.
- Service Improvement projects account for \$202.195 million or 35.2% of the total 10-Year Capital Plan's expenditures. These projects are 62% funded by debt, 36% by development charges, and 2% by reserves.

 Growth Related projects account for \$1.040 million or 0.2% of the total 10-Year Capital Plan's expenditures. Debt and Development Charges are the funding sources for these projects.

# State of Good Repair (SOGR) Funding & Backlog

The City of Toronto's Facilities Management Division carries out the state of good repair work required at Police facilities and storage facilities and is responsible for addressing mechanical, electrical, re-roofing and structural issues. As a result, the value of these assets, associated state of good repair backlog and funding required to address these issues are reflected as part of the 10-Year Capital Plan for Facilities, Real Estate, Energy and Environment (FREEE).

The Toronto Police Service is responsible for addressing state of good repair issues inside its facilities. This work includes but is not limited to renovation/repairs inside its facilities, firing range retrofits, upgrades to locker rooms and washrooms, and front desk replacements.

The 10-Year Capital Plan for Toronto Police Service provides funding for ongoing work directed at addressing state of good repair backlog and funding for TPS equipment, TPS associated vehicles, radio infrastructure and security systems.

- The 10-Year Capital Plan provides funding for major capital projects to renovate existing TPS facilities and replace and construct new ones.
- Other equipment/systems are replaced according to TPS associated lifecycle programs (reserve-funded) and included
  as replacements in the TPS's capital program. There is no accumulated backlog for these assets, as the SOGR is
  adequately funded in the 10-Year Capital Plan for TPS.
- Those asset groups account for \$312.530 million of the total asset value.

# **Operating Impact of Completed Capital Projects**

\$000s Position 2023 Plan 2019 -2019 - 2028 \$000s Positions \$000s Positions \$000s Positions Positions Projects reviously Approved Business Intelligence 661 Peer to Peer 226 271 (159 Transforming Corporate (Systems) Support (105 932 840 Sub-Total: Previously Approved 802 New Projects - 2019 Radio Replacemen 25 **25** Sub-Total: New Projects - 2019 New Projects - Future Years 175 150 175 41 Division 72 72 147 162 13 Division New Build 22 Division New Build 150 72 156 54/55 Amalgamation 72 23 (22 ected Officer Lifecycle Replacement 50 Sub-Total: New Projects - Future Years 307 75

Table 5: Net Operating Impact Summary

The 10-Year Capital Plan will increase future year Operating Budgets by \$1.946 million net over the 2019 - 2028 period, primarily due to the completion of the Business Intelligence and Peer to Peer Site expected to ready in 2019.

#### New Projects - 2019

• Radio replacement – Additional funding of \$0.175 million will be required for the maintenance of software/hardware subscriptions for the following two items:

# New Projects - future years

- 41 Division Additional funding of \$0.162 million required for facility maintenance such as cleaning and utilities.
- 13 Division New Build, 22 Division New build, 54/55 Amalgamation Additional funding of \$0.462 million will be required for facility maintenance such as cleaning and utilities.
- Connected Officer Lifecycle Replacement Additional funding of \$0.307 million is estimated relating to data plan for licenses, data plans and maintenance for the 700 devices.

The 2019 operating costs for all these projects, as mentioned above, have been funded in the 2019 Operating Budget for Toronto Police Service and any future operating impacts will be reviewed each year as part of the annual Operating Budget process.



**PROGRAM SUMMARY** 

# **Toronto Police Services Board**

#### What We Do

We are responsible, under the Police Services Act, for ensuring the provision of adequate and effective police services in Toronto.

#### Why We Do It

The Toronto Police Services Board is the civilian governance body that oversees the Toronto Police Service. The Board is dedicated to ensuring that police services are delivered in partnership with our communities, to keep Toronto the best and safest place to be. Ontario's *Police Services Act* requires the Board to: generally determine the objectives and priorities for police services in the municipality, after consulting with the Chief of Police; set policies for the effective management of the police force; recruit and appoint the Chief of Police and Deputy Chiefs of Police; direct the Chief of Police and monitor their performance; and, determine the budget for the police force.

# Our Experience & Success

- Appointed a reviewer to conduct an independent review into Board policies as well as Service procedures and practices in relation to missing person investigations; the review commenced September 2018.
- Established an Anti-Racism Advisory Panel in April 2018.
- Lifted the Hiring Moratorium and worked closely with the Toronto Police Service in the hiring of 140 new recruits in 2018.
- Worked closely with the Service and the City to facilitate other aspects of the Board's transformation agenda including moving the lifeguard and crossing guards programs over to the City of Toronto, and the transfer of nonpolicing calls to the City's 311 service.
- Held monthly Confidential and Public meetings, dealt with hundreds of agenda items, and responded to public inquiries and concerns from members of the public on a daily basis.

## **Key Challenges**

 As the demand for adequate and effective policing increases due to population growth, and the implementation of transformation continues, the Board must address increasingly complex community concerns and governance issues.

# **Priority Actions**

- Remain focused on how police officers can best respond to people who are dealing with mental health and addictions issues, as well as how to support employee health and wellness programs internally.
- Continue to build on confronting issues of bias, including critical examination of the Board's Policy on Collection, Use and Reporting of Demographic Statistics - which includes race-based data.
- Respond to anticipated changes as a result of the Safer Ontario Act, and other new and amended legislation relevant to the Board's work.
- Contine the second year of the Missing Persons Investigations Review with a focus on policies and procedures governing missing person investigations (\$1.8 million gross and \$0 net).

### **Budget At A Glance**

OPE	RATING BU	DGET	
\$Million	2019	2020	2021
Gross Expenditures	\$4.761	\$3.858	\$3.058
Revenues	\$2.300	\$1.300	\$0.500
Net Expenditures	\$2.461	\$2.558	\$2.558
Approved Positions	8.5	8.5	8.5

### **Key Service Deliverables**

Provide input into, analyze, and respond to anticipated changes to the Safer Ontario Act

Monitor implementation of the Transformational Task Force's final report, The Way Forward

Continue to provide robust civilian governance and oversight to North America's fourth-largest municipal police service

Monitor and celebrate the achievements of the Toronto Police Service

#### **Who We Serve**

#### **Toronto Police Service Governance & Oversight**

- · Chief of Police
- Staff Toronto Police Service
- Toronto Police Association
- Toronto Police Senior Officers' Organization

#### Beneficiaries

- Businesses
- Ministry of Community Safety & Correctional Services
- Residents
- City & Agency Staff

#### **PROGRAM MAP**

#### **Toronto Police Services Board**

Provide, through civilian governance, adequate and effective police services in Toronto in accordance with the Police Service Act

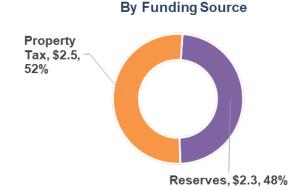
Toronto Police Service Governance & Oversight

Program Service Activity Sub-Activity
---------------------------------------

# 2019 OPERATING BUDGET HIGHLIGHTS

## 2019 Operating Budget \$4.8M







100%

Toronto Police Service Governance & Oversight, \$4.8,

- **6.6%** Budget increase over the 2018 Approved Net Operating Budget to maintain existing service levels.
- **\$0.018M** Increases primiarly in salaries and benefits for cost of living adjustments offset by a reduction in discretionary expenditures.
- **\$0.149M** New/enhanced funding for additional resources to better support the Toronto Police Services Board's governance role and meet service demands.
- 2020/2021 Final year of Independent Missing Persons Review to be concluded in April 2020.

#### **2019 OPERATING BUDGET OVERVIEW**

Table 1: 2019 Operating Budget and Plan by Service

	201	8		2019				Increment	al Change
	Budget	Actual	Base	New / Total				2020	2021
(In \$000s)	Buuget	Actual	Dase	Enhanced	nhanced Budget		nges	Plan	Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
Total									
Gross Expenditures	3,434.1	2,889.9	4,611.8	149.2	4,761.0	1,326.9	38.6%	(1,000.0)	(800.0)
Revenue	1,125.0	629.8	2,300.0		2,300.0	1,175.0	104.4%	(1,000.0)	(800.0)
<b>Total Net Expenditures</b>	2,309.1	2,260.1	2,311.8	149.2	2,461.0	151.9	6.6%	0.0	0.0
Approved Positions	7.0	7.0	7.0	1.5	8.5	1.5	21.4%	0.0	0.0

# Base Changes (\$0.027M Net)

- Increase in salaries and benefits from cost of living adjustments, offset by decreases in other discretionary expenses.
- 2019 costs relating to extension of Independent Missing Persons Review, fully funded by the Tax Rate Stabilization Reserve.

# New/Enhanced Service Priorities (\$0.149M Net)

• Staffing enhancements includes hiring of a full-time permanet Senior Advisor and a part-time Administrative Assistant, for a total of 1.5 positions as well as reclassifying an existing posiiton to better support the Toronto Police Services Board's governance role and meet new demands.

#### **Future Year Plan**

 Reversal of the costs for the Independent Missing Persons Review to be completed in April 2020.

#### **EQUITY IMPACTS OF BUDGET CHANGES**

**No significant equity impacts:** The changes in Toronto Police Services Board's 2019 Operating Budget includes additional staffing enhancements to support the better governance and meet service demands which do not have any significant equity impacts.



#### **PROGRAM SUMMARY**

# **Toronto Public Health**

#### What We Do

Toronto Public Health (TPH) provides programs, services and policy directions to create the optimal conditions to achieve a healthy city for all, meet community public health needs, comply with the Ontario Public Health Standards, and contribute to a broader sustainable health system. TPH delivers the following services:

- Chronic Diseases and Injuries
- · Emergency Preparedness
- Environmental Health
- Family Health
- Infectious Diseases
- Public Health Foundations

#### Why We Do It

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

# **Our Experience & Success**

- Heat Relief Network promoted over 180 City and private locations where residents could escape the heat.
- Student nutrition program supported 609 school communities to provide over 39.4 million meals to 209,420 children and youth.
- Supervised Injection Services had over 29,200 visits and reversed over 500 drug overdoses.
- Completed assessments of 157,404 students' immunization records in 729 schools, greatly reducing the spread of contagious diseases and outbreaks.
- DineSafe program conducted 10,440 inspections on high-risk food premises.

# **Key Challenges**

- Increasingly diverse population requires designing and delivering programs that meet the health needs at both a population and individual level.
- Health promotion and protection takes place in a complex system with multiple stakeholders, partners, and subject matter experts which requires choosing the right collaboration at the right time to achieve the best health outcomes for the population.
- Obtaining and analyzing data and evidence is essential to determine how to respond to current and emerging public health issues and threats.
- Increasing the use of technology to achieve efficiencies and broaden the reach of public health programs and services.

# **Priority Actions**

- •\$0.203 million included in the 2019 Budget to implement a Service Delivery Review for TPH to ensure services are meeting the needs of the population.
- \$1.129 million recommended in the 2019 Base Budget to continue to support the Toronto Overdose Action Plan and advance the Toronto Poverty Reduction Strategy.
- •\$24.100 million is included in the 2019-2028 Capital Plan to continue to invest in IT system projects to support service delivery, achieve efficiencies and broaden the reach of public health programs and services.
- Pilot with Ontario HIV Treatment Network to link HIV patients to care.
- Collaborate with City divisions to implement municipal plans for the legalization of non-medical cannabis.

## **Budget At A Glance**

OPERA	ATING BU	IDGET	
\$Million	2019	2020	2021
Gross Expenditures	\$255.3	\$258.6	\$258.7
Revenues	\$190.8	\$193.1	\$193.0
Net Expenditures	\$64.5	\$65.5	\$65.7
Approved Positions	1,881.2	1,881.2	1,872.3

\$Million	2019	2020-2028	Total
Gross Expenditures	\$3.8	\$20.3	\$24.1
Debt	\$3.7	\$20.2	\$23.9

## **Our Key Service Levels**



Deliver individualized service to **7,300** families to ensure a healthy pregnancy, newborn, and preparation for parenthood



Respond to and investigate **100% (45,000)** of reports of infectious disease cases



Providers

Neighbourhoods

Complete 66,000 screens, including hearing and nutrition to identify children at risk of decreased child development outcomes

Source of Image: www.icons8.com

## **Key Service Deliverables**

Collect, assess and monitor health status on homeless and under-housed populations.

Assess 100% of the immunization records for 5 to 17 year old children.

Under the Infectious Diseases program, inspect 4,250 critical and semi-critical personal services settings and 1,000 licensed child care facilities.

Deliver 65,000 educational sessions to improve families' knowledge in healthy pregnancy, growth and development, positive parenting, healthy eating, and breastfeeding to enable children and parents to attain and sustain optimal health and development.

#### Who We Serve

Neighbourhoods

• City & Agency Staff

#### **Public Health Chronic Diseases & Family Health Environmental** Infectious **Emergency Diseases Foundations Injuries Preparedness** Health • Children ages 0-6 · Individuals with • Residents (Children, • Residents (Children, Community Food & Water Community Youth. Adults. Youth. Adults & Partners consumers known/suspected Agencies & reportable Seniors) Seniors) Emergency Health Hazard Organizations infectious Educational Educational Response Violators Parents and disease Institutes Institutes Agencies Recreational Water Guardians Individuals at-risk Employers Employers Emergency Users Pregnant women of reportable Victims Residents · Youth and adults in infectious Residents their childbearing disease Individuals at-risk years for vaccine preventable Beneficiaries Beneficiaries Beneficiaries Beneficiaries Beneficiaries disease · Hospitals, Long- Neighbourhoods Residents & • General Public General Public • Residents & Term homes, **Families** Partners of Health Care • City & Agency **Families** Retirement Pregnant women

• Residents &

**Families** 

Staff

Neighbourhoods

City & Agency Staff

Homes,

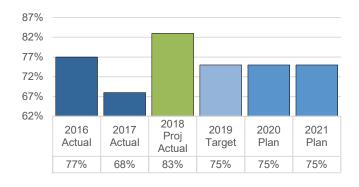
Correction

**Facilities** Community

# **How Well We Are Doing**

#### **Performance Measures**

# Percentage of higher needs schools receiving CD&IP services



#### **Behind the Numbers**

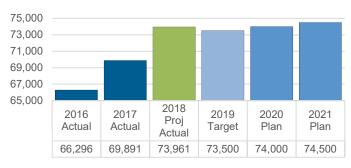
- Schools are the ideal setting to reach children with Chronic Disease and Injury Prevention (CD&IP) initiatives.
- Given the number of schools in Toronto, TPH strives to reach 75% of higher needs elementary/middle schools as indicated by Toronto school boards.
- Each year, TPH strives to increase the number of services within each school reached as this supports increased awareness of and adoption of healthy behaviors.
- The number of identified higher needs schools is subject to review, based on updated information from school boards.

# Number of children 0-17 years from low income families receiving dental services



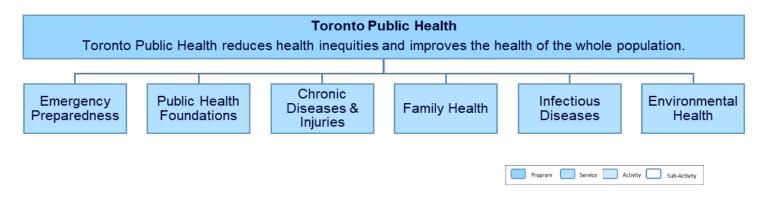
- Children 17 years of age and younger from low income families who qualify for Healthy Smiles Ontario report improved oral health after receiving dental treatment in TPH dental clinics.
- Poor oral health affects general health, self-esteem, social interaction, academic performance and quality of life.
- Disadvantaged populations tend to carry the burden of disease concentration.

# Number of screens completed to identify individuals at risk for adverse birth outcomes and/or children at risk for adverse development outcomes



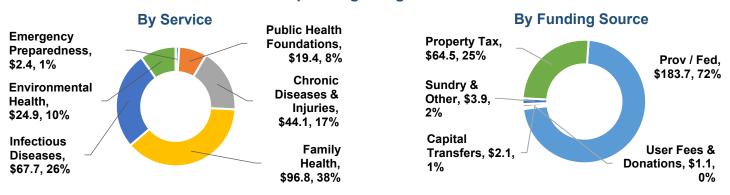
- Women screened in Healthy Babies Healthy Children, Healthiest Babies Possible, and prenatal nutrition support program for vulnerable pregnant women.
- Infant hearing screens.
- •Early Identification screens to identify children with special needs.
- NutriSTEP screens to assess children 18
  months 5 years who are at nutritional risk
  which can lead to failure to thrive, obesity,
  anemia, lack of school readiness and inability to
  learn.
- Postpartum and parenting screens completed to determine intensity of risks for children and families.
- Screens for postpartum depression.

#### **PROGRAM MAP**



#### 2019 OPERATING BUDGET HIGHLIGHTS

#### 2019 Operating Budget \$255.3M



- 1.1% Budget increase over the 2018 Approved Net Operating Budget to maintain existing service levels and meet additional service demands.
- **\$0.056M** Net Base Expenditure Changes from inflationary increases in salary and non-salary budgets, the annualized cost of 2018 approved New and Enhanced services, increased operating hours for a Supervised Injection Service location which is offset by a reversal of provincial revenue for property lease costs transferred to the program in 2018.
- **\$0.294M** Net Efficiency savings achieved through streamlining and realignment of program resources and services and adjustments of budget to actual experience.
- \$2.261 M New/enhanced funding to respond to the health needs of homeless individuals through investments in harm reduction, infection prevention & control, execution of a communications strategy on City's response to homelessness prevention, maintaining 20% investment in Student Nutrition program (SNP) and expansion of the SNP program to independent schools and funding to support the fifth and final year of Toronto Urban Health Fund Expansion program.
- 2020/2021 Increases primarily for known inflationary adjustments for salaries and benefits and non-salary contracts.

#### 2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Operating Budget and Plan by Service

	201	8		2019				Increment	al Change
(In \$000s)	Budget	Actual	Base	New / Enhanced	Total CN Approved Budget	Chan	aan	2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	<u>yes</u> %	\$	\$
Emergency Preparedr		•	•		*	*	70	*	▼
Gross Expenditures	2,388.3	2,205.7	2,430.6	19.4	2,450.0	61.7	2.6%	37.4	3.8
Revenue	1,807.6	1,665.7	1,832.7	15.1	1,847.7	40.2	2.2%	28.5	0.9
Net Expenditures	580.7	540.1	597.9	4.3	602.3	21.6	3.7%	8.9	2.9
Public Health Foundate	tions								1
Gross Expenditures	19,604.0	19,589.0	18,889.7	468.0	19,357.7	(246.3)	(1.3%)	444.9	(40.6)
Revenue	11,707.3	11,623.5	11,003.0	209.2	11,212.2	(495.1)	(4.2%)	292.3	(57.4)
Net Expenditures	7,896.7	7,965.4	7,886.7	258.8	8,145.5	248.8	3.2%	152.6	16.7
Chronic Diseases & Ir	njuries								1
Gross Expenditures	44,611.1	44,647.6	43,739.8	337.6	44,077.4	(533.8)	(1.2%)	601.9	(22.9)
Revenue	31,054.7	30,947.2	30,261.0	102.5	30,363.5	(691.1)	(2.2%)	382.8	(49.6)
Net Expenditures	13,556.5	13,700.4	13,478.8	235.1	13,713.9	157.4	1.2%	219.1	26.7
Family Health									1
Gross Expenditures	97,285.5	97,354.5	96,484.0	286.3	96,770.3	(515.3)	(0.5%)	1,447.2	87.5
Revenue	75,453.7	75,634.6	74,989.3	84.5	75,073.9	(379.8)	(0.5%)	1,058.3	(29.5)
Net Expenditures	21,831.8	21,719.9	21,494.7	201.7	21,696.4	(135.4)	(0.6%)	388.9	117.0
Infectious Diseases									1
Gross Expenditures	65,989.4	65,765.2	66,649.7	1,087.9	67,737.6	1,748.2	2.6%	367.3	(218.9)
Revenue	51,700.3	51,413.9	52,204.9	832.1	53,037.0	1,336.7	2.6%	161.4	(210.1)
Net Expenditures	14,289.1	14,351.3	14,444.8	255.8	14,700.6	411.5	2.9%	205.9	(8.8)
<b>Environmental Health</b>									ı
Gross Expenditures	24,983.5	23,865.3	24,824.9	61.3	24,886.3	(97.2)	(0.4%)	449.8	237.0
Revenue	19,341.6	18,396.8	19,193.5	52.6	19,246.1	(95.5)	(0.5%)	391.6	244.4
Net Expenditures	5,641.9	5,468.5	5,631.4	8.8	5,640.2	(1.7)	(0.0%)	58.2	(7.3)
Total									
Gross Expenditures	254,861.8	253,427.2	253,018.7	2,260.5	255,279.2	417.4	0.2%	3,348.5	45.9
Revenue	191,065.1	189,681.7	189,484.4	1,296.0	190,780.4	(284.7)	(0.1%)	2,314.9	(101.3)
Total Net Expenditures	63,796.7	63,745.5	63,534.3	964.5	64,498.8	702.1	1.1%	1,033.6	147.2
Approved Positions	1,881.4	1,820.8	1,867.2	14.0	1,881.2	(0.2)	(0.0%)	(0.0)	(8.9)

# Base Changes (-\$0.262M Net)

Annualized costs of Immunization of School

Pupils Act and the provincial revenue impact

- Pupils Act and the provincial revenue impact of the transfer of property lease costs.
- Inflationary increases in salaries and benefits and non-salary contracts.
- Above pressures are fully offset through base budget savings in salaries and benefits realized from position based budgeting and service efficiency savings from realignment of programming and resources as well as the utilization of existing technology to further support service delivery.
- •The savings achieved have been reinvested to provide additional operating hours at a Supervised Injection Service location and to partially provide funding for the new/enhanced priorities.

#### New/Enhanced Services (\$2.261M gross / \$0.965M Net)

- City's 25% contribution to augment Provincial funding received in 2018 by investing in five initiatives aimed at improving public health services for individuals experiencing homelessness.
- Increased funding to maintain City's investment in Student Nutrition Program at 20%.
- Funding to expand the Student Nutrition program to Independent Schools.
- Funding to conclude the 5-year enhancement plan for Toronto Urban Health Fund by supporting youth living in Neighbourhood Improvement Areas and urban indigenous organizations.

#### **Future Year Plan**

- Inflationary increases for salaries and benefits and non-salary contracts.
- Operating impact of capital projects once completed.
- Inflationary increases in user fees.

#### **EQUITY IMPACTS**

**Improve access to health services for persons that are homeless and vulnerable youth:** Toronto Public Health's 2019 Operating Budget includes an investment of \$1.308 million to improve health services for persons that experience homelessness or are under housed.

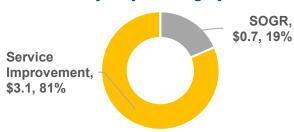
The budget also includes investments that will have a positive impact on vulnerable youth, including increased funding for the Toronto Urban Health Fund to improve access to health services and maintaining the 20% municipal contribution to student nutrition programs for children and youth in higher need schools.

**Mitigating negative impact on low income seniors and new Canadians.** The budget also provides savings that have a temporary low negative impact on low income seniors and new Canadians. The savings come from changing a location where seniors can access clinical services provided by Toronto Public Health (TPH) and a realignment of the program model for Tuberculosis Services for New Canadians. TPH will work within existing resources to mitigate the negative impacts from these savings.

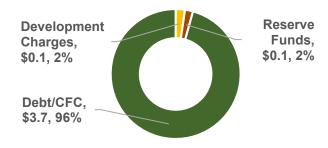
#### **10-YEAR CAPITAL PLAN HIGHLIGHTS**

## 2019 Capital Budget \$3.817M

#### **By Project Category**



#### **By Funding Source**



# YEAR

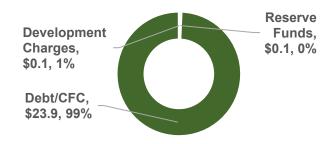
- \$0.419M Begin Community Collaboration and the Correspondence and Communication Tracking System projects that will investigate a cloud-based document sharing solution and a workflow system that will help automate workflow and information management processes.
- \$1.271M Continue the Electronic Medical Records Phase 3 project to provide a comprehensive electronic record of patients' health-related information.
- \$1.005M Continue the *Datamart Data*Warehouse-Phase 3 project to better monitor performance, analyze trends to inform adjustments to program delivery and improve reporting to meet legislative requirements.
- **\$0.707M** Continue the *Community Health Information System* project to enhance the
  Toronto Community Health Information System.
- **\$0.415M** Complete the Expansion of Scarborough Dental Clinic and the Dental & Oral Health Information Systems projects.

## 2019-2028 Capital Budget and Plan \$24.100M

#### By Project Category



#### **By Funding Source**



#### 10 YEARS

- \$16.207M Service Improvement projects that will fund new systems such as data warehousing and electronic medical records systems for better planning, managing, monitoring of information, integration and replacement of mulitiple business systems and establishment of enhanced systems.
- \$7.893M State of Good Repair projects to enhance or replace systems that have reached their end of life due to obsolete technology such as the Community Collaboration-Seed, Correspondence and Communications Tracking-Seed, Datamart Data Warehouse-Phase 3, Dental & Oral Health Information System, Electronic Medical Record-Phase 3 and the Expansion of Scarborough Dental Clinic project.

### 10-Year Capital Plan by Project Category

**Table 4: Summary of Capital Projects by Project Category** 

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
State of Good Repair													
Chemical Tracking Information System			394	124	330	300						1,148	1,148
Community Health Information System	2,099	707	780	411								1,898	3,997
Early Abilities Information System Implementation			904	494								1,398	1,398
Inspection Management Implementation			375	717	758	152						2,002	2,002
Public Notifications & Advisories										357	474	831	831
Reporting Environment Enhancement										267	349	616	616
Sub-Total	2,099	707	2,453	1,746	1,088	452				624	823	7,893	9,992
Service Improvement													
Call Centre Revitalization									414	400		814	814
Common Geographical Interface (CGI)						557	344					901	901
Community Collaboration - Seed		319	101									420	420
Community Collaboration Implementation				474	462	610						1,546	1,546
Correspondence and Communications Tracking - Seed		100	28									128	128
Correspondence & Communication Tracking-Implementation				165	488							653	653
Customer Relationship Case Management									507	676	275	1,458	1,458
Datamart Data Warehouse - Phase 3	464	1,005	446									1,451	1,915
Datamart Data Warehouse - Phase 4			459	615	462							1,536	1,536
Dental & Oral Health Information Systems Project	342	55										55	397
Document and Records Management - Seed			237	86								323	323
Electronic Medical Record - Phase 3	427	1,271	273									1,544	1,971
Expansion Scarborough Dental Clinic	902	360										360	1,262
Geographic Information Enablement						190	265					455	455
Healthy Smart Cities											602	602	602
Mobile Enablement						391	378	369				1,138	1,138
Public eLearning							365	610				975	975
Socio-Demographic Data Collection and Reporting	2.135	3,110	4.544	4 240	1,412	4.740	348 <b>1.700</b>	721 <b>1.700</b>	779	1.076	877	1,848	1,848
Sub-Total	∠,135	ა,110	1,544	1,340	1,412	1,748	1,700	1,700	1,700	1,076	8//	16,207	18,342
Total Expenditures by Category (excluding carry forward from 2018)	4,234	3,817	3,997	3,086	2,500	2,200	1,700	1,700	1,700	1,700	1,700	24,100	28,334

<sup>\*</sup>Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2018, excluding ongoing capital projects (i.e. Civic Improvement projects)

# 2019 - 2028 Key Capital Projects

The 10-Year Capital Plan is comprised primarily of Information Technology projects that support the enhancement of service delivery at TPH by developing and enhancing Information Technology systems to help improve TPH's ability to sustain and improve client experience, provide operational efficiencies, improve management decision making and improve compliance with provincial mandatory requirements.

- SOGR projects account for \$7.893 million or 32.8% of the total 10-Year Capital Plan's expenditures:
- Service Improvement projects amount to \$16.207 million or 67.2% of the total 10-Year Capital Plan's expenditures:
- The Expansion of Scarborough Dental Clinic project (2016-2019, \$0.390 million) will allow TPH to respond to the growing demand for necessary dental care and preventive services to improve the dental health of Scarborough's residents.

#### State of Good Repair (SOGR) Funding & Backlog

TPH has no facility State of Good Repair (SOGR) backlog as all capital facility projects were transferred from TPH and consolidated within the Facilities Management and Real Estate Capital Budget to ensure consistency in maintenance standards across the City facilities.

The 2019-2028 Capital Budget and Plan includes funding of \$7.893 million for several State of Good Repair projects aimed at life cycle replacement or enhancement of various software systems/applications managed by TPH.

## **Operating Impact of Completed Capital Projects**

**Table 5: Net Operating Impact Summary** 

	2019 I	Budget	2020	Plan	2021	Plan	2022	Plan	2023	Plan	2019 -	2023	2019 -	2028
Projects	\$000s	<b>Positions</b>	\$000s	<b>Positions</b>	\$000s	<b>Positions</b>	\$000s	Positions	\$000s	Positions	\$000s	<b>Positions</b>	\$000s	<b>Positions</b>
Previously Approved														
Community Health Information System									(40)	(0.4)	(40)	(0.4)	(40)	(0.4)
Datamart Data Warehouse Phase 3							(37)	(0.2)			(37)	(0.2)	(37)	(0.2)
Dental & Oral Health Information Systems Project			22		(22)						(1)		0	
Electronic Medical Record Phase 3			35		(45)	(0.8)					(10)	(0.8)	(10)	(0.8)
Sub-Total: Previously Approved			57		(67)	(0.8)	(37)	(0.2)	(40)	(0.4)	(87)	(1.4)	(86)	(1.4)
New Projects - 2019														
Electronic Medical Record Phase 3			19		(23)						(4)		(4)	
Sub-Total: New Projects - 2019			19		(23)						(4)		(4)	
Total (Net)			76		(90)	(0.8)	(37)	(0.2)	(40)	(0.4)	(91)	(1.4)	(90)	(1.4)

The 10-Year Capital Plan will decrease future year Operating Budgets by a total of \$0.090 million net over the 2019 - 2028 period, primarily due to the completion of four Information Technology projects that will streamline business processes, provide efficiencies and improve service delivery.

For 2019, no additional savings or on-going system maintenance costs resulting from the completion of capital projects have been identified. However future year savings are expected to be generated as follows:

- The Dental and Oral Health Information System project ending in 2019, will require funding in 2020 of \$0.087 million gross and \$0.022 million net and \$0.003 million gross and \$0.001 million net in 2024 to cover the annual costs for hardware and software. These costs are expected to be completely absorbed by operational efficiencies in 2021 of \$0.089 million gross \$0.022 million net.
- The Electronic Medical Records Phase 3 project will end in 2020. The estimated ongoing annual cloud solution licensing costs are expected to be \$0.216 million gross and \$0.054 million net. The project is expected to generate financial and operational efficiencies of \$0.270 million gross and \$0.068 million net with a reduction of 0.8 positions after full implementation in 2021.
- The *DataMart Data Warehouse Phase 3* project to be completed in 2020, will generate financial and operational efficiencies of \$0.146 million gross and \$0.037 net with a reduction of 0.2 positions in 2022.
- The *Community Health Information System* project ending in 2019 will realize financial and operational efficiencies of \$0.160 million gross and \$0.040 million net with a reduction of 0.4 positions in 2023.



**BUDGET NOTES** 

# **Toronto Public Library**

#### What We Do

We serve residents and communities in the way how people live, work, learn and play so that Toronto Public Library (TPL) continues to provide relevant library service and have positive impacts on the lives of Torontonians. We empower Torontonians to thrive in the digital age and global knowledge economy through expanded access to technology, lifelong learning and diverse cultural and leisure experiences, online, in our branches and in the community. Toronto Public Library delivers the following services:

- Library Collections Access & Borrowing
- Library In-Branch & Virtual Services
- Library Partnerships, Outreach & Customer Engagement

The Library system includes 81 neighbourhood branches, 17 district branches, 2 research and reference branches; for a total of 100 branches; as well as 2 service buildings and 2 bookmobiles.

## Why We Do It

Toronto Public Library provides free and equitable access to services which meet the changing needs of Torontonians. The Library preserves and promotes universal access to a broad range of human knowledge, experience, information and ideas in a welcoming and supportive environment.

# **Our Experience & Success**

- Delivery of Poverty Reduction Strategy Initiative through the addition of 3 new youth hubs, additional Sunday service at 9 branches, full year Sunday services at 5 branches, and 1,000 wi-fi hotspots lending.
- Completion of the capital-funded operational efficiencies pilot project that includes investments in automation, technology, and printing hardware, allowing for budget savings on an ongoing basis.
- Completed Phase 1 renovations of North York Central Library and substaintialy completed St. Clair / Silverthorn branch for reconstruction.

#### **Key Challenges**

- Financial impacts resulting from the 2019 cost of living adjustments and Bill 148.
- Ongoing collections development pressures: Lack of availability of ematerials and high cost from publishers, high usage demand for collections in multiple formats (i.e. electronic copies).
- Customer expectations for inbranch, online, mobile and personalized service.
- Access to new and emerging technology; support for digital and other literacies.
- Significant and growing State of Good Repair backlog to address AODA requirements.

# **Priority Actions**

- Advance Poverty Reduction Strategy through the expansion of new seasonal Sunday service at 8 branches (\$0.208 million) and the addition of 2 new youth hubs (\$0.260 million).
- Continue Phase 2 renovations of *North York Central Library* to be completed in 2021 (\$9.454 million).
- Secure additional funding to address growing SOGR needs (\$5.475 million).
- Expand access to emerging technologies including new Digital Innovations Hubs and Pop Up Learning Labs.
- Implement measures to advance customer experience, including expanding mobile friendly and self-serve capability.
- Continue eBook advocacy campaign around fair pricing.

## **Budget At A Glance**

OPERA	ATING BU	IDGET	
\$Million	2019	2020	2021
Gross Expenditures	\$206.9	\$210.5	\$213.8
Revenues	\$19.2	\$19.8	\$20.1
Net Expenditures	\$187.7	\$190.7	\$193.7
Approved Positions	1,732.3	1,732.3	1,741.5

10-YEAF	R CAPITAI	L PLAN	
\$Million	2019	2020-2028	Total
Gross Expenditures	\$28.7	\$280.7	\$309.4
Debt	\$21.9	\$157.0	\$178.9
Note: Excluding 2018	carry forwa	ard funding to	2019

# **Our Key Service Levels**



Physical collections size **10M** items



Access to **465,000** downloadable and streamed copies of E-books and E-audio books



**9,031** open hours per 100,000 population



Over **50,000** annual program hours and over **3,000** daily participants



**13,732** home visits to deliver materials for equity seeking groups

Source of Image: www.icons8.com

## **Key Service Deliverables**

Provide **+272,741** open hours per year to support 100 branches to support **+19 million** in-person visits, **+5.7 million** workstation users, and **+5.1 million** wireless sessions with expanded access to technology

Provide virtual library services to support over +30.6 million website visits

Develop and maintain a physical collection of +10 million

Facilitate annual circulation of **+32 million** items and information resources to support +1.9 million reference requests on a variety of subjects

# **Who We Serve**

# Library Collections Access & Borrowing

Public Library Users

#### Beneficiaries

- Authors
- Businesses & Residents
- Publishers
- City Staff
- Visitors

# Library In-Branch & Virtual Services

- Public Library Users
- Registered Library Participants
- Students
- Virtual Users

#### Beneficiaries

- Businesses & Residents
- City Staff
- Visitors

# Library Partnerships, Outreach & Customer Engagement

- Persons seeking Literacy Development
- Persons seeking Skills Development
- Public Library Users

#### Beneficiaries

- Businesses & Residents
- City Staff
- Visitors

# **How Well We Are Doing**

6.5

6.0

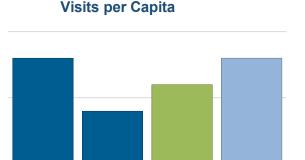
5.5

2016

Actual

6.3

#### **Performance Measures**



2018

Actual

6.1

2019 Target

6.3

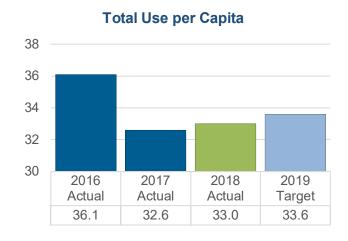
2017

Actual

5.9

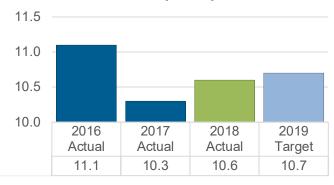
#### **Behind the Numbers**

- The number of visits is influenced by open days in each calendar year, branch renovations and branch closures
- 2018 visits increased to 18.2 million or 6.1 visit per capita.
- 2019 visits are expected to increase to 19.1 million or 6.3 visits per capita.



- Total use includes both branch based activity and virtual access.
- 2019 total use of library services is expected to increase to 101.5 million or 33.6 uses per capita.
- The increase in total use in 2019 is related to the re-opening of North York Central Library, additional Sunday open hours, the growing use of wireless service in branches; and an anticipated increase in workstation users & visits.
- The increase in virtual use is related to the increase in website visits and electronic circulation.





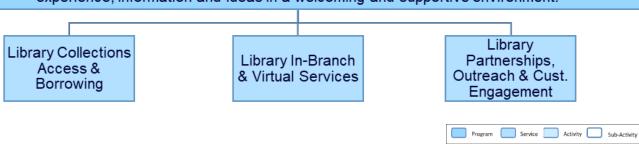
- Collections are offered in a broad range of formats, languages, reading abilities and subjects to respond to the diverse needs of Toronto residents.
- 2019 circulation is projected to increase to 32.3 million or 10.7 per capita, with the full operation of North York Central Library.
- Electronic circulation increasingly accounts for a larger proportion of overall circulation, a trend expected to increase as more material becomes available.

Note: Most 2017 metrics are lower due to closure of North York Central Library

#### PROGRAM MAP

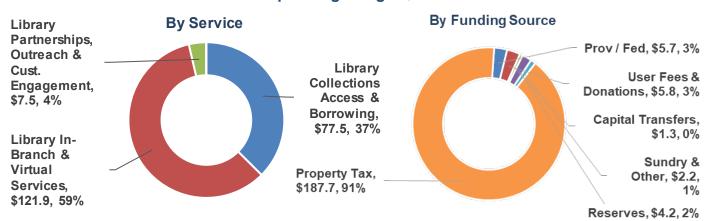
# **Toronto Public Library**

Provide free and equitable access to services which meet the changing needs of Torontonians. Toronto Public Library preserves and promotes universal access to a broad range of human knowledge, experience, information and ideas in a welcoming and supportive environment.



#### 2019 OPERATING BUDGET HIGHLIGHTS

#### 2019 Operating Budget \$206.9M





- **2.9%** Budget increase over the 2018 Approved Net Operating Budget to maintain existing service levels and meet additional service demands.
- **\$0.357M** Savings through a reduction of overtime, library materials processing costs, and travel expenses based on the actual experience and the conclusion of an energy savings loan.
- **\$0.468M** New/enhanced funding for seasonal Sunday service enhancements at 8 neighbourhood branches and two additional youth hubs that support Neighbourhood Improvement Areas
- 2020/2021 Inflationary increases in consulting services, and inflationary increases for utilities, supplies and services, and library collections will continue to add budgetary pressures in 2020 and 2021. The Library's current collective bargaining agreement expires at the end of 2019 and COLA is not included in 2020/2021

#### 2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Operating Budget and Plan by Service

	201	8		2019				Increment	al Change
(In \$000s)	Budget	Actual	Base	New / Enhanced	Budget	Chan	ges	2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
Library Collections Access & Borrov	wing								
Gross Expenditures	75,799.3	76,757.7	77,355.9	166.6	77,522.5	1,723.1	2.3%	1,169.6	1,080.1
Revenue	6,582.8	7,471.9	6,564.2		6,564.2	(18.6)	(0.3%)	112.2	60.5
Net Expenditures	69,216.5	69,285.8	70,791.7	166.6	70,958.3	1,741.8	2.5%	1,057.4	1,019.6
Library In-Branch & Virtual Services	}								
Gross Expenditures	118,598.4	120,097.9	121,579.3	283.4	121,862.7	3,264.3	2.8%	2,385.5	2,133.6
Revenue	12,444.9	14,125.6	12,362.7		12,362.7	(82.2)	(0.7%)	494.8	266.8
Net Expenditures	106,153.5	105,972.3	109,216.6	283.4	109,500.0	3,346.4	3.2%	1,890.7	1,866.8
Library Partnerships, Outreach & Co	ust. Engage	ment							
Gross Expenditures	7,318.9	7,411.5	7,477.0	18.0	7,495.0	176.0	2.4%	121.5	107.3
Revenue	296.0	336.0	294.2		294.2	(1.8)	(0.6%)	11.4	6.2
Net Expenditures	7,022.9	7,075.5	7,182.8	18.0	7,200.8	177.8	2.5%	110.0	101.2
Total									
Gross Expenditures	201,716.7	204,267.1	206,412.1	468.0	206,880.1	5,163.4	2.6%	3,676.6	3,321.0
Revenue	19,323.7	21,933.5	19,221.1		19,221.1	(102.6)	(0.5%)	618.4	333.4
Total Net Expenditures	182,393.0	182,333.6	187,191.0	468.0	187,659.0	5,266.0	2.9%	3,058.2	2,987.6
Approved Positions	1,734.8	1,685.8	1,730.3	2.0	1,732.3	(2.5)	(0.1%)	0.0	9.2

# Base Changes (\$5.266M Net)

- Reversal of temporary funding strategies related to the extended closure of North York Central Library and reversal of onetime funding of Development Charges for library collections.
- Increases for staff salaries & benefits increases including Bill 148 impacts.
- Operating costs rising due to increases in contracted services and security guard contracts.
- Above pressures partially offset by service efficiency savings through technology efficiency and modernization projects, and detailed review of base expenditures.

# New/Enhanced Service Priorities (\$0.468M Gross and Net)

- Continuation of the multi-year plan for Sunday Service Expansion that began in 2017, with added Sunday service at 8 additional branches in 2019, for a total of 30 branches, as part of the Poverty Reduction Strategy.
- Continuation of the multi-year plan for the creation of Youth Hubs that began in 2017, with two additional Youth hubs in 2019, for a total of 7 Youth hubs, as part of the Poverty Reduction Strategy.

#### **Future Year Plan**

- Inflationary increases in consulting services, utilities, supplies and services, and library collections will continue to add budgetary pressures in 2020 and 2021.
- Operating impact of capital projects once completed to support renovated and expanded various work facilities.

#### **EQUITY IMPACTS OF BUDGET CHANGES**

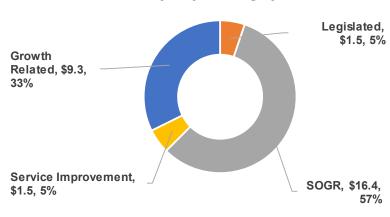
Increase access to City spaces, services and training/employment opportunities for persons with low income and vulnerable youth: Toronto Public Library's 2019 Operating Budget includes an investment totalling \$0.468 million to support an expansion in Sunday service hours and the addition of two library youth hubs, with special consideration in Neighbourhood Improvement Areas. These enhancements will increase access to library services, Wi-Fi and technology, safe public spaces as well as skills training and educational opportunities for youth in low income neighborhoods.

These investments advance key City strategies including: Toronto Newcomer Strategy, Toronto Poverty Reduction Strategy, Toronto Seniors Strategy, Toronto Strong Neighbourhood Strategy 2020 and Toronto Youth Equity Strategy as well as Toronto Public Library's 2016 - 2019 strategic plan *Expanding Access, Increasing Opportunity and Building Connections*.

# 10-YEAR CAPITAL PLAN HIGHLIGHTS

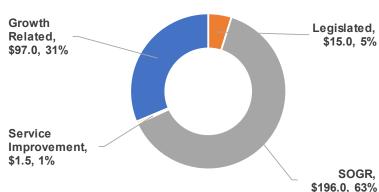
2019 Capital Budget \$28.7M

#### By Project Category

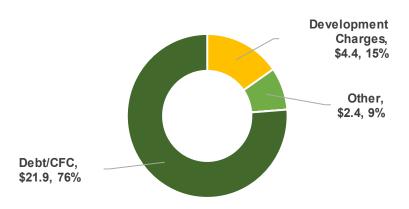


#### 2019 - 2028 Capital Budget and Plan \$309.4M

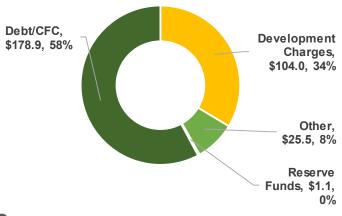
#### **By Project Category**



#### **By Funding Source**



#### **By Funding Source**



#### 1 YEAR

- \$15.729M Begin or continue construction at Albert Campbell, Bayview-Bessarion, Wychwood, and York Woods branches.
- \$4.881M Continue the Multi-Branch Renovation Program to address TPL's growing SOGR backlog.
- \$4.264M Continue construction work at North York Central Libray with continuation of Phase 2 of the renovation.
- \$1.500M Continue development of the IT infrastructure through the Virtual Branch Services project.
- \$0.810M Continue planning work for Richview, Centennial, and Dawes Road branches.

#### 10 YEARS

- \$96.960M Growth-Related projects to increase access to in-branch services and spaces through new construction to expand public and community space.
- **\$15.000M** Legislated projects to retrofit branches for accessibility.
- **\$1.500M** Service Improvement projects to modernize operating equipment and provide self-service functionalities.
- \$195.952M State of Good Repair projects to fund upgrades to existing branch and technology infrastructure that includes additional \$5.475 million dedicated to address SOGR backlog.

# 10-Year Capital Plan by Project Category

Table 4: Summary of Capital Projects by Project Category

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
Legislated													
MB Renovation Programm Accessibility Retrofit	N/A	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000	N/A
Sub-Total		1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000	15,000
State of Good Repair													
Agincourt Renovation						1,375						1,375	1,375
Albert Campbell Renovation	565	2.500	6.728	5.746								14,974	15.539
Bridlewood Renovation		,	.,	-,		1,102	798					1,900	1,900
Guildwood Leasehold Improvement	592	591				.,						591	1.183
High Park Renovation					242	243	1,907	3,858	2.686			8.936	8,936
Mimico Renovation							.,	424	426		2,605	3,455	3,455
Multi-Branch Renovations Program		4,212	2,970	3.859	7.032	7,998	7,230	3.927	4,466	4,798	3,593	50.085	N/A
North York Central Renovation Phase 2	2.664		5,454	1,000	7,002	7,000	1,200	0,027	1, 100	1,700	0,000	9,454	12,118
Northern District Renovation	2,001	0,000	656	2,382	4,431	4,786						12,255	12,255
Parliament Street Renovation				293	603	.,		4.338	4.593	4.094	3.329	17,250	17,250
Richview Building Elements		199	1,219	1.037	1.054			1,000	1,000	1,001	0,020	3,509	3,509
Sanderson Neighbourhood Library Renovation			.,	1,001	1,001	291	292		3,723	3,209	3,568	-,	11,083
St. Clair/Silverthorn Reconstruction	3,315	500				20.	202		0,120	0,200	0,000	500	3,815
TAMP Automated Sorter Replacement Program	0,010	000				800	1.010	840	1.731			4.381	4.381
Technology Asset Management Program		3,883	4,100	4,100	4.100	4.100	4,100	4,100	4,100	4,100	4,100	40,783	N/A
Weston Renovation		0,000	4,100	4,100	4,100	4,100	290	291	4,100	2.810	3.942	7,333	7,333
York Woods Renovation	2.070	1,527	4,281	2.280			200	201		2,010	0,042	8.088	10.158
Sub-Total	9,206	16,412	25,408	20,697	17.462	20,695	15,627	17,778	21,725	19.011	21,137	195,952	205,158
Service Improvement	0,200	.0,	20, 100	20,00	,.02	20,000	.0,02.	,	21,120	10,011	2.,	.00,002	200,100
Answerline & Community Space Rental Modernization	550	850										850	1,400
Expansion of Technological Efficiencies	950	650										650	1,600
Sub-Total	1.500	1.500										1.500	3.000
Growth Related	1,300	1,500										1,500	3,000
Bavview - Bessarion Relocation	771	3.067	5.782	5.702								44 554	15.322
Centennial Renovation & Expansion	167	3,067	5,782	3,970	3,915	3,121						14,551	15,322
	4.783		2 200	3,970 6,867	5,786	3,121						11,173	
Dawes Road Neighbourhood Library	4,783	322	2,208 3.373	6,867 952	5,786	3,008						18,841 4,325	23,624
Perth Dupont Relocation Port Lands New Construction			3,3/3	952							E04	4,325 531	4,325 531
St. Lawrence Relocation					667	600		4.400	4 554	E 101	531 5,559		
Virtual Branch services		1,500	1 500	1.500	1.500	669 1.500	1.500	4,406 1.500	4,551 1,500	5,191 1.500	1,500	21,043 15.000	21,043 N/A
	4,300		1,500 6.290	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	-,	
Wychwood Renovation and Expansion Sub-Total	4,300 <b>10,021</b>	9,262	19,153	19,991	11,868	8,948	1.500	5.906	6.051	6.691	7.590	11,496 96,960	15,796 106,981
	10,021	9,262	19,153	19,991	11,868	8,948	1,500	5,906	ნ,051	רפס,ס	7,590	90,900	100,987
Total Expenditures by Category (excluding carry													
forward from 2018)	20,727	28,674	46,061	42,188	30,830	31,143	18,627	25,184	29,276	27,202	30,227	309,412	330,139

#### 2019 - 2028 Key Capital Projects

The 10-Year Capital Plan is in keeping with Toronto Public Library's objectives to maintain the current infrastructure while addressing the need for relocated and expanded library branches to address population growth and service demand.

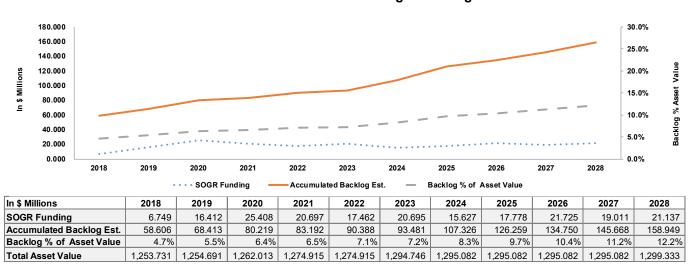
- Legislated projects amount to \$15.000 million or 4.8% of the total 10-Year Capital Plan's expenditures. Debt provides the primary funding sources for the 10-year Multi-Branch Accessibility Retrofit Program, to address any outstanding Accessibility for Ontarians with Disabilities Act (AODA) deficiencies at all library locations.
- SOGR projects account for \$195.952 million or 63.3% of the total 10-Year Capital Plan's expenditures.
- Service Improvement projects to be delivered in 2019, amount to \$1.5 million or 0.5% of the total 10-Year Capital Plan's expenditures.
- Growth Related projects account for \$96.960 million or 31.3% of the total 10-Year Capital Plan's spending.
   Debt and Development Charges are the main funding sources for these major projects.

#### State of Good Repair (SOGR) Funding & Backlog

Toronto Public Library has stewardship over assets including 100 branches and two service buildings with a total estimated replacement value of over \$1.257 billion. Total square footage of the assets is approximately 1,997,922 with 1,886,186 representing Toronto Public Library's ownership.

The 10-Year Capital Plan will fund \$195.952 million of SOGR projects over the 10-year period, providing an average of \$19.600 million annually. This funding will continue ongoing state of good repair projects as 70 percent of TPL's buildings were built in the 1960/70/80s. Components of these buildings are now nearing the end of their useful lives and require replacement or major overhaul within the next ten years. Based on this plan, TPL's SOGR needs are in excess of the funding in the 2019 – 2028 Capital Plan, as the accumulated backlog will increase from \$68.413 million in 2019 to an anticipated \$158.949 million by 2028.

In view of the trending of backlog % of asset value, funding of \$5.475 million gross and \$4.982 million debt has been added to the 10-Year Capital Plan for multi-branch renovation program. For that reason, the 10-Year Capital Plan for Toronto Public Library exceeds the 10-year debt affordability target by \$4.982 million in future years 2021, 2022 and 2023.



**Chart 3: Total SOGR Funding & Backlog** 

In 2018, TPL finalized a facilities master plan to support capital investment decisions over a ten-year period. The master plan helps prioritize investment in the renovation, development, maintenance and repair of existing library facilities, including the potential relocation of library branches. The plan was informed by data from a range of sources, including TPL policies and framework documents such as the Service Delivery Model, the Library's strategic plan, facility inventories, property condition assessment, the Library Digital Strategy, City of Toronto's Strategic plan, City of Toronto Official Plan, City of Toronto Planning studies and other data related to population growth and development plans.

The "Unmet Capital Needs" identified by TPL include various additional SOGR projects to help reduce the backlog to \$125.465 million in 2028. These projects cannot be accommodated within the City's debt affordability targets and therefore are not included in the 2019 – 2028 Capital Budget and Plan. For further details about these SOGR projects, please refer to the Issues for Discussion section.

### **Operating Impact of Completed Capital Projects**

**Table 5: Net Operating Impact Summary** 

	2019 E	Budget	2020	Plan	2021	Plan	2022	Plan	2023	Plan	2019 -	2023	2019 -	2028
Projects	\$000s	<b>Positions</b>	\$000s	<b>Positions</b>	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	<b>Positions</b>	\$000s	Positions
Previously Approved													667.000	6.700
Albert Campbell Renovation					260	2.0					260	2.0	260	2.0
Answerline & Community Space Rental Mod	(290)	(3.0)									(290)	(3.0)	(290)	(3.0)
Bayview - Bessarion Relocation					30	2.7					30	2.7	30	2.7
Dawes Road Neighbourhood Library									385	2.0	385	2.0	385	2.0
Expansion of Technological Efficiencies	(460)	(1.5)									(460)	(1.5)	(460)	(1.5)
Guildwood Leasehold Improvement	28										28		28	
North York Central Renovation Phase 2			(10)								(10)		(10)	
Perth Dupont Relocation					311	2.5					311	2.5	311	2.5
Wychwood Renovation and Expansion			112								112		112	
York Woods Renovation					301	2.0					301	2.0	301	2.0
Sub-Total: Previously Approved	(722)	(4.5)	102		902	9.2			385	2.0	667	6.7	667	6.7
New Projects - Future Years													909	4.0
Centennial Renovation & Expansion									102		102		102	
High Park Renovation													22	
Northern District Renovation									276	2.0	276	2.0	276	2.0
Parliament Street Renovation													450	2.0
Sanderson Neighbourhood Library Renovation	1												59	
Sub-Total: New Projects - Future Years									378	2.0	378	2.0	909	4.0
Total (Net)	(722)	(4.5)	102		902	9.2			763	4.0	1,045	8.7	1,576	10.7

The 10-Year Capital Plan will increase future year Operating Budgets by \$1.576 million and 10.7 positions net over the 2019 - 2028 period, primarily due to

- Additional operating expenses of \$2.326 million and 15.2 staff positions will be required to support the renovated and expanded work facilities upon completion.
- Completion of two technological innovation projects: Expansion of Technological Efficiencies and Answerline
   Community Space Rental Modernization.



**PROGRAM SUMMARY** 

# **TTC Conventional & Wheel-Trans**

#### What We Do

We provide a reliable, efficient and integrated bus, streetcar and subway network that draws its high standards of customer care from our rich traditions of safety, service and courtesy. The TTC provides Conventional Transit service for an estimated 526.3 million rides with service that spans 254 million kilometres and 9.5 million hours in 2019. Wheel-Trans service provides door-to-door accessible transit service of approximately 4.3 million rides for passengers with any disability that prevents them from using conventional transit services, including physical, sensory, cognitive and/or mental health disabilities.

# Why We Do It

The Toronto Transit Commission provides friendly, safe and effective transit services to those who live in, work in, and visit our City in order to achieve our strategic objectives focused on safety, customers, employees, assets, growth, financial sustainability and reputation.

# **Our Experience & Success**

#### **Customer Service Focused:**

- Two-hour Transfer
- •Free Child Rides
- PRESTO implementation
- Station Management Model
- •Service Enhancements:
- Capacity Improvement Initiatives
- Toronto York Spadina Subway Extension
- 10 minute network
- All-Day Everyday Bus Service Restored
- Expanded Express Bus Network
- Expanded Blue Night Network
- Early Sunday Opening (8AM from 9AM)
- Subway Resiliency

#### **Key Challenges**

- Operating:
- Putting Out the Service we Advertise
- •Responding to Customer Demand

#### ·Capital:

 Preserving system reliability & improving system capacity

#### **Priority Actions**

- Operating:
- Additional operators and operator support staff to build service resiliency and ensure timely recruiting and training of operators.
- Continuation of 2018 Capacity Improvements.
- •50,000 new service hours in 2019 to address route reliability and emerging transit demands.
- ·Capital:
- Introduce 15 year Capital Investment Plan.
- Partnership with the City to pursue tri-party partnership between
   Federal and Provincial governemnts and the City of Toronto for a dedicated long-term stable and predictable funding plan.

## **Budget At A Glance**

OPERATING BUDGET									
\$Million	2019	2020	2021						
Gross Expenditures	\$2,059	\$2,184	\$2,272						
Revenues	\$1,296	\$1,312	\$1,323						
Net Expenditures	\$763	\$872	\$949						
Approved Positions	15,951	16,178	16,217						

\$Million	2019	2020-2028	Total
Gross Expenditures	\$1,266	\$4,963	\$6,229
Debt	\$309	\$1,428	\$1,737
Note: Excluding 2018 and expansion project		vard funding	to 2019

# **Our Key Service Levels**



90% of population and employment within **5** minute walk of **7** day/week transit service to **1AM**.



95% of population and employment within **15** minute walk of overnight transit service.



Accomodate **99.5%** of Wheel-Trans trips.



Maximum **6** minute wait on rapid transit routes.



Maximum **10** minute wait on busiest bus & streetcar routes



Maximum **30** minute wait on all other routes.

Source of Image: www.icons8.com

## **Key Service Deliverables**

The TTC provides transit service 24-hours a day, seven days a week. The span of service (operating hours) and service levels (frequency of service) determine the availability of transit service for customers.

The TTC's frequent network, known as the Ten Minute Network, is a network of rapid transit, streetcar and bus services that operate every ten minutes or better

TTC is focused on continously improving service reliability to maintain a consistent and reliable service.

#### Who We Serve

#### **Conventional Transit**

- Riders
- Businesses
- Employers
- Event Attendees
- Neighbouring Municipalities

#### Beneficiaries

• All Residents & Businesses

#### **Wheel Trans**

- Riders
- Businesses
- Employers
- Event Attendees

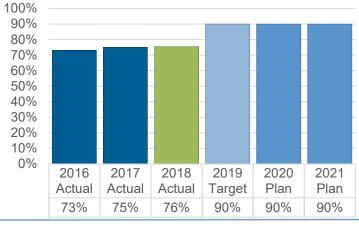
#### Beneficiaries

• All Residents & Businesses

# **How Well We Are Doing**

#### **Performance Measures**

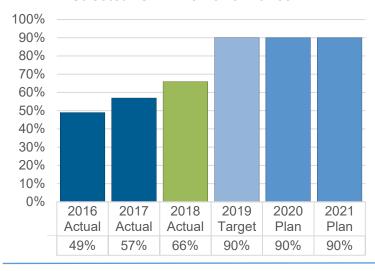
#### **Bus: On-Time Performance**



#### **Behind the Numbers**

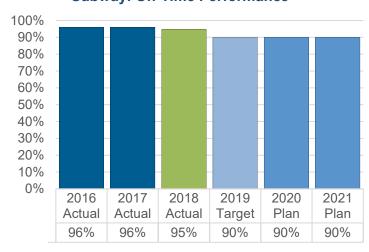
- Construction and Congestion impacting Bus on-time performance
- Action Plans include schedule adjustments and operator interviews

#### **Streetcar On-Time Performance**



- Construction and Congestion impacting Streetcar on-time performance
- Action Plans include schedule adjustments and operator interviews

#### **Subway: On-Time Performance**



Recent initiatives to improve subway on-time performance especially in peaks include:

- 4 Run as Directed Trains in AM Peak on Line 1
- Opening of North Hostler at Wilson Yard

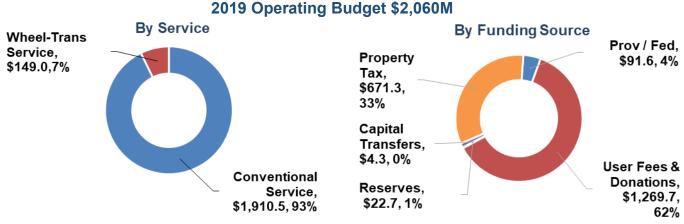
#### **PROGRAM MAP**

#### **Toronto Transit Commission** Provide safe, reliable, courteous and efficient regular transit services to the public Conventional Conventional Conventional Wheel-Trans Wheel-Trans Conventional Wheel-Trans Transit Conventional Transit Fuel & Transit Wheel-Trans Transit Fuel & Transit Infrastructure & Facilities Transit Fleet Management Transit Fleet Management Management & Administration Energy Management Energy Management Management & Administration Management Purpose: Purpose: Purpose: Purpose: Purpose: Purpose: Purpose: Purpose: To provide fuel To provide fuel To ensure To provide To provide To provide To provide safe To provide To provide reliable, comprehensive and energy to comprehensive mobility of over repair and custodial. repair and and energy to security, building 2 million preventive support and integrated courteous, support Wheeland integrated preventive residents of the maintenance Conventional & infrastructure management, efficient and maintenance Trans Transit management, City of Toronto services for Transit maintenance and administration specialized doorservices for operations administration operations services to and support to and additional vehicles and and support to to-door services vehicles and Wheel-Trans commuters equipment to Conventional Conventional for persons with equipment to from other support Transit Transit greatest need for support Wheel-Transit Conventional Operations operations operations. municipalities accessible Trans Transit Transit transportation operations and operations and to comply with to comply with legislative

#### 2019 OPERATING BUDGET HIGHLIGHTS

legislative

requirements



requirements



- **3.0% or \$22M** Budget increase over the 2018 Approved Net Operating Budget to maintain existing service levels and meet additional service demands.
- \$30.6M to fund TTC's recently ratified Collective Bargaining Agreementas a result of the Collective Bargaining Agreement.
- **\$22.9M** to fully implement 2 hour time based transfers and capacity improvement implementation.
- \$18.5M for PRESTO Transition costs
- \$13.0M for diesel fuel price increases
- 2020/2021 Increases primarily for known inflationary adjustments for salaries, benefits and contracts, as well as operating the new McNicoll Bus garage and to be opened in 2020 and Eglinton Crosstown.

#### 2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Operating Budget and Plan by Service

	20	18		2019			Increment	al Change
(In \$000s)	Budget	Actual	Base	Total Budget	Changes		2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
<b>Toronto Transit Comm</b>	nission - Co							
Gross Expenditures	1,851,121.4	1,809,446.6	1,910,540.4	1,910,540.4	59,419.0	3.2%	119,369.0	86,159.7
Revenue	1,254,479.6	1,226,190.0	1,288,582.6	1,288,582.6	34,103.0	2.7%	15,259.0	11,564.7
Net Expenditures	596,641.8	583,256.6	621,957.8	621,957.8	25,316.0	4.2%	104,110.0	74,595.0
<b>Toronto Transit Comm</b>	nission - Wh	eel-Trans S	ervice					
Gross Expenditures	152,855.2	140,135.1	149,018.9	149,018.9	(3,836.3)	(2.5%)	(149,018.9)	0.0
Revenue	8,631.1	7,435.8	8,110.7	8,110.7	(520.4)	(6.0%)	(8,110.7)	0.0
Net Expenditures	144,224.1	132,699.3	140,908.2	140,908.2	(3,315.9)	(2.3%)	(140,908.2)	0.0
Total								
Gross Expenditures	2,003,976.6	1,949,581.7	2,059,559.3	2,059,559.3	55,582.7	2.8%	(29,649.9)	86,159.7
Revenue	1,263,110.7	1,233,625.8	1,296,693.3	1,296,693.3	33,582.6	2.7%	7,148.3	11,564.7
Total Net Expenditures	740,865.9	715,955.9	762,866.0	762,866.0	22,000.1	3.0%	(36,798.2)	74,595.0
Approved Positions	15,805.0	15,033.0	15,951.0	15,951.0	146.0	0.9%	164.0	(116.0)

#### Base Changes \$22.000M Net

- \$45.7M pressure from prior year decisons including warehouse consolidation/Leslie Barns, compliance with ESA 48 legislation, service improvements including 2 hour transfer and capacity improvements.
- \$30.6M in salary & benefit increases from collective bargaining agreement
- \$13M to fund diesel fuel price increases
- \$7.8M in bus augmentation costs required during the Eglinton Crosstown LRT project..
- \$24M in unspecified reductions.
- \$25.8 million in additional revenue arising from the 10 cent fare increase.

#### **Future Year Plan**

- Anticipated inflationary increases in salaries and benefits and fuel costs.
- Operating impact of McNicoll Bus garage once completed.

#### **EQUITY IMPACTS**

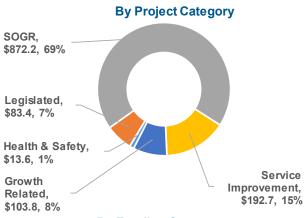
The TTC is strongly committed to making Toronto's transit system barrier-free and accessible to all. The TTC believes all customers should enjoy the freedom, independence and flexibility to travel anywhere on the public transit system. All expenditures required to meet the TTC's accessibility and equity requirements are provided for in these budgets, including a \$1.6 million increase in funding for elevator maintenance and continued implementation of Wheel-Trans Family of Services.

TTC understands that a 10 cent fare increase will be an affordability issue for some TTC customers. While this impact will not be fully mitigated, actions will be taken in 2019, in addition to past fare policy initiatives, to lessen this impact, including, no change in adult cash fare which will remain at \$3.25; free PRESTO cards have been distributed to Toronto Community Housing residents; full year implementation of the Two Hour Transfer; and children under 12 ride free.

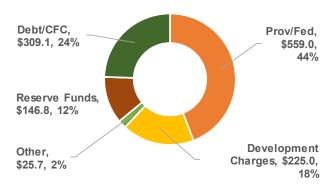
The TTC also continues to work with the City on Fair Pass Discount Program implementation. .

#### 10-YEAR CAPITAL PLAN HIGHLIGHTS

#### 2019 Capital Budget \$1,265.612M



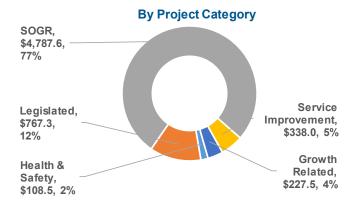
### **By Funding Source**

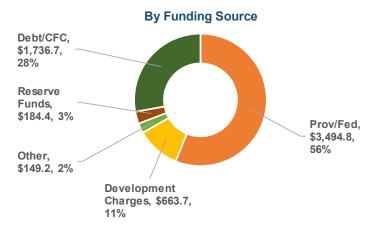


# 1 YEAR

- **\$321.8M** for the purchase of 250 buses, of which 50 are electric, partially funded by the Public Transit Infrastructure Fund (PTIF) of \$118.7M (36.9%).
- **\$296.9M** for the purchase of 78 streetcars to complete the plan to purchase a total of 204.
- \$135.4M for the Other Buildings & Structures project. The expansion of transit requires new locations to store and maintain TTC vehicles. The TTC will open the McNicoll Bus Garage in 2020 and is planning for a new subway maintenance and storage facility on Line 2.
- \$62.3M To support Automatic Train Control on Line 1.
- \$37M in technology investments including SAP and VISION to provide better information for scheduling and planning, and improved real-time information for operators and customers.

#### 2019-2028 Capital Budget and Plan \$6,228.836M





#### 10 YEARS

- \$4.787B for SOGR projects comprising
  76.9% of the 10-Year Capital Budget and Plan.
  This includes \$4.176 billion to continue the
  SOGR projects for transit-related infrastructure
  and vehicle replacement, and Fire Ventilation
  Upgarde \$614.770 million to support Automatic
  Train Control (ATC) on Line 1 and Information
  Technology system infrastructure.
- \$875.8M for Health & Safety and Legislated projects primarily to support the Easier Access Program (\$586.309M) to ensure AODA compliance by 2025.
- \$227.5M for Growth Related projects including the continued construction of the McNicoll Bus Garage facility (\$115.181M)
- **\$338.0M** for Service Improvement projects mainly related to the purchase of buses to improve service (\$154.208M).

# 10-Year Capital Plan by Project Category

**Table 4: Summary of Capital Projects by Project Category** 

	1												
(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
Communications - Various		169	-	-	-	-	-	-	-	-	-	169	169
Environmental Programs		10,000	20,000	20,000	-	-	-	-	-	-	-	50,000	50,000
Finishes - Various		2,404	2,431	12 000	0.500	11 000	11 000	F 000	-	-	-	4,835	4,835
Other Bldgs & Structures Projects Sub-Total	_	1,000 <b>13,573</b>	5,000 <b>27,431</b>	12,000 <b>32,000</b>	8,500 <b>8,500</b>	11,000 <b>11,000</b>	11,000 <b>11,000</b>	5,000 <b>5,000</b>	-	-	-	53,500 108,504	53,500 <b>108,504</b>
Legislated		13,373	21,401	32,000	0,300	11,000	11,000	3,000				100,304	100,304
Communications - Various			1,650	380	370					400	500	3,300	3,300
Easier Access Phase II & III		54,732	70,592	82,405	96,492	93,479	83,246	69,731	35,632	400	300	586,309	586,309
Environmental Programs		7,829	8,017	10,469	4,210	3,805	3,600	3,690	3,780	3,870	3,936	53,206	53,206
Equipment - Various		-	841	1,117	1,029	339	250	250	250	368	-	4,444	4,444
Other Bldgs & Structures Projects		14,313	17,025	25,923	8,008	10,329	8,871	335	553	2,246	159	87,762	87,762
Other Service Planning			3,644	2,856	2,856	2,854	2,849	2,809	-	-	-	17,868	17,868
Subway Car Overhaul Program Yards and Roads - Various		5,372 1,124	2,128 5,785	-	_	_	_	_	_	_	-	7,500 6,909	7,500 6,909
Sub-Total	-	83,370	109,682	123,150	112,965	110,806	98,816	76,815	40,215	6,884	4,595	767,298	767,298
State of Good Repair	<del>-</del>	03,370	103,002	123,130	112,303	110,000	30,010	70,013	40,213	0,004	4,555	707,230	101,230
•	202.007	00.050	05.000	70 570									222 222
ATC Resignalling	383,867	62,250	65,200 799	72,572	20,000	588	-	-	-	-	-	220,022	603,889
Automotive Non-Revenue Vehicles		24.020		288	488		25 244	27 454	27 700	20.000	22 520	2,163	2,163
Bridges and Tunnels - Various		31,930 40,118	35,652 45,090	42,334 31,583	32,721 11,211	36,958 11,183	35,311 41,425	37,151 42,010	37,702 42,608	38,266 43,219	33,532 43,840	361,557 352,287	361,557 352,287
Bus Overhaul Program		40,118 120	45,090 9,802	31,583 11,389	11,211 6,943	11,183 7,611	41,425 5,518	42,010 5,581	42,608 6,581	43,219 7,592	43,840 10,324	352,287 71,461	352,287 71,461
Communications - Various Equipment - Various		22,001	33,623	28,296	13,860	13,650	11,439	9,900	11,131	15,723	18,039	177,662	177,662
Fare Handling Equipment		175	35,023	350	350	350	400	400	400	400	1,300	4,475	4,475
Fare System	1,628	(0)	400	- 550	- 330	330	400	400	400	400	1,500	400	2,028
Finishes - Various	1,020	14,479	22,244	19,877	21,199	12,815	7,894	6,504	7,926	6,854	6,978	126,770	126,770
Fire Ventilation Upgrade		15,038	33,912	53,196	60,861	52,013	- ,,,,,,	-	-,	-,	-	215,020	215,020
Furniture & Office Equipment		170	444	276	154	320	141	305	157	149	302	2,418	2,418
Information Technology System-Infrastructure		41,193	55,520	8,405	6,118	9,402		7,871	16,987	16,285	11,333	179,728	179,728
Leslie Barns Streetcar Maint. & Storage Facility		0	1,350	-	-	_	-	-	-	-	-	1,350	1,350
On-Grade Paving Rehabilitation		6,583	14,132	16,281	17,046	10,624	9,744	9,890	10,038	10,189	10,342	114,869	114,869
Other Bldgs & Structures Projects		54,761	270,112	28,441	9,854	2,456	1,355	4,634	2,478	1,771	3,598	379,460	379,460
Other Maintenance Equipment		3,123	1,721	1,128	801	774	724	733	742	758	776	11,280	11,280
Other Service Planning		100	2,458	(2,778)	(3,434)	517	-	-	-	-	-	(3,137)	(3,137)
Power Dist./Electric Systems - Various		7,000	9,084	7,367	8,201	6,012	5,714	5,728	6,220	6,571	6,292	68,189	68,189
Purchase of 360 Wheel-Trans Vehicles		7,629	2,003	-	-	-	12,142	12,507	4,839	26,846	4,840	70,806	70,806
Purchase of Rail Non-Revenue Vehicle		693	9,602	9,137	8,090	1,194	-	-	-	-	-	28,716	28,716
Purchase of Streetcars		296,898	35,265	-	-	-	-	-	-	-	-	332,163	332,163
Purchase of Subway Cars		-	7,449	3,800	-	-	-	-	-	-	-	11,249	11,249
Purchases of Buses		182,664	87,167	37,451	86,210	-	-	-	-	-	-	393,492	393,492
Queensway Bus Garage Renovations		-	-	131	-	-	-	-	-	-	-	131	131
Rail Non-Revenue Vehicle Overhaul		644	4,270	7,692	3,245	1,288	556	569	583	596	612	20,055	20,055
Signal Systems - Various		3,637	17,574	14,289	9,097	3,261	3,078	1,688	1,748	1,783	1,865	58,020	58,020
Streetcar Overhaul Program		3,674	3,014	4,956	9,203	9,258	9,416	9,578	13,067	9,895	10,109	82,170	82,170
Subway Car Overhaul Program		3,768	24,193	22,402	14,727	9,752	46,085	46,738	109,938	118,067	128,941	524,611	524,611
Subway Track		4,322	37,549	45,043	37,546	38,231	33,565	34,122	34,107	35,763	32,909	333,157	333,157
Surface Track		14,962	17,182	24,450	21,568	21,861	15,557	19,331	25,366	20,935	23,770	204,982	204,982
Tools and Shop Equipment		5,011	1,978	1,974	1,823	1,400	1,407	1,402	1,306	1,670	932	18,903	18,903
Toronto Rocket Yard & Storage Track Accommodation		31,693	75,497	69,273	46,645	12,450	5,665	47.000	10.570	20.000	20.000	241,223	241,223
Traction Power - Various Transit Shelters & Loops		17,255 294	17,797 385	15,932	15,745 463	16,488 463	16,470 463	17,366 463	18,570 463	20,898 463	20,998 463	177,519 4,383	177,519
Sub-Total	385,495	872,186	942,818	463 <b>575,998</b>	463 460,735	280,919	270,683	274,471	352,957	384,693	372,095	4,383	4,383 5,173,050
	555,455	0, 2, 100	U-72,U10	0.0,000	-00,700	200,019	2.0,003	£17,711	502,551	JU-1, UJJ	J. 2,033	+, 101, 333	5, 17 5,030
Bicycle Parking at Stations	706	233										233	939
Communications - Various	/06	233 75	-	_	_	_		-	-	-	-	233 75	939 75
Finishes - Various		906	1,813	] -	] -	_		_			1	2,719	2,719
Information Technology System-Infrastructure		11,632		11,089	2,247	449	165	_	_	_	_	38,636	38,636
Kipling Station Improvements	13,388	222	-	-	-	-	-	-	-	-	-	222	13,610
Other Bldgs & Structures Projects		18,986	11,433			4,572		400	400	400	400	58,186	58,186
Other Service Planning		3,762	12,373	10,193	8,010	1,760	1,760	1,760	1,760	1,760	1,760	44,898	44,898
Power Dist./Electric Systems - Various Purchase of Rail Non-Revenue Vehicle		21 6,693	220	220	230	194	204	204	262	400	400	2,355 6,693	2,355 6,693
Purchase of Rail Non-Revenue Venicle  Purchases of Buses		139,121	_	15,087	]	_		_		]	_	154,208	154,208
Subway Track		100,121	1,623	15,067	100	_	]	_	]		_	1,875	1,875
Surface Track	<u> </u>	11,020	16,881									27,901	27,901
Sub-Total	14,094	192,671	57,397	46,189	15,081	6,975	9,782	2,364	2,422	2,560	2,560	338,001	352,095
Growth Related													
Automotive Non-Revenue Vehicles		2,413	1,729	1,200	1,822	1,792	789	921	1,426	1,470	835	14,397	14,397
Fare System	42,044	15,538	2,000	-	-	-	-	-	-	-	-	17,538	59,582
McNicoll Bus Garage Facility	181,000	39,500	52,815	22,866	-	-	- 05.005	-	-	-	-	115,181	296,181
Other Bldgs & Structures Projects Other Service Planning		46,361	4,700 600	3,100	-	-	25,000	-	-	-	-	79,161 1,201	79,161 1,201
Sub-Total	223,044	103,812	61,844	601 <b>27,767</b>	1,822	1,792	25,789	921	1,426	1,470	835	1,201 227,478	1,201 <b>450,522</b>
		.55,512	V1,074		.,022	.,,,,,		V21	.,420	.,410	000	, , 4, 0	.50,022
Total Expenditures by Category (excluding carry forward from 2018)	622,633	1,265,612	1,199,172	805,104	599,103	411,492	416,070	359,571	397,020	395,607	380,085	6,228,836	
	,,	.,_00,012	.,,		, 100	, 702	,	,	,520	,501	,,,,,,,,,,	-,0,500	

#### 2019 - 2028 Key Capital Projects

The 10-Year Capital Plan supports the TTC's seven strategic objectives: safety, customer, people, assets, growth, financial sustainability, and reputation. The delivery of these capital projects will help achieve these service objectives of the TTC.

- Health and Safety projects account for \$108.504 million or 1.74% of the total 10-Year Capital Plan's recommended expenditures. TTC's Health and Safety projects are primarily funded by debt funds to replace and maintain various infrastructure including the following:
- Legislated projects account for \$767.298 million or 12.3% of the total 10-Year Capital Plan's spending. These projects are primarily funded by federal and provincial gas tax funding (63.5%). The 10-Year Capital Plan includes the following projects:
- SOGR projects account for \$4.788 billion or 76.9% of the total 10-Year Capital Plan's recommended expenditures.
   SOGR projects are driven by renewal and maintenance needs and are designed to extend the useful life of assets and ensure service reliability. TTC's SOGR program includes the following projects:
- Service Improvement projects amount to \$338.001 million or 5.4% of the total 10-Year Capital Plan's expenditures and includes the following:

### State of Good Repair (SOGR) Funding & Backlog

TTC has stewardship over linear assets including tunnels, building, yards, roads, and subway and surface track with a total estimated replacement value of over \$16.4 billion. The 10-Year Capital Plan will fund \$4.788 billion in SOGR projects over the 10-year period, providing an average annual allocation of \$478.755 million. This funding will continue ongoing state of good repair projects for TTC related infrastructure, vehicle overhauls, electrical systems and facilities.

- Historically between 2013 and 2017, the average annual capital spending rate was approximately 69.7% of budget.
- In 2018, the SOGR Capital Budget was \$1.285 billion; actual expenditures are projected to total \$1.0 billion or 78.3% to the 2018 Approved Capital Budget.

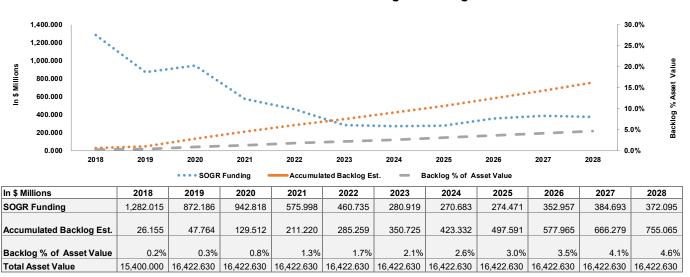


Chart 3: Total SOGR Funding & Backlog

The TTC has identified \$17.5 billion in unfunded projects over the 10 year period, \$16.7 billion reflect projects that are considered unfunded and the remaining \$755 million reflects capacity to spend. Capacity to spend adjustments do not reflect a decrease in capital need but rather a reduction to ensure cash flows for capital projects (exclusive of buses) are aligned with the TTC's capacity to spend/deliver on each project on an annual basis. As a result the SOGR backlog includes the following projects:

#### State of Good Repair Backlog (\$755 million)

- Track Replacement Programs (\$197 million)
- Bus Overhaul (\$117 million)
- Electrical Systems Programs (\$89 million)
- Bridges & Tunnels (\$78 million)
- Subway Car Overhaul (\$62 million)
- Buildings & Structures Programs (\$61 million)
- Information Technology System (\$59 million)
- Equipment (\$31 million)
- Finishes (\$20 million)
- Tools, Machinery and Equipment (\$18 million)
- Automotive/Rail Non-Revenue Programs (\$16 million)
- Environmental Programs (\$4 million)
- Transit Priority Project (\$3 million)

# **Operating Impact of Completed Capital Projects**

**Table 5: Net Operating Impact Summary** 

	2019 E	Budget	2020	Plan	2021	Plan	2022	Plan	2023	Plan	2019 -	2023	2019 -	2028
Projects	\$000s	<b>Positions</b>	\$000s	<b>Positions</b>	\$000s	<b>Positions</b>	\$000s	<b>Positions</b>	\$000s	Positions	\$000s	<b>Positions</b>	\$000s	<b>Positions</b>
Previously Approved													#REF!	#REF!
Communications - Various	195	2.0	(15,222)	(170.0)	(5,530)	-	(426)	-	(437)	-	(21,420)	(168.0)	(23, 253)	(168.0)
Easier Access Phase II & III	43	-	63	-	155	-	52	-	84	-	397	-	639	-
Fare Handling Equipment	1,800	-	-	-	-	-	-	-	-	-	1,800	-	1,800	-
Fare System	1,500	20.0	-	-	-	-	-	-	-	-	1,500	20.0	1,500	20.0
Fire Ventilation Upgrade	-	-	-	-	8	-	-	-	8	-	16	-	24	-
Information Technology System-Infrastructu	11,304	14.8	1,908	6.0	462	1.0	1,480	7.5	416	-	15,570	29.3	16,889	28.3
McNicoll Bus Garage Facility	-	-	4,883	34.4	4,883	34.4	-	-	-	-	9,765	68.8	9,765	68.8
Other Bldgs & Structures Projects	553	2.0	567	3.0	232	2.0	602	5.0	437	3.0	2,391	15.0	3,220	20.0
Other Service Planning	60	-	35	-	35	-	35	-	35	-	200	-	340	-
Purchase of Rail Non-Revenue Vehicle	(420)	-	-	-	(800)	-	-	-	-	-	(1,220)	-	(1,220)	-
Signal Systems - Various	95	0.6	(206)	(1.4)	22	-	122	-	26	-	59	(0.8)	163	(0.8)
Streetcar Overhaul Program	-	-	-	(5.1)	-	-	-	(1.2)	-	-	-	(6.3)	-	(6.3)
Sub-Total: New Projects - Future Years	15,130	39.4	(7,972)	(133.1)	(533)	37.4	1,865	11.3	568	3.0	9,057	(42.0)	9,867	(38.0)
Total (Net)	15,130	39.4	(7,972)	(133.1)	(533)	37.4	1,865	11.3	568	3.0	9,057	(42.0)	9,867	(38.0)

The 10-Year Capital Plan will increase future year Operating Budgets by \$9.867 million net over the 2019 - 2028 period. This reflects both costs and savings arising from various completed projects.

The TTC will also realize operating savings related to communications projects including:

Station Transformation and Train Door Monitoring (\$23 Million savings):

#### Costs:

- \$16.889 million primarily due to the completion of information technology systems including TTC SAP
  implementation and Risk Management investments to address safety and security. The completion of the VISION
  program will integrate vehicle borne systems with automated stop displays, automated stop announcements, mobile
  supervision tools, and KPI reporting.
- Completion of the McNicoll Bus Garage facility will have an operating impact of \$9.800 million comprised of \$7.400 million in labour related costs and \$2.300 million for the operating and maintenance of the facility including utility costs.



#### **PROGRAM SUMMARY**

# **Toronto Zoo**

#### What We Do

We are one of the largest zoos in Canada, home to over 5,000 animals representing 500 species on more than 700 acres of land adjacent to Canada's new Rouge National Urban Park. The Zoo offers full year access to seven bioregion displays with over 10 kilometers of walking trails, including gift shops, exhibits, rides, food services and guest services. Toronto Zoo delivers the following services:

- Zoo Visitor Services
- Zoo Fundraising & Strategic Partnerships
- Zoo Conservation & Science

Toronto Zoo has stewardship over buildings, infrastructure, natural resource assets, and the wildlife population.

#### Why We Do It

Toronto Zoo provides a living centre for education and science, committed to providing compelling guest experiences and inspiring passion to protect wildlife and habitats.

# **Our Experience & Success**

- Return of the endangered Amur Tigers and Aldabra Tortoises.
- Opening of the Wild Rouge Zipline and Canopy Tour.
- Continued integration of the five (5) year Strategic Plan into all aspects of Zoo operations
- Finalization of new Tri-partite
   Agreement between the City, TRCA,
   and Toronto Zoo.
- Completed incorporation and charitable registration of the new fundraising entity (Toronto Zoo Wildlife Conservancy) with the objective of nurturing a strong and supportive relationship with the Toronto Zoo to facilitate significant contributions to the Zoo.

#### **Key Challenges**

- Achieving attendance target in a highly competitive market.
- Enable Toronto Zoo Wildlife
   Conservancy to focus on campaign to
   raise funds for exhibit improvements
   and conservation and education
   programs.
- Continued implementation of the 2015 - 2020 Strategic Plan and the Master Plan which outlines future direction of the Zoo.
- Create opportunities for new audiences to connect with and support the new mission and increase revenue and attendance.
- Availability of resources to maximize opportunity to capture grants available to fund conservation and research programs.

# **Priority Actions**

- Revitalize exhibits and amenities and develop new memorable experiences to increase support for the mission of the Zoo.
- Develop strong relationship with the new fundraising entity to facilitate significant contributions to the Zoo and Zoo fundraising priorities.
- Create complementary short-term programming for the Special Events Centre and other locations throughout the Zoo as added value or new revenue offerings to promote the Zoo's mission.
- Finalize detailed design and commence construction of the outdoor orangutan habitat, the next major enhancement for the Zoo for 2020.

## **Budget At A Glance**

OPERATING BUDGET										
\$Million	2019	2020	2021							
Gross Expenditures	\$ 53.1	\$ 53.7	\$ 54.3							
Revenues	\$ 40.6	\$ 40.7	\$ 40.7							
Net Expenditures	\$ 12.5	\$ 13.0	\$ 13.6							
Approved Positions	397.0	398.0	398.0							

10-YEAR CAPITAL PLAN										
\$Million	2019	2020-2028	Total							
Gross Expenditures	\$7.8	\$75.5	\$83.3							
Debt	\$7.3	\$55.2	\$62.5							
	·	·	·							
Note: Excluding 2018	carry forw	ard funding to	2019							

## **Our Key Service Levels**



Visitor attendance level at **1.295** million.



Total membership subscriptions of **31,000** 



Retail sales of **\$2.35** per visitor



Food sales of **\$5.57** per visitor



Provide total of **4,450** day and overnight camp programs

Source of image: <u>www.icons8.com</u> **Key Service Deliverables** 

Develop the 2021-2025 Strategic Plan as the logical progression of the 2015-2020 version and continue implementation of the 2016 Master Plan

Collaborate with Parks Canada to maximize the potential benefits associated with the location of the Toronto Zoo adjacent to the Rouge National Urban Park

Obtain and maintain accreditation with various accrediting and regulatory authorities

Pursue all available grants to deliver optimal conservation and research programs

Work with the new Toronto Zoo Wildlife Conservancy to focus on campaign to raise funds for capital projects

Continue advancement of the Zoo as a zoo-based conservation centre of excellence

Enhance guest experience to appeal to a more diverse audience and inspire conservation action.

#### Who We Serve

#### **Zoo Visitor Services**

- Community Groups
- Schools and School Boards
- Tour Groups
- Visitors

# Beneficiaries

- Businesses (Hotels & Restaurants)
- Residents
- City & Agency Staff
- Strategic Partners

# Zoo Fundraising & Strategic Partnerships

- Media Partners
- Non-Profit Organizations
- Provincial & Federal Government

#### Beneficiaries

- Residents
- City & Agency Staff
- Strategic Partners

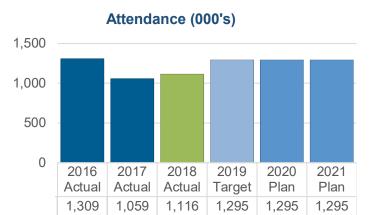
### **Zoo Conservation & Science**

- Educational Institutions
- Educators
- Wildlife Researchers & Societies
- Zoo Conservation & Science
- Zoological Institutes & Accrediting Bodies

#### Beneficiaries

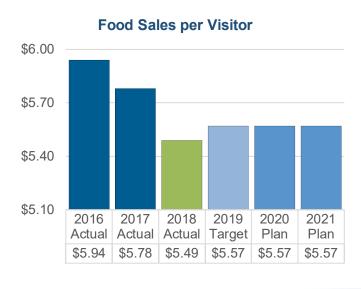
- Environmental Organizations
- Provincial & Federal Government
- Residents
- City & Agency Staff

# **How Well We Are Doing**



# Performance Measures Behind the Numbers

- The decline in recent attendance trends have been impacted by interruption in operations from the labour disruption in 2017 and the departure of the Pandas in 2018.
- It is anticipated that new programming in 2019 will break past trends.

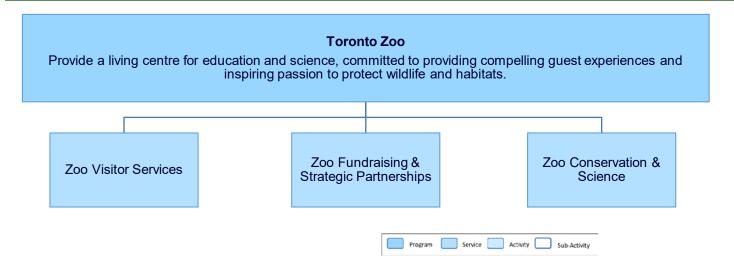


- Toronto Zoo experienced favourable visitor mix in the recent years with more adult admissions, especially in 2016 contributing to the overall sundry revenues.
- There is a positive correlation between higher adult admissions and the total food sales.
- 2018 was lower than the 2017 level reflecting the impact of the completion of the Panda Exhibit in 2018. Decline in last few years is due to increasing food costs and a higher than anticipated ratio of members compared to other admissions.
- 2019 targets have remained flat given the hold of attendance at 1.295 million visitors.



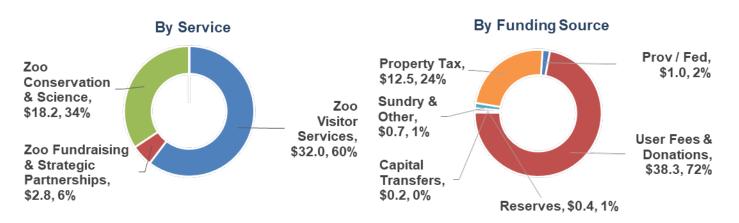
- Toronto Zoo's retail sales was at \$2.17 per visitor in 2018 compared to original target of \$2.35 per visitor.
- The decline in retail sales per visitor is partially related to an increased ratio of members compared to other admissions.
- Retail sales are correlated to the number of visitors at the Zoo.

# PROGRAM MAP



#### 2019 OPERATING BUDGET HIGHLIGHTS

## 2019 Operating Budget \$53.1M





- **0.2%** Budget decrease over the 2018 Approved Net Operating Budget to meet City budget requirements.
- **\$0.499M** Increase in base expenditure due to increased utility costs, cost of living adjustments (COLA) offset by reductions of panda-related expenditure due to Panda departure.
- **\$0.030M** Net revenue from an enhanced school program experience.
- **2020/2021** Increases attributable to COLA, inflationary increases in utilities and other expenditures to maintain attendance at 1.295 million visitors.

### 2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Operating Budget and Plan by Service

	201	8		2019				Increment	al Change
(In \$000s)	Budget	Actual	Base	New / Enhanced	Total Budget	Changes		2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
<b>Zoo Visitor Services</b>									_
Gross Expenditures	31,751.8	31,945.2	32,038.7		32,038.7	286.9	0.9%	279.0	359.6
Revenue	35,535.0	30,246.5	35,997.3	122.9	36,120.1	585.2	1.6%	0.0	0.0
Net Expenditures	(3,783.2)	1,698.7	(3,958.6)	(122.9)	(4,081.4)	(298.3)	7.9%	279.0	359.6
Zoo Fundraising & Str	ategic Partr	nerships							1
Gross Expenditures	2,824.1	464.6	2,843.1		2,843.1	18.9	0.7%	20.7	20.3
Revenue	2,467.5	775.1	2,467.5		2,467.5	0.0		0.0	0.0
Net Expenditures	356.6	(310.5)	375.5		375.5	18.9	5.3%	20.7	20.3
Zoo Conservation & S	cience								1
Gross Expenditures	17,917.1	16,060.5	18,109.8	93.4	18,203.2	286.0	1.6%	267.3	247.7
Revenue	2,006.7	1,982.8	2,042.9		2,042.9	36.2	1.8%	71.0	0.0
Net Expenditures	15,910.4	14,077.7	16,066.8	93.4	16,160.2	249.8	1.6%	196.2	247.7
Total								)	_
Gross Expenditures	52,493.0	48,470.4	52,991.5	93.4	53,084.9	591.9	1.1%	566.9	627.5
Revenue	40,009.2	33,004.4	40,507.7	122.9	40,630.6	621.3	1.6%	71.0	0.0
Total Net Expenditures	12,483.8	15,466.0	12,483.8	(29.5)	12,454.3	(29.5)	(0.2%)	495.9	627.5
Approved Positions	396.0	375.0	396.0	1.0	397.0	1.0	0.3%	1.0	0.0

# Base Changes (\$0 Net)

 Salary & benefit increases due to COLA adjustment and benefit changes.

- Inflationary price increase in utilities.
- Increased reserve contribution for fleet vehicles replacement.
- Removed panda-related costs such as insurance, panda feed, and conservation and science research as the Panda Exhibit was completed in 2018.
- Above pressures fully offset by additional revenues due to attendance mix and change of program mix offerings.

# New/Enhanced Service Priorities

(\$0.030M Net Revenue)

- Educational Programming Update includes development of an enhanced school program experience which requires an education coordinator to develop new and enhanced self-guided resources for teachers to use.
- This initiative will generate net revenue of \$0.030 million in 2019.

#### **Future Year Plan**

- Inflationary increases in salaries and benefits and utilities.
- Annualized impact of net revenue for implementing the educational program update which is expected to generate a further savings of \$0.054 million in 2020.

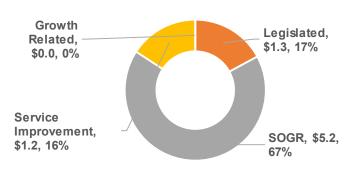
# **EQUITY IMPACTS**

**No significant equity impacts:** The changes in Toronto Zoo's 2019 Operating Budget do not have any significant equity impacts.

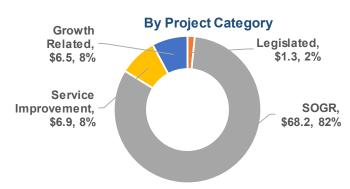
#### 10-YEAR CAPITAL PLAN HIGHLIGHTS

#### 2019 Capital Budget \$7.763M

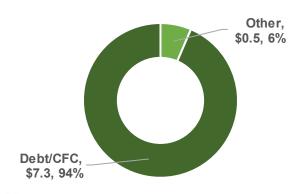
#### **By Project Category**



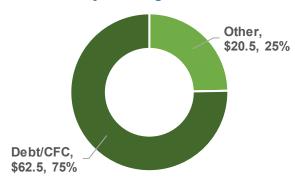
#### 2019-2028 Capital Budget and Plan \$82.988M



# **By Funding Source**



#### **By Funding Source**



# 1 YEAR

- \$2.195M Commence design work for the Welcome Area to improve access and first impression for visitors.
- \$1.327M Update the ramp at the Indo-Malaya Pavilion to improve winter accessibility to meet AODA requirement.
- \$1.228M Add two winterized Zoomobiles to help guests access the Pavilions in inclement weather.
- \$1.150M Repair and replace building components guided by the results of a Building Condition Audit and Site Services Study.
- \$1.063M Complete design phase and begin construction of the Orangutan Outdoor Exhibit.

#### 10 YEARS

- **\$68.228M** State of Good Repair projects to invest in refurbishing exhibits, building and services as well as construction of Tropical Americas Gallery Construction, Welcome Area Phase A and Canadian Pavilion.
- \$6.932M Service Improvement projects to invest in wildlife program improvement, an all season play area and an addition of two winterized Zoomobiles.
- **\$6.501M** Growth projects to extend the Carolinian Forest experience to include the Ravens Roost, a year-round "glamping" retreat.
- **\$1.327M** Legislated projects for improving winter accessibility.

## 10-Year Capital Plan by Project Category

**Table 4: Summary of Capital Projects by Project Category** 

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
Legislated												1	
Winter Accessibility		1,327	-	-	-	-	-	-	-	-	-	1,327	1,327
Sub-Total	-	1,327		-	-		-	-	-	-		1,327	1,327
State of Good Repair												1	
Building & Services Refurbishment		1,150	1,250	1,240	810	1,016	1,128	1,547	1,500	1,400	1,500	12,541	12,541
Exhibit Refurbishment		250	350	350	250	100	550	550	550	350	600	3,900	3,900
Grounds and Visitor Improvements		250	350	350	250	100	550	550	550	350	600	3,900	3,900
Information Systems		300	350	250	350	300	400	450	400	400	300	3,500	3,500
Insects		-	-	-	-	-	-	-	-	-	443	443	443
Oceania Pavilion		-	-	-	-	-	-	1,194	1,501	-	-	2,695	2,695
Rhino Ridge		-	-	-	-	-	-	-	1,323	1,289	-	2,612	2,612
Tropical Americas Gallery		-	-	-	-	-	-	-	1,500	4,711	5,057	11,268	11,268
Welcome Area Redesign		2,195	-	1,184	6,340	6,261	-	-	-	-	-	15,980	15,980
Wildemess North/Canadian Pavilion		-	5,700	4,626	-	-	-	-	-	-	-	10,326	10,326
Orangutan II & III: Indoor & Outdoor Exhibits		1,063	-	-	-	-	-	-	-	-	-	1,063	1,063
Sub-Total		5,208	8,000	8,000	8,000	7,777	2,628	4,291	7,324	8,500	8,500	68,228	68,228
Service Improvement												1	
Discovery Zone Refurbishment		-	_	_	_	223	796	2,784	1,176	_	-	4,979	4,979
Winter Zoomobile	700	1,228	_	_	_	-	-	_		_	-	1,228	1,928
Carolinian Forest Boardwalk		-	-	-	-	-	398	327	-	-	-	725	725
Sub-Total	700	1,228	-		-	223	1,194	3,111	1,176	-		6,932	7,632
Growth Related												1	
Ravens Roost		-	-	-	-	-	5,076	1,425	-	-	-	6,501	6,501
Sub-Total	-	-	-	-	-	-	5,076	1,425	-	-	-	6,501	6,501
Total Expenditures by Category (excluding carry forward from 2018)	700	7,763	8,000	8,000	8,000	8,000	8,898	8,827	8,500	8,500	8,500	82,988	83,688

<sup>\*</sup>Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2019, excluding ongoing capital projects (i.e. Civic Improvement projects)

### 2019 - 2028 Key Capital Projects

Capital projects funded in the 10-Year Capital Plan based on the Toronto Zoo 2016 Master Plan which reflects a balance of modernization, transformational, and innovative initiatives to drive growth, improve conservation and science efforts, and better serve the public as one of the leading Zoo's in North America. The delivery of these capital projects will enable the Zoo to align its 2016 Master Plan with its 2015-2020 Strategic Plan.

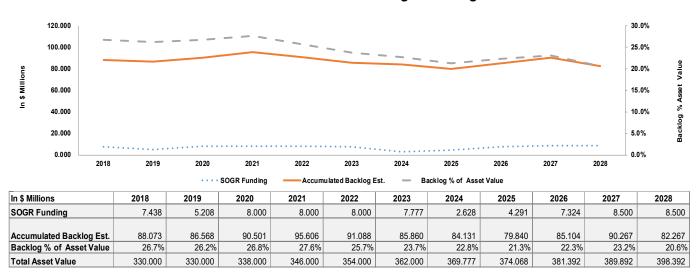
- Legislated projects total \$1.327 million or 1.6% of the total 10-Year Capital Plan's expenditures.
- SOGR projects account for \$68.228 million or 82.2% of the total 10-Year Capital Plan's expenditures.
- Service Improvement projects amount to \$6.932 million or 8.4% of the total 10-Year Capital Plan's expenditures.
- Growth Related projects account for \$6.501 million or 7.8% of the total 10-Year Capital Plan's expenditures.

#### State of Good Repair (SOGR) Funding & Backlog

The 10-Year Capital Plan will fund \$68.228 million of SOGR projects within Toronto Zoo over the 10-year period, providing an average of \$6.823 million annually. This funding will be used for the upkeep of the facilities as Canada's premier zoo and a leading zoo globally that supports the wildlife preservation and species conservation efforts and major scientific research.

The Toronto Zoo's SOGR backlog and asset replacement value has been revised in accordance with the new 2016 Master Plan for the Toronto Zoo. Based on this plan, the accumulated backlog will decrease from \$86.568 million in 2019 to an anticipated \$82.267 million by 2028.

**Chart 3: Total SOGR Funding & Backlog** 



The "Unmet Capital Needs" identified by Toronto Zoo include various additional SOGR projects to help reduce the backlog that totals \$37.108 million. These projects cannot be accommodated within the City's debt affordability targets and therefore are not included in the 2019 – 2028 Capital Budget and Plan. For further details about these SOGR projects, please refer to the Issues for Discussion section.



**PROGRAM SUMMARY** 

# Yonge-Dundas Square

#### What We Do

We accommodate approximately 240 events each year including third-party and self-programmed events. These events encourage economic and cultural activities by showcasing businesses and drawing residents and tourists to the area. Consistent with previous years, 28 days are set aside for the public to enjoy the square as a piazza. Yonge-Dundas Square provides Public Square and Event Venue services.

## Why We Do It

We responsibly manage the Yonge-Dundas Square and enhance the vitality of downtown Toronto, to launch, promote, and operate the square as a unique public space borne from the passion of its community and the energy of commercial participation, so as to develop a positive perception by the way of its activities, security and cleanliness.

## **Our Experience & Success**

- Deployed the new permanent digital signage on the square and leverage the new capabilities to generate additional user fee revenues.
- Completed first major capital improvement project with approximately \$5 million in private sector funding.
- Introduced new digital services with affordable pricing access to community groups and a no-cost basic access for not-for-profit organizations.
- Launched new Public Service
   Announcement Alerts for the public (Amber Alerts, Extreme Cold Warnings).

## **Key Challenges**

- Maintain affordability for community groups who use Yonge-Dundas Square.
- Maintain a busy event schedule to assist surrounding vicinity with ongoing events and activations.
- Address safety/security concerns on the site and mitigating potential threats to the venue.
- Work with neighbourhood agencies, businesses and groups to address community concerns related to the opioid crisis and related issues.

## **Priority Actions**

- Increase outreach to a variety of potential clients regarding new digital capabilities.
- Review business plan and user policies for any potential savings that could be achieved to mitigate user costs for community groups.
- Create a Yonge-Dundas Square Reserve Fund where YDS will make a contribution of \$0.050 million in the 2019 Operating Budget and this reserve fund will fund YDS capital projects and any operating budget shortfalls.
- Increase facility use in general without compromising the balance of users (community / private sector).

## **Budget At A Glance**

OPERA	TING BU	DGET	
\$Million	2019	2020	2021
Gross Expenditures	\$3.4	\$3.6	\$3.7
Revenues	\$3.4	\$3.6	\$3.7
Net Expenditures	\$0	\$0	\$0
Approved Positions	8.0	8.0	8.0

10-YEAR CAPITAL PLAN					
\$Million	2019	2020-2028	Total		
Gross Expenditures	\$0.1	\$0.5	\$0.5		
Debt	\$0.1	\$0.5	\$0.5		
Note: Excluding 2018	carry forw	ard funding to	2019		

# **Our Key Service Levels**



Yonge-Dundas Square is available for public access **100%** of the time

Source of image: www.icons8.com





## **Key Service Deliverables**

Provide the downtown area with a range of business and cultural events.

Support approximately **190** events in 2019, which include a mix of third-party public events, community and private sector events, City events, and major cultural events.

Operate near capacity, with a near 100% rate of venue usage in high-season.

Establish the Yonge-Dundas Square as a primary venue for major international festivals and events while maintaining availablity for multicultural community festivals and celebrations.

## **Who We Serve**

#### **Public Square and Event Venue**

Public Event Hosts
Public Event Participant
Yonge-Dundas Space Users

Beneficiaries
Businesses
Partners & Sponsors
Residents
City & Agency Staff
Visitors

## **How Well We Are Doing**

#### **Performance Measures**

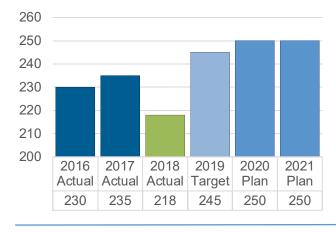
# Contribution by City of Toronto as a % of Overall YDS Operating Cost



#### **Behind the Numbers**

 The contribution by the City of Toronto to the overall Yonge-Dundas Square Operating Budget is anticipated to be 0% for the following years as the Agency is moving towards a self-sustaining business model through its generation of diverse revenue streams.

#### **Number of Events at YDS**



- The number of events held on the Square includes self-produced programmed events and third party events such as community events, private sector events, City events, and major cultural festivals.
- There was a downturn in events in 2018 due to the capital improvements taking place on the Square where permits were not accepted during this time.
- The Board of Management's mandate is to operate near capacity (275 – 300 events) and focus on larger production events in lieu of smaller events.

#### **Event Attendance**



- As the Square continues to renew its vision and adapt the event roster to reflect the new mandate, it is anticipated that the event attendance will continue to improve.
- There was a downturn in attendance in 2018 due to the fewer events at the Square caused by the capital improvements taking place.
- The Square is also exploring the opportunity to host winter events on the Square in the near future which will increase the number of events held.

## **PROGRAM MAP**

### **Yonge-Dundas Square**

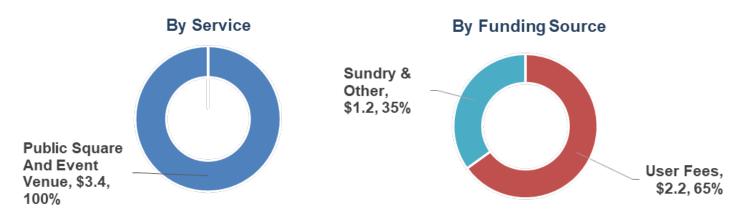
Responsibly manage the Yonge-Dundas Square and enhance the vitality of downtown Toronto, to launch, promote, and operate the square as a unique public space borne from the passion of its community and the energy of commercial participation, so as to develop a positive perception by the way of its activities, security and cleanliness.

Public Square And
Event Venue

Program Service Activity Sub-Activity

## 2019 OPERATING BUDGET HIGHLIGHTS

## 2019 Operating Budget \$3.4M





- 0% Budget increase over the 2018 Approved Net Operating Budget to maintain existing service levels, meet additional service demands, and maintain a self-sustaining business model with a \$0 net budget.
- 2020/2021 Increases primarily for known inflationary adjustments for salaries, benefits and contracts.

## 2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Operating Budget and Plan by Service

	201	8	2019					Incremental Chang	
	Budget	Actual	Base	New /	Total Operating			2020	2021
(In \$000s)		710100	-cluai Dasc		Enhanced Budget		nges	Plan	Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
Public Square And Ev	ent Venue								
Gross Expenditures	3,106.5	3,172.6	3,442.4		3,442.4	335.9	10.8%	161.3	47.5
Revenue	3,106.5	3,043.7	3,442.4		3,442.4	335.9	10.8%	161.3	47.5
Net Expenditures	0.0	128.9	0.0		0.0	0.0	0%	0.0	0.0
Total									
Gross Expenditures	3,106.5	3,172.6	3,442.4		3,442.4	335.9	10.8%	161.3	47.5
Revenue	3,106.5	3,043.7	3,442.4		3,442.4	335.9	10.8%	161.3	47.5
Total Net Expenditures	0.0	128.9	0.0		0.0	0.0	0%	0.0	0.0
Approved Positions	8.0	8.0	8.0		8.0	0.0		0.0	0.0

## **Base Changes**

(\$0 Net)

- •Increased activity at Yonge-Dundas Square, will see increases in event costs.
- Budget pressues from increased spending in contracted services for security guards as there are growing concerns of public saftey given the popularity of the square.
- Decreased spending on advertising and promotion due to programming on the Square as well as decreased utility costs with hydro fees from signage being paid by a third party.
- Inclusion of a reserve contribution to a new Yonge-Dundas Square reserve fund to be directed to fund future year Capital Budget projects.
- Above pressures partially offset by expected revenue increases from volume changes for income derived from events, signage and the tour bus kiosk.

#### **Future Year Plan**

 Inflationary increases in salaries and benefits, as well as volume increases for event costs, which are fully offset by increases in fee revenues.

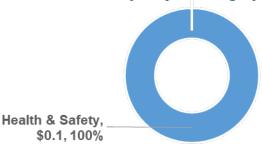
#### **EQUITY IMPACTS OF BUDGET CHANGES**

**No significant equity impacts:** The changes in Yonge-Dundas Square's 2019 Operating Budget do not have any significant equity impacts.

# 10-YEAR CAPITAL PLAN HIGHLIGHTS

2019 Capital Budget \$0.050M

By Project Category



2019-2028 Capital Budget and Plan \$0.500M

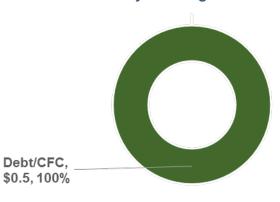
By Project Category



By Funding Source

Debt/CFC, \$0.1, 100%

**By Funding Source** 



1 YEAR

> \$0.050M Begin new Health and Safety project to replace portable barriers on the stage with permanent removable *Plinth Safety Guards* railings.

10 YEARS

- **\$0.100M** Health & Safety project to replace portable barriers.
- **\$0.400M** State of Good Repair estimated future costs of maintaining the SOGR as there is no SOGR work needed in 2019 and 2020 based on the facility audit conducted in 2014.

## 10-Year Capital Plan by Project Category

**Table 4: Summary of Capital Projects by Project Category** 

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
Plinth Safety Guard		50	50									100	100
Sub-Total		50	50									100	100
State of Good Repair													
Estimated Future Costs of Maintaining SOGR				50	50	50	50	50	50	50	50	400	
Sub-Total				50	50	50	50	50	50	50	50	400	
Total Expenditures by Category (excluding carry forward from 2018)		50	50	50	50	50	50	50	50	50	50	500	100

<sup>\*</sup>Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2019, excluding ongoing capital projects (i.e. Civic Improvement projects)

## 2019 - 2028 Key Capital Projects

The Capital projects funded in the 10-Year Capital Plan is critical to the safety of users of Yonge-Dundas Square and in maintain the facility in a state of good repair.

- Health and Safety projects account for \$0.100 million or 20% of the total 10-Year Capital Plan's expenditures.
- SOGR projects account for \$0.400 million or 80% of the total 10-Year Capital Plan's expenditures.

## State of Good Repair (SOGR) Funding & Backlog

The 10-Year Capital Plan dedicates \$0.400 million of SOGR projects within Yonge-Dundas Square over the 10-year period, providing an average of \$0.040 million annually. This funding will ensure that current assets valued at \$15.5 million will be maintained in a state of good repair and ensure the availability of this funding, when required, will prevent any backlog from occurring. Yonge-Dundas Square does not have a backlog of state of good repair projects as the Square is relatively new (built in 2001 - 2002) and a facility audit completed in December 2014 found the majority of items reviewed to be in good to fair condition. The next facility audit report is expected in 2020.

Any minor SOGR needs in the future years as presented in the facility audit report, will be addressed and funded from the Operating Budget. These include repairs and replacements to light fixtures, hand dryers, supply and exhaust fans, minor washroom repaid, and remedial painting.

**Tools and Resources** 

## **Glossary of Terms**

**Accrual -** Accounting method that records revenues and expenses when they are incurred, regardless of when cash is exchanged.

**Activity -** A sub-set of the defined service, which includes unique processes and a discrete output delivered to the client(s).

**Agency -** An agency is an organization associated with the City, but operating at arm's-length. An Agency usually operates under a Board of Management appointed by City Council. An agency is referred to in the acronym ABC - Agencies, Boards and Commissions.

**Allocable Service** – A category that will be available when posting financial transactions in SAP. The "allocable service" designation allows costs incurred for multiple services on the same purchase order or cheque request to be temporarily charged to a designated functional area until the split among services can be determined by the division.

**Amortization** – The accounting process of allocating the cost less the residual value of a tangible capital asset to operating periods as an expense over its useful life in a rational and systematic manner appropriate to its nature and use. Depreciation accounting is anther commonly used term to describe the amortization of tangible capital assets.

**Approved Complement** - The total number of approved positions that are required to provide the approved level of service for a City Program or Agency. The number of approved positions includes all operating and capital positions (permanently appointed or filled on an acting basis), funded vacancies, position attributes (title, number, position type, position category).

**Approved Position -** An Approved Position is equivalent to a single permanent position regardless of whether it is full-time or part-time.

**Approved Position Year** - An Approved Person Year is an equivalent for a temporary, seasonal, casual or trade position that is calculated in one of three ways:

- 1. A single 35 hour per week position
- 2. A single 40 hour per week position, or
- 3. A combination of part-time positions (less than 35 hours per week) equating to 1820 hours per year (35 hours per week x 52 weeks), or 2080 hours per year for positions less than 40 hours per week (40 hours per week by 52 weeks).

**Assessment** – Value of property determined by Municipal Property Assessment (MPAC) and used by the City as a basis for property taxation.

**Audit** – A systematic and independent examination of books, accounts or statutory records.

**Balanced Budget –** The City of Toronto Act, 2006, states that the budget shall provide that the estimated revenues are equal to the estimated expenditures.

**Benchmarking** - An exercise whereby one organization's results are compared to those of another comparable organization providing the same or similar services based on similar methods of accounting for costs.

**Bonds** – A debt obligation that must be repaid over time.

**Budget -** The financial, operating and management plan for the City that establishes annual appropriations in accordance with the Municipal Act.

**Budget Committee** - The standing committee of City Council, established as part of the new City governance structure, which is mandated to review and recommend on budget matters. The Budget Committee's mandate includes Capital and Operating Budgets, variance reports, and adjustments to budgets during the year. The Committee also plays a key role in coordinating the budget process and submitting a final budget to Council for its consideration. The Budget Advisory Committee carried this mandate in years from the amalgamation of Toronto in 1998 to 2006.

**Budget Scenario** - The term used in SAP to describe a particular data set reflecting all budget detail at a particular point in the review process (as submission, Council approved, etc.). Each scenario includes a number of budget versions in the CO SAP module that represent such analytical categories as projected actuals, adjusted base, base budget changes, new service changes, total budget, future year outlook. For ABCs not using SAP, Forms 14 and 15 provide the Budget Scenario.

**Budget Versions** - In each budget scenario in SAP, the categories of analysis and presentation are in separate structures in the budget module known as versions. The projected actuals, the prior year base budget, the categories of change, service changes, new services, total request, and future year outlook, all exist as separate versions in the SAP CO budget module.

**Business Intelligence (BI) -** The reporting, analysis, and interpretation of business data. When used in the context of the City's SAP system, Business Intelligence (BI) refers to the analytical, reporting and data warehousing solution produced by SAP, also known as Business Objects, or BOBj (see below).

**Business Process** - A collection of related, structured activities or tasks that produce a specific service or product (serve a particular goal) for a particular customer or customers.

**Business Objects (BOBj) -** SAP Business Intelligence solution that simplifies data manipulation, allowing users to access, navigate, analyze, format, and share information across a corporate environment.

**Business Transformation -** A key focus area of the FPARS project. The scope of Business Transformation is to: 1) develop and evolve the City's service inventory; 2) establish a service performance measurement framework; 3) modify select processes and policies to support multi-

year planning, budgeting and monitoring in a service view; and 4) support the organization through a change management strategy and tactics.

**Business Warehouse (BW) -** Related to SAP Business Intelligence (BI), "BW" is used to describe the underlying Data Warehouse Area and its components.

**Capital Asset** – A capital asset for capital budget purpose: has physical substance; is owned by the City; is used for the production or delivery of goods or City services; and meet the minimum capital threshold and useful life.

**Capital Budget** - A multi year program adopted by Council comprised of an approved program of capital projects for the current year and a planned program for the succeeding nine years. The multi-year plan covers longer term and one-time expenditures for fixed assets that are more than fifty thousand dollars. It also entails the assumption of debt by the Corporation.

**Capital (Debt) Financing -** Represents the portion of the operating budget required to service the debt assumed by the City from capital expenditures of the current and previous years. It is composed of Capital from Current expenditures and debt charges.

**Capital from Current (CFC)** - Tax levy funds allocated from the current Operating Budget for the funding of capital projects in the Capital Budget.

**Capital Positions -** The term referring to positions funded by Capital projects, funding staff who are working to specifically deliver those projects. The expenditures for Capital Positions are included in the Operating Budget with full recovery from Capital projects.

**Capital Program** - A multi-year plan adopted by Council for long-term capital investments in assets and entails the financing of such long term expenditures with capital assessment and assumption of appropriate funding sources. This program lets Council determine long term expenditure priorities, and enables the City to plan long-term debt requirements. The capital program should be linked to individual Program Business Plan.

Capital Project - Expenditure for major rehabilitation, replacement and/or expansion of existing assets and infrastructure, and acquisition or creation of new assets. A capital project is a one-time activity with a well-defined set of desired outcomes or end results. It must bring benefit to the organization at least 10-years or longer, the decision usually cannot be changed, and investments are over \$50K. A capital project can be divided into capital sub-projects or sub-tasks that must be performed in order to achieve the desired result. Capital Projects are classified according to the following five categories listed in the order of importance — Health and Safety, Legislated/City Policy, State of Good Repair, Service Improvement and Enhancement, and Growth Related.

**Capital Sub-Project** - Subset or logical components/stages of a major capital project. Individual sub-projects could vary depending on the nature of the project. Example a Park Improvement project could have sub-projects showing individual parks at which the improvement work will be undertaken.

**Cash Flow Carry Forwards** - The projected year-end unspent amount of Council approved previous year cash flow that is necessary to carry forward, in full or part, to complete the capital sub-project / project in the subsequent budget year.

Categories of Change - Descriptive categories are used in analysis of the 2009 Operating Budget at the submission phase, as well as analysis and reporting during the review and approval phases of the process. In SAP each category of change is maintained as a separate budget version and a particular stage in the budget version is referred to as a budget scenario. The Operating Budget Impact of Capital Projects will be included in these categories according to how the definitions apply to the nature of these costs. Examples of categories of change are: Base Budget, Adjusted Base Budget, Revenue Change, etc.

**Clerical / Technical / Professional Position -** A clerical / technical / professional position is an Approved Position, which is generally affiliated with CUPE Local 79. A clerical / technical / professional position may be either Full-time or Part-time in status.

City of Toronto Act, 2006 – Passed by the legislature in June, 2006. The Act allows the City to establish its own governance structure, with enhanced delegation authorities. The Act secures a more enabling legislative framework, commensurate with the City's responsibilities, size and significance. The Act recognizes Toronto as an economic engine of Ontario and Canada with a democratic government that is responsible and accountable. The Act further endorses building a mature relationship with the province based on mutual respect, consultation and cooperation. The Act recognizes the City's authority to enter into agreements with other governments, including the government of Canada.

**Complement Management:** The administration and reporting of the approved and operational complement, including organizational structures, jobs and cost centre assignments (as understood before FPARS), as well as the tracking of vacancies and the impact on positions throughout the year of the funding status (capital vs. operating) and of funding-related changes (e.g. downsizing programs, re-organizations, re-evaluations, pay equity, job and wage grade harmonization).

**Complement Planning:** The business processes for forecasting and establishing the approved complement, including salary dollars and benefits, on an annual and multi-year basis.

**Commitments** – Projected cash flow expenditures beyond the Council approved budget year which require future year cash flow to complete the approved project. In essence it allows a project tender to be executed in the current budget year that requires future year cash flows to complete.

**Community Impact** - Community impact is the measurable change in the level of need of an individual client or the aggregate need of a customer group, directly attributable to the delivery of a service or a program.

**Community Impact Measures** – A performance indicator measuring the impact or benefit that the program / service is having on the communities in relation to the intended purpose or societal outcomes expected.

**Complement** - The number of permanent-equivalent positions including temporary, seasonal, casual and / or trade positions, all expressed in Approved Positions that are required to provide the approved level of service for a particular Program or Agency of the City.

**Complement Management** - Complement Management is the administration of the range of positions, people and structures related to the City as an organization in adherence to its established business processes and operational needs.

**Consumer Price Index (CPI)** – A statistical description of price levels provided by Statistics Canada. The index is used to measure the cost of living.

**Cost Element -** A cost element is a numerical reference to a particular kind of expense or revenue. For instance, 6030 is the cost element denoting "contributions to reserve funds".

**Cost of Living Adjustment (COLA)** – An increase in salaries to offset the adverse effect of inflation on compensation.

**Council Priorities -** Council priorities are outcomes or project outcomes which are to be delivered during the term of Council to support a vibrant and growing city which guides the 2009 Operating and Capital budgets.

**CUPE** – Canadian Union of Public Employees.

**Customers** - In terms of service profiles, customers define a segment of the population that the service is intended to benefit. Public Services have target customers external to the government – individuals, businesses and not-for-profits. Internal Services have public services as their target customers.

**Customer Service Quality Measure** - Measure of customer satisfaction with the service that they receive relative to their needs and expectations.

**Current Value Assessment (CVA)** – The amount of money a willing seller can expect to receive for their property as of date from a prospective buyer.

**Debt** - The amount of all obligations for the payment of interest and principal due by certain agreements and by-laws as incurred by the City of Toronto such as debentures, promissory notes, leases, letters of credit and other financial commitments and guarantees.

**Debt Charges –** The amount of principal and interest payments necessary to retire outstanding debt arising from capital expenditures.

**Debt Financing** - The amount of capital project gross cost that is to be financed with long-term debentures. This is the net amount determined after all other financing sources including GST refunds are considered.

**Development Charges** – Development charges are imposed against new development both residential and non-residential and are the primary funding source for financing Regional growth

related capital such as the road network, water and sewer. The rates imposed to Developers are based upon a Council approved Development Charge By-law.

**Efficiencies** - An efficiency measure is a measure of productivity based on dividing the quantity of output (measured in units of deliverables) by the quantity of resources input (usually measured in person hours or dollars).

**Effectiveness / Customer Service Measures** - Effectiveness is a measure of the value or benefit of a service, expressed as the actual change in the specified outcome achieved by delivery of the service. More broadly, an effectiveness measure compares the output of a service, process or resource to its intended contribution to a higher level goal (e.g. the effectiveness of a resource with respect to its contribution to a process, etc.).

**Encumbrance** - Upon approval of projects/sub-projects, programs can begin the RFP process to determine the vendor that will provide goods / services required. Once the vendor's bid is approved, it becomes a legally binding contract hence the value of the bid is an encumbrance and considered spent.

**Estimated Useful Life** - This is an estimation of the time period, usually expressed in years, that the capital asset (project) brings benefit to the organization or a community. This may apply to new sub-project/projects or an addition, alteration or improvement of an existing capital asset.

**Exempt Professional / Clerical Position (individual contributors)** - Any position which is not affiliated with a union, acts as an individual contributor and does not have direct staff reports.

**Expenditure Category (Cost Element) Group** - Expenditure Categories, now called Cost Element Groups in the SAP environment are the high level categories of expenditure and revenue as seen on the budget templates. They are Salaries & Benefits, Materials & Supplies, Equipment, Services and Rents, Contributions and Transfers, Interdivisional Charges and Other on the Expenditure side. On the Revenue side they are Grants from Others, Interdivisional recoveries, User Fees and Other.

**External Financing** - Financing from sources external to the City of Toronto (such as Provincial or Federal subsidy, Corporate Sponsorships, etc.). In addition it includes debt financing as well (see Debt Financing definition below).

**Financial Efficiency** - A measure of the cost of resources per unit of output. In this case, resources are the inputs (e.g, dollars, FTE, employee hours, time). Calculation: input divided by output.

**Fiscal Policy** – A government's policies with respect to revenues, spending and debt management as these relate to government services, programs and capital investment. Fiscal Policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

**Fiscal Year** – A 12-month period designated as the operating year fro accounting and budgeting purposes in an organization. The fiscal year for the City is the calendar year (January  $1^{st}$  to December  $31^{st}$ ).

**Fixed Assets** – Assets that are long-term in nature that are intended to continue to be held or used, such as land, buildings, machinery, furniture, ands other equipment.

**Frontline Positions -** Frontline Positions are those approved positions that provide direct service to the public or other consumers.

**Full Time Position** - A full-time position is a position approved as part of the organizational structure for a particular service or program working 35 or 40 hours per week for the full year.

**Fund** – A sum of money made available for a particular purpose

**GAAP** – Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principals.

**Gas Tax** – A share of Provincial and Federal gas tax that is transferred to municipalities to fund public transit systems and other infrastructure.

**Gapping** - Gapping represents the difference between funding that would be required for full salaries, wages and benefits for the entire stated complement of a particular staff unit and the actual funding provided. Gapping represents the savings that can be achieved as a result of vacancies or staff turnover not intended to be filled (known gapping) and an allowance for unplanned or unanticipated staff turnover (unknown gapping).

**Goals** - Goals specify where the organization desires to be in the future within the scope of the stated key business service as it relates to the Program's mission. Goals provide a framework for the identification of specific, well-defined objectives to be accomplished within specific time frames. Goals are to be pursued over time. The goals that a Program develops should be in support of the key business services and help establish the Program's direction. These goals provide a unifying theme for activities. Each goal should have at least one objective.

**Grant** - A contribution to the City from a federal or provincial government source to support a particular function, service or program. Grants from other sources should be reported as "Other Income."

**Growth Related** - A capital project is categorized as growth related if it supports growth and development across the City. Potential development charge revenues could apply to, and be identified for these projects.

**Head Count -** The total number of staff individuals employed by a unit at a particular time, regardless of the nature of their employment: full-time, part-time, seasonal or casual / trades. Currently, the City is using the terminology 'Approved Position' to uniformly report its staffing complement of all statuses.

**Health and Safety -** A capital project is categorized as health and safety if there is an urgent requirement for repairs due to demonstrated concerns for a health and safety hazard.

**Hourly / Operations** - Positions which is either paid on an hourly basis or works directly in operations (maintenance, waste collection, etc.) and that are often associated with TCEU Local 416.

**Internal Financing** - Financing from sources internal to the division or program submitting a capital project including reserve funds, development charges, and other program generated revenues.

**Key Services** - These are the fundamental services critical to the Program's mandate and success. Performance of these services in an exemplary manner will result in the Program achieving its mission.

**Key Customers** - Key Customers are the direct beneficiaries of the service or product provided by a particular program or agency. Key customers may be clients or customer groups, either inside or outside the City, including members or the public or other external entities.

**Legislated or City Policy** - Capital Expenditures required by Provincial or Federal legislation or compliance with City Policy (i.e., environmental initiatives). In the capital project justification section of each business case, the specific legislative or City Council reference will be provided as well as the action required to meet the requirements and timeframe.

**Mature Budget Process** - A budget process that is based on a multi-year view, emphasizes upfront strategic enterprise priority setting, service reviews and public consultation, and focuses on a link between resource allocation decisions and results and outcomes.

**Objectives** - Objectives are linked directly to Program goals and are specified, quantified, time-based statements of accomplishments or outcomes which should clearly state the specific results the Program seeks to accomplish. The development of objectives aids decision-making and accountability by focusing on issues and the accomplishment of outcomes and sets the direction for strategies. A Program may have multiple objectives under a single goal. The target indicated for each objective should focus on budgeted results. Example of an objective – develop and implement a cross-shelter case management plan for homeless clients that tracks their visits to all Toronto shelters in a given year by end of the fiscal year.

**Outcome (Results)** - The impacts or consequences for the community, of the activities of government. Outcome reports the results of the service. It can be short-term (immediate success), intermediate-term (success by three-to-six month periods) or long-term (one year or more). **OMBI** refers to The Ontario Municipal CAO's Benchmarking Initiative; created to make municipalities across Ontario more innovative and effective through the tracking and sharing of performance statistics and operational best practices.

**Output (Workload) -** The final products or goods and services produced by the organization for delivery to the customer. Output represents the number of units produced or services provided. It represents a measure of the amount of products or services delivered, and quantifies

**OMERS** – Ontario Municipal Employees Retirement System. OMERS is a defined benefit plan that provides pension benefits to the Region's full-time employees. Employees and employers normally make equal contributions to the plan.

**Operating Budget** - The financial, operating and management plan for the City that establishes annual appropriations in accordance with the Municipal Act for a 12-month period, (e.g., a fiscal year).

**Ontario Disability Support Program (ODSP)** - An income and employment support program designed to help people with disabilities live comfortable and productive lives.

**Operating Impact of Capital -** The Operating Budget impact of Capital projects is the changes in operating expenditure and / or revenue, which are projected to occur during the course of a Capital Project and / or when a Capital project is completed. These changes should be documented on a Business Case Form in the appropriate category. As the Operating Impact of delivering new services that result from Capital projects would be presented in a New / Enhanced Services Business Case.

**Other Revenue -** Represents all revenues other than property tax levy, provincial and federal grants, interdivisional recoveries and prior year's surplus. Other Revenue is made up of user fees, fines, interest earnings, and revenues from any other source.

**Outlook** - The Outlook is the anticipated financial plan for a future fiscal year, based on Council approved decisions for the current fiscal year. Outlook information for two future years is part of the Operating Budget submission. Outlooks include the annualized impacts of new / enhanced services, revenue changes or service adjustments approved in a prior year, known cost increments arising from approved multi-year contracts, non-recurring expenditure or revenue adjustments, operating impacts of approved capital projects, step /merit increases, and known Cost of Living adjustments.

**Output -** An output defines the result of a service delivered to a client, measured by quantitative 'units of service delivery'.

**Output Measure -** Measure the number of units of a service or product produced. An example is the tons of curbside waste recycled or cubic metres of water pumped at Pumping Station X.

**Planner Profile -** The Planner Profile determines the planning layout used in planning (SAP). The initial planning screen appears based on the first planning layout defined for a planning area. You can choose "Go to----Next layout" to proceed to the next layout. The Planner Profile is assigned to different user groups and thus controls what objects they are allowed to plan (for example, given cost center and cost element groups).

**Part-Time Position** - A part-time position is a position approved as part of the organizational structure for a particular service or program working less than 35 / 40 hours per week.

**Performance Measure:** Performance measures quantitatively tell us something important about our products, services and the processes that deliver them. They are a tool to help us understand, manage, and improve what our divisions do. Performance measures let us know:

- 1. How well we are doing;
- 2. If we are meeting our goals;
- 3. If our customers are satisfied
- 4. If and where improvements are necessary; and
- 5. If our processes are in the statistical control

**Personnel Expenditure Planning (PEP) -** Functionality in the Public Budget Formulation (PBF) tool that projects salary and benefit costs based on timely HR information (including positions, employees, job profiles, and salary and benefit costs). Using PEP projections, analysts can compare and plan for various contingencies regarding personnel costs during the budget formulation process and mid-year analysis.

**Planned Complement** - The total number of proposed positions before Council approval that are required to provide a level of service for planning and forecasting.

**Presto** – An electronic transit fare card to be used across various GTA transit systems.

**Priority Project** - A degree of important a project is to the Program in achieving the Program's objectives for the planning period. Prioritization may differ from Ranking such that any two projects cannot have the same priority preference number though they may have an equal ranking. Priority shows which projects the Program would prefer over the others if not all projects were allowed for approval. Priorities also show the areas of focus and the strategic direction the Program is heading to. Prioritization should be consistent with the mission and goals of the Program and any deficient areas that need to be addressed during the budget period. Priority numbers should only consist of integers other than zero. Assignments like 0, 1A, 1B, 1.5, 1.75 are not valid priority numbers.

**Product/Types -** This represents a classification of service deliverables.

**Program** - A Division of a Department or an Agency, Board or Commission, which constitutes a service delivery unit and may encompass one or more related municipal services (e.g., the Solid Waste Management program includes a number of services and is a division of Works and Emergency Services Department) and satisfies the following:

- aimed at one or more target groups (e.g., households);
- has program goals defined in social terms with outcomes of public good (e.g., public health); and
- is either mission-driven, (e.g., recreation, or mandate-driven, law-enforcement).

**Program Map** - The visual representation of the services, activities and sub-activities used to reflect the current service output business model. For each division or agency, there is a mission statement. For each identified service, there is a purpose statement.

**Projected Actuals** - Refers to the expected, or anticipated, outcome of the year's expenditure and revenue activities. A recommended approach for departments is to combine actuals year to date as of

June 30, plus the balance of the calendarized Council-approved current fiscal year budget. Departments can adjust and update the projected actuals as they see fit. The Projected Actuals are often compared with the current year Budget to determine variances.

**PSAB** - Public Sector Accounting Board of the Canadian Institute of Chartered Accountants (CICA) issues standards and guidance with respect to matters of accounting in the public sector.

**PSAB Section 3150** - Municipal requirement to account for and report on non-financial assets of local governments.

**Ranking Projects** - Ranking is an evaluation of a capital project based on certain criteria. It incorporates and quantifies five Capital Project Categories, (i.e., Health and Safety, Legislated/City Policy, State of Good Repair, Service Improvement and Enhancement, and Growth Related).

**Replacement Cost** - Is the cost of replacing the original asset on the basis of current prices (cost). It is not related to the original asset cost.

**Reserve / Reserve Funds -** Reserves and reserve funds have designated purposes and are created through the specific authorizations of Council. All earnings from the investment of reserve funds must form part of the reserve fund, whereas the earnings from reserves flow to the operating budget. The assets of reserve funds are segregated and restricted to the purpose of the reserve funds.

**Revenue -** Income received by an organization for the fiscal year. In the City of Toronto revenue includes tax payments, service (user) fees, transfers from other governments, fines, interest income, etc.

**Salary Gapping** - Unspent salary dollars resulting from position vacancies (e.g. the time a position is unfilled after resignations, unpaid leaves, etc.) Annual unspent salary gapping savings are applied to reduce the corporate tax levy.

**Service -** A detailed account of key offerings that are associated with each program currently delivered by a division.

**Service Level Indicators -** Service Level Indicators express the level and the standard of service provided to key customers or customer groups. Service level indicators may reflect an agreed standard of service (e.g., processing time), a quantitative level of resources or the frequency of service provided (e.g., hectares of parkland per capita), or the supply of service as a percentage of need (e.g., number of subsidized day care spaces provided as a percentage of the number of children in low income families).

**Service Improvement and Enhancement** - A capital project is categorized as service improvement and enhancement if it improves service delivery above the current Council-approved standard or provides for the introduction of new services.

**Service Objective -** A service objective sets out an achievable/measurable action that can be taken in delivering a service in support of the program goal.

**Service Planning -** Service Planning is a key management tool that supports informed operational decisions about: services and service levels; best us of available resources to achieve corporate goals; and cost effective delivery approaches.

**State of Good Repair** - A capital project that allows for the maintenance, repair or replacement of existing assets. This includes asset rehabilitation that extends the useful life of the asset by 10 or more years before replacement is necessary. Asset replacement should be considered, if rehabilitation is not feasible and delayed replacement could result in potential safety hazards. Asset rehabilitation required to meet health and safety issues should be categorized as "Health and Safety".

**Strength -** The number of actual filled staff positions at a specific point in time, whether permanent, seasonal or casual expressed as approved position years.

**Student / Recreation Worker** - A student or recreation worker is one who is employed on a temporary, seasonal or casual basis.

**Support Positions** - Support Positions are those approved positions that are professional, technical or managerial and provide support to the provision of a direct service.

**Targeted Outcomes -** A description or performance measure of the projected result of the implementation or continuance of an Objective or Council Priority within a program service or activity.

**Tax Rate** - A rate used to determine the amount of property tax payable. Taxes on individual properties are calculated by multiplying a property's current value assessment (CVA) by the applicable tax rate.

**Total Gross Expenditures** - Includes all expenditures properly incurred by the Program Area and charged to the Program Area's Budget.

**Total Revenues** - Includes all program-generated revenues (e.g., User Fees), grants and subsidies, internal recoveries and internal financing (e.g., Funding from reserves).

**WBS (Work Breakdown Structure)** - The Work Breakdown Structure is the hierarchy that is used within SAP for recording the approved project/sub-project transactions including the budget, plan, expenditures and revenues. It is within these WBS Elements that the financial status of a project/sub-project can be monitored through system generated reports.

**Units of Service** - Reflects the measurable components of each service deliverable, which illustrates how much service is being provided. These can be identified both in terms of costs and volumes.

**User Fees and Charges** - Includes all program-generated fee and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various city permits), encompassing cost elements 8500 to 8680. Donations are not included.

**Vacancy -** A funded, unoccupied position with no commitment (i.e., no base holder or financial commitment).

**Vacancy Management -** The business process to track and report on vacancies.

**Value -** In terms of Service Profiles, value deals with the contribution of a service toward the desired impact on the Customer Group associated with the Service.

**Variances** - Programs / agencies are expected to clearly detail all assumptions with respect to year-over-year changes, which are greater than \$250,000 or 5% of total gross expenditures. The rationale provided should be based on changes in service levels, objectives or funding requirements.

**Zero Based -** The requirement for all expenditures to be fully justified each year without reference to the prior year budget level. All office furniture and consultants are zero based and must be fully supported and justified by supporting documentation.

**Acronyms and Abbreviations** 

Acronyms and Abbreviations					
ABCs	Agencies, Boards and Commissions				
AD	Anaerobic Digestion				
AED	Automatic External Defibrillators				
AHA	Arts & Heritage Awareness				
AHO	Affordable Housing Office				
ALS	Advanced Life Support				
AMO	Association of Municipalities of Ontario				
AOCC	Association of Community Centres				
AODA	Accessibility for Ontarians with Disabilities Act				
AQHI	Air Quality Health Index				
ASD	Alternative Service Delivery				
AYS	Access to Your Supervisor				
AZA	Association of Zoos and Aquariums				
BCPV	Black Creek Pioneer Village				
BET	Business Education Tax				
BIA	Businesses Improvement Areas				
ВМО	Bank of Montreal				
BRT	Bus Rapid Transit				
BSC	Budget Sub-Committee				
CAMS	Capital Asset Management System				
CATS	Cross Application Time Sheets				
CAZA	Canadian Association of Zoos and Aquariums				
CCAC	Canadian Council on Animal Care				
CCAC	Community Care Access Centres				
CBR	Cellular and Bimolecular Research				
CCTU	Critical Care Transportation Unit				
CCTV	Closed Circuit Television				
CDP	Chronic Disease Prevention				
CFC	Capital from Current				

CFO	Chief Financial Officer
CHIN	Refers to a multicultural/multilingual radio station
CIP	Corporate Identity Program
CLRV	Canadian Light Rail Vehicles
CM	City Manager
CMA	Census Metropolitan Area
CNE	Canadian National Exhibition
CNEA	Canadian National Exhibition Association
COLA	Cost of Living Allowance
COTA	City of Toronto Act, 2006
CPI	Consumer Price Index
CPIP	Community Partnership and Investment Program
CREMS	Community Referrals by EMS
CVA	Current Value Assessment
CVOR	Commercial Vehicle Operators Registration
DARP	Development Application Review Project
DBRS	Dominion Bond Rating Service
DC	Development Charge
DCM	Deputy City Manager
DEC	Direct Energy Centre
DOT	Directly Observed Therapy
DSI	District Service Improvements
DVP	Don Valley Parkway
E&LR	Employee and Labour Relations
EA	Environment Assessment
EDCT	Economic Development Culture and Tourism
EDRMS	Enterprise Document & Records Management Solution
EDS	Electronic Data Systems
EEO	Energy Efficiency Office
EFFS	Electronic Financial Filing System

ETS	Environmental Tobacco Smoke
FIFA	Fédération Internationale de Football Association
EMS	Emergency Medical Services
EPA	Environment Protection Agency
ERCs	Employment Resource Centres
ESS	Employee Self Service
FMRE	Facilities Management and Real Estate
FDI	Foreign Direct Investment
FOI	Freedom of Information
FPARS	Financial Planning and Reporting System
FTE	Full Time Equivalent
GAAP	Generally Accepted Accounting Principles
GDP	Gross Domestic Product
GFOA	Government Finance Officers Association
GMAC	General Managers Advisor Committee
GR	Growth Related
GST	Goods and Services Tax
GTA	Greater Toronto Area
GTTA	Greater Toronto Transit Authority
H&S	Health and Safety
НВНС	Healthy Babies Healthy Children
HE	Healthy Environment
HF/HL	Health Families / Healthy Living
HPS	Homelessness Partnering Strategy
HUSAR	Heavy Urban Search & Rescue
HVAC	Heating, Ventilation and Air Conditioning
IAEMD	International Academies of Emergency Medical Dispatch
IBMS	Integrated Business Management System
ICON	Integrated Court Offences Network
IDC	Inter Divisional Charges

IP	Injury Prevention
IPHIS	Integrated Public Health Information System
ISCIS	Integrated Services for Children Information Systems
ISF	Infrastructure Stimulus Fund
IT	Information Technology
ITDS	In the Driver Seat
IVR	Interactive Voice Response
JDA	Joint-Default Analysis
JEPP	Joint Emergency Preparedness Program
LED	Light Emitting Diodes
LEED	Leadership in Energy and Environmental Design
LHIN	Local Health Integrated Networks
LIMS	Laboratory Information Management System
LRT	Light-rail Transit
LRV	Light Rail Vehicle
LTCA	Long Term Care Act
LTCHS	Long Term Care Homes and Services
LTC	Long Term Care
MBT	Mechanical Biological Treatment
MCCS	Municipal Child Care Services
MFIPPA	Municipal Freedom of Information and Protection of Privacy Act
MLEO	Municipal Law Enforcement Office
MLS	Municipal Licensing Standards
ML&S	Municipal Licensing & Standards division
MLTT	Municipal Land Transfer Tax
MMAH	MMAH - Ministry of Municipal Affairs and Housing
MOE	Ministry of the Environment
MOHLTC	Ministry of Health and Long Term Care
MPAC	Municipal Property Assessment Corporation
MPMP	Municipal Performance Measurement Program

MRAB	Multi Residential Apartment Building
MRF	Material Recovery Facility
MUSH	Municipalities, Universities, Schools and Hospitals
MW	Megawatt
OBCA	Ontario Business Corporation Act
ODSP	Ontario Disability Support Program
OECD	Organization for Economic Co-operation and Development
OMBI	Ontario Municipal CAOs Benchmarking Initiative
OMB	Ontario Municipal Board
OMPF	Ontario Municipal Partnership Fund
OPHS	Ontario Public Health Standards
OPP	Ontario Provincial Police
OW	Ontario Works
PAD	Public Access Defibrillation
PASO	Pan American Sports Organization
PAYE	Partnership to Advance Youth Employment
PBP	Better Building Partnership Program
PC	Police Constable
PHI	Public Health Inspector
PHIPA	Personal Health Information Privacy Act
PMFSDR	Provincial Municipal Fiscal and Service Delivery Review
POA	Provincial Offences Act
POS	Purchase of Service
PPF&A	Policy, Planning, Finance and Administration
PSAB	Public Sector Accounting Board
PSS	Personal Service Setting
PTMS	Parking Tag Management System
PTOC	Paramedic Transfer of Care
PVT	Personal Vehicle Ownership Tax
RACS	Road Allowance Control System

RAWF	RAWF - Royal Agricultural Winter Fair
RFP	Request for Proposal
RRAP	Residential Rehabilitation Assistance Program
RT	Rapid Transit
S&P'sd	Standards and Poor's Canada
SAMS	Social Assistance Management System
SARS	Severe Acute Respiratory Syndrome
SASRF	Social Assistance Stabilization Reserve Fund
SCPI	Supporting Communities Partnership Initiatives
SDFA	Social Development, Finance and Administration
SDMT	Service Delivery Model Technology
SHAS	Social Housing Administration System
SLAs	Service Level Agreements
SMIS	Shelter Management Information System
SMP	Substance Misuse Prevention
SOGR	State of Good Repair
SRT	Scarborough Rapid Transit
SSHA	Shelter, Support and Housing Administration
SSO	Source Separated Organics
STEP	Sustainable Technology Evaluation Program
SWM	Solid Waste Management
TAC	Toronto Arts Council
TAF	Toronto Atmospheric Fund
TAMP	Technology Assisted Management Program
TAS	Toronto Animal Shelter
TAVIS	Toronto Anti-Violence Intervention Strategy
TCEU	Toronto Civic Employees' Union Local
TCHC	Toronto Community Housing Corporation
TCHIS	Toronto Community Health Information System
TDSB	Toronto District School Board

TEDCO	Toronto Economic Development Corporation
TEIS	Toronto Elections Information System
TEO	Toronto Environment Office
TESS	Toronto Employment and Social Services
THEIS	Toronto Healthy Environments Information System
THESI	Toronto Hydro Energy Services Inc.
TKN	Total Kjeldhl Nitrogen
TMMIS	Toronto Meeting Management Information System
TPA	Toronto Port Authority
TPH	Toronto Public Health
TPL	Toronto Public Library
TPS	Toronto Police Service
TRCA	Toronto and Region Conservation Authority
TTC	Toronto Transit Commission
UofT	University of Toronto
WAYS	Web Access to Your Service
WBPP	Works Best Practice Program
WSIB	Workplace Safety and Insurance Board
YIPI	Youth in Police Initiative
YUS ATO	Yonge-University-Spadina Automatic Train Operation